



**ATTACHMENTS TO REPORTS OF THE BLAYNEY SHIRE COUNCIL MEETING  
HELD ON TUESDAY 23 JANUARY 2024**

**EXECUTIVE SERVICES REPORTS**

**04 Special Rate Variation**

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**PLANNING AND ENVIRONMENTAL SERVICES REPORTS**

**10 Proposed Voluntary Planning Agreement - DA146/2021  
Subdivision of the Land into 56 lots (52 urban residential lots) –  
1279 Millthorpe Road Millthorpe**

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Cut Out – Extraordinary Council Meeting – 9 November 2023

**EXECUTIVE SERVICES REPORTS**

**SPECIAL RATE VARIATION - COMMUNITY ENGAGEMENT  
AND PUBLIC EXHIBITION**

**2311/E002 RESOLVED:**

That Council

1. Endorse the updated 2024/25 – 2033/34 Long-Term Financial Plan (LTFP) as part of the Updated Resourcing Strategy, appended at *Attachment 2*, for public exhibition until 15 December 2023.
2. Endorse the commencement of community consultation on a potential application to the Independent Pricing and Regulatory Tribunal for a proposed permanent Special Rate Variation (SRV) of;
  - c) 10 per cent in 2024-25 (including the forecasted rate peg of 3.5 per cent), 10 per cent in 2025-26 (including the forecasted rate peg of 2.5 per cent) and 10 per cent in 2026-27 (including the forecasted rate peg of 2.5 per cent), representing a cumulative Special Variation of 33.1 per cent over three years, which is the Scenario 4 - Sustainability – Three-year SRV option in the updated Long Term Financial Plan.
3. Endorse the revised 2023-24 to 2026-27 Delivery Program and 2023-24 Operating Plan (DP/OP), appended at *Attachment 7*, for public exhibition until 15 December 2023.
4. Receive a further report regarding community consultation undertaken to determine any final application to be made to the Independent Pricing and Regulatory Tribunal for a Special Rate Variation.

(Reynolds/Somerville)

**CARRIED**

**03) SPECIAL RATE VARIATION - COMMUNITY ENGAGEMENT AND PUBLIC EXHIBITION**

**Department:** Executive Services

**Author:** General Manager

**CSP Link:** 2. Build the Capacity and Capability of Local Governance and Finance

**File No:** RV.FC.2

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**Recommendation:**

That Council

1. Endorse the updated 2024/25 – 2033/34 Long-Term Financial Plan (LTFP) as part of the Updated Resourcing Strategy, appended at *Attachment 2*, for public exhibition until 15 December 2023.
2. Endorse the commencement of community consultation on a potential application to the Independent Pricing and Regulatory Tribunal for a proposed permanent Special Rate Variation (SRV) of;
  - a) 26.5 per cent in 2024-25 (including the forecasted rate peg of 3.5 per cent), representing a cumulative Special Variation of 26.5 per cent over one year, which is the Scenario 2 - Sustainability – One-year SRV option in the updated Long Term Financial Plan. **Or**
  - b) 14 per cent in 2024-25 (including the forecasted rate peg of 3.5 per cent) and 14 per cent in 2025-26 (including the forecasted rate peg of 2.5 per cent), representing a cumulative Special Variation of 30 per cent over two years, which is the Scenario 3 - Sustainability – Two-year SRV option in the updated Long Term Financial Plan. **Or**
  - c) 10 per cent in 2024-25 (including the forecasted rate peg of 3.5 per cent), 10 per cent in 2025-26 (including the forecasted rate peg of 2.5 per cent) and 10 per cent in 2026-27 (including the forecasted rate peg of 2.5 per cent), representing a cumulative Special Variation of 33.1 per cent over three years, which is the Scenario 4 - Sustainability – Three-year SRV option in the updated Long Term Financial Plan.
3. Endorse the revised 2023-24 to 2026-27 Delivery Program and 2023-24 Operating Plan (DP/OP), appended at *Attachment 7*, for public exhibition until 15 December 2023.
4. Receive a further report regarding community consultation undertaken to determine any final application to be made to the Independent Pricing and Regulatory Tribunal for a Special Rate Variation.

**Reason for Report:**

To obtain Council endorsement to enable community consultation to commence regarding a potential application to the Independent Pricing and Regulatory Tribunal for a proposed permanent Special Rate Variation (SRV).

**Report:**

Background

Council's 2021/22 Operational Plan adopted on 28 June 2021, included multiple forecast deficits in both the Delivery Program and 10-year Long Term Financial Plan (LTFP).

Consequently, in late 2021, the Blayney Cabonne & Orange Alliance (BCO) sought to undertake a joint initiative to seek expertise to undertake a financial sustainability review of all member councils.

Sourcing specialists with proven experience for this exercise proved difficult resulting in Blayney Shire Council going alone in May 2022.

Council undertook a quotation process in June 2022 and proceeded to engage LG Solutions to undertake an independent strategic financial review of Council's financial position and sustainability. Council received the Financial Sustainability Review in September 2022.

This review was high level and identified 45 actions for Council to investigate. A Working Group was then formed comprising; 3 Councillors, Senior Management Executive and Chief Financial Officer to review and broaden recommendations where required and develop an action plan.

Council was able to action 25 recommendations from the LG Solutions Strategic Financial Review. However, ultimately as part of the 2023/24 - 2026/27 Delivery Program and 2023/24 Operational Plan preparation over March to May 2023, it became clear Council could not readily address the repeated projected deficits within the LTFP.

Council identified the ongoing challenge of costs growing faster than revenue and that Council would have to review and significantly reduce service levels to continue to be financially sustainable or seek measures to increase funding, including by way of a SRV.

When adopting its 2023/24 to 2026/27 Delivery Program and 2023/24 Operational Plan on 27 June 2023, having regard to the projected deficits, Council specifically resolved (resolution number 2306/E005);

*"2. Note that the 2023/24 Operational Plan forecasts a Net Operating Result before Capital Items of (\$1.08m) deficit (\$1.27m deficit for General Fund and \$194k surplus for Sewer Fund) and continued deficits thereafter throughout Council's Delivery Plan and Long-Term Financial Plan.*

- 8. Endorse commencement of the Special Variation application process, noting;**
  - a. Council in 2022 undertook a Strategic Financial Review (completed by LG Solutions) to review Council's long term financial sustainability and must now consider a Special Variation application.
  - b. Council must ensure it has sufficient revenue to:

- *Improve financial sustainability by eliminating the General Fund operating deficits;*
  - *Deliver the services adopted within its Integrated Planning and Reporting documents;*
  - *Provide sufficient funding to meet asset renewal funding requirements and appropriately manage the infrastructure backlog;*
  - *Meet compliance obligations under the Local Government Act 1993 (NSW) and other forms of legislation;*
  - *Address continual financial implications mandated and/or cost shifting from the NSW Government;*
  - *Address Council's unsustainable reliance on mining rate income (current and future) and develop strategies to reduce this reliance.*
- c. *Council will engage a specialist local government finance consultant to review and prepare all necessary documentation required for the potential Special Variation application.*
- d. *Progression of the Special Variation application will be subject to further Council approval and a future community engagement process as per the requirements of the Office of Local Government and the Independent Pricing and Regulatory Tribunal (IPART) with a view to making application for the 2024/25 financial year. "*

Council proceeded to engage Morrison Low, a multidisciplinary management consultancy, who specialise in providing financial modelling to local government across Australia. Morrison Low (ML) are considered specialists in assisting NSW Councils in making application to the NSW Independent Pricing and Regulatory Tribunal (IPART).

ML have undertaken an independent financial assessment of Blayney Shire Council's 10-year LTFP seeking to identify financial improvements and minimise any SRV that might be required.

They reviewed and updated Council's 10-year LTFP (*Attachment 2*) using best practice modelling with a particular focus on forecasting required asset maintenance figures to ensure Council can afford to maintain its current asset base in a satisfactory condition into the future.

ML have also prepared a Background Paper (*Attachment 1*), an Organisational Sustainability Improvement Plan (*Attachment 5*) and a Capacity to Pay report (*Attachment 3*).

Following the ML review and modelling, the Background Paper states;  
*"In its 2023-24 to 2026-27 Delivery Program and 2023-24 Operational Plan, Council identified its ongoing challenge of costs growing faster than revenue. In response, Council has recently completed a further financial sustainability review to identify opportunities to address this issue.*

*The revenue increases and cost savings identified in the review will not fully address growing deficits in the long term financial plan. Council must determine whether to review and reduce service levels to continue to be financially sustainable or seek an increase in funding, including by way of a Special Variation.*

*Unfortunately, it is not possible for Council to 'do nothing'. A range of difficult decisions are needed to address the financial outlook for Council's General Fund. This is critically important because the General Fund provides for all Council services apart from sewerage and domestic waste, and the funding available supports the maintenance of critical assets such as roads, bridges, pathways, kerbs, stormwater drains, parks and gardens and public buildings."*

Accordingly, as part of this process, Council is required to slightly update the Financial Sustainability Update section (from p.8) in its current 2023/24-2026/27 Delivery Program (DP) to reflect the recent progress since adoption on 27 June 2023. No other changes have been made, however the DP/OP is required to be re exhibited.

Note: whilst Council is exhibiting an updated LTFP including proposed SRV, the current DP cannot be altered for 2024/25 onwards because it is not known at this stage whether Council will proceed with the SRV application.

Additionally, following community engagement of the SRV, if Council resolves to proceed to make application to IPART for an SRV (which would commence on 1 July 2024), Council will be required to prepare two (2) separate Delivery Programs and Operational Plans for exhibition in May 2024 (with and without SRV) because Council will not be informed by IPART of any SRV outcome until May 2024 (after the exhibition period of the DP/OP).

Following the ML review and modelling, an updated LTFP (2024/25 to 2033/34) has been developed and included as part of a revised Resourcing Strategy that outlines sustainability options to Council (*Attachment 2*).

It should be noted that the General Fund figures in the LTFP exclude the Domestic Waste Management Unit (DWM), as nett income cannot subsidise other operations within General Fund, however these are included in the Consolidated figures. For transparency and reference, the DWM reports for each scenario, encompassing the Income Statement, Balance Sheet and Cashflow, are appended to this report (*Attachment 4*).

Both the updated DP/OP and LTFP have been prepared in accordance with the *Integrated Planning and Reporting Guidelines* issued by the Office of Local Government and prescribed under the Act.

Council regularly reviews its operations, and actively identifies and implements initiatives to ensure that it is containing costs and finds efficiency gains, so that it can provide value for money to the community.

ML has confirmed that Council has already found a total \$690,000 per year in financial benefits, one off benefit of \$1 million, some \$4 million in cashflow grant funded asset renewal projects not requiring Council funds, in addition to extensive additional efficiency and productivity gains and improvements in operational sustainability. These benefits are already built into Council's base case in its LTFP.

As part of the Organisation Sustainability Improvement Plan, Council has first sought to identify further savings and cost containment opportunities. As a result, Council identified, costed and prioritised 26 improvements, which it will be implementing over the next three to four financial years.

There are an additional 12 improvement opportunities identified that need to be further assessed and costed before implementing, which are not included in the draft LTFP.

The Organisational Sustainability Review and Improvement Plan (*Attachment 5*) lists all past and present productivity and cost containment initiatives that Council has implemented. Additionally, it lists a number of future productivity and cost containment initiatives that will be required to be reviewed and considered.

Even with these initiatives, to ensure its ongoing financial sustainability, Council has needed to consider its options for increased revenue to cover growing costs and is requiring consideration of a Special Rate Variation.

The LTFP includes four (4) financial modelling scenarios. In addition to a base case scenario, the LTFP models three (3) sustainability scenarios, which outline three (3) SRV options to address Council's ongoing financial sustainability. The three (3) SRV options were designed to ensure Council can successfully:

- Generate an operating surplus, before capital income,
- Fully fund all required asset renewals and maintenance,
- Return to and maintain a positive unrestricted cash position, and
- Deliver all improvement program initiatives.

The SRV options in the three (3) sustainability scenarios are largely similar; the key difference is the number of years required to implement the full extent of the additional rates income required for financial sustainability.

Table 1, below, summarises the four (4) scenarios, Figure 1 shows the 4 scenarios:

Table 1: Special Variation options considered by Council				
SRV Options	2024-25	2025-26	2026-27	Comparison over 3 years
1. Base Case	3.5%	2.5%	2.5%	8.7%
2. Sustainability – One-year SRV	26.5%	2.5%	2.5%	32.9%
3. Sustainability – Two-year SRV	14.0%	14.0%	2.5%	33.2%
4. Sustainability – Three-year SRV	10.0%	10.0%	10.0%	33.1%



Figure 1 – 4 potential scenarios modelled

All 3 SRV scenarios balance Council's need to be financially sustainable, with all 3 trending in this proximity from 2027 onwards.

Council under each scenario would move from a forecast deficient of -\$1.43m in 2025, to a small surplus in 2028 and continued small surpluses to 2034.

Whichever scenario is chosen, Council would apply to the Independent Pricing and Regulatory Tribunal (IPART) for a permanent cumulative rate increase of approximately 33 per cent. If secured, this SRV would assist Council in maintaining surpluses, meeting operating expenditure, and ensuring sufficient investment in infrastructure.

Table 2 provides an indication of the annual rates increase likely to be experienced by ratepayers in each category paying average rates.

Table 2 is based on scenario 4, which provides for the most gradual phase in of the SRV.

**Table 2: Scenario 4 – 3 year SRV**

<b>Residential Rates</b>	Year	Average Rate	Annual Average Increase	Per Week Increase
	Current	\$757		
	2024-25	\$833	<b>\$76</b>	\$1.46
	2025-26	\$916	<b>\$83</b>	\$1.60
	2026-27	\$1,008	<b>\$92</b>	\$1.77

<b>Farming Rates</b>	Year	Average Rate	Annual Average Increase	Per Week Increase
	Current	\$3,323		
	2024-25	\$3,655	<b>\$332</b>	\$6.38
	2025-26	\$4,021	<b>\$366</b>	\$7.04
	2026-27	\$4,423	<b>\$402</b>	\$7.73

<b>Business Rates</b>	Year	Average Rate	Annual Average Increase	Per Week Increase
	Current	\$1,285		
	2024-25	\$1,414	<b>\$129</b>	\$2.48
	2025-26	\$1,555	<b>\$141</b>	\$2.71
	2026-27	\$1,711	<b>\$156</b>	\$3.00

<b>Mining Rates</b>	Year	Rate Charge	Annual Increase
 <i>Cadia Valley Operations</i>	Current	\$4.87 million	
	2024-25	\$5.36 million	<b>\$487,295</b>
	2025-26	\$5.9 million	<b>\$536,024</b>
	2026-27	\$6.49 million	<b>\$589,626</b>



Additional and more detailed information on the proposed SRV is contained in the following documents attached to this report:

- Special Rate Variation Background Paper,
- Capacity to Pay Report appended to the LTFP.

**Community Engagement:**

In making an application for an SRV Council must demonstrate that it has effectively informed and consulted the community on the possibility of an SRV, including impact of both the proposed SRV as well as not applying for an SRV. Accordingly, a Community Engagement Plan has been developed to form the basis for this community consultation process (refer *Attachment 6*).

The Community Engagement Plan outlines the various consultation tools that will be used to inform and consult the community about the proposed SRV. Consistent with Council's Community Engagement Strategy, it is proposed that a suite of print and face-to-face consultation mechanisms be used to support the delivery of the community consultation.

The community consultation will commence Friday, 10 November 2023 and conclude Friday, 15 December 2023 (35 days). Following conclusion of that process, a report on the community engagement based on feedback received during that process will be prepared and submitted to Council for consideration at an Ordinary Meeting scheduled for 23 January 2023. This report is independently considered, checked and verified by IPART.

Should Council proceed in making application to IPART for an SRV, IPART will seek its own community feedback separate from Council's processes and invite submissions from members of the public. This process is typically undertaken in the subsequent February/March.

The community engagement process will use a variety of techniques and media and provide comprehensive information so that by the end of the consultation period, the community have been informed and provided opportunity able to express their views about the financial sustainability decisions facing Council.

This Community Engagement Plan is supported by the following detailed action plan, including engagement activities, and will produce a summary report of the engagement outcomes for Council's consideration.

The proposed list of drop-in sessions are identified in the following table.

<b>Location</b>	<b>Venue</b>	<b>Date</b>	<b>Time</b>
<b>Millthorpe</b>	Golden Memories Museum	Thursday, 16 November	9am to 11am 4pm to 7pm
<b>Blayney</b>	Blayney Shire Community Centre	Monday, 20 November	3pm to 6pm
<b>Newbridge</b>	Brian Bennett Pavilion	Wednesday, 22 November	4pm to 7pm
<b>Lyndhurst</b>	Lyndhurst Hall	Thursday, 23 November	4pm to 7pm
<b>Blayney</b>	Blayney Shire Community Centre	Monday, 27 November	9am to 11am 4pm to 7pm
<b>Neville</b>	Neville Hall	Wednesday, 29 November	4pm to 7pm
<b>Mandurama</b>	Mandurama Hall	Thursday, 30 November	4pm to 7pm
<b>Carcoar</b>	Carcoar School of Arts	Friday, 1 December	4pm to 7pm

**Timeline**

The timeline for the SRV process is identified in the following table.

<b>Timeframes</b>	<b>Responsibility</b>	<b>Community Engagement Activity</b>
10 November 2023 to 15 December 2023	Council	35 days community engagement activity: <ul style="list-style-type: none"> <li>• Community Drop-In Sessions.</li> <li>• Media Release.</li> <li>• Social Media.</li> <li>• Council Website / options / analysis / reports / FAQs.</li> <li>• Letter sent to all landowners.</li> <li>• Online Submissions open.</li> <li>• Awareness through media.</li> </ul>
23 January 2024	Council	Receive report on community feedback and recommendation on the preferred SRV option.  Adopt the LTFP with the preferred SRV Option.
February 2024 – April 2024	IPART	IPART independently conducted community engagement activity
April / May 2024	Council	Draft 2024-25 OP and Draft 2024-25 to 2027-28 DP including Revenue Policy on public exhibition (28 days).
May / June 2024	Council	Community Engagement Activity – DP/OP and Revenue Policy
May 2024	IPART	IPART Final report on SRV Assessment
June 2024	Council	Endorse final; 2024-25 OP including Revenue Policy and 2024-25 to 2027-28 DP

**Risk/Policy/Legislation Considerations:**

Section 403 of the Local Government Act 1993 (the Act) requires Council to have a long-term strategy (called its resourcing strategy) for the provision of the resources required to perform its functions (including implementing the strategies set out in the community strategic plan).

The Office of Local Government provides guidelines for the preparation of an application for a special variation to general income which includes the criteria that IPART will assess in considering a council's SRV application.

IPART sets the rate peg and approves rate increases above the rate peg.

The Local Government Act 1993 sets out the following principles of sound financial management at Chapter 3, s.8B:

- a) *Council spending should be responsible and sustainable, aligning general revenue and expenses.*
- b) *Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.*
- c) *Councils should have effective financial and asset management, including sound policies and processes for the following—*
  - (i) *performance management and reporting,*
  - (ii) *asset maintenance and enhancement,*
  - (iii) *funding decisions,*
  - (iv) *risk management practices.*
- d) *Councils should have regard to achieving intergenerational equity, including ensuring the following—*
  - (i) *policy decisions are made after considering their financial effects on future generations,*
  - (ii) *the current generation funds the cost of its services.*

It must be highlighted that the updated LTFP is based on a number of assumptions of which Council has no control. There are a number of other factors outside Councils control that could directly impact (positively and negatively) Council over the LTFP. Some of these factors are outlined below.

#### Financial Assistance Grants

In 2022/23 Council was paid in advance by 95% (\$3.46m) of the 2023/24 Financial Assistance Grant (FAG) allocation, an increase from the 75% advanced in the prior year. This is an operational grant which significantly distorted Council's 2023 operating result.

Council's net operating result for 2022/23 before capital grants and contributions was \$1.2m. If the FAG advance payment was removed, the net operating result would have been \$59k.

There is also a risk that at some point in time the Federal Government will cease advance payment of the FAG grant, potentially leaving a \$3.6m shortfall for Council in the year in which the advance payment is ceased.

#### Cost Shifting

Council has been significantly impacted by repeated mandated financial implications and/or cost shifting from the NSW Government. Two examples of this are;

- Rural Fire Service Assets:
  - Fleet - Council currently has assets;
    - Blayney (and shared) with a replacement value of \$7.9m

- Current written down value of \$1.1m
- Estimated depreciation in 2023/24 of \$212k
- Noting this figure is quickly declining (there are only 5 vehicles are less than 10 years old). If all vehicles are replaced simultaneously and/or in short succession depreciation would escalate to approximately \$700k p.a. in the LTFP.

Buildings - Council currently has assets with;

- Replacement value of \$2.8m
  - Current written down value of \$2.2m
  - Estimated depreciation in 2023/24 of \$53k
- Emergency Services Levy (ESL)  
The ESL is a cost imposed on councils and the insurance industry to fund the emergency services budget in NSW. The majority is paid as part of insurance premiums, with a further 11.7 per cent picked up by councils and 14.6% by the State Government itself.

Council's Emergency Services Levy contribution for 2023/24 is \$484k (an increase of 36%) and goes towards the cost of, RFS, SES and NSW Fire & Rescue.

The 2023/24 contribution increase is compounded with the NSW Government advising in May 2023 it will no longer provide a subsidy for the Emergency Services Levy. Removal of the subsidy had an instant negative impact of \$128k to Council's 2023/24 OP.

Councils continue to be significantly impacted by mandated financial implications and/or cost shifting from the NSW Government. Noting in March 2023 a new Government was elected in NSW, in the lead up to the election it had indicated to Local Government that if elected, it would amend the Rural Fires Act to clarify that Local Government does not have to account for RFS assets. There has been no progress on this matter to date.

There has been a significant amount of work being undertaken on how to better fund emergency services within NSW. Again, there has been limited progress in this policy space though.

#### Mining Rate Income

Referring to Council's operating income, approximately 50% of rating income comes from the mining rate category in 2023/24. This figure is forecast to rise to approximately 60% in the LTFP if the McPhillamys Gold Project (following issue of planning consent in 2023) proceeds to development.

The following risks are identified in relation to Council's mining rate category;

- A significantly high proportion of rating income being generated from 1 rating category (being 3 ratepayers) in the LTFP.

- It is unknown (also outside the control of Council) when the mining lease for McPhillamys Gold Project will be issued which allows a mining rate to be levied.
- The Cadia mine currently only has operational approval to 2031 which now falls within the current 10-year LTFP.  
Note: Council understands Cadia are in the process of preparing a new application to the NSW Department of Planning & Environment for the continuation of operations.

At the June 2023 Council meeting, Council identified;

- *“Council’s risk is heightened as an assumption has been made for issue of the mining lease for McPhillamys in quarter 4 of 2023/24 (however this is outside of Council’s control), and*
- *Council must seek to develop and implement strategies that diversifies its rating income distribution, which will in turn minimise reliance and risk exposure relating to the mining rate category over the 10-year LTFP”.*

Upon discussion with IPART, their direction was clear regarding any potential SRV application in which Council sought to reduce reliance from the Mining Rate category;

- If Council is aware of a potential rate income source (McPhillamys Gold Project), it must include a forecast of that rate income in the LTFP.

IPART would likely not approve any SRV application that assumed no mining rate income from McPhillamys mine, because;

- That would mean the SRV amount would be higher (as no revenue assumption has been included in LTFP) than Council potentially required.
- There is no ability for IPART to reduce an approved SRV if the McPhillamys mine does proceed.

The risk outlined by IPART is that, if no forecast revenue is included for McPhillamys and a high SRV amount is approved, then McPhillamys is issued a mining lease, Council receives an uplift in rate income. Council could then still levy the approved SRV in the future, while generating additional mine rates, with no input, control or restriction from IPART.

- In relation to the Cadia Gold Mine, until Council has greater certainty (e.g: if a future application for continuing operations is not approved) Council cannot seek to diversify its rating distribution by slowly increasing the Residential, Farmland and Business rating categories’ yields over time.

IPART were very clear in discussions with Council and ML that it must go with best known assumptions now and not forward plan for more than the 10-year LTFP.

In relation to the Mining category, if the McPhillamys mine has not commenced and/or there is a change to mining rate income from Cadia, Council will need to likely consider making a further SRV application in the near future (potentially within 3 years).

#### Grant Funding

Over the past 6 years, Council has been very proactive in obtaining many state and federal grants. In particular, over the past 4 years Council has benefited significantly from a NSW Government Grant Program called 'Resources for Regions', amounting to approximately \$21.4m.

Resources for Regions returned a very small (approx. 2%) of mining royalties collected by the NSW Government, and directly allocated those monies to 26 councils directly impacted by mining operations.

Disappointingly, in September 2023 the NSW Government ceased the Resources for Regions Grant funding program. This decision has directly removed an anticipated \$4m in annual grant funding from Blayney Shire Council.

It is noted that grant funding must be used for the specific purpose, as outlined in the grant guidelines and funding deeds, and is generally required to be expended for a capital purpose therefore prevented from being used for operational purposes.

Obtaining further grant funding is not a solution to creating a positive operating result in Council's General Fund. However, Council will seek to continue to identify grant opportunities for renewal projects in lieu of Council's own cash. The ML Organisational Sustainability Improvement Plan confirms this approach has benefited Council by approximately \$4 million dollars in 2022/23, freeing up cashflow proposed from General Fund.

#### **Budget Implications:**

A significant amount of work has been undertaken by ML, Council staff and Councillors in order to review and address Council's financial sustainability.

There is a budget allocation in the 2023/24 Operational Plan for specialist financial consulting.

Councillor and staff time will incur no additional expenditure allocated (general duties).

Consideration of the subsequent lodgment of an SRV application to IPART would be the subject of a further report to Council following the community engagement process.

#### **Enclosures (following report)**

Nil

**Attachments (separate document)**

1	Special Variation Background Paper	12 Pages
2	Long Term Financial Plan 2023-2033 (Draft - Revised)	60 Pages
3	Capacity to Pay Report	39 Pages
4	Domestic Waste Management Financial Statements	12 Pages
5	Organisational Sustainability Review and Improvement Plan	17 Pages
6	Community Engagement Plan	16 Pages
7	2023-24 to 2026-27 Delivery Program and 2023-24 Operating Plan (Draft - Revised)	89 Pages

Tuesday, November 14, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

I see no need to increase our rates to cover your Miscalculations' in your budget blowout.

Wednesday, November 15, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name** [REDACTED]

**Email** [REDACTED]

**Phone Number** [REDACTED]

**Address** [REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

As a home owner and ELECTOR of the Blayney LGA I absolutely oppose this SRV. Council needs to adjust and do better with the resources they already have, just as our families have had to do in recent times. Ask the community how to save a few dollars, I'm sure they have plenty of advice knowledge and wisdom to share with you.

**SRV Submission**

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**Name:** [REDACTED] [REDACTED]

**Phone Call:** 16/11/23 12:51pm

Wanted to put name as being totally against SRV as Farming rates will go up by \$30 per week. Council do not care about the farmers. Previously enquired to Council about subdividing was told cannot do as Council does not want farmers making money out of selling of land around Barry but yet Millthorpe can. Times are already hard for farmers and everything is going up, eg housing crisis with rents going up, Why can't Council absorb some of these costs instead of putting onto rate payers. Will try and attend a meeting. How much money did Council waste on the 2 x reports done.

---

**From:** [REDACTED]  
**Sent:** Sunday, 26 November 2023 10:46 AM  
**To:** SRV  
**Subject:** objection

Hi there  
I am just emailing to register my objection to the SRV.  
Thank you  
Regards [REDACTED]

Monday, November 27, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

Hi there, I would like to vote no for SRV.

Thank you.

Regards [REDACTED]

Monday, November 27, 2023

## Have your say on the SRV

What would you like to do?

Make a submission on the proposed SRV

Name

[REDACTED]

Email

[REDACTED]

Phone Number

[REDACTED]

Address

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

To whom it may concern,

Whilst I know the cost of everything is going up at the moment, people's wages are not. To increase our rates by 33% (yes I know it's over 3 years, but even so) is disregarding the fact that people are already struggling, living pay-check to pay-check, trying to keep up with all the other bills and expenses we already have. This added cost could mean a parent has to cancel their child's dance classes or swimming lessons, or other extracurricular activities just to pay these extra fees. It could mean missing out on school excursions. It could mean missing out on that family dinner in town, so small businesses miss out as well. And for what? To line the pockets of the council? The letter we were sent said that the rate increase was needed to continue the services the council provides, such as the upkeep of our roads, sewage, parks etc. Not sure if you've driven on any roads around here recently, but they are atrocious. We live near heritage park, and it is beautifully maintained. I often see the grass being mown, quite often actually, but I don't think it warrants a 33% increase in our rates to make sure the grass at the park is pristine.

When considering this proposed rate increase please consider the average Blayney resident. We are hard working people who are just trying to get by, to raise our families.

Sincerely,

[REDACTED]

Monday, November 27, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

No thanks to the SRV AT all. Unaffordable rate increase that doesn't benefit locals.

Tuesday, November 28, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

I do not support the introduction of the proposed SRV. I don't believe Lyndhurst gets fair representation for the rates that we pay, and to find out that services have already been reduced is disappointing. There was no indication that these reduced maintenance services would be reinstated if the SRV was introduced. How many of your residents are expecting a 10% increase to their income for the next 3 years? I'd think the answer is none.

Tuesday, November 28, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

Unfortunately I could not make the sessions council had organised.. what I can't understand, council is receiving \$4.87 million from the mine, money council hasn't had in the past & yet council still want to put our rates up. Families are stretch to the limit now...I also would have liked to have a community meeting not just pop in question & answers as I'm sure the community as a whole would have liked to hear the answers to all questions asked.

Friday, December 1, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

I would like to note that I do NOT support the SRV.

All households and businesses are already struggling in the current financial environment. I do not believe that Blayney Shire Council should put even more financial pressure on their residents and businesses. We have to make do. I believe that Blayney Shire should make do with the current peg rate, like the rest of us.

Sunday, December 3, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

I object to the proposed Rate increase

Tuesday, December 5, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name** [REDACTED]

**Email** [REDACTED]

**Phone Number** [REDACTED]

**Address** [REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

Mr Mayor & Councilors

I support Council's preference is for a 10% per annum. increase, to all rate categories for 3 consecutive years. As a primary producer, the maintenance of our councils road network is essential. This has not been happening, we have watched the continued deterioration of our roads, to the point whereby they became impassable after last years flooding and then Council needed to request special grants from state government for repairs. This cap in hand, ad hoc funding model for repair and maintenance does not work. Our roads need far more maintenance sealing, drain rehabilitation Etc to make them more resilient. The local government funding model constrained by rate pegging is out dated and needs review. Your proposal for a SRV is a welcome step forward.

Tuesday, December 5, 2023

## Have your say on the SRV

### What would you like to do?

Make a submission on the proposed SRV

Name

[REDACTED]

Email

[REDACTED]

Phone Number

[REDACTED]

Address

[REDACTED]

### Please provide your input, comments, and feedback on the proposed SRV here

To whom it may concern,

I live with my father who owns a property in Mandurama. I make this submission on his behalf.

We have received information from Council regarding the proposed SRV increases.

My family have lived in Mandurama for the better part of 10 years. Over the last 4 years or so, we have seen a decrease in the services provided and rendered to residents of the community of Mandurama.

We would not be opposed to the SRV rates increases to the Blayney Shire, if the community of Mandurama were actually supported by Blayney Shire Council and the proposals Blayney Shire Council intend to make.

The local oval in Mandurama is rarely mowed or maintained by Council. This is the local ground that we use for sporting activities, dog walking, parties, fishing etc. We have not been able to use the oval for the last 3 months because it has not been mowed or maintained. This is a huge safety risk to our residents because of snakes and spiders in our area.

Our roads are not maintained at the same upkeep or level as other areas of Blayney Shire Council either. On the Canowindra Road, as you turn right from the main highway, there is a massive hole in the road that has been filled in by Council staff a number of times over the last 4 years but has never actually been fixed by Council. Now there is a huge lump on the road that every one of our cars hits every time we turn onto that road. It is a massive safety risk, particularly for the nearby houses as it is going to take one car to hit that bump wrong and a car will go careening into one of the nearby houses.

Our footpaths are atrocious and are never upkept by Council. Our walkways and side roads are hardly ever maintained by Council either.

I also note that the main street of Mandurama floods every time we have heavy rain as the drains near the main post office and pub are blocked from tonnes of rubble and dirt from works over the years.

If the community of Mandurama were actually to benefit from the SRV increases, we would be happy to oblige and agree to the rate rises however, Council needs to provide further information and review the current works and maintenance that our town is actually provided by Blayney Shire Council before our homeowners are forced to pay more money towards Council without actually receiving any benefit.

Yours faithfully,

1



Tuesday, December 5, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

A rate rise of any kind will put even more pressure on house holds. The council has been able to get grants in the pass for road works. So why cant they do this again to raise needed funds. On roads, they are a disaster, specially thru Millthorpe and Church St in Blayney.

Thursday, December 7, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

ATTN: Blayney Shire Council, Blayney councillors, Mark Dicker

I wish to lodge my objection to the proposed rate rise.

These are difficult times and people, myself especially, can't handle rate increases of this size. Where do you think the money is to come from?  
Rural rate payers seem to be rated at a much higher rating level than towns and villages also. Rural rate payers pay enough rates already and we get basically nothing for our money, especially if you live on a gravel road. We have to endure dust and in the case of snow and wet conditions you have to added problem of a dangerous and slippery roads and large potholes. Also very wet windy conditions are likely to bring trees down over the road completely closing the road.  
Maybe Blayney Councillors should learn to budget and/or spend less in Blayney.  
Maybe the council is "top heavy" and needs to look at their staffing levels.  
Could the wind turbine company that is destroying our landscape be approached to help with council coffers?  
There is also Cadia who could be approached.  
Surely there are other options rather than slug the ratepayers  
Definitely NO RATE RISE.  
I would like my letter tabled at the next council meeting and my objection noted.

Friday, December 8, 2023

### Have your say on the SRV

What would you like to do?

Make a submission on the proposed SRV

Name [Redacted]

Email [Redacted]

Phone Number [Redacted]

Address [Redacted]

**Please provide your input, comments, and feedback on the proposed SRV here**

Has council done performance assessments on departments? I know of two people who have contracts at Orange City Council, both have only started working there earlier this year for 3 days a week after working for themselves. Both are constantly looking for work to do, and at times bored out of their minds and one has a contract until June 2024. Does Blayney Shire Council have any such employees??

How confident are Council in the 'Consultation' Recommendation process?? Bathurst was \$120 000, presume that Blayney was similar?

Why doesn't Centrepoint Generate any income?? or is the figure on the document the Net loss? Since YMCA have taken over a local private swim instructor has taken her lessons elsewhere, along with many small children in our area. It will be interesting if these children actually graduate through to squads like our kids did simply because ours did all their lessons at the Blayney pool.

Councillor Ipads etc Device replacement each new council term? I am still using my daughters iPad from when she started high school 7 years ago and it is perfectly fine, so is changing devices every term really necessary?. Does Council have an IT department and if so does it really need one? Can it be better done by out sourcing this service?

Monday, December 11, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

Dear Councillors, I have listened to both sides of this discussion for the past few weeks.

What seems to be the base of the problem is that Council is spending more than it earns to maintain the Shire in to the standard it has been. Raising rates does not fix the underlying problem but rather kicks it down the road to make a bigger problem for a future population to deal with. I appreciate the rates system is outdated and needs overhauling. Raising rates will most likely see the pressure taken off so they will increase spending and we will be back in the same position.

What seemed to aggrieve the rate payers most is that Council has gone straight to a rate rise before it cut all possible costs and took on the harder job of fixing a broken system. I don't think the timing is right to seek a rate rise. I haven't seen any structural attempts at the council becoming financially viable with their current income. Spending \$200k on a feasibility study to raise rates is a lot of money. If that amount of effort was put into cutting costs it would have been appreciated.

Council says it can't maintain its current standards on the present rates, citing increased wages, maintenance of new infrastructure and general inflationary pressures. This is the same predicament all businesses are in. Farmers have seen their incomes slashed from between 50%-70% this financial year.

We are one of the few councils who has a mine which pays 50% of our rates, it's not a good barometer of our financial diligence when the other councils are living within their means without a gold mine.

Raising rates seems like they are taking the easy route, hitting the soft targets, the 5% increase should be enough.

[REDACTED]

---

**From:** Blayney Shire Council  
**Sent:** Tuesday, 12 December 2023 9:39 AM  
**To:** SRV  
**Subject:** FW: Rate Variation

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Monday, December 11, 2023 5:42 PM  
**To:** Blayney Shire Council <council@blayney.nsw.gov.au>  
**Subject:** Rate Variation

I am writing this letter to oppose the large increase in rates Blayney Council is trying to impose.

-- They complain about rising costs which is exactly what every business is now facing, but, don't have the perceived luxury of being able to increase our income by 33.1% to cover these costs. We are totally opposed to this increase. Yours sincerely [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Tuesday, December 12, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

I support the rate rise as proposed. It is important that the Council has sufficient funds to provide its vital services. During a cost of living crisis, it is better to ensure that public sector workers and services are supported. These groups are typically underpaid and, as locals in our community, are more likely to spend money that supports local businesses. I see the rate rise as being necessary, justified and important to support our strong communities. I think that spreading the rate rise over 3 years is likely to be minimally impacting for the vast majority of the community and I would like to register my support to the council in seeking this change is the most reasonable way.

Wednesday, December 13, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

I strongly oppose the srv. Personally, are stretched to the limit. We are working full time (plus doing overtime). We haven't had a pay rise in years, and the utility costs are killing us.

We simply cannot afford this hike. You cannot get blood from a stone.

Thursday, December 14, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

The srv should be no greater than the proposed 10% compound per annum limited to 3 years.

An primary producer or land zone according to rural agriculture should be 30% over 5 years. Special rates for quarry/mining and other industry should fall within the 3 year period.

Thursday, December 14, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name** [REDACTED]

**Email** [REDACTED]

**Phone Number** [REDACTED]

**Address** [REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

These fees are outrageously high and are well over the annual CPI.  
I am totally against this proposal because it will add extreme financial pressure to each rate payer.

---

**From:** [REDACTED]  
**Sent:** Thursday, 14 December 2023 10:21 AM  
**To:** SRV  
**Subject:** FW: Submission SRV

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**From:** [REDACTED]  
**Sent:** Thursday, December 14, 2023 9:53 AM  
**To:** Blayney Shire Council <council@blayney.nsw.gov.au>  
**Subject:** Submission SRV

Dear General Manager,

I am Making the following submission on the Special Rate Variation.

The council information sheets handed out at the community meeting state that the SRV increase would be applied equally across all rate categories. Will the SRV be applied equally within the categories? Councillor Renolds told me at the community meeting that it will be 10% on the base amount and 10% on the ad valorem. Councillor Somerville said he wants to increase the base rate in the Farmland category by more than the 10%. This would result in the ratepayers with the lower land values in farmland having to pay more than the SRV or rate-peg and gives a reduction to those with the higher land values. Council states that it uses the base amount in recognition of the fact that there are basic services provided by Council and general administrative and over head costs that benefit all properties regardless of rateable value, which in equity should be borne equally by all ratepayers. In the residential ordinary category there are rate payers whose base rate of \$370 plus the ad valorem are less than the farmland base rate \$600. There is no justification to increase the base rate in the farmland by more than the SRV 10% for the proposed 3 years or the rate peg in any financial year. Rates are a tax based on the principle that the higher the land value the more the ratepayer pays.

Projects such as the Design for Blayney & Millthorpe Mainstreet Precincts should not go ahead. These areas are functional and money should only be spent where it is needed to maintain these and other areas.

Sincerely  
[REDACTED]

Friday, December 15, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

### **Please provide your input, comments, and feedback on the proposed SRV here**

Historically BSC farmers have been paying above average rates, supporting residential rate payers who are paying below average rates when compared to surrounding Central West shires. BSC average farm rates are already \$3,110 compared to Bathurst - \$1,540, Cowra - \$2,000 and Orange \$1,952. It is unfair that we have already been paying the highest rates for so long. I understand it is calculated on land value, but that is unfair for farmers, as most are not planning to sell unless they are forced to. Farmers are at the bottom of the food chain everyone else is able to put their wages and prices up etc. However, we only get what we are given and during drought times and increasing expenses for everything it doesn't cover costs. BSC should be supporting farmers for food sustainability not push them out because of land values / rates rises makes unsustainable to farm. Hence some farmers cashing in as its easier to sell then to continue with agriculture.

If anything, raise residential rates so that their average is in line with surrounding shire. Blayney average resident rates \$700, Bathurst \$1,175, Orange \$1,500 etc.

They should start paying their share as they get most of the benefits from rates. We already pay \$18,000 a year, we have no connection to sewerage, or water, no garbage collection, no curb and guttering etc and we are not even on a BSC road (on RTA road), which has a dangerous turn in. So really we are not getting any benefit from our \$18,000. Thats \$6000 per person for our house with no services. The rise would make it an extra \$6,000 per year. Thats an extra \$30,000 over 5 years. Please be considerate of farmers as this is not sustainable. I think BSC needs to look where they can cut their own costs or make income in other ways such as the local gold rich resource mines. Also continue to apply for grant funding for any necessary road works etc. As farmers are not a bottomless pit for funding. Thanks for opportunity to comment.

Friday, December 15, 2023

## Have your say on the SRV

What would you like to do?

Make a submission on the proposed SRV

Name

[REDACTED]

Email

[REDACTED]

Phone Number

[REDACTED]

Address

[REDACTED]

### Please provide your input, comments, and feedback on the proposed SRV here

I strongly disagree with the special rate variation proposed by the Blayney Shire Council. After sitting in on two meetings with councillors, it is clear to see that no consideration has been sought for any other option to offset the deficit going forward. This is an issue that has been creeping up on Council over the past few years and should have been looked at prior to now. This is clearly a management issue and therefore Council should take that into consideration and look at the management of the council in regards to why we are living beyond our means.

As a rural ratepayer, we already bear the burden of rates in the Shire and do the heavy lifting on behalf of Council in terms of what we pay each year as ratepayers.

Council and councillors need to take responsibility and stop the community having to pay for their mistakes and lack of foresight, as well as mismanagement. Make changes within the council management and stop making the community pay.

Friday, December 15, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name** [Redacted]

**Email** [Redacted]

**Phone Number** [Redacted]

**Address** [Redacted]

**Please provide your input, comments, and feedback on the proposed SRV here**

It seems absurd to want to the rates by such a huge percentage when we live in shire that now has 2 mines and an ore processing plant along with 2 wind farms.

These industries have created much opposition in our communities because of the scale and impacts on residents. Let them cover your budget shortfalls. Rate payers are already slugged enough for limited services.

We all have to budget to survive so maybe council should be looking at their budgets a lot differently.

Cadia mine alone pay huge royalties to state government one would think that there would be some flow back to the local council. The wind farmers should be now be charged commercial rates as they are the ones who have allowed our area to be burdened with the impacts of. such useless monstrosities .

Look elsewhere for you budget inadequacies.

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**From:** [REDACTED]  
**Sent:** Monday, 18 December 2023 1:06 PM  
**To:** SRV  
**Subject:** FW: Blayney Shire Rate Rise

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**From:** [REDACTED]  
**Sent:** Monday, December 18, 2023 12:13 PM  
**To:** Blayney Shire Council <council@blayney.nsw.gov.au>  
**Subject:** Blayney Shire Rate Rise

----- Original Message -----  
To General Manager

I am a ratepayer in Blayney and am deeply opposed to Blayney Councils rate rise. I do not agree with the justification of the rate rise and query how the council got into this financial position.

-Council invested one million dollars in September 2023 knowing the council are around \$1.5 million short for financial year 2024 to 2025.

-NSW government have given permission for councils to charge 5.7% to rate payers .

-I believe the \$1 million that was invest and the rise given to councils of 5.7% would cover the councils short fall and would have a less impact on low wage earners pensioners and unemployed that pay rates in this shire.

-The Dominio effect for renters they will be made pay more for rent

- Council should look at cost cutting within the council.

- one instance is [REDACTED] driving our council supplied car to Lithgow and return to Blayney around 1000 kilometers a week. I know in wage package cars are offered to workers as salary package . The amount of kilometers travelled to work and return on rate payers funded car is not a way of cutting costs i know of other employees of shire drive out of shire to there homes at expense to Blayney rate payers.

- This cost should be stopped.

**As Mr Dicker said to [REDACTED] and myself at the community consultation in Blayney, if mine does not start at Kings Plains, the council will be short again in 3 years time and will have to ask for a top up again on rates .**

The bottom line is, Blaney Sire Council has not got enough ratable sites in the shire to stay variable and stand alone as a council. At some time this council will have to be amalgamated with another council being Orange.

I would like to again ask why does Blayneys swimming pool loose so much money around \$1000 a day. Please tell me why and were does the money go and can the loss be brought under control.

Why do many of council's costings go over budget and large amounts of money have to go to finish the projects? that was not budgeted for.

To finish i can not see how council can ask the rate payers for more money when we can use \$1million invested in September and use the 5.7% rate increase okayed by nsw gov for coming year.

I will be passing on my conerns to the relevant State and federal Ministers and their offices.

Thanks [REDACTED]

**To:** Mark Dicker  
**Subject:** RE: Blayney council proposed rate increase

**From:** [REDACTED]  
**Sent:** Monday, December 18, 2023 10:20 PM  
**To:** Mark Dicker [REDACTED]  
**Subject:** Blayney council proposed rate increase

The Blayney branch of the NSW Farmers Association held its last meeting on November 30<sup>th</sup> 2023 at which the President of the NSW Farmers Association, Xavier Martin was present

Also present was Graham Brown representing the Cabonne Rural Fire Service, the Mayor, Scott Ferguson, Cr. Bruce Reynolds, Cr. John Newstead and yourself as General Manager of the Blayney Shire Council.

It was more of an information night rather than a formal meeting with more than 50 farmers of the Blayney district present in the Blayney Uniting church hall.

Xavier Martin said that the NSW Farmers Association had met with the NSW Minister for Local Government and the Premier on the issue of local council applications for a Special Rate Increase.

It is Association policy that no Council should be granted an increase above the 5.7% allowed.

That the State Government should undertake a review of any council that applies for a SRV.

Seek a review of local government funding and projects by the state government.

That any SRV variations allowed be exclusive of farming land.

The Mayor, Scott Ferguson outlined the reasons the Blayney Council is applying for a Special Rate Variation of 10% for each of the next three years which would mean a 33.5% rate increase in the third year compared to the present case.

He also said that the Blayney Council would make a final decision to apply to IPART in January 2024.

Many farmers voiced their disapproval of the Blayney Council ignoring the sharp decrease in primary producer incomes in the 2023 calendar year.

[REDACTED] put it this way " The Council is creating a certain future for them and an uncertain future for us".

Another farmer pointed out that his rates per hectare were 56% higher for his land in Blayney Council area compared to his neighbouring land in Bathurst Council area.

Another farmer made the point that they were expected to live within their means why should that not also apply to Blayney Council.

Another farmer made the point that rate revenue for Councils is a broken system, and should not keep asking for SRV and that one day Cadia Mine will close.

The Chairman of the meeting, Dominic Burden, proposed that the Blayney branch put in a submission opposing the 3 rate increases of 10% each year.

A vote was taken and was unanimous that this submission be forwarded to Council, and the Councillors, opposing the application for a Special Rate Variation.

While the rate increases are relatively small for house owners they are huge for farmers. In my own case, council rates are now [REDACTED] per year.

I am asking Council and Councillors to consider the negative ramifications of this SRV for farmers before they create a certain future for them and an uncertain future for us.

Yours faithfully

[REDACTED]

Blayney branch NSW Farmers Association.



**BLAYNEY SHIRE COUNCIL**

# **SPECIAL RATE VARIATION**

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**COMMUNITY AWARENESS AND  
ENGAGEMENT REPORT**

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## EXECUTIVE SUMMARY

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This Community Awareness and Engagement Report details the outcomes of the community engagement undertaken by Blayney Shire Council ("Council") in relation to a proposed application to the NSW Independent Pricing and Regulatory Tribunal ("IPART") for a Special Rate Variation ("SRV"). Community Engagement was undertaken from Friday, 10 November 2023 and concluded Friday, 15 December 2023 (35 days).

The community engagement was planned with two levels;

1. **Inform:** to raise awareness of why an SRV is needed and inform the Blayney community of the SRV proposal.
2. **Consult:** to publicly exhibit the revised Long-Term Financial Plan ("LTFP") and Delivery Program (DP) and seek community feedback on the SRV proposal.

Implementation of this engagement was carried out in accordance with the Community Engagement Plan endorsed by Council at its Extraordinary Meeting held 9 November 2023.

Significant effort was made to effectively promote the proposed SRV, with a wide range of communication tools and platforms utilised to inform the community and explain how members of the community could participate and provide feedback on the proposed SRV put forward by Council.

As part of the engagement, Council sent a letter and information sheet by mail to approximately 3,500 ratepayers notifying of the proposal, the community engagement period, and details around where, when and how to provide feedback.

### KEY OUTCOMES

- Approximately 100 people attended the community information sessions conducted throughout the local government area. In addition, approximately 100 people attended the two meetings organised by NSW Farmers. All engagement sessions were attended by a number of Councillors and the General Manager.
- Council received 28 submissions in regard to the SRV;
  - 25 against the proposal
  - 1 neutral
  - 2 supportive
- Key themes and issues raised throughout the engagement were;
  - Affordability, hardship, and cost of living pressures
  - Financial impact on farmers
  - Council efficiencies and cost savings
  - Extent of proposed SRV amount
  - Importance of Council services
  - Importance of continuing current Council service levels

Note: Key themes are expanded upon including responses from Council in Section 3.

## 1. INTRODUCTION

### 1.1 BACKGROUND AND CONTEXT

Blayney Shire Council (“Council”) is required to observe principles of sound financial management in exercising its functions and discharging its responsibilities. Under Section 8B of the *Local Government Act 1993*, councils must:

- Ensure their spending is responsible and sustainable, aligning general revenue and expenses.
- Invest in responsible and sustainable infrastructure for the benefit of their local communities.
- Have effective financial and asset management.
- Have regard to achieving intergenerational equity, including ensuring that policy decisions are made after considering their effects on future generations, and that the current generation funds the costs of its services.

In NSW, Council currently relies on the practice of rate capping set by the Independent Pricing and Regulatory Tribunal (“IPART”). The rate peg sets the maximum increase in general income for the financial year: councils can increase general income by up to the rate peg but cannot exceed it. Over the years Council has seen the costs of operations exceed the rate cap allocated.

Achieving and maintaining financial sustainability is a challenge for Council under the current rate peg. The Act provides a mechanism for councils to seek an SRV, enabling them to increase general income above the rate peg. SRVs can be for one or several years and can be temporary or permanently retained in the rate base.

### 1.2 FINANCIAL POSITION

Council’s financial position has been found to be unsustainable at the current levels of expenditure and income. While Council has made decisions in relation its assets, services and rating options in the best interests of its community, this, when combined with other external influences and legislative restrictions, has gradually resulted in declining financial sustainability. It is critical that this be addressed before Council’s financial position deteriorates any further.

To achieve financial sustainability, maintain fit for purpose infrastructure and more equitable intergenerational equity, Council requires a permanent cumulative rate increase from 1 July 2024. This includes the expected rate peg increases announced that Council would have otherwise increase rates by.

Council has an obligation to ensure that it manages its financial resources sustainably, including that it has adequate revenue to cover expenditure. This LTFP looks at how Council’s finances will shape up if it continues as it currently is (the base case) as well as modelling three different scenarios of SRV to increase rating income.

All three options were designed to:

- Generate an operating surplus, before capital income.
- Ensure Council is able to fully fund its required renewal and maintenance.
- Ensure Council is able to maintain a positive unrestricted cash position.
- Ensure Council delivers all its improvement program initiatives.

When compared over 3 years, all 3 options resulted in relatively similar uplift of rates overall. The 3 proposed options are outlined in table 1 below.

SRV Options	2024-25	2025-26	2026-27	Comparison over 3 years
1. Base Case	3.5%	2.5%	2.5%	8.7%
2. Sustainability – One-year SRV	26.5%	2.5%	2.5%	32.9%
3. Sustainability – Two-year SRV	14.0%	14.0%	2.5%	33.2%
4. Sustainability – Three-year SRV	10.0%	10.0%	10.0%	33.1%

**Table 1 Proposed options for SRV**

Scenario 1 - Base Case (rate peg) shows the forward projections which IPART guidelines direct all Councils to use for assumptions in relation to rate peg.

Note: On 9 November 2023, IPART released its final report regarding the review of the rate peg methodology.

IPART has subsequently advised the 2024/25 Blayney Shire Council rate peg figure is 5.7% (up from a forecast 3.5%). This announcement was in the middle of community engagement and does not change Council’s proposal for 10% each year for 2024/25 to 2026/27. What it does mean is the 10% SRV uplift is only 4.3% above 2024/25 the rate peg.

The 3 SRV options arrest the ongoing deficits seen in the base case and allows Council to maintain operating surpluses, that is, revenues will fully cover projected operating expenditure. The base case scenario is not sustainable as is. Significant cost reductions of approximately \$1.8 million per annum would be required for this to be financially viable. Achieving such cost reductions would result in significant reductions to Council services.

### 1.3 WHAT ARE THE FINANCIAL OUTCOMES?

The proposed SRV will address Council’s ongoing financial sustainability.

Under scenario 2 – One-year SRV, Council achieves an operating surplus in 2024/25, with surpluses decreasing over 2025/26 and 2026/27 with ongoing and improving surpluses from 2027/28. This is mainly due to the level and timing of forecast additional mining rates.

Scenario 3 – a two-year SRV achieves an operating surplus in 2025/26. Scenario 4 – a three-year SRV breaks even in 2026/27, after which operating surpluses are achieved increasing year on year. The following figure shows the estimated financial results for each SRV scenario.



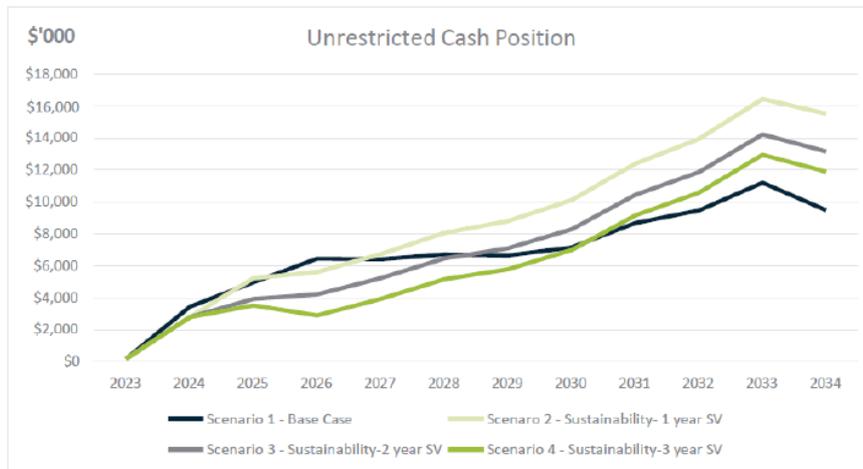
**Figure 1: General Fund forecast operating result (Source: Revised LTFP)**

The average annual investment of \$7.0 million, over the LTFP forecast period, in Council’s asset renewal program has a positive impact on the renewal and backlog log ratios as detailed in the following graph (noting Scenarios 2,3 and 4 are the same).



**Figure 2 Forecast asset backlog ratios (Source: Revised LTFP)**

In addition to addressing the operating deficits, the additional income improves Council's unrestricted cash position over the 10-year forecast period, as detailed in the figure below.



**Figure 3: General Fund forecast unrestricted cash position (Source: Revised LTFP)**

All councils need to hold sufficient unrestricted cash balance. It is good practice that councils have a level of unrestricted cash to at least cover the next four months of day-to-day operating expenditure, at which point councils start to collect the majority of its rates revenue for that quarter.

The estimated cash position of Council's General Fund also improves over the forecast period moving from \$20.5 million to an estimated \$35.3 million in 2033/34 under the three-year SRV scenario 4.

Sound financial management encourages planning for modest operating surpluses and building of unrestricted cash reserves over time. This enables councils to respond to events that cannot be predicted or planned for in their Long-Term Financial Plan.

Blayney Shire Council has experienced these events and, while what exactly will occur in the future is unpredictable, it is prudent that it plans for similar unplanned expenditure in the future.

The above forecast unrestricted cash position does not take into account any movements in internal restrictions. As Council builds its cash balances over time, it will be able to transfer unrestricted cash for specific purposes to internal restrictions, including employee leave provisions, which will reduce its reported unrestricted cash.

The four options outlined in the above Table 1 were taken to the Council meeting on 9 November 2023 for consideration.

**1.4 SRV OPTION PRESENTED FOR COMMUNITY CONSULTATION**

Of the three SRV options, Council resolved to present one SRV option to the community (alongside the Base Case) being a 10% per annum, 3-year SRV resulting in a 33.1% cumulative increase.

Scenario	2024-25	2025-26	2026-27	Cumulative Increases
1. Base Case	3.5%	2.5%	2.5%	8.7%
4. Sustainability – Three-year SRV	10.0%	10.0%	10.0%	33.1%

**Table 2: SRV option and base case presented to the community for engagement**

**Base Case – Rate Peg Only (No SRV)**

Under the Base Case scenario, Council would not introduce an SRV, and Council’s financial position would continue on the current trajectory, generating considerable General Fund deficits over the 10-year forecast period. Under this scenario, Council would need to reduce its operating costs significantly, subsequently having insufficient funds to meet all current service levels and asset renewal requirements.

**3 Year SRV - Including Base Case**

With the option presented to the community, Council would introduce a three-year SRV of 10 per cent (inclusive of rate peg) in the first year and 10 per cent (inclusive of rate peg) in the second year, and 10 per cent (inclusive of the rate peg) in the third year to be permanently retained in the rate base.

If implemented, this SRV would enable Council to generate a modest surplus and subsequently maintain service delivery, meet its asset upgrade and renewal requirements and reduce the current asset backlog ratio.

As illustrated by **Table 3**, below; the 3 Year SRV, rates would increase by 10 percent each year in 2024-25, 2025-26 and 2026-27.

Residential Rates				Business Rates			
Year	Average Rate	Annual Average Increase	Per Week Increase	Year	Average Rate	Annual Average Increase	Per Week Increase
Current	\$757			Current	\$1,285		
2024-25	\$833	\$76	\$1.46	2024-25	\$1,414	\$129	\$2.48
2025-26	\$916	\$83	\$1.60	2025-26	\$1,555	\$141	\$2.71
2026-27	\$1,008	\$92	\$1.77	2026-27	\$1,711	\$156	\$3.00

Farming Rates				Mining Rates <i>Cadia Valley Operations</i>		
Year	Average Rate	Annual Average Increase	Per Week Increase	Year	Rate Charge	Annual Increase
Current	\$3,323			Current	\$4.87m	
2024-25	\$3,655	\$332	\$6.38	2024-25	\$5.36m	\$487,295
2025-26	\$4,021	\$366	\$7.04	2025-26	\$5.9m	\$536,024
2026-27	\$4,423	\$402	\$7.73	2026-27	\$6.49m	\$589,626

**Table 3: Average rate increase by category for proposed SRV**

## 2. ENGAGEMENT APPROACH

### 2.1 ENGAGEMENT PLAN

The purpose of the engagement was to ensure that the Blayney Shire community was adequately informed about the need for Council to pursue an SRV, the options being considered, resulting impacts on service levels and to consult the community and get feedback on the SRV under consideration.

Community feedback was sought to:

- Assess the level of community understanding of the proposed SRV, its impacts and why it is needed.
- Seek feedback and submissions on the proposed SRV and the updated Long Term Financial Plan

The SRV Community Engagement Plan included a list of engagement mechanisms in which Council would utilise to engage with the community. The plan clearly set out the tools and methods to be used in engaging with the community on the proposed SRV, including how engagement opportunities would be communicated and the ways in which members of the community could provide feedback.

The engagement was designed to comply with Council's core engagement principles, as set out in the Blayney Shire Community Engagement Strategy:

- Inclusive and accessible
- Productive and enterprising
- Approachable and welcoming
- Consistent so we know where we stand
- Engaging, exciting and inspiring

Council's Community Engagement Strategy can be accessed on [Council's website](#).

### 2.2 ENGAGEMENT LEVELS AND METHODS

In accordance with the Public Participation Spectrum developed by the International Association for Public Participation, noting the aims and objectives of the engagement in the SRV Community Engagement Strategy, Council designed the engagement process to align with the **Inform** and **Consult** levels.

This means that Council endeavoured to provide the public with balanced and objective information to assist them in understanding the problem, alternatives, and preferred solution and to obtain the public's feedback on analysis and alternatives. During the community engagement process, Council aimed to keep the public informed, listen to and acknowledge concerns and aspirations, and receive feedback.

Given the significance of the engagement and the likely impact of a proposed SRV on ratepayers throughout the Blayney Shire local government area; a wide range of communication tools were utilised to raise awareness of the need for an SRV.

Council sought engage the community which enabled them to contribute to the process and provide feedback for Council’s consideration, prior to a final decision being made in relation to making application to IPART for an SRV.

The promotion and awareness mechanisms utilised a combination of Council and third-party channels directing the audience to the engagement methods and tools outlined in sections 2.3 and 2.4 below.

### 2.3 PROMOTION AND AWARENESS MECHANISMS

Mechanism	Description	Reach
<b>Website</b>	<p>A dedicated webpage was set up collating all relevant information on the proposed SRV.</p> <p>Information including a Message from the Mayor, relevant documents (e.g. LTFFP, Improvement Plan, Delivery Plan and Operational Plan), a series of FAQs, Drop-in session information (which was added to throughout the process), timeline and an online form to submit questions or put in a formal submission.</p>	803 Page Visits
<b>Letter from Mayor and Information Sheet</b>	<p>A letter from the Mayor and two-page information sheet was sent to all ratepayers via Australia post (priority post) the day following the Council meeting on 9 November 2023.</p> <p>The letter and information sheet contained information on what Council was proposing, the average increase, cumulative increase, dates for drop-in sessions and a QR Code to the webpage.</p> <p>The same information was provided to real estate agents requesting the information be forwarded onto tenants throughout the Blayney Shire.</p>	<p>3,456 Rate Payers</p> <p>8 Real Estate Agencies</p>
<b>Email Newsletter</b>	<p>An email newsletter was sent out to subscribers of Council’s monthly e-newsletter at the commencement of the engagement period with the Mayor Message, information flyer, drop-in session information and link to the website.</p> <p>An SRV Update was also included in the December monthly newsletter.</p>	<p>627 Subscribers</p> <p>2 Newsletters</p>

Mechanism	Description	Reach
<b>Facebook</b>	<p>Council's Facebook page was utilised to share information on the SRV.</p> <p>Specifically, a video message from the Mayor, a two-page information sheet, weekly GM Conversation (SRV focused updates during the community engagement period) and information regarding upcoming drop-in sessions.</p> <p>All posts included the link to the SRV webpage for more information and were pinned to the top of the Facebook page for the engagement period.</p>	<p>12 Posts</p> <p>5,010 Followers</p> <p>10,281 Total Reach</p>
<b>Media Release</b>	<p>A media release was sent to local media outlets following the Council meeting which resulted in a TV interview with Prime 7 at the beginning and end of the engagement period.</p> <p>There were also print articles in the Blayney Chronicle, Central Western Daily and The Orange App.</p> <p>Radio Interviews were also undertaken with 2BS Radio and ABC Central West.</p>	<p>25 Contacts</p> <p>3 Articles</p> <p>4 Interviews</p>
<b>Print Advertisement</b>	<p>Council's weekly advert 'A Conversation with the GM' in the Blayney Chronicle, provided weekly updates on the SRV process.</p> <p>These included the Mayor's Message, an information flyer and various FAQ's which were updated weekly following feedback and questions received at the Drop-in Sessions and through the online portal.</p>	<p>6 Adverts</p> <p>Consumers of the Blayney Chronicle</p>
<b>Council Reception</b>	<p>All documents, flyers and FAQs which were available on Council's website were also printed in hardcopy form and available at the Council office reception.</p>	<p>All visitors to Council office reception</p>

## 2.4 ENGAGEMENT TOOLS

Tool	Summary	Engagements
<b>Drop-in Sessions</b>	<p>11 drop-in sessions were held throughout the Blayney Shire, including all surrounding villages providing an opportunity for the community to attend, seek information, ask direct and tailored questions on the proposed SRV.</p> <p>Sessions were held generally over a 3-hour period from 4pm – 7pm with additional morning sessions also held in Millthorpe and Blayney from 9am – 11am.</p> <p>The sessions had representatives from both Councillors and Council Staff.</p>	<p>Millthorpe: 15                      Millthorpe: 6                      Blayney: 5                      Newbridge: 5                      Lyndhurst: 11                      Blayney: 9                      Blayney: 12                      Neville: 11                      Mandurama: 9                      Carcoar: 10                      Millthorpe: 2                      Total: 95</p>
<b>Meetings</b>	<p>Council staff informed representatives from Cadia Valley Operations, the largest ratepayer in the mining rate category.</p> <p>Cadia are currently Council’s singular largest ratepayer (approximately 50% of Council’s rate base) and bear the singular largest increase from the SRV.</p> <p>Council staff informed representatives from the proposed McPhillamys Gold Project of the proposed SRV.</p> <p>Council Staff and Councillors also attended meetings when requested, this included two meetings with NSW Farmers and one meeting with the Lyndhurst Village Committee that included their members.</p>	<p>Cadia: 2                      McPhillamys: 1                      Lyndhurst: 10                      NSW Farmers 1: 39                      NSW Farmers 2: 50 (estimate)</p>
<b>Submit a Question</b>	<p>The dedicated webpage allowed for residents to submit questions on the SRV proposal.</p> <p>Council staff either called or emailed the residents and answered the questions submitted. Council staff also answered questions related to the SRV on the phone and at front office reception.</p>	<p>5 Online/email                      10 Phone</p>
<b>Submissions</b>	<p>Residents were able to put in a formal submission providing their feedback on the SRV proposal. Submissions were able to be submitted on the dedicated website, by phone, email or post.</p>	<p>28 Submissions</p>

### 3. KEY THEMES AND ISSUES

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The key concerns and topics of discussion recorded at the drop-in sessions, meetings and formal submissions were all collated with key concerns listed below.

#### 3.1 AFFORDABILITY, HARDSHIP AND COST OF LIVING PRESSURES

The majority of residents who indicated opposition to the proposed SRV cited the current cost of living pressures, including rising inflation, interest rates, utility costs, groceries and insurance as the primary reasons for their opposition to a proposed SRV as they cannot afford another cost increase.

There were some residents who specified affordability and hardship as an issue, indicating that the proposed SRV is unaffordable for either themselves or other residents facing hardship. Many residents stated that their income is not increasing at the same rate as rising expenses.

#### Response

- Council acknowledges the cost-of-living pressures that our community are currently facing.
  - The increasing costs is one of the contributing factors why Council needs the proposed SRV.
  - In acknowledging the current cost of living pressures being experienced by the wider community, this was a key factor in Council's decision to propose a longer (3 year) 10% per annum SRV as it sought to reduce the short-term impact on the community, whilst also ensuring Council had a path to financial sustainability.
  - It is also noted Council has not sought to impose a "quick fix" solution with a positive operating result not forecast until 2028.
  - The longer Council defers a decision on the SRV, the larger and more severe a future SRV would have to be in the future.
- Blayney Shire Council is one of many Councils seeking an SRV, due to escalating costs and the rate cap limitations placed on rate income through the rate peg system.
- The decision to engage with the community on a proposed SRV was not taken lightly. Prior to considering the SRV, Council sought to identify efficiency gains, enhancements, and improvements.
  - Morrison Low have independently assessed Council reporting that it already found and implemented annual ongoing savings of \$690,000 per year in financial benefits to Council, a one-off benefit of \$1 million and a cashflow benefit of some \$4 million in grant-funded asset renewal projects not requiring Council funds. These savings, improvements and efficiencies are outlined in the Organisational Sustainability Improvement Plan.

- Council engaged Morrison Low to conduct an independent Capacity to Pay Report to specifically consider how a potential SRV might affect the Blayney Shire community, considering the community's wealth, financial capability, and vulnerability. The report showed the planned SRV increase is reasonably balanced.
- Council's *Hardship Policy* provides a framework for those ratepayers experiencing genuine financial hardship to seek relief and enter payment arrangement plans. This policy is available from Council's website.

### 3.2 FINANCIAL IMPACT ON FARMERS

Submissions, drop-in sessions and meetings Council attended all raised concerns regarding the potential heightened impact to the local farming community.

The farming rate category has the highest average rate and therefore farmers will be impacted the most by an SRV increase (excluding mining).

It was implied that farmers subsidise residential ratepayers by having a higher average rate (\$3,323 vs. \$757).

Concerns were raised regarding the external pressures faced by farmers including interest rates, livestock prices, various other cost pressures i.e. transport and insurance and climate change impacts. A rate increase adds to the overall cost pressures.

It was also noted these external factors are all outside the control of farmers, i.e. when selling stock, farmers cannot at the saleyards pass on cost increases. They are at the whim of the buyer and what they are willing to pay on the day.

There was discussion around the value of Council services the rural community receives. It was highlighted, some farming residents do not utilise the services Council provides in towns and villages such as CentrePoint, footpaths, Blayney Library or parks and gardens.

#### Response

- Council acknowledges the rural sector is one of the more sensitive sectors within the community. Farmers are exposed to multiple factors of which they have limited control including stock prices, transportation, and natural disasters (drought, flood and fire).

It is noted that these sentiments were particularly strong early in the community engagement.

- The NSW rating system is a land value-based calculation. The higher the land valuation, the more rates that will be paid. For Blayney Shire it is noted:
  - The Farmland category contributes 23.81%, from 720 assessments based on a land value of approximately \$1.5 billion.
  - The Residential category contributes 22.30%, from 2,937 assessments based on a land value of approximately \$764 million. Table 4 shows the 2023/24 Blayney Shire Council Rate Yield.

Category	No. of Assessments	Land Value \$	Total Yield \$	Percentage %
Residential	2,937	763,648,500	2,227,696	22.30
Business	355	71,466,110	488,890	4.89
Farmland	720	1,523,393,130	2,377,681	23.81
Mining	2	116,964,000	4,891,491	48.98
<b>TOTAL</b>	<b>4,014</b>	<b>\$2,475,471,740</b>	<b>\$9,985,950</b>	

**Table 4: 2023/24 Blayney Shire Council Rate Yield (Source: Operational Plan 2023/24)**

- It is acknowledged when looking only at the rate average for each category, the Farmland category will bear a greater increase per category.

However, it is noted that the Farmland category has the largest land value (\$1.5 billion) of all the categories. This combined, with only 720 assessments directly results in a higher average.

- Council has prioritised recent expenditure in rural areas, in particular roads, bridges and culverts.

In 2022/23 there has been in excess of \$5.2m of capital works and \$1.7m of maintenance on rural roads. A further \$2.9m of capital works was expended on bridges and culverts. Collectively this is significantly above the rating income generated from the farming category (\$2.4m). Additionally, there are many rural ratepayers who utilise various Council services throughout the shire.

- As previously mentioned, Council's *Hardship Policy* provides a framework for those ratepayers experiencing genuine financial hardship to seek relief and enter payment arrangement plans. This policy is available from Council's [website](#).

### 3.3 COUNCIL EFFICIENCIES AND COST SAVINGS

Throughout the engagement and outlined in submissions, it has been suggested that Council needs to achieve further operational efficiencies, productivity improvements and cost savings prior to seeking an SRV.

Feedback suggested that Council should simply 'tighten its belt' and find other cost saving methods, like any other business, and look at costs such as staffing levels and consider if there are areas that are over-resourced or staff not working effectively enough.

Some residents stated Council should be in a good position and questioned why Council's financial position has declined since reporting a \$1m surplus in 2022/23 and approximately \$29m of cash in reserve.

It was stated that Council should strive for more efficiency and productivity enhancements before considering an SRV. There were residents who expressed a sense of being burdened with increased rates because of what they perceived as the Council's mismanagement.

#### **Response**

- In September 2021 and September 2023 (prior to Council resolving to under community engagement on a proposed SRV), Council completed a Council Services Survey.
  - The September 2023 survey of the community had approximately 300 responses. The responses indicated strong support for all services at the levels Council currently provides (roads was identified as the highest priority).
  - The survey also confirmed that the community could not identify any feasible further efficiencies, reduction of service levels and/or savings for Council to investigate.
- Council's General Fund has insufficient funds to maintain service levels or asset renewals at the levels required by the Blayney Shire community. If Council does not implement an SRV, it will not be able to adequately fund infrastructure renewals, which will result in the degradation of community infrastructure and negate intergenerational equity.
- Council additionally regularly reviews its operations and actively identifies and implements initiatives to ensure that it is seeking to contain costs and implement efficiency gains so that it can provide value for money to the community.
- Council has already found and implemented ongoing savings of \$690,000 per year in financial benefits to Council, a one-off benefit of \$1 million, and a cashflow benefit of some \$4 million in grant-funded asset renewal projects not requiring Council funds, in addition to extensive additional efficiency and productivity gains and improvements in operational sustainability.
- Before considering a Special Rate Variation, Council sought to identify further savings and cost containment opportunities. As part of the review, Council's senior management team identified, costed, and prioritised 26 present improvements, which Council will be seeking to implement over the next three to four financial years (with some having a slightly longer implementation timeframe). Further details on these improvement initiatives and organisational sustainability requirements can be found in the Council's Organisational Sustainability Improvement Plan.
- NSW and Federal Governments allocate grant funds to local councils via specific programs, enabling them to support infrastructure projects. These funding programs have specific criteria that the funding can go towards and do not cover ongoing

operational and maintenance costs. Despite Council's past success in securing grants from both the NSW and Federal Governments for infrastructure, both entities are grappling with budget limitations. As a result, there is uncertainty regarding Council's ongoing reliance on grants for future infrastructure funding.

- In 2022/23 Council’s audited financial statements report a Consolidated \$1.16m surplus (\$1.04m attributable to General Fund). This surplus was skewed with an increase to 95% from 75% advance payment of the 2023/24 Financial Assistance Grant (an annual federal government operating grant) in late June 2023 resulting in an additional \$1.12m.
- As at 30 June 2023 Council has approximately \$29m in cash and investments, which is largely held in reserves and invested to earn interest. Although Council currently has money in reserves, the majority of the funds are restricted for specific purposes which means it cannot be used for operational purposes. Council’s unprecedented cash levels includes restricted cash of \$5.68m in prepaid capital grants and contributions; \$3.46m advance payment of the 2023-24 Financial Assistance Grant and \$11.2m un funds restricted by legislation. A full list of Council’s cash restrictions and purpose is available on Council’s website (FAQs of the SRV dedicated page).
- Council’s current staff structure has 88 full time equivalent (FTE) positions and is required to be reviewed after each Council election (last reviewed in 2021). Council currently has 3 vacancies so is currently running at an FTE of 85. Additionally, when a vacancy occurs a review is undertaken of the position, need and requirements prior to advertising the vacancy. When comparing Council staffing levels to other Group 10 Councils in NSW the below chart confirms Council is at the lower end of FTE staffing numbers.

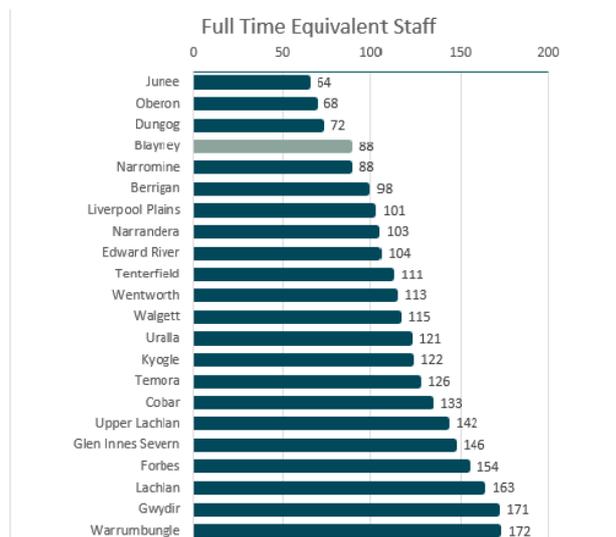


Figure 4: Full Time Equivalent Staff in Group 10 Councils (Source: Your Council NSW)

### 3.4 EXTENT OF PROPOSED SRV AMOUNT

Feedback received stated the proposed increase was too high and not feasible for ratepayers to afford. Some respondents understood the need for an increase in rates but believed the increase proposed was too significant and Council should only increase rates by the rate peg or CPI.

Residents also compared farming rates to neighbouring Councils including Orange and Bathurst who currently levy farmland rates at levels lower than that of Blayney Shire.

#### **Response:**

When compared to similar councils (Group 10 under Office of Local Government groups based on the Australian Classification of Local Governments determined by the Australian Bureau of Statistics), Blayney Shire Council's current average rates for residential and farmland sits just below the average and median levels. For business, it sits well below the average level of comparable councils.

- Comparing rates to neighbouring councils of Orange and Bathurst is not an equitable or appropriate comparison.
- A significant number of other councils are facing similar challenging financial issues. In 2022/23 IPART assessed 17 special variation applications. IPART have advised Council approximately 20 councils have indicated they will apply for a special variation to commence on 1 July 2024. In May 2023, the NSW Country Mayors Association undertook an annual survey and 79% of Councils indicated, they have either undertaken an SRV in the past 2 years or will need to in the next 5 years.
- With the local community growing, new assets to maintain, and Council's forecast financial position deteriorating, it would not be responsible governance to delay an SRV.
  - If an SRV is not implemented, then Council will not be able to maintain current service levels or meet asset renewals at the levels required by the local community.
  - Additionally, if an SRV is not implemented now, a larger SRV would be needed at some point in the future, to achieve the same outcome and objective.
- If Council wasn't to proceed with an SRV, it would have to significantly reduce operational expenditure. This would likely be on roads, bridges / culverts and more widely significantly reduce all services and increase fees and charges to users of Council facilities (mainly community and user groups). Council would also have to rely solely on grant funding to maintain and upgrade assets (roads, bridges and culverts in particular) and consequently community infrastructure will deteriorate if our own funding is not available. The outcome would result in the growth of Council's asset backlog burdening future generations of ratepayers.
- Council is seeking to be proactive in addressing this very important issue as early as possible and over 3 years, rather than in a large singular increase.

- Under the provisions of the *Local Government Act 1993*, Council can introduce an SRV to improve their financial sustainability.

### 3.5 SERVICE LEVELS AND MAJOR PROJECTS REVIEW

Some residents during the engagement expressed some dissatisfaction with Council's current service levels. As summarised below:

- Local infrastructure, including roads, not being effectively maintained.
- Not getting value-for-money for rates being paid.
- That the introduction of an SRV will not result in improved service delivery.
- Discussion about what services should be delivered by Council, however, there was no consistent theme about what constituted an essential service.
- The level of dirt and gravel road maintenance was a common theme.
- Discussion regarding grant funded built assets and their ongoing maintenance.

#### Response:

- The community has driven Council strategic priorities through the Council's Community Strategic Plan (CSP). Council has developed Integrated Planning and Reporting (IP&R) documents, including the Delivery Program, Resourcing Strategy, Operational Plan and LTFP to deliver on the CSP.
- Council has a statutory responsibility under the *Local Government Act 1993* to manage assets responsibly so that current and future local community needs can be met in an affordable way. In making its decisions, Council must also consider the long-term and cumulative effects of actions – and inaction – on future generations. As noted above, Council is generating insufficient funds to meet asset renewal requirements, and without an SRV, community infrastructure would continue to decline to unacceptable levels and be counter to achieving intergenerational equity.
- Morrison Low has independently developed the Organisational Sustainability Improvement Plan.
- Strategies in the Organisational Sustainability Improvement Plan include:
  - Utilisation of grant funding for prioritisation of asset renewal and reduction of Council's asset backlog, reducing the commitment by Council of funds for capital works program (one-off cashflow benefit).
  - Continued prioritisation of capital grants for asset renewal and reduction of Council's asset backlog.

### 3.6 IMPORTANCE OF COUNCIL SERVICES AND CURRENT SERVICE LEVELS

Many residents agreed on the importance of continuing most Council services and operations at the current service levels. As discussed in Section 3.5 individual residents had different views on specific services or assets, and the importance of maintaining them.

Some residents stated support for the SRV and others stated a reluctant acceptance for the SRV. They showed their understanding of the need for the rate increase and wanted Blayney Shire to continue to be a progressive community.

**Response:**

- Council appreciated the feedback received in relation to services and proposed SRV.
- In September 2021 and September 2023 (prior to Council resolving to under community engagement on a proposed SRV), Council completed a Council Services Survey.
  - The September 2023 survey of the community had approximately 300 responses. The responses indicated strong support for all services at the levels Council currently provides (roads was identified as the highest priority).
  - The survey also confirmed that the community could not identify any feasible further efficiencies, reduction of service levels and/or savings for Council to investigate.

## 4. NEXT STEPS

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Council appreciates the high degree of public interest in the proposed SRV application and thank all members of the community who took the opportunity to learn more about the proposed SRV, attend one of the drop-in sessions, or provide feedback.

At the commencement of the engagement period, Council published a page on its website providing further information on the proposed SRV. Council will continue to update its website to reflect current information on the progress and status of the proposed SRV application.

Council will consider the proposed SRV at its Ordinary Meeting scheduled to be held 23 January 2024. The business paper for that meeting, as well as the subsequent minutes and livestream of the meeting, will be made available from Council's website. Community members are able to register to speak in the Public Forum at this meeting by 4:30pm on the day of the meeting.

Should Council proceed in applying to IPART for an SRV, it will prepare and submit an application by 5 February 2024. IPART will publish the application and accompanying materials to its website and invite public submissions from members of the community via a three-week consultation period, likely to commence in February 2024 and conclude in March 2024. IPART will review and consider all submissions it receives, prior to releasing its final decision in May 2024.

Further information on the SRV process, including how IPART assesses SRV applications, is available from IPART's website at [www.ipart.nsw.gov.au](http://www.ipart.nsw.gov.au).

## **APPENDIX A: COMMUNICATION RESOURCES**

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- Media Release
- Letter from the Mayor
- Information Flyer
- FAQs
- Blayney Chronicle Adverts
- Facebook Posts
- Email Newsletter



## **MEDIA RELEASE**

Friday 10 November 2023

### **Council Commences Community Engagement on Proposed Special Rate Variation**

Blayney Shire Council has resolved to commence community engagement on a proposed Special Rate Variation (SRV) of 10% per annum for 3 consecutive years (33.1% cumulative increase) at an Extraordinary Meeting held on the 9 November 2023.

The proposed SRV includes the annual rate peg set by the Independent Pricing and Regulatory Tribunal (IPART) and any increase would not commence until 1 July 2024.

Council needs to increase rate income as Council's Long Term Financial Plan (LTFP) indicates deficits for the next 10 years. The additional income is needed to ensure Council's long term financial sustainability.

Unfortunately, it is not possible for Council to 'do nothing' as Council's forecast revenue is consistently less than its expenses over the 10-year Long Term Financial Plan.

Council needs to address the forecast deficits in the financial outlook for the General Fund. This is critically important because the General Fund contains provision for all Council services apart from sewerage and waste.

The amount of funding available in General Fund directly supports the maintenance of critical assets, services and community facilities, including: roads, bridges, culverts, parks, footpaths and buildings.

Over the last 18 months Blayney Shire Council has undertaken a comprehensive review of its operations and service delivery. This has included two independent financial consultants undertaking a full review of our 10-year LTFP, Asset Management Plans and Capital Works Program.

Cr Reynolds who moved the motion outlined some of the expenses that Council has had to face, including: inflation, cost shifting, recent reductions in grant funding and how Council is significantly restricted with rate pegging.

'The problem is Councils costs are going up far greater than what our income is, we're pegged, we're capped at 3.7% this year.'

'The cost of gravel has gone up around 20% in the last year.'

'Resources for Regions funding has stopped and there was more than \$5 billion raised by the NSW Government out of royalties across NSW but recently announced the end of that program to 26 Councils'

Cr Somerville who seconded the motion expressed further concerns on the IPART rating system and the impact to Councils and the community.

'We were given a 3.7% increase rate cap increase this year when in fact inflation for a large part of the year was at 7.8%.'

'The system seems to be broken, across the state last year 17 councils applied for special rate variations.'

'Most of the applications that have been made last year, and are being made this year are for far greater increases than what we're proposing'

Cr Somerville also talked on how Council has been very responsible in introducing the prospect of a special rate variation for next year given the upcoming Council elections in September 2024.

'It's not a very popular thing for Councilors to be doing. It would be easy for this group of Councillors to say no, we'll worry about that later but I'm proud of my fellow Councillors for deciding to put this forward now,' acknowledged Cr Somerville

'We're looking at operating deficits of 1.8 million each year for the next 10 years, that's not sustainable if we do nothing about it now we'll be facing a decision like this in one or two years time and we won't be talking about three lots of 10% we'll be talking about 50, 60 or 70% rate increase.'

Mayor Ferguson also talked about the alternatives where will see a slow but predictable demise in Council assets especially the road network.

'This is a long-term view and a long-term strategy and I for one support it because we are preempting the inevitable and in 3, 4 or 5 years' time, future councils which we either may or may not be here for, will face a potentially tremendous rate increase or alternatively watch their assets that they enjoy now deteriorate in front of their very eyes.'

All Councillors encouraged the community to get involved during the consultation period.

'There's an opportunity to put in submissions, to put in comments from the community with 35 days from tomorrow where the community can actually consult, come in and give us feedback as in tell us about their thoughts on what is being proposed,' said Cr Reynolds.

'When we talk about community consultation, we're about listening to what the community has to say, I'm hoping that the community will listen to what we have to say as well, as we are custodians of your community assets,' said Mayor Ferguson

In the meeting, the other options considered had similar cumulative amount's, but were higher increases as they were compressed into 1 and 2 year periods respectfully.

Mayor Ferguson said 'Council is not seeking an instant quick fix, in particular it acknowledges the cost of living pressures all of our community is currently experiencing, which is why Council has preferred the lower 10% increase over 3 year's.'

'Even with the proposed 3 year SRV, a positive operating result is not forecast until 2028,' said Mayor Ferguson.

Following the Community Engagement, Council will meet in late January to resolve whether to proceed with the application to IPART.

Applications for an SRV must be lodged with IPART by 5 February 2024.

IPART then proceed to assess the application including their own community consultation over February and March 2024.

For further information about how you can participate please visit Council's website [www.blayney.nsw.gov.au/srv](http://www.blayney.nsw.gov.au/srv) or view printed documents available at Councils office, 91 Adelaide Street, Blayney.

-ends-

**Please contact**

Mark Dicker  
General Manager

Ph: 02 6368 2104



**Blayney Shire Council**

Council Office 91 Adelaide Street, Blayney Postal Address PO Box 62, Blayney NSW 2799  
Telephone (02) 6368 2104 Facsimile (02) 6368 3290  
Email council@blayney.nsw.gov.au Web www.blayney.nsw.gov.au  
ABN 47 619 651 511

10 November 2023

«Line\_1»  
«Line\_2»  
«Line\_3»  
«Line\_4»  
«Line\_5»

Dear Landowner

I am writing to advise that Council decided at its meeting of 9 November 2023, to commence community engagement for a proposed Special Rate Variation (SRV).

Council is proposing an SRV of 10% per annum, for 3 consecutive years commencing 1 July 2024, resulting in a 33.1% cumulative increase.

Council is writing to every landowner to ensure awareness of the proposed SRV and seek your input, comments and feedback.

The enclosed information sheet provides a summary of information regarding the proposed SRV.

Council's Long Term Financial Plan (LTFP) indicates deficits for the next 10 years. Deficits will directly impact on Council's ability and capacity to maintain the standard of our current assets, services and community facilities, including: roads, bridges, culverts, parks, footpaths and buildings across the shire.

Over the last 18 months Blayney Shire Council has undertaken a comprehensive review of its operations and service delivery. This has included two independent financial consultants undertaking a full review of our 10-year LTFP, Asset Management Plans and Capital Works Program.

Out of the process, it has been identified that rate income is needed to increase by approximately 33%. Three options exist to achieve this;

1. 26.5% increase in 1 year, or
2. 14% increase for 2 consecutive years, or
3. 10% increase for 3 consecutive years.

In acknowledging the current cost of living pressures, Council's preference is for a 10% per annum increase, to all rate categories for 3 consecutive years.

This has been a very difficult decision for Councillors who are seeking to be proactive in addressing this very important issue as early as possible and over 3 years, rather than a large singular increase.

Council is consulting with the community to discuss the proposed rate variation and encouraging everyone to be involved. There will be various opportunities to attend a drop-in session at various locations throughout the Blayney Shire over the next few weeks as per the table below.

<b>Location</b>	<b>Venue</b>	<b>Date</b>	<b>Time</b>
<b>Millthorpe</b>	Golden Memories Museum	Thursday 16 November	9am to 11am 4pm to 7pm
<b>Blayney</b>	Blayney Shire Community Centre	Monday 20 November	3pm to 6pm
<b>Newbridge</b>	Brian Bennett Pavilion	Wednesday 22 November	4pm to 7pm
<b>Lyndhurst</b>	Lyndhurst Hall	Thursday 23 November	4pm to 7pm
<b>Blayney</b>	Blayney Shire Community Centre	Monday 27 November	9am to 11am 4pm to 7pm
<b>Neville</b>	Neville Hall	Wednesday 29 November	4pm to 7pm
<b>Mandurama</b>	Mandurama Hall	Thursday 30 November	4pm to 7pm
<b>Carcoar</b>	Carcoar School of Arts	Friday 1 December	4pm to 7pm

For the latest information about how you can participate, please visit Council's website [www.blayney.nsw.gov.au/srv](http://www.blayney.nsw.gov.au/srv) or contact Council on 6368 2104. Hardcopies of documents are available at Council's office.

I and my fellow Councillors are looking forward to meeting with you, answering any questions and importantly receiving your input and feedback about the proposed SRV.

Yours faithfully



Scott Ferguson  
**Mayor**



# Special Rate Variation Proposal

## What is a Special Rate Variation (SRV)?

- Each year, the NSW Independent Pricing and Regulatory Tribunal (IPART) sets a maximum percentage increase by which a council can raise its overall rate income, known as 'rate peg'
- For the current year (2023/24), the rate peg was 3.7%. This contrasts with CPI increases (inflation) over the last year which reached 7.8%
- Councils can apply to IPART for approval to increase their income from ordinary rates in future years by more than the rate peg. This is known as a special rate variation.

## What are the steps?

- 1 Council is seeking feedback on a proposed SRV of 10% per annum for 3 consecutive years, resulting in a 33.1% cumulative increase
- 2 Council is conducting Community Engagement over November – December on the proposed increase
- 3 Following the Community Engagement, Council will meet in late January to resolve whether to proceed and formally apply to IPART
- 4 Any increase would not commence until 1 July 2024

## Why do we need it?

The annual IPART increases have not been keeping up with inflation levels, creating a significant shortfall.

Our Long-Term Financial Plan (LTFP) projects multiple losses over the next ten years. This is not a sustainable position for Council and the community to be in.

The SRV will assist in addressing the forecast deficits in our LTFP.

The SRV will ensure we have financial capacity to maintain the standard of our assets, services and community facilities, including: roads, bridges, culverts, parks, footpaths and buildings.

## What has Council done already?

Over the last 18 months Council has had 2 specialist independent consultants review Council's financial position.

Following these 2 external reviews, Council has implemented improvements and identified additional efficiencies to consider in the future.

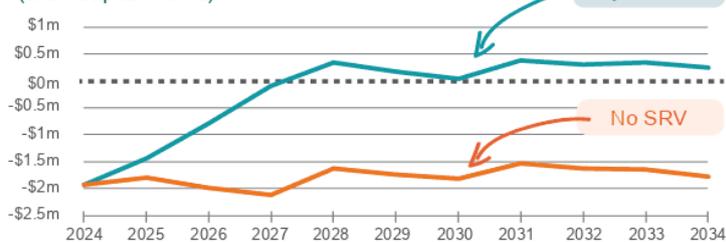
## Why now?

Council is not seeking an instant quick fix. Even with the proposed 3 year SRV a positive operating result is not forecast until 2028.

The longer we leave it, the larger and more severe a future SRV will have to be.

If Council does not increase its rates revenue through an SRV, it will not be able to adequately fund asset renewal and maintenance.

## Projected Operating Result (excl. Capital Works)



## More information is available

Visit our website for more information including dates and times of drop in sessions throughout the Blayney Shire [blayney.nsw.gov.au/srv](https://blayney.nsw.gov.au/srv) or scan the QR Code. The webpage and our weekly Blayney Chronicle advert will be updated as Council goes through the SRV community consultation and application process.

## How much is the proposed increase?

Scenario	2024-25	2025-26	2026-27	Cumulative Increase
Base Case (rate peg – no SRV)	3.5%	2.5%	2.5%	<b>8.7%</b>
<b>3 Year SRV</b> (includes Base Case)	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>33.1%</b>

- The SRV increase would be applied equally across all rate categories.
- The SRV increase would ONLY apply to the rate amount (Base and Ad Valorem) and NOT the total amount on your rates notice.
- Specifically, the SRV would not apply to ANY Waste or Sewer charges as they are separate business units.



**BLAYNEY SHIRE COUNCIL**

**Sample Rate Notice**

If service or property address is incorrect, please advise Council.

Property Location and Description

123 MAIN ST BLAYNEY 2799  
L 1 DP 987654  
Area: 900.0000 SqM

PO Box 62  
Blayney NSW 2799

Council Office, 91 Adelaide Street, Blayney  
Office Hours: Monday to Friday 9:30am to 4:00pm  
Telephone: (02) 6368 2104  
Email: council@blayney.nsw.gov.au  
Website: www.blayney.nsw.gov.au  
ABN 47 619 651 511

PARTICULARS OF RATES AND CHARGES	VALUE FOR RATING	AMOUNT
29 29 ORDINARY RATE RESIDENTIAL	210000 @ 0.230344	\$483.72
Base Amount	\$370.00	\$370.00
S01 Domestic Waste Management Service Caa	1 @ \$375.00	\$375.00
S25 Waste Management Levy	1 @ \$50.00	\$50.00
S60 Blayney Residential Sewer Charge	1 @ \$800.00	\$800.00
S91 Bly Res Future Sewer Infrastructure	1 @ \$53.00	\$53.00

The SRV would ONLY apply to the rate amount

The SRV would NOT apply to Waste or Sewer charges

Residential Rates	Year	Average Rate	Annual Average Increase	Per Week Increase
	Current	\$757		
	2024-25	\$833	<b>\$76</b>	\$1.46
	2025-26	\$916	<b>\$83</b>	\$1.60
	2026-27	\$1,008	<b>\$92</b>	\$1.77

Farming Rates	Year	Average Rate	Annual Average Increase	Per Week Increase
	Current	\$3,323		
	2024-25	\$3,655	<b>\$332</b>	\$6.38
	2025-26	\$4,021	<b>\$366</b>	\$7.04
	2026-27	\$4,423	<b>\$402</b>	\$7.73

Business Rates	Year	Average Rate	Annual Average Increase	Per Week Increase
	Current	\$1,285		
	2024-25	\$1,414	<b>\$129</b>	\$2.48
	2025-26	\$1,555	<b>\$141</b>	\$2.71
	2026-27	\$1,711	<b>\$156</b>	\$3.00

Mining Rates	Year	Rate Charge	Annual Increase
	Cadia Valley Operations	Current	\$4.87 million
	2024-25	\$5.36 million	<b>\$487,295</b>
	2025-26	\$5.9 million	<b>\$536,024</b>
	2026-27	\$6.49 million	<b>\$589,626</b>



## **FAQS - BSC SPECIAL RATE VARIATION**

### **WHY DO WE NEED TO INCREASE RATES?**

Council in its 2023-24 to 2026-27 Delivery Program and 2023-24 Operational Plan, identified its ongoing challenge of costs growing faster than revenue. Unfortunately, it is not possible for Council to 'do nothing' as Council's forecast revenue is consistently less than its expenses over the 10-year Long Term Financial Plan (LTFP).

Council needs to address the forecast deficits in the financial outlook for the General Fund. This is critically important because the General Fund contains provision for all Council services apart from sewerage and waste services.

The amount of funding available in General Fund directly supports the maintenance of critical assets, services and community facilities, including roads, bridges, culverts, parks, footpaths and buildings.

Council is not able to cover the increasing costs by the annual 'rate peg' which is set by the NSW Independent Pricing and Regulatory Tribunal (IPART).

### **WHAT IS THE RATE PEG?**

Each year, IPART set a maximum percentage increase by which a council can raise its overall rate income; this is known as the rate peg. The Local Government Act does not allow councils to increase its total yield from rate income by more than the rate peg without a special approval, known as a Special Variation, or more commonly known as a Special Rate Variation (SRV).

IPART guides all NSW councils to assume a 2.5% rate peg. The rate peg system is broken as it does not keep pace with increasing costs caused by many factors including inflation and does not meet the costs of new infrastructure or extra services.

It is noted, in late 2022, inflation reached 7.8%, and the rate peg set by IPART for Councils was 3.7%.

The rate peg only applies to the general rate income and does not apply to other annual charges or fees that Council collects, including waste and sewer charges.

### HOW WILL THE PROPOSED SPECIAL RATE VARIATION IMPACT MY RATES?

The rate rise **would not** apply to the total of your rates notice.

The rate rise would apply to the rate charge on your notice that pays for general Council services, including general services, roads, bridges, culverts, footpaths, parks, sports grounds, library, CentrePoint and showgrounds.

Specifically, the special variation **does not** apply to garbage collection, general waste, or sewerage which are reviewed and determined annually by Council.

Note: As the mining category contributes a high proportion of rate income generated by Council (approximately 50%), it must be highlighted that if the Cadia Gold mine operations change or the proposed McPhillamy's Gold mine does not commence as assumed in Council's financial planning, Council will need to have future engagement regarding an additional SRV.

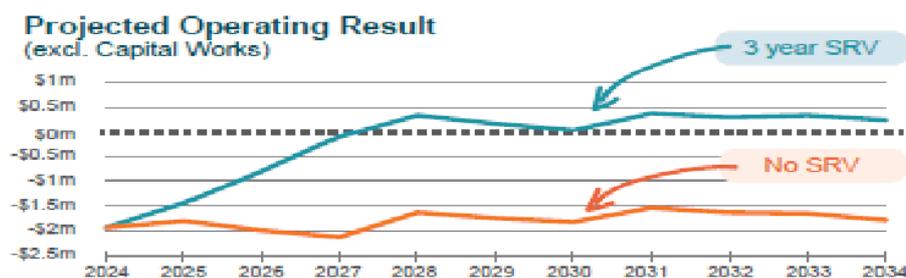
### WHAT DO WE GET IN RETURN FOR AN INCREASE IN RATES?

The SRV will enable an average annual investment of \$7 million per annum in the asset renewal program. This will ensure we have financial capacity to maintain the standard of our assets, services and community facilities including roads, bridges, culverts, parks, footpaths and buildings.

Council is not seeking an instant quick fix. Even with the proposed 3-year SRV a positive operating result is not forecast until 2028.

Council is seeking to be proactive in addressing this very important issue as early as possible and over 3 years. The longer we leave it and take no action, the larger and more severe a future SRV will have to be.

The below table shows that the SRV will move Council's Operating Results from annual deficits to a financially sustainable position in the long term. This will assist Council's investment to maintain the standard of community facilities and assets.



#### **WHAT IS THE ALTERNATIVE TO THE PROPOSED RATE INCREASE?**

Without an SRV, Council would have to significantly reduce expenditure on roads, bridges and culverts and more widely, significantly reduce all services and increase fees and charges to hirers (mainly community and not for profit groups).

We would also have to rely solely on grant funding to renew and upgrade assets (roads, bridges and culverts in particular) and consequently community infrastructure will deteriorate if our own funding is not available.

#### **IF MY LAND VALUE GOES UP, DOESN'T THAT MEAN I WILL PAY EVEN MORE IN RATES?**

No. The important thing to know about land values, in the General Land Valuation process, and their effect on your rates is how land value changes are relative to other land values in the same rate category. Council's total yield from rates does not change however amounts payable by individual ratepayers, in their respective rate category, vary based on changes within that category.

#### **WHAT HAPPENS WHEN THE RATE VARIATION FINISHES?**

The proposed SRV will be permanent and after 3 years, rates will increase thereafter by the annual rate peg amount set by the Independent Pricing and Regulatory Tribunal (IPART).

Note: As the mining category contributes such a high proportion of rate income (approximately 50%) generated by Council, it must be highlighted that if the Cadia Gold mine operations change or the McPhillamys Gold mine does not commence, as assumed, Council will need to have future engagement regarding an additional SRV.

#### **WHAT SUPPORT IS THERE FOR PEOPLE WHO CAN'T AFFORD TO PAY THEIR RATES?**

In assessing Council's application, IPART will independently consider the ability of ratepayers to pay their rates.

Council additionally has a Financial Hardship Policy designed to support ratepayers in situations beyond their control and defer payments where they would cause hardship. We offer interest-free payment arrangements for up to two years, and all applications are assessed against eligibility conditions in our policy.

You can learn more about this policy and find our hardship application at

<https://www.blayney.nsw.gov.au/your-place/rates-and-payments/difficulty-paying-your-rates>

Council also engages with a specialist in early-stage debt management who helps ratepayers to avoid unmanageable debt through understanding ratepayer situations and to share respectful, compassionate, rational help. This process also assesses individual financial

situations, counsels and helps make payment plans early in the debt cycle to help mitigate risk of significant financial stress.

#### **WHAT OTHER COUNCILS HAVE APPLIED TO IPART FOR AN SRV?**

Many councils are facing similar challenging financial issues.

In 2022/23 IPART assessed 17 special variation applications. To find the full list and amounts, click [here](#).

IPART have advised Council approximately 20 Councils have indicated they will apply for a special variation to commence on 1 July 2024.

In May 2023, the NSW Country Mayors Association undertook an annual survey and 79% of Councils indicated, they have either undertaken an SRV in the past 2 years or will need to in the next 5 years.

#### **WHAT HAS COUNCIL DONE TO ADDRESS ITS FINANCIAL SITUATION?**

Over the last 18 months Council has had specialist independent consultants review Council's financial position.

Council additionally regularly reviews its operations and actively identifies and implements initiatives to ensure that it is seeking to contain costs and finds efficiency gains so that it can provide value for money to the community.

Council has already found and implemented ongoing savings of \$690,000 per year in financial benefits to Council, a one-off benefit of \$1 million and a cashflow benefit of some \$4 million in grant-funded asset renewal projects not requiring Council funds, in addition to extensive additional efficiency and productivity gains and improvements in operational sustainability.

Before considering a Special Rate Variation, Council sought to identify further savings and cost containment opportunities.

As part of the review, Council's senior management team identified, costed and prioritised 26 present improvements, which Council will be implementing over the next three to four financial years (with some having a slightly longer implementation timeframe).

These will be included within Council's revised LTFP and any SRV application. The present improvements include cost savings, efficiency gains, revenue increases and key items that are necessary for long-term operational sustainability.

There are an additional 13 improvements that have been identified as opportunities that need to be investigated in the LTFP.

Further details on these improvement initiatives and organisational sustainability requirements can be found in the Council's Organisational Sustainability Improvement Plan on the SRV Page.

#### WHAT OTHER FINANCIAL CHALLENGES HAS COUNCIL HAD TO ADDRESS?

In addition to the material supply shortages, increases in construction costs, increases in energy costs and rising inflation, Council has been significantly impacted by mandated financial implications and cost-shifting from the NSW Government.

Cost shifting is one of the most significant problems faced by all councils in NSW. Along with rate pegging, cost shifting undermines the financial sustainability of the local government sector.

**What is Cost Shifting?** Cost shifting describes a situation where the responsibility for the cost of providing a certain service, concession, asset, or regulatory function is "shifted" from one sphere of government to another sphere of government without the provision of corresponding funding or the conferral of corresponding and adequate revenue-raising capacity.

**Two examples of Cost Shifting are;**

**Rural Fire Service Assets:** In 2022/23, RFS fleet assets (vehicles, known as Red Fleet, and RFS buildings) were recognised as "property" of Council, by virtue of the Rural Fire Services Act, and recorded in Council's financial statements with Council required to therefore absorb all depreciation costs that is reported against Council's financial performance.

This follows a long-standing dispute over the accounting treatment of the RFS assets that came to a head with the Auditor-General's 2021 Report on Local Government on 22 June 2022. With Council having to account for RFS assets, this adds approximately \$265k in depreciation to Council's budget for 2023/24.

**Emergency Services Levy (ESL):** The ESL is a cost imposed on councils and the insurance industry to fund the emergency services budget in NSW. The majority is paid as part of insurance premiums, with a further 11.7% picked up by councils and 14.6% was paid by the State Government itself.

Council's Emergency Services Levy contribution for 2023/24 is \$484k (an increase of 36%) towards the cost of RFS, SES and NSW Fire & Rescue.

The 2023/24 contribution increase is compounded with the NSW Government advising in May 2023 it will no longer provide a subsidy for the Emergency Services Levy. Removal of the subsidy had an instant negative impact of \$128k to Council's 2023/24 budget.

#### **WHAT GRANT FUNDING HAS COUNCIL APPLIED FOR OR RECEIVED RECENTLY?**

Council in recent years has been very proactive in obtaining many state and federal government grants.

Grant funding must be used for the specific purpose as outlined in the grant guidelines and funding deed. Grant funding is generally restricted from being used for operational purposes and normally required to be expended for a capital purpose such as road upgrades, bridge replacements, footpaths, and improvements to CentrePoint, King George Oval, toilet blocks and showground.

Our Capital Expenditure budget for 2023/24 is funded with 70% of income from government grants.

Obtaining further grant funding is not a solution to creating a positive operating result in Council's General Fund.

#### **Resources for Regions Grant Program**

Over the past 6 years, Council has been very proactive in obtaining many state and federal grants. In particular, over the past 4 years Council has benefited significantly from the NSW Government Grant Program called 'Resources for Regions', amounting to approximately \$21.4m.

Resources for Regions returned a very small amount (2%) of mining royalties collected by the NSW Government, and directly allocated those monies to 26 council's directly impacted by mining operations.

Disappointingly, in September 2023 the NSW Government ceased the Resources for Regions Grant funding program. This decision has directly removed an anticipated \$4m in annual grant funding from Blayney Shire Council.

Find out more about our current projects on our website.

**HOW ARE RATES CALCULATED?**

**COMPONENTS OF YOUR COUNCIL RATES NOTICE**



**WHAT DOES MINING CONTRIBUTE?**

The mining rate category (Cadia Valley Operations) currently comprise 50% of Council’s annual rating income.

Cadia will therefore directly bear 50% of the SRV (approximately \$500k per annum).

With our reliance on mining that contributes such a high percentage it does create long term risk for Council and community.

IPART have advised Council to forecast in the updated LTFP that the McPhillamys Gold Project will likely commence and additional rate income will eventuate, given the mine recently obtained planning approval. Council has made a conservative assumption in this regard.

As the mining category contributes such a significant amount of rate income, it must be highlighted if the Cadia Gold mine operations change or the McPhillamys Gold mine does not commence, as assumed in the LTFP, Council will need to have future engagement regarding an additional SRV.



#### **WHERE ARE WE UP TO IN THE PROCESS?**

Over the last 18 months Council has had 2 specialist independent consultants to review Council's financial position.

Following these external reviews, Council has implemented various improvements and identified additional efficiencies to review and consider in the future. Both consultants recommended Council proceed to undertake a Special Rate Variation.

Council is conducting Community Engagement over November – December 2023 on the proposed increase which includes a number of community information sessions and drop-in times. Residents can also put in a submission about the proposal during this period.

Following the Community Engagement, Council will meet in late January to resolve whether to proceed with the application to IPART.

Applications for an SRV must be lodged with IPART by 5 February 2024.

IPART then proceed to assess the application including their own community consultation over February and March 2024. See: <https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/Special-Variations>

Any increase would not commence until 1 July 2024.

#### **HOW HAS COUNCIL KEPT THE COMMUNITY INFORMED OF A POTENTIAL RATE INCREASE?**

The need for a potential rate increase was highlighted as part of the 2023/24 budgeting and planning process for this current financial year.

The annual rates newsletter distributed in July 2023 to all rate payers included information that Council was commencing the Special Rate Variation process and explained that Council would be looking to engage with the community on the matter. This newsletter was distributed to all rate payers, posted on social media, published in the Blayney Chronicle and distributed to our email mailing list.

Under the Integrated Planning and Reporting (IP&R) requirements of the Local Government Act 1993, Council endorses a draft 'Delivery Program and Operational Plan (DP/OP) each year, then publicly exhibits the draft DPOP over May and subsequently adopts a final DPOP in June. Council's DPOP for 2023/24 was adopted in June and highlighted the need to address financial sustainability including and consider an SRV.

On 9 November 2023 Council resolved to proceed to undertake Community Engagement from 10 November to 15 December 2023 on the proposed SRV.

A number of drop-in sessions are being held across the Shire allowing residents to ask questions and provide feedback on the proposal.

**DIDN'T COUNCIL REPORT A \$1 MILLION OPERATING SURPLUS IN 2022/23?  
DOESN'T COUNCIL CURRENTLY HAVE OVER \$29 MILLION IN THE BANK?**

2022/23 Surplus

Blayney Shire Council reported a \$1.16m surplus however this was skewed with a 95% advance payment of the 2023/24 Financial Assistance Grant (an annual federal government operating grant) of \$3.46m in late June 2023.

In real terms, had this grant not been advanced, a surplus of \$59k would have been reported. Additionally, there is a risk that the federal government may cease advance payments of this grant leaving a \$3.5m shortfall in that particular year.

Cash restrictions

As at 30 June Council has approximately \$29m in cash & investments, which is largely held in specific reserves and invested to earn interest.

Although Council currently has money in reserves, the majority of the funds are restricted for a specific purpose (including some controlled by legislation), which means they cannot be used for operational purposes.

These funds are held as restricted until they are required for their specific purpose, however Council is able to invest these funds in short term investments generating interest that comes back into Council's unrestricted cash (except for waste and sewer which must remain in their respective funds).

Council's main cash restrictions and purpose include;

- **Sewer Services: \$6.44m**
  - o For future upgrade of the Blayney Sewerage Treatment plant scheduled for 2027/28
- **Employee Leave Entitlements: \$1.07m**
  - o For payment of employee leave entitlements accrued
- **Plant and Vehicle Replacements: \$1.7m**
  - o For the purchase of plant and vehicles for Council operations. This is currently inflated due to the long lead time for the replacement of critical plant.
- **Domestic Waste Management: \$667k**
  - o For the rehabilitation and operation of the Blayney Waste Facility.
- **Quarry Reserve: \$219k**
  - o For the remediation of Council operated quarries.
- **Election Reserve: \$71k**
  - o To be used to fund the 2024 Local Government Election costs.
- **IT Reserve: \$360k**
  - o To help fund future large I.T expenditure such as the upgrade of Council's Corporate Management system.

- **Property Account: \$1.5m**
  - o Comprises monies generated from previous Council property sales.
  - o For strategic property purchases and/or other matters as resolved by Council.
- **Property Account – borrowings: \$880k**
  - o Money set aside from the sale proceeds to pay back a 10-year low interest loan taken out to develop the Streatfeild Close Blayney subdivision.
- **Developer Contributions (General): \$1.52m**
  - o Contributions by developers made upfront when an additional dwelling/s or new housing lot is created.
  - o To be used towards funding specific and identified projects in the Blayney Shire Infrastructure Contributions Plan.
- **Developer Contributions (Sewer): \$1.63m**
  - o Contributions by developers made upfront when an additional dwelling/s or new housing lot is created.
  - o To be used towards future upgrades of the Blayney Sewerage Treatment plant scheduled for 2027/28
- **Voluntary Planning Agreements: \$524k**
  - o Council has planning agreements with both Cadia Gold Mine and Flyers Creek Wind Farm who both make an annual contribution to Council.
  - o Funds are used for the purposes identified in the specific planning agreements.
- **Unexpended Grants: \$8.21m**
  - o Council has received grant funding in advance for specific projects which are programmed to be undertaken over the next 2 years. These projects include;

***Resources for Regions Round 9*** **5,984,135**

- Belubula Way Bridge
- Hobbys Yards Rd
- Richards Lane
- Browns Creek Rd
- Tallwood Rd
- Barry Rd
- Blayney Main St Masterplan
- Millthorpe Main St Masterplan
- CWELC Masterplan

***Resources for Regions Round 8*** **323,964**

- Heritage Park Amenities
- Carrington Park Amenities
- King George Oval Parking
- Trunkey St - Showground Footpath Newbridge

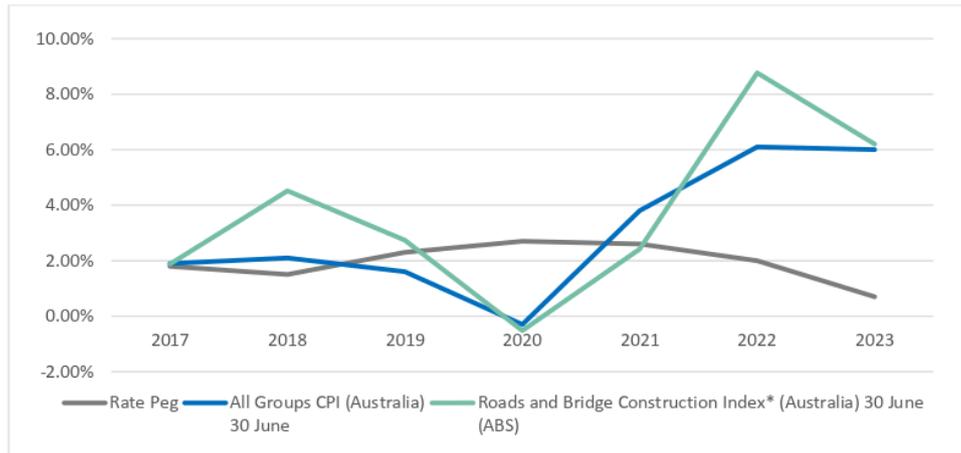
***Stronger Country Communities Round 5*** **583,820**

- Victoria St & Montgomery St Millthorpe FP

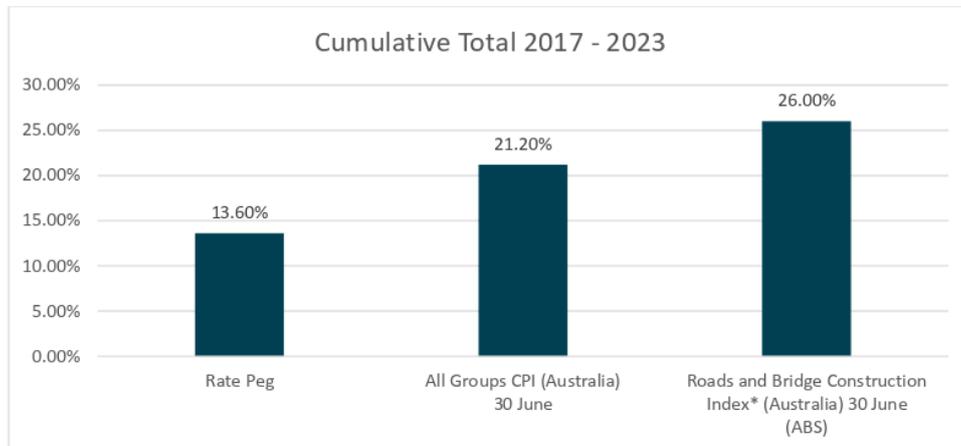
- Plumb St/Palmer St - Piggott Pl - Orange Rd FP	
- Orange Rd - Binstead St to Palmer St FP	
- KGO Grandstand	
<b>Local Roads &amp; Community Infrastructure</b>	<b>512,794</b>
- Stormwater - Unwin & Stabback St Millthorpe	
<b>Regional &amp; Local Roads Repair Program</b>	<b>236,880</b>
- Garland Road	
<b>Fixing Country Roads</b>	<b>192,484</b>
- Neville Rd Heavy Patching	
<b>Fixing Country Bridges</b>	<b>507,813</b>
- Swallow Creek Bridge	
<b>NSW Flood Recovery Grant</b>	<b>699,714</b>
- Richards Lane Culvert	
- Newbridge Rd Culvert	
- Flood Resilience Studies	
<b>Other</b>	<b>94,846</b>

**HOW HAS INFLATION AFFECTED COUNCIL?**

Whilst CPI is an indicator of costs changes for consumers, it is not a complete representation of the cost increases Council has had to face. The Roads and Bridges Construction Pricing Index (RBCI) helps to indicate the changes in costs to Council’s largest expenditure area being road and bridge maintenance. The graph below shows the changes in Rate Peg (Councils maximum increase in rate income), CPI and RBCI.



Whilst there was a drop in CPI and RBCI in 2020, since 2017, the cumulative increase to construction costs based on the RBCI was 26% and CPI was 21.2% whilst the rate peg sat only at 13.6% as shown in the graph below.



These increases does not take into account other [cost shifting measures](#) which have impacted Councils.

Blayney Chronicle Adverts

9/11/23

	<h1>A Conversation with the GM</h1>
<p>Mark Dicker <b>Blayney Shire Council</b></p>	
<p><b>Extraordinary Council Meeting Tonight</b></p> <p>I am writing this conversation today to inform the wider community that an Extraordinary Council meeting has been called for tonight; Thursday, 9 November 2023 at 6pm at the Blayney Shire Community Centre.</p> <p>The singular agenda item Council will consider is "Special Rate Variation – Community Engagement and public exhibition".</p> <p>The report (including detailed supporting documentation) outlines that our Long-Term Financial Plan (LTFP) indicates deficits over the next 10 years.</p> <p>Deficits will directly impact on Council's ability and capacity to maintain the standard of our current assets, services and community facilities, including: roads, bridges, culverts, parks, footpaths and buildings across the shire.</p> <p>Tonight, Council will consider whether to identify a preferred Special Rate Variation (SRV) option and subsequently whether to commence engagement with our community on that option.</p> <p>You can access information and participate in tonight's meeting in the following ways;</p> <ul style="list-style-type: none"><li>The business paper (including all attachments) can be obtained from Council's website <a href="https://www.blayney.nsw.gov.au/council/council-meetings/business-papers-minutes-and-recorded-live-streams">https://www.blayney.nsw.gov.au/council/council-meetings/business-papers-minutes-and-recorded-live-streams</a></li></ul>	<ul style="list-style-type: none"><li>Attend the meeting at the Blayney Shire Community Centre, Thursday 9 November 2023 at 6pm in person;<ul style="list-style-type: none"><li>You can address Council as part of the public forum Note: the Public Forum Speakers Registration Form has to be submitted prior to 4pm. <a href="https://www.blayney.nsw.gov.au/council/council-meetings/public-speaker-request">https://www.blayney.nsw.gov.au/council/council-meetings/public-speaker-request</a></li><li>Or you can attend and simply watch the Council meeting from the gallery.</li></ul></li><li>You can watch the <i>Live stream</i> of the meeting in real time through Council's website: <a href="https://www.blayney.nsw.gov.au/council/council-meetings/live-stream">https://www.blayney.nsw.gov.au/council/council-meetings/live-stream</a></li></ul> <p>Should Council resolve to proceed to Community Engagement, it is proposed, engagement would take place over November and December 2023. There will be multiple opportunities across Blayney Shire where information can be obtained, questions can be asked and feedback to be provided.</p> <p>Upon completion of the community engagement, Council will consider all feedback received during the community engagement period at meeting on 23 January 2024. It will be at this meeting Council will have the decision whether to proceed with making an SRV application to IPART.</p>

16/11/23



# A Conversation with the Mayor

Scott Ferguson  
Blayney Shire Council

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After an 18-month review of Blayney Shire Council's operations and services, our Long-Term Financial Plan has identified ongoing future deficits. This is a very concerning reality that needs to be addressed sooner rather than later.

As such Councillors have resolved to consult with our community about a potential rate rise above the normal rate peg amount, which is referred to as a Special Rate Variation (SRV). The proposal is for a 10% increase to the general rate for 3 consecutive years starting the 2024/25 financial year.

This is a difficult process as all councillors are fully aware of the current cost of living pressures and rising interest rates that have greatly affected all of us. In particular, we acknowledge that our rural producers are facing tougher trading conditions and weather challenges into the near future.

Over the years, our Council's annual rate rise has been set and dictated by the Independent Pricing and Regulatory Tribunal (IPART) and for all Councils across NSW it has never reflected the true increasing cost of Councils activities.

While none of us are eager to pay more I am hoping that during our consultation process, we can talk about the value that our small Council delivers across the Shire and how your rate money is invested within our community.

Thanks to the unprecedented investment from the previous State and Federal Governments, we have all seen major improvements to our sporting facilities, buildings, showgrounds,, footpath, and

road networks. These important community assets all now must be maintained and any increase to funding will allow Council to maintain and enhance these assets into the future.

All landholders will receive a letter and information sheet in the mail, and there will be opportunities to attend drop-in sessions throughout our villages and Blayney township. Please check out Council's website below for further information or contact me directly to talk about what the future might look like for our wonderful Shire.

Drop-in information sessions will be held as follows:

- Millthorpe: Golden Memories Museum -Thursday 16 November, 9am to 11am and 4pm to 7pm
- Blayney: Blayney Shire Community Centre - Monday 20 November, 3pm to 6pm
- Newbridge: Brian Bennett Pavilion - Wednesday 22 November 4pm to 7pm
- Lyndhurst: Lyndhurst Hall - Thursday 23 November, 4pm to 7pm
- Blayney: Blayney Shire Community Centre - Monday 27 November, 9am to 11am and 4pm to 7pm
- Neville: Neville Hall - Wednesday 29 November - 4pm to 7pm
- Mandurama: Mandurama Hall - Thursday 30 November, 4pm to 7pm
- Carcoar: Carcoar School of Arts – Friday 1 December, 4pm to 7pm

<https://www.blayney.nsw.gov.au/srv>



## Special Rate Variation Proposal

### What is a Special Rate Variation (SRV)?

- Each year, the NSW Independent Pricing and Regulatory Tribunal (IPART) sets a maximum percentage increase by which a council can raise its overall rate income, known as 'rate peg'
- For the current year (2023/24), the rate peg was 3.7%. This contrasts with CPI increases (inflation) over the last year which reached 7.8%.
- Councils can apply to IPART for approval to increase their income from ordinary rates in future years by more than the rate peg. This is known as a special rate variation.

### What are the steps?

- 1 Council is seeking feedback on a proposed SRV of 10% per annum for 3 consecutive years, resulting in a 33.1% cumulative increase
- 2 Council is conducting Community Engagement over November – December on the proposed increase
- 3 Following the Community Engagement, Council will meet in late January to resolve whether to proceed and formally apply to IPART
- 4 Any increase would not commence until 1 July 2024

### Why do we need it?

The annual IPART increases have not been keeping up with inflation levels, creating a significant shortfall. Our Long-Term Financial Plan (LTFP) projects multiple losses over the next ten years. This is not a sustainable position for Council and the community to be in.

The SRV will assist in addressing the forecast deficits in our LTFP. The SRV will ensure we have financial capacity to maintain the standard of our assets, services and community facilities, including roads, bridges, culverts, parks, footpaths and buildings.

### What has Council done already?

Over the last 18 months Council has had 2 specialist independent consultants review Council's financial position. Following these 2 external reviews, Council has implemented improvements and identified additional efficiencies to consider in the future.

### Why now?

Council is not seeking an instant quick fix. Even with the proposed 3 year SRV a positive operating result is not forecast until 2028.

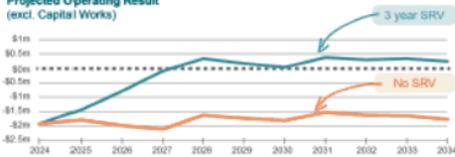
The longer we leave it, the larger and more severe a future SRV will have to be. If Council does not increase its rates revenue through an SRV, it will not be able to adequately fund asset renewal and maintenance.

### More information is available

Visit our website for more information including dates and times of drop in sessions throughout the Blayney Shire [blayney.nsw.gov.au/srv](https://www.blayney.nsw.gov.au/srv) or scan the QR Code. The webpage and our weekly Blayney Chronicle advert will be updated as Council goes through the SRV community consultation and application process.



### Projected Operating Result (excl. Capital Works)



### How much is the proposed increase?

Scenario	2024-25	2025-26	2026-27	Cumulative Increase
Base Case (3.0% peg - no SRV)	3.5%	2.5%	2.5%	8.7%
<b>3 Year SRV (includes Base Case)</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>33.1%</b>

- The SRV increase would be applied equally across all rate categories.
- The SRV increase would ONLY apply to the rate amount (Base and AS Rates) and NOT the total amount on your rates notice.
- Specifically, the SRV would not apply to ASV (Water or Sewer charges as they are separate business units).

### Sample Rate Notice



Residential Rates				Business Rates			
Year	Average Rate	Annual Average Increase	Per Week Increase	Year	Average Rate	Annual Average Increase	Per Week Increase
Current	\$197			Current	\$1,285		
2024-25	\$853	\$76	\$1.46	2024-25	\$1,414	\$129	\$2.48
2025-26	\$916	\$63	\$1.60	2025-26	\$1,565	\$141	\$2.71
2026-27	\$1,008	\$92	\$1.77	2026-27	\$1,711	\$166	\$3.08

Farming Rates				Mining Rates (Cada Valley Operator)			
Year	Average Rate	Annual Average Increase	Per Week Increase	Year	Rate Change	Annual Increase	
Current	\$3,323			Current	\$4.87m		
2024-25	\$3,896	\$572	\$6.38	2024-25	\$5.36m	\$487,395	
2025-26	\$4,021	\$126	\$1.34	2025-26	\$5.9m	\$536,624	
2026-27	\$4,423	\$402	\$4.75	2026-27	\$6.49m	\$599,628	

### Contact Us

Council Office  
91 Adelaide St, Blayney NSW 2799  
PO Box 62, Blayney NSW 2799  
9.30am – 4.00pm Monday to Friday

Ph 02 6368 2104  
[council@blayney.nsw.gov.au](mailto:council@blayney.nsw.gov.au)  
[www.blayney.nsw.gov.au](http://www.blayney.nsw.gov.au)

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23/11/23

# A Conversation with the GM

Mark Dicker

## Blayney Shire Council

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**Special Rate Variation Update**  
Community consultation has now commenced for the proposed Special Rate Variation (SRV). Upcoming drop in sessions as follows:

Location	Venue	Date	Time
Lyndhurst	Lyndhurst Hall	Thursday, 23 November	4pm to 7pm
Blayney	Blayney Shire Community Centre	Monday, 27 November	9am to 11am & 4pm to 7pm
Neville	Neville Hall	Wednesday, 29 November	4pm to 7pm
Mandurama	Mandurama Hall	Thursday, 30 November	4pm to 7pm
Carcoar	Carcoar School of Arts	Friday, 1 December	4pm to 7pm
Milthorpe	Golden Memories Museum	TBC	TBC

The rate increase will ensure we have financial capacity to maintain the standard of our assets, services and community facilities, including roads, bridges, culverts, parks, footpaths and buildings. If we do not maintain our community facilities, they will start to degrade, and we will not have the necessary funds to repair them.

The above table shows that the SRV over time will move Councils Operating Result from annual deficits to a financially sustainable position.

**2. What is the alternative to the proposed rate increase?**  
Without an SRV Council would have to significantly review and reduce operational expenditure which would be extremely difficult given we are already a very small organisation and running very lean as it is. A reduction in operational expenditure would directly impact the standard of our community facilities, in particular; roads, bridges, culverts, parks, footpaths and buildings. Additionally, Council would have to significantly review and reduce all services including fees and charges for facility hire which would directly impact community and not for profit user groups.

**3. What has Council done already?**  
In preparing for the SRV, Council has prepared an Organisational Sustainability Review and Improvement Plan (Improvement Plan). The Improvement Plan has identified, costed and prioritised 26 present improvements, which will be implemented over the next three to four financial years (with some having a slightly longer implementation timeframe). An additional 13 improvements have been identified as opportunities that need to be investigated in the future.

The Improvement Plan quantifies Council has already found and/or implemented:

- ongoing savings of \$690,000 per year in financial benefits,
- a one-off benefit of \$1 million, and
- a cashflow benefit of some \$4 million in grant-funded asset renewal projects not requiring Council funds.

Further information, including the 17-page Organisational Sustainability Review and Improvement Plan, can be found on the SRV page at Council's website <https://www.blayney.nsw.gov.au/srv>

Last week, approx. 3,500 landowners within the shire were sent a cover letter and information sheet regarding the proposed SRV. Additionally, Council has emailed all Real Estate Agents, asking them to forward the same information onto all renters. If you have not received a letter or email, please contact Council on 6368 2104. The top 3 questions and topics from the drop-in sessions last week were;

**1. What do we get in return for an increase in rates?**

The SRV will enable an average annual investment of \$7 million per annum over the 10-year Long Term Financial Plan (LTFF) in asset maintenance and renewal.

30/11/23

# A Conversation with the GM

Mark Dicker

## Blayney Shire Council

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**Special Rate Variation (SRV) Update**  
Week 3 of community consultation regarding the proposed Special Rates Variation (SRV) is underway with the next drop in sessions as follows:

Location	Venue	Date	Time
Mandurama	Mandurama Hall	Thursday, 30 November	4pm to 7pm
Carcoar	Carcoar School of Arts	Friday, 1 December	4pm to 7pm
Milthorpe	Golden Memories Museum	Monday, 4 December	4pm to 7pm

The top question and topic from last week's drop-in sessions to date was;

**Is the 10% on top of the rate peg?**  
No. The proposed 10% per annum SRV includes the rate peg amount and is not on top of the rate peg.

Scenario	2024-25	2025-26	2026-27	Cumulative Increase
Base Case (rate peg – no SRV)	3.5%	2.5%	2.5%	8.7%
3 Year SRV (includes Base Case)	10%	10%	10%	33.1%

**If it is 10% per annum for 3 years, why does it total 33.1%?**  
It is 33.1% because of compounding the SRV over the 3-year period.

**Rate peg**  
Each year around October / November, the NSW Independent Pricing and Regulatory Tribunal (IPART) sets a maximum percentage increase by which a council can raise its overall rate income, known as 'rate peg'. Rate peg only applies to councils that have not had an SRV approved by IPART.

In relation to rate peg forecasting, IPART guides each council on rate peg assumptions for future financial projections. As per Council's SRV communications (including the table above), the IPART guided assumptions are;

- 2024-25: 3.5%
- 2025-26: 2.5%
- 2026-27: 2.5%

**2022 Rate peg review and new rate peg methodology**  
In 2022, in acknowledging the increasing number of councils needing and applying to IPART for an SRV, IPART commenced a comprehensive review into the methodology used to calculate their annual rate peg. Following a yearlong review, on 9 November 2023, IPART released its final report regarding the review of the rate peg methodology (I note Council didn't even get an email and was read about the report release it in the media on 21 November 2023).

IPART have announced major changes to the rate peg methodology for 2024/25 onwards. This confirms the existing and previous IPART rate peg methodology was broken and not working.

Information regarding the IPART review can be found at their website [www.ipart.nsw.gov.au](http://www.ipart.nsw.gov.au).

**What does the change in 2024/25 rate peg mean?**  
For Blayney Shire Council, using the new methodology, IPART have advised the 2024/25 rate peg figure is 5.7% (up from a forecast 3.5%). It is acknowledged that the changes are a welcome and significant improvement, which all NSW local councils have been lobbying the NSW Government for over an extended period of time.

Unfortunately, the announced higher rate peg does not change Blayney Shire Council's need for the proposed 3-year, 10% per annum, 33.1% SRV which is still required to improve our long-term financial position.

What the 2024/25 rate peg does mean is that instead of a 6.5% uplift above the forecast rate peg, the proposed 10% SRV is only a 4.3% uplift above the 2024/25 rate peg.

7/12/23

# A Conversation with the GM

Mark Dicker

## Blayney Shire Council

**Special Rate Variation (SRV) Update**

Week 3 and 4 of community consultation regarding the proposed Special Rate Variation (SRV) has now been completed, including the last of the drop-in sessions throughout the shire.

Last week, Council met with farmers twice from all over Blayney Shire following an invite from NSW Farmers to attend both meetings, which each had approximately 40 in attendance.

The top questions and topics from the most recent drop-in sessions and meetings were:

**How many staff does Council have?**

Council	Staff
Armidale	44
Orange	68
Queensland	72
Blayney	88
Wagga Wagga	94
Wentworth	98
Orange Plains	104
Wentworth	108
Orange & River	112
Wentworth	116
Orange	120
Orange	124
Orange	128
Orange	132
Orange	136
Orange	140
Orange	144
Orange	148
Orange	152
Orange	156
Orange	160
Orange	164
Orange	168
Orange	172
Orange	176
Orange	180
Orange	184
Orange	188
Orange	192
Orange	196
Orange	200

Council's current structure has 88 Full Time Equivalent (FTE) positions and is required to be reviewed after each Council election (last reviewed in 2021).

I note Council currently has 3 vacancies so is currently running at an FTE of 85. Additionally, when a vacancy does occur a review is undertaken of the position and requirements prior to advertising the vacancy.

When comparing Blayney Shire Council staffing levels to other Group 10 Councils in NSW the below chart confirms Council is at the lower end of FTE staffing numbers when compared to other Councils in the same category.

Source: Your Council 2021

**Have we overspent and gold-plated projects?**

My natural default answer is No and No, however I acknowledge the answer to this question will depend upon the Council assets and services which you, your children, grandchildren or business use and value the most.

A farmer may not use CentrePoint, the Equestrian Centre or a residential footpath, but likewise a town resident may never drive a road or over a bridge or culvert critical to a farming operation.

Council over the recent years has used unprecedented grant funding from state and federal governments predominantly to repair and renew our existing assets. There have been new assets constructed, informed from those contained in strategic plans (Council or individual village plans), that have had strong community support and were considered critical in improving the Blayney Shire as an attractive locality to live, work and play.

**Why can't you just tighten your belt?**

We could and the result would be a significant reduction in expenditure (approximately \$2m) on all services, in particular roads, bridges & culverts and more widely all services. However, in doing this we increase our risk exposure as we are obligated under the Roads Act and Local Government Act to ensure we maintain our assets to a safe and adequate standard. Unlike private businesses and farms, who do not have this overarching public safety compliance and purpose, we cannot adapt to changing economic conditions by simply pulling back expenditure, because it also exposes us. I highlight that if we do significantly reduce services ironically, we will likely need even more money and a higher SRV in the future to get our assets back to the condition they are in right now.

**What are the next steps?**

Feedback and submissions can be lodged prior to 5pm, Friday 15 December 2023 (next Friday) through the following channels:

- Online form o <https://www.blayney.nsw.gov.au/srv>
- In writing o PO Box 62 Blayney NSW 2799

All information regarding the SRV is available at Council's dedicated SRV webpage on its site: [www.blayney.nsw.gov.au/srv](http://www.blayney.nsw.gov.au/srv).

Following conclusion of the community engagement, a report will be prepared and submitted to Council for consideration at an Ordinary Meeting scheduled for 23 January 2024.

Members of the public can present to Council at a meeting through the public forum which, pre-registration is required, <https://www.blayney.nsw.gov.au/council/council-meetings/public-speaker-request>

The due date for lodgment of an SRV application to IPART is 5 February 2024. It should be noted that, should Council proceed in making application to IPART for an SRV, IPART will seek its own community feedback separate from Council's processes and invite submissions from members of the public. This process is typically undertaken in the subsequent March/April.

14/12/23

# A Conversation with the GM

Mark Dicker

## Blayney Shire Council

**Special Rate Variation (SRV) Update**

**Feedback and Submissions**

A reminder that feedback and submissions in relation to the proposed Special Rate Variation need to be lodged prior to 5pm, Friday 15 December 2023 (tomorrow).

Submissions can be lodged through:

- Online form
  - o <https://www.blayney.nsw.gov.au/srv>
- In writing
  - o PO Box 62 Blayney NSW 2799

All information regarding the SRV is available at Council's dedicated SRV webpage on its site: [www.blayney.nsw.gov.au/srv](http://www.blayney.nsw.gov.au/srv).

**What are the next steps?**

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If Council proceeds in making an application to IPART for an SRV, IPART will undertake its own community feedback separately from Council's processes and invite submissions from members of the public. This process is typically undertaken in the subsequent March/April.

**NSW 'Beat the Heat' campaign**

People across NSW are being urged to plan ahead to 'Beat the Heat' ahead of what is forecast to be a hot summer.

NSW Chief Health Officer Dr Kerry Chant recently launched NSW Health's Beat the Heat campaign, spreading important information about how to keep healthy in hot weather.

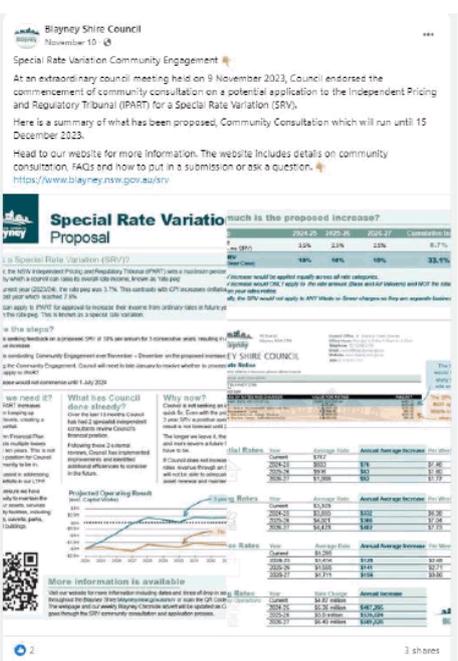
"There are a few simple things you can do to keep safe, like staying indoors during the hottest times of the day, closing doors, windows, blinds and curtains early to keep hot air and sun out in the day, staying hydrated and carrying a water bottle when outside.

Signs of heat-related illness can include headache, dizziness, nausea and vomiting, fatigue and cramps. People with these symptoms should cool down right away, move out of the sun and seek shade or air conditioning, take a cool shower or bath if possible and take sips of water.

People who don't respond to these steps or who show symptoms suggesting a more severe illness, including a sudden rise in body temperature, who are no longer sweating, showing aggressive or strange behaviour or who are fitting, should seek urgent medical attention or call Triple Zero (000).

People are encouraged to read **Beat the Heat** information on the [www.nsw.gov.au](http://www.nsw.gov.au) website and to access further advice and tips on how to protect themselves and their loved ones during heatwaves this summer.

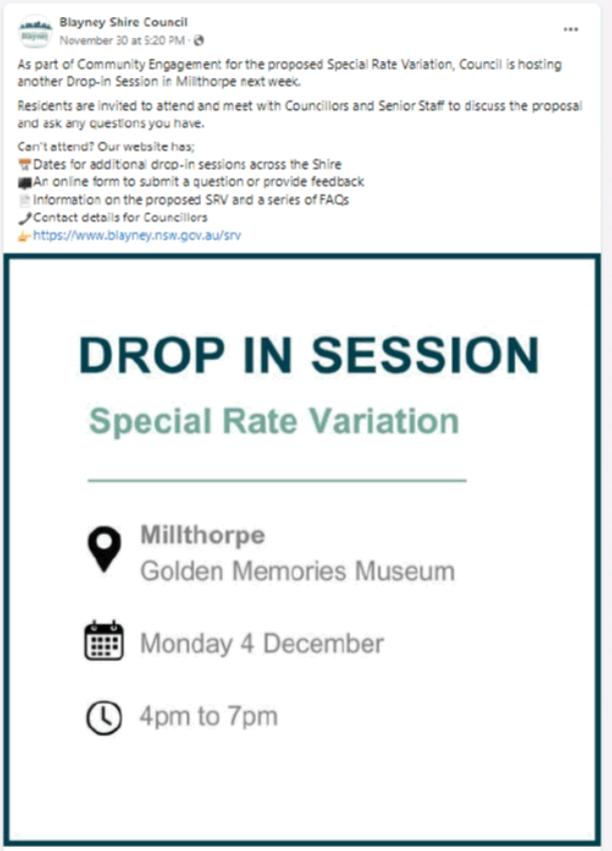
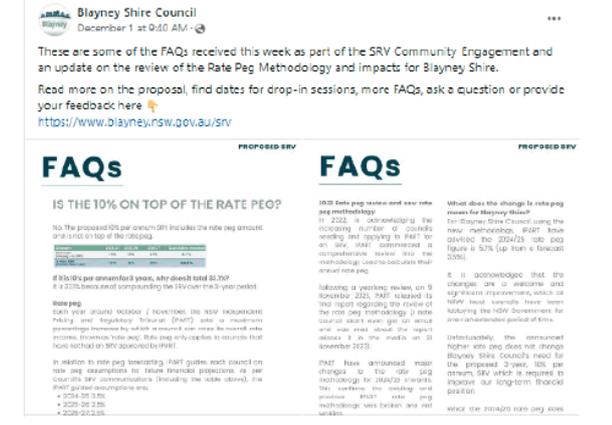
Facebook Posts: <https://www.facebook.com/BlayneyShireCouncil/>

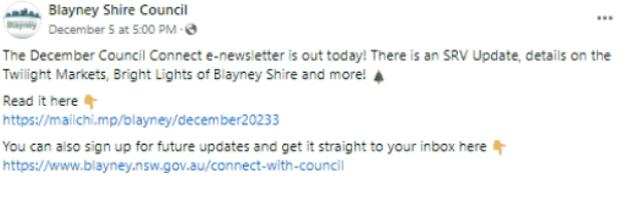
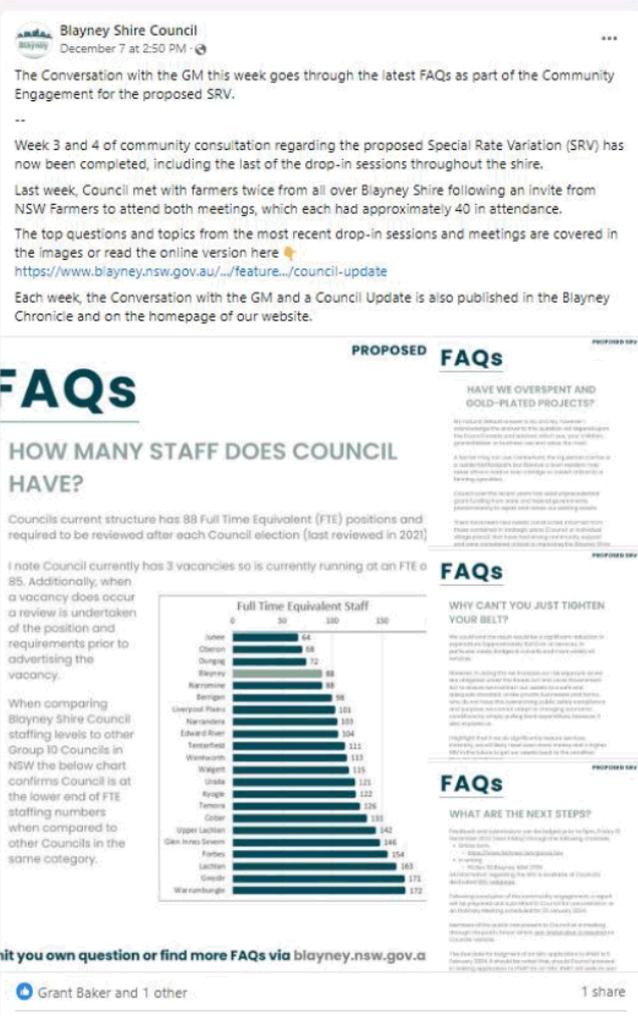
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<p><b>9/11/2023</b></p> <p>A Conversation with the GM: Extraordinary Council Meeting with SRV on Agenda</p> <p>Reach: 657</p>	 <p>Blayney Shire Council November 9</p> <p>This week's conversation with the GM Extraordinary Council Meeting Tonight</p> <p>I am writing this conversation today to inform the wider community that an Extraordinary Council meeting has been called for tonight, Thursday, 9 November 2023 at 6pm at the Blayney Shire Community Centre.</p> <p>The singular agenda item Council will consider is 'Special Rate Variation - Community Engagement and public exhibition'.</p> <p>The report (including detailed supporting documentation) outlines that our Long-Term Financial Plan (LTFP) indicates deficits over the next 10 years. Deficits will directly impact on Council's ability and capacity to maintain the standard of our current assets, services and community facilities, including: roads, bridges, culverts, parks, footpaths and buildings across the shire.</p> <p>Tonight, Council will consider whether to identify a preferred Special Rate Variation (SRV) option and subsequently whether to commence engagement with our community on that option.</p> <p>Should Council resolve to proceed to Community Engagement, it is proposed, that engagement would take place over November and December 2023. There will be multiple opportunities across Blayney Shire where information can be obtained, questions can be asked and feedback to be provided.</p> <p>Upon completion of the community engagement, Council will consider all feedback received during the community engagement period at meeting on 23 January 2024. It will be at this meeting Council will have the decision on whether to proceed with making an SRV application to IPART.</p> <p>Read more about how you can access information and participate in tonight's meeting via the link below.</p> <p>...</p> <p>Each week the Conversation with the GM and a Council Update is also published in the Blayney Chronicle and on the homepage of our website <a href="https://www.blayney.nsw.gov.au/_resources/_council-update">https://www.blayney.nsw.gov.au/_resources/_council-update</a></p> <p><b>Council Meeting Live Stream</b> From 6pm</p> <p>4 comments · 2 shares</p>																				
<p><b>10/11/2023</b></p> <p>Two page flyer summary and link to website</p> <p>Reach: 1,271</p>	 <p>Blayney Shire Council November 10</p> <p>Special Rate Variation Community Engagement</p> <p>At an extraordinary council meeting held on 9 November 2023, Council endorsed the commencement of community consultation on a potential application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV).</p> <p>Here is a summary of what has been proposed, Community Consultation which will run until 15 December 2023.</p> <p>Head to our website for more information. The website includes details on community consultation, FAQs and how to put in a submission or ask a question.</p> <p><a href="https://www.blayney.nsw.gov.au/srv">https://www.blayney.nsw.gov.au/srv</a></p> <p><b>Special Rate Variation Proposal</b> How much is the proposed increase?</p> <table border="1"> <thead> <tr> <th></th> <th>2024-25</th> <th>2025-26</th> <th>2026-27</th> <th>Combined 3yr</th> </tr> </thead> <tbody> <tr> <td>All Rates</td> <td>2.2%</td> <td>2.2%</td> <td>2.2%</td> <td>6.7%</td> </tr> <tr> <td>Rate Cuts</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> </tr> <tr> <td><b>Total</b></td> <td><b>2.2%</b></td> <td><b>2.2%</b></td> <td><b>2.2%</b></td> <td><b>6.7%</b></td> </tr> </tbody> </table> <p>... (Additional text and charts from the flyer)</p> <p>2 · 3 shares</p>		2024-25	2025-26	2026-27	Combined 3yr	All Rates	2.2%	2.2%	2.2%	6.7%	Rate Cuts	0%	0%	0%	0%	<b>Total</b>	<b>2.2%</b>	<b>2.2%</b>	<b>2.2%</b>	<b>6.7%</b>
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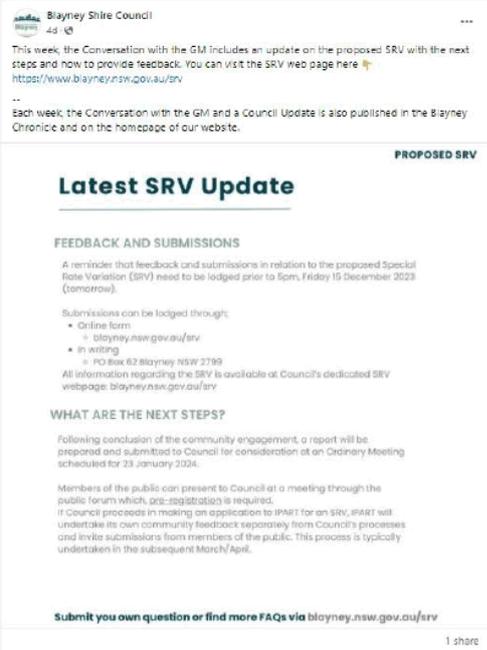
Details	Post
<p><b>10/11/2023</b></p> <p>Mayors Message video - summary of Council Meeting and link to website</p> <p>Reach: 650</p>	
<p><b>14/11/2023</b></p> <p>Reminder for Drop in Session for Millthorpe</p> <p>Reach: 1,018</p>	

<p><b>19/11/2023</b></p> <p>Reminder for Drop in Session for Blayney, Newbridge &amp; Lyndhurst</p> <p>Reach: 692</p>	
<p><b>23/11/2023</b></p> <p>FAQs from recent drop in sessions</p> <p>Reach: 904</p>	

<p><b>24/11/2023</b></p> <p>Additional Drop in Session added for Millthorpe</p> <p>Reach: 801</p>	<div style="border: 2px solid black; padding: 10px; text-align: center;"> <h2 style="margin: 0;">DROP IN SESSION</h2> <h3 style="margin: 0;">Special Rate Variation</h3> <hr style="width: 20%; margin: 10px auto;"/> <p style="margin: 0;"> <b>Millthorpe</b> Golden Memories Museum</p> <p style="margin: 0;"> <b>Monday 4 December</b></p> <p style="margin: 0;"> <b>4pm to 7pm</b></p> </div>				
<p><b>26/11/2023</b></p> <p>Reminder for Drop in Session for Blayney, Neville, Mandurama &amp; Carcoar</p> <p>Reach: 783</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;"> <p style="text-align: center;"><b>DROP IN SESSION</b></p> <p style="text-align: center;">Special Rate Variation</p> <p style="text-align: center;"> Blayney Blayney Shire Community Centre</p> <p style="text-align: center;"> Monday 27 November</p> <p style="text-align: center;"> 9am - 11am 4pm - 7pm</p> </td> <td style="padding: 5px;"> <p style="text-align: center;"><b>DROP IN SESSION</b></p> <p style="text-align: center;">Special Rate Variation</p> <p style="text-align: center;"> Neville Neville Hall</p> <p style="text-align: center;"> Wednesday 29 November</p> <p style="text-align: center;"> 4pm - 7pm</p> </td> </tr> <tr> <td style="padding: 5px;"> <p style="text-align: center;"><b>DROP IN SESSION</b></p> <p style="text-align: center;">Special Rate Variation</p> <p style="text-align: center;"> Mandurama Mandurama Hall</p> <p style="text-align: center;"> Thursday 30 November</p> <p style="text-align: center;"> 4pm - 7pm</p> </td> <td style="padding: 5px;"> <p style="text-align: center;"><b>DROP IN SESSION</b></p> <p style="text-align: center;">Special Rate Variation</p> <p style="text-align: center;"> Carcoar Carcoar School of Arts</p> <p style="text-align: center;"> Friday 1 December</p> <p style="text-align: center;"> 4pm - 7pm</p> </td> </tr> </table> <p style="text-align: right; font-size: small;">1 share</p>	<p style="text-align: center;"><b>DROP IN SESSION</b></p> <p style="text-align: center;">Special Rate Variation</p> <p style="text-align: center;"> Blayney Blayney Shire Community Centre</p> <p style="text-align: center;"> Monday 27 November</p> <p style="text-align: center;"> 9am - 11am 4pm - 7pm</p>	<p style="text-align: center;"><b>DROP IN SESSION</b></p> <p style="text-align: center;">Special Rate Variation</p> <p style="text-align: center;"> Neville Neville Hall</p> <p style="text-align: center;"> Wednesday 29 November</p> <p style="text-align: center;"> 4pm - 7pm</p>	<p style="text-align: center;"><b>DROP IN SESSION</b></p> <p style="text-align: center;">Special Rate Variation</p> <p style="text-align: center;"> Mandurama Mandurama Hall</p> <p style="text-align: center;"> Thursday 30 November</p> <p style="text-align: center;"> 4pm - 7pm</p>	<p style="text-align: center;"><b>DROP IN SESSION</b></p> <p style="text-align: center;">Special Rate Variation</p> <p style="text-align: center;"> Carcoar Carcoar School of Arts</p> <p style="text-align: center;"> Friday 1 December</p> <p style="text-align: center;"> 4pm - 7pm</p>
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<p><b>30/11/2023</b></p> <p>Reminder for drop-in Session for Millthorpe</p> <p>Reach: 834</p>	 <p><b>Blayney Shire Council</b> November 30 at 5:20 PM · 🌐</p> <p>As part of Community Engagement for the proposed Special Rate Variation, Council is hosting another Drop-in Session in Millthorpe next week.</p> <p>Residents are invited to attend and meet with Councillors and Senior Staff to discuss the proposal and ask any questions you have.</p> <p>Can't attend? Our website has:</p> <ul style="list-style-type: none"> <li>📅 Dates for additional drop-in sessions across the Shire</li> <li>📄 An online form to submit a question or provide feedback</li> <li>📄 Information on the proposed SRV and a series of FAQs</li> <li>📄 Contact details for Councillors</li> </ul> <p>👉 <a href="https://www.blayney.nsw.gov.au/srv">https://www.blayney.nsw.gov.au/srv</a></p> <div style="border: 2px solid black; padding: 10px; text-align: center;"> <h2 style="margin: 0;">DROP IN SESSION</h2> <h3 style="margin: 0;">Special Rate Variation</h3> <hr style="width: 20%; margin: 10px auto;"/> <p><b>📍 Millthorpe</b> Golden Memories Museum</p> <p><b>📅 Monday 4 December</b></p> <p><b>🕒 4pm to 7pm</b></p> </div> <p style="text-align: right;">1 share</p>
<p><b>1/12/2023</b></p> <p>FAQs from recent drop-in sessions</p> <p>Reach: 953</p>	 <p><b>Blayney Shire Council</b> December 1 at 9:10 AM · 🌐</p> <p>These are some of the FAQs received this week as part of the SRV Community Engagement and an update on the review of the Rate Peg Methodology and impacts for Blayney Shire.</p> <p>Read more on the proposal, find dates for drop-in sessions, more FAQs, ask a question or provide your feedback <a href="https://www.blayney.nsw.gov.au/srv">here</a> 👉</p> <p><a href="https://www.blayney.nsw.gov.au/srv">https://www.blayney.nsw.gov.au/srv</a></p> <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><b>PROPOSED SRV</b></p> <h3 style="text-align: center;">FAQs</h3> <p><b>IS THE 10% ON TOP OF THE RATE PEG?</b></p> <p>No the proposed SRV per annum SRV includes the rate peg amount on top of the drop-in.</p> <p><b>Rate peg</b></p> <p>Each year around October / November, the NSW Independent Pricing and Regulatory Tribunal (IPRT) sets a maximum percentage increase by which a council can raise its general rate income (known as rate peg). Rate peg only applies to councils that have opted to rate peg.</p> <p>In relation to rate peg, IPRT guides each council on rate peg assumptions for future financial projections as per Councils SRV submissions (including the value added, the IPRT guide assumptions are:</p> <ul style="list-style-type: none"> <li>• 2024 20.2%</li> <li>• 2025 20.2%</li> <li>• 2026 20.2%</li> </ul> <p><b>What does the change in rate peg mean for Blayney Shire?</b></p> <p>Blayney Shire Council using the new methodology, IPRT have advised the 2024/25 rate peg is 20% (up from 18.5% in 2023).</p> <p>It is acknowledged that the change in rate peg does not change Blayney Shire Council's need for the proposed 3-year, 10% per annum SRV which is required to improve our long-term financial position.</p> <p>Since the 2024/25 rate peg is 20%.</p> </div>

<p><b>5/12/2023</b></p> <p>Link to e-newsletter with SRV Update</p> <p>Reach: 430</p>	 <p>Blayney Shire Council December 5 at 5:00 PM</p> <p>The December Council Connect e-newsletter is out today! There is an SRV Update, details on the Twilight Markets, Bright Lights of Blayney Shire and more!</p> <p>Read it here <a href="https://mailchi.mp/blayney/december20233">https://mailchi.mp/blayney/december20233</a></p> <p>You can also sign up for future updates and get it straight to your inbox here <a href="https://www.blayney.nsw.gov.au/connect-with-council">https://www.blayney.nsw.gov.au/connect-with-council</a></p>																																														
<p><b>7/12/2023</b></p> <p>A Conversation with the GM: Special Rate Variation Update</p> <p>Reach: 781</p>	 <p>Blayney Shire Council December 7 at 2:50 PM</p> <p>The Conversation with the GM this week goes through the latest FAQs as part of the Community Engagement for the proposed SRV.</p> <p>Week 3 and 4 of community consultation regarding the proposed Special Rate Variation (SRV) has now been completed, including the last of the drop-in sessions throughout the shire.</p> <p>Last week, Council met with farmers twice from all over Blayney Shire following an invite from NSW Farmers to attend both meetings, which each had approximately 40 in attendance.</p> <p>The top questions and topics from the most recent drop-in sessions and meetings are covered in the images or read the online version here <a href="https://www.blayney.nsw.gov.au/.../feature.../council-update">https://www.blayney.nsw.gov.au/.../feature.../council-update</a></p> <p>Each week, the Conversation with the GM and a Council Update is also published in the Blayney Chronicle and on the homepage of our website.</p> <p><b>FAQs</b></p> <p><b>HOW MANY STAFF DOES COUNCIL HAVE?</b></p> <p>Councils current structure has 88 Full Time Equivalent (FTE) positions and required to be reviewed after each Council election (last reviewed in 2021)</p> <p>I note Council currently has 3 vacancies so is currently running at an FTE of 85. Additionally, when a vacancy does occur a review is undertaken of the position and requirements prior to advertising the vacancy.</p> <p>When comparing Blayney Shire Council staffing levels to other Group 10 Councils in NSW the below chart confirms Council is at the lower end of FTE staffing numbers when compared to other Councils in the same category.</p> <table border="1"> <caption>Full Time Equivalent Staff</caption> <thead> <tr> <th>Council</th> <th>FTE Staff</th> </tr> </thead> <tbody> <tr><td>Juline</td><td>64</td></tr> <tr><td>Oban</td><td>68</td></tr> <tr><td>Orange</td><td>72</td></tr> <tr><td>Blayney</td><td>88</td></tr> <tr><td>Narrabri</td><td>88</td></tr> <tr><td>Singleton</td><td>90</td></tr> <tr><td>Upperool Plains</td><td>103</td></tr> <tr><td>Alfredton</td><td>103</td></tr> <tr><td>Edward River</td><td>104</td></tr> <tr><td>Springfield</td><td>111</td></tr> <tr><td>Wentworth</td><td>113</td></tr> <tr><td>Wagga</td><td>115</td></tr> <tr><td>Grain</td><td>121</td></tr> <tr><td>Armidale</td><td>122</td></tr> <tr><td>Temora</td><td>126</td></tr> <tr><td>Griffith</td><td>131</td></tr> <tr><td>Upper Lachlan</td><td>142</td></tr> <tr><td>Glenn Innes Severn</td><td>146</td></tr> <tr><td>Forbes</td><td>154</td></tr> <tr><td>Lachlan</td><td>163</td></tr> <tr><td>Gravelly</td><td>171</td></tr> <tr><td>Warren/Bungle</td><td>172</td></tr> </tbody> </table> <p><b>FAQs</b></p> <p><b>HAVE WE OVERSPENT AND GOLD-PLATED PROJECTS?</b></p> <p><b>WHY CAN'T YOU JUST TIGHTEN YOUR BELT?</b></p> <p><b>FAQs</b></p> <p><b>WHAT ARE THE NEXT STEPS?</b></p> <p><a href="https://www.blayney.nsw.gov.au">blayney.nsw.gov.au</a></p> <p>Grant Baker and 1 other 1 share</p>	Council	FTE Staff	Juline	64	Oban	68	Orange	72	Blayney	88	Narrabri	88	Singleton	90	Upperool Plains	103	Alfredton	103	Edward River	104	Springfield	111	Wentworth	113	Wagga	115	Grain	121	Armidale	122	Temora	126	Griffith	131	Upper Lachlan	142	Glenn Innes Severn	146	Forbes	154	Lachlan	163	Gravelly	171	Warren/Bungle	172
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<p><b>14/12/2023</b></p> <p><b>A Conversation with the GM: Special Rate Variation Update</b></p> <p>Reach: 507</p>	 <p>The screenshot shows a Facebook post from Blayney Shire Council. The post text reads: "This week, the Conversation with the GM includes an update on the proposed SRV with the next steps and how to provide feedback. You can visit the SRV web page here: <a href="https://www.blayney.nsw.gov.au/srv">https://www.blayney.nsw.gov.au/srv</a>" and "Each week, the Conversation with the GM and a Council Update is also published in the Blayney Chronicle and on the homepage of our website." The post features a "PROPOSED SRV" header and a main heading "Latest SRV Update". Under "FEEDBACK AND SUBMISSIONS", it states: "A reminder that feedback and submissions in relation to the proposed Special Rate Variation (SRV) need to be lodged prior to 5pm, Friday 15 December 2023 (tomorrow)." and lists submission methods: "Online form" (blayney.nsw.gov.au/srv) and "In writing" (PO Box 62 Blayney NSW 2799). Under "WHAT ARE THE NEXT STEPS?", it says: "Following conclusion of the community engagement, a report will be prepared and submitted to Council for consideration at an Ordinary Meeting scheduled for 23 January 2024." and "Members of the public can present to Council at a meeting through the public forum which, pre-registration is required." The post concludes with: "If Council proceeds in making an application to IPART for an SRV, IPART will undertake its own community feedback separately from Council's processes and invite submissions from members of the public. This process is typically undertaken in the subsequent March/April." At the bottom, it says "Submit your own question or find more FAQs via <a href="https://www.blayney.nsw.gov.au/srv">blayney.nsw.gov.au/srv</a>" and shows "1 share".</p>
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OAD/46918 - Special Rate Variation Community Engagement

Blayney Shire Council <council@blayney.nsw.gov.au>  
Wed 15-Nov-23 4:39 PM

At an extraordinary council meeting held on 9 November 2023, Council endorsed the undertaking of community consultation on a potential application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV).

[View this email in your browser](#)

## A message from the Mayor

After an 18-month review of Blayney Shire Council's operations and services, our Long-Term Financial Plan has identified ongoing future deficits. This is a very concerning reality that needs to be addressed sooner rather than later.

As such, Councillors have resolved to consult with our community about a potential rate rise above the normal rate peg amount, which is referred to as a Special Rate Variation (SRV). The proposal is for a 10% increase to the general rate for 3 consecutive years starting the 2024/25 financial year.

This is a difficult process as all Councillors are fully aware of the current cost of living pressures and rising interest rates that have greatly affected all of us. In particular, we acknowledge that our rural producers are facing tougher trading conditions and weather challenges into the near future.

Over the years, our Council's annual rate rise has been set and dictated by the Independent Pricing and Regulatory Tribunal (IPART) and for all Councils across NSW it has never reflected the true increasing cost of Councils activities.

While none of us are eager to pay more I am hoping that during our consultation process, we can talk about the value that our small Council delivers across the Shire and how your rate money is invested within our community.

Thanks to the unprecedented investment from the previous State and Federal Governments, we have all seen major improvements to our sporting facilities, showgrounds, footpath, and road networks. These important community assets all now must be maintained and any increase to funding will allow Council to maintain and enhance these assets into the future.

All landholders will receive a letter and information sheet in the mail, and there will be opportunities to attend drop-in sessions throughout our villages and Blayney township. Please check out Council's website below for further information or contact me directly to talk about what the future might look like for our wonderful Shire.

Drop-in information sessions will be held as follows:

- **Millthorpe:** Golden Memories Museum - Thursday 16 November, 9am to 11am and 4pm to 7pm
- **Blayney:** Blayney Shire Community Centre - Monday 20 November, 3pm to 6pm
- **Newbridge:** Brian Bennett Pavilion - Wednesday 22 November 4pm to 7pm
- **Lyndhurst:** Lyndhurst Hall - Thursday 23 November, 4pm to 7pm
- **Blayney:** Blayney Shire Community Centre - Monday 27 November, 9am to 11am and 4pm to 7pm
- **Neville:** Neville Hall - Wednesday 29 November - 4pm to 7pm
- **Mandurama:** Mandurama Hall - Thursday 30 November, 4pm to 7pm
- **Carcoar:** Carcoar School of Arts - Friday 1 December, 4pm to 7pm

Scott Ferguson  
Blayney Shire Mayor

[SRV Website](#)

[Business Paper](#)

[Information Sheet](#)

### Council Quick Links

[Report an Issue](#)

[Promote an Event](#)

[Business Resources](#)

[Events Calendar](#)

[Tenders, Quotes and EOIs](#)

[Council Website](#)



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**APPENDIX B: FORMAL SUBMISSIONS RECEIVED**

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Tuesday, November 14, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name** [REDACTED]

**Email** [REDACTED]

**Phone Number** [REDACTED]

**Address** [REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

I see no need to increase our rates to cover your Miscalculations' in your budget blowout.

Wednesday, November 15, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

As a home owner and ELECTOR of the Blayney LGA I absolutely oppose this SRV. Council needs to adjust and do better with the resources they already have, just as our families have had to do in recent times. Ask the community how to save a few dollars, I'm sure they have plenty of advice knowledge and wisdom to share with you.

**SRV Submission**

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**Name:** [REDACTED] [REDACTED]

**Phone Call:** 16/11/23 12:51pm

Wanted to put name as being totally against SRV as Farming rates will go up by \$30 per week. Council do not care about the farmers. Previously enquired to Council about subdividing was told cannot do as Council does not want farmers making money out of selling of land around Barry but yet Millthorpe can. Times are already hard for farmers and everything is going up, eg housing crisis with rents going up, Why can't Council absorb some of these costs instead of putting onto rate payers. Will try and attend a meeting. How much money did Council waste on the 2 x reports done.

---

**From:** [REDACTED]  
**Sent:** Sunday, 26 November 2023 10:46 AM  
**To:** SRV  
**Subject:** objection

Hi there  
I am just emailing to register my objection to the SRV.  
Thank you  
Regards [REDACTED]

Monday, November 27, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

Hi there, I would like to vote no for SRV.

Thank you.

Regards [REDACTED]

Monday, November 27, 2023

## Have your say on the SRV

What would you like to do?

Make a submission on the proposed SRV

Name

[REDACTED]

Email

[REDACTED]

Phone Number

[REDACTED]

Address

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

To whom it may concern,

Whilst I know the cost of everything is going up at the moment, people's wages are not. To increase our rates by 33% (yes I know it's over 3 years, but even so) is disregarding the fact that people are already struggling, living pay-check to pay-check, trying to keep up with all the other bills and expenses we already have. This added cost could mean a parent has to cancel their child's dance classes or swimming lessons, or other extracurricular activities just to pay these extra fees. It could mean missing out on school excursions. It could mean missing out on that family dinner in town, so small businesses miss out as well. And for what? To line the pockets of the council? The letter we were sent said that the rate increase was needed to continue the services the council provides, such as the upkeep of our roads, sewage, parks etc. Not sure if you've driven on any roads around here recently, but they are atrocious. We live near heritage park, and it is beautifully maintained. I often see the grass being mown, quite often actually, but I don't think it warrants a 33% increase in our rates to make sure the grass at the park is pristine.

When considering this proposed rate increase please consider the average Blayney resident. We are hard working people who are just trying to get by, to raise our families.

Sincerely,

[REDACTED]

Monday, November 27, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

No thanks to the SRV AT all. Unaffordable rate increase that doesn't benefit locals.

Tuesday, November 28, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

I do not support the introduction of the proposed SRV. I don't believe Lyndhurst gets fair representation for the rates that we pay, and to find out that services have already been reduced is disappointing. There was no indication that these reduced maintenance services would be reinstated if the SRV was introduced. How many of your residents are expecting a 10% increase to their income for the next 3 years? I'd think the answer is none.

Tuesday, November 28, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

Unfortunately I could not make the sessions council had organised.. what I can't understand, council is receiving \$4.87 million from the mine, money council hasn't had in the past & yet council still want to put our rates up. Families are stretch to the limit now...I also would have liked to have a community meeting not just pop in question & answers as I'm sure the community as a whole would have liked to hear the answers to all questions asked.

Friday, December 1, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name** [REDACTED]

**Email** [REDACTED]

**Phone Number** [REDACTED]

**Address** [REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

I would like to note that I do NOT support the SRV.

All households and businesses are already struggling in the current financial environment. I do not believe that Blayney Shire Council should put even more financial pressure on their residents and businesses. We have to make do. I believe that Blayney Shire should make do with the current peg rate, like the rest of us.

Sunday, December 3, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name** [REDACTED]

**Email** [REDACTED]

**Phone Number** [REDACTED]

**Address** [REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

I object to the proposed Rate increase

Tuesday, December 5, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name** [REDACTED]

**Email** [REDACTED]

**Phone Number** [REDACTED]

**Address** [REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

Mr Mayor & Councilors

I support Council's preference is for a 10% per annum. increase, to all rate categories for 3 consecutive years. As a primary producer, the maintenance of our councils road network is essential. This has not been happening, we have watched the continued deterioration of our roads, to the point whereby they became impassable after last years flooding and then Council needed to request special grants from state government for repairs. This cap in hand, ad hoc funding model for repair and maintenance does not work. Our roads need far more maintenance sealing, drain rehabilitation Etc to make them more resilient. The local government funding model constrained by rate pegging is out dated and needs review. Your proposal for a SRV is a welcome step forward.

Tuesday, December 5, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

To whom it may concern,

I live with my father who owns a property in Mandurama. I make this submission on his behalf.

We have received information from Council regarding the proposed SRV increases.

My family have lived in Mandurama for the better part of 10 years. Over the last 4 years or so, we have seen a decrease in the services provided and rendered to residents of the community of Mandurama.

We would not be opposed to the SRV rates increases to the Blayney Shire, if the community of Mandurama were actually supported by Blayney Shire Council and the proposals Blayney Shire Council intend to make.

The local oval in Mandurama is rarely mowed or maintained by Council. This is the local ground that we use for sporting activities, dog walking, parties, fishing etc. We have not been able to use the oval for the last 3 months because it has not been mowed or maintained. This is a huge safety risk to our residents because of snakes and spiders in our area.

Our roads are not maintained at the same upkeep or level as other areas of Blayney Shire Council either. On the Canowindra Road, as you turn right from the main highway, there is a massive hole in the road that has been filled in by Council staff a number of times over the last 4 years but has never actually been fixed by Council. Now there is a huge lump on the road that every one of our cars hits every time we turn onto that road. It is a massive safety risk, particularly for the nearby houses as it is going to take one car to hit that bump wrong and a car will go careening into one of the nearby houses.

Our footpaths are atrocious and are never upkept by Council. Our walkways and side roads are hardly ever maintained by Council either.

I also note that the main street of Mandurama floods every time we have heavy rain as the drains near the main post office and pub are blocked from tonnes of rubble and dirt from works over the years.

If the community of Mandurama were actually to benefit from the SRV increases, we would be happy to oblige and agree to the rate rises however, Council needs to provide further information and review the current works and maintenance that our town is actually provided by Blayney Shire Council before our homeowners are forced to pay more money towards Council without actually receiving any benefit.

Yours faithfully,

1



Tuesday, December 5, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

A rate rise of any kind will put even more pressure on house holds. The council has been able to get grants in the pass for road works. So why cant they do this again to raise needed funds. On roads, they are a disaster, specially thru Millthorpe and Church St in Blayney.

Thursday, December 7, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

ATTN: Blayney Shire Council, Blayney councillors, Mark Dicker

I wish to lodge my objection to the proposed rate rise.

These are difficult times and people, myself especially, can't handle rate increases of this size. Where do you think the money is to come from? Rural rate payers seem to be rated at a much higher rating level than towns and villages also. Rural rate payers pay enough rates already and we get basically nothing for our money, especially if you live on a gravel road. We have to endure dust and in the case of snow and wet conditions you have to added problem of a dangerous and slippery roads and large potholes. Also very wet windy conditions are likely to bring trees down over the road completely closing the road. Maybe Blayney Councillors should learn to budget and/or spend less in Blayney. Maybe the council is "top heavy" and needs to look at their staffing levels. Could the wind turbine company that is destroying our landscape be approached to help with council coffers? There is also Cadia who could be approached. Surely there are other options rather than slug the ratepayers. Definitely NO RATE RISE. I would like my letter tabled at the next council meeting and my objection noted.

Friday, December 8, 2023

## Have your say on the SRV

### What would you like to do?

Make a submission on the proposed SRV

Name

[REDACTED]

Email

[REDACTED]

Phone Number

[REDACTED]

Address

[REDACTED]

### Please provide your input, comments, and feedback on the proposed SRV here

Has council done performance assessments on departments? I know of two people who have contracts at Orange City Council, both have only started working there earlier this year for 3 days a week after working for themselves. Both are constantly looking for work to do, and at times bored out of their minds and one has a contract until June 2024. Does Blayney Shire Council have any such employees??

How confident are Council in the 'Consultation' Recommendation process?? Bathurst was \$120 000, presume that Blayney was similar?

Why doesn't Centrepoint Generate any income?? or is the figure on the document the Net loss? Since YMCA have taken over a local private swim instructor has taken her lessons elsewhere, along with many small children in our area. It will be interesting if these children actually graduate through to squads like our kids did simply because ours did all their lessons at the Blayney pool.

Councillor Ipads etc Device replacement each new council term? I am still using my daughters iPad from when she started high school 7 years ago and it is perfectly fine, so is changing devices every term really necessary?. Does Council have an IT department and if so does it really need one? Can it be better done by out sourcing this service?

Monday, December 11, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

Dear Councillors, I have listened to both sides of this discussion for the past few weeks.

What seems to be the base of the problem is that Council is spending more than it earns to maintain the Shire in to the standard it has been. Raising rates does not fix the underlying problem but rather kicks it down the road to make a bigger problem for a future population to deal with. I appreciate the rates system is outdated and needs overhauling. Raising rates will most likely see the pressure taken off so they will increase spending and we will be back in the same position.

What seemed to aggrieve the rate payers most is that Council has gone straight to a rate rise before it cut all possible costs and took on the harder job of fixing a broken system. I don't think the timing is right to seek a rate rise. I haven't seen any structural attempts at the council becoming financially viable with their current income. Spending \$200k on a feasibility study to raise rates is a lot of money. If that amount of effort was put into cutting costs it would have been appreciated.

Council says it can't maintain its current standards on the present rates, citing increased wages, maintenance of new infrastructure and general inflationary pressures. This is the same predicament all businesses are in. Farmers have seen their incomes slashed from between 50%-70% this financial year.

We are one of the few councils who has a mine which pays 50% of our rates, it's not a good barometer of our financial diligence when the other councils are living within their means without a gold mine.

Raising rates seems like they are taking the easy route, hitting the soft targets, the 5% increase should be enough.

[REDACTED]

---

**From:** Blayney Shire Council  
**Sent:** Tuesday, 12 December 2023 9:39 AM  
**To:** SRV  
**Subject:** FW: Rate Variation

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Monday, December 11, 2023 5:42 PM  
**To:** Blayney Shire Council <council@blayney.nsw.gov.au>  
**Subject:** Rate Variation

I am writing this letter to oppose the large increase in rates Blayney Council is trying to impose.

-- They complain about rising costs which is exactly what every business is now facing, but, don't have the perceived luxury of being able to increase our income by 33.1% to cover these costs. We are totally opposed to this increase. Yours sincerely [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Tuesday, December 12, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

I support the rate rise as proposed. It is important that the Council has sufficient funds to provide its vital services. During a cost of living crisis, it is better to ensure that public sector workers and services are supported. These groups are typically underpaid and, as locals in our community, are more likely to spend money that supports local businesses. I see the rate rise as being necessary, justified and important to support our strong communities. I think that spreading the rate rise over 3 years is likely to be minimally impacting for the vast majority of the community and I would like to register my support to the council in seeking this change is the most reasonable way.

Wednesday, December 13, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name** [REDACTED]

**Email** [REDACTED]

**Phone Number** [REDACTED]

**Address** [REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

I strongly oppose the srv. Personally, are stretched to the limit. We are working full time (plus doing overtime). We haven't had a pay rise in years, and the utility costs are killing us.

We simply cannot afford this hike. You cannot get blood from a stone.

Thursday, December 14, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name** [REDACTED]

**Email** [REDACTED]

**Phone Number** [REDACTED]

**Address** [REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

The srV should be no greater than the proposed 10% compound per annum limited to 3 years.

An primary producer or land zone according to rural agriculture spould be 30% over 5 years. Special rates for quarry/mining and other industry should fall within the 3 year period.

Thursday, December 14, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name** [REDACTED]

**Email** [REDACTED]

**Phone Number** [REDACTED]

**Address** [REDACTED]

**Please provide your input, comments, and feedback on the proposed SRV here**

These fees are outrageously high and are well over the annual CPI.  
I am totally against this proposal because it will add extreme financial pressure to each rate payer.

---

**From:** [REDACTED]  
**Sent:** Thursday, 14 December 2023 10:21 AM  
**To:** SRV  
**Subject:** FW: Submission SRV

---

**From:** [REDACTED]  
**Sent:** Thursday, December 14, 2023 9:53 AM  
**To:** Blayney Shire Council <council@blayney.nsw.gov.au>  
**Subject:** Submission SRV

Dear General Manager,

I am Making the following submission on the Special Rate Variation.

The council information sheets handed out at the community meeting state that the SRV increase would be applied equally across all rate categories. Will the SRV be applied equally within the categories? Councillor Renolds told me at the community meeting that it will be 10% on the base amount and 10% on the ad valorem. Councillor Somerville said he wants to increase the base rate in the Farmland category by more than the 10%. This would result in the ratepayers with the lower land values in farmland having to pay more than the SRV or rate-peg and gives a reduction to those with the higher land values. Council states that it uses the base amount in recognition of the fact that there are basic services provided by Council and general administrative and over head costs that benefit all properties regardless of rateable value, which in equity should be borne equally by all ratepayers. In the residential ordinary category there are rate payers whose base rate of \$370 plus the ad valorem are less than the farmland base rate \$600. There is no justification to increase the base rate in the farmland by more than the SRV 10% for the proposed 3 years or the rate peg in any financial year. Rates are a tax based on the principle that the higher the land value the more the ratepayer pays.

Projects such as the Design for Blayney & Millthorpe Mainstreet Precincts should not go ahead. These areas are functional and money should only be spent where it is needed to maintain these and other areas.

Sincerely  
[REDACTED]

Friday, December 15, 2023

## Have your say on the SRV

**What would you like to do?**

Make a submission on the proposed SRV

**Name**

[REDACTED]

**Email**

[REDACTED]

**Phone Number**

[REDACTED]

**Address**

[REDACTED]

### **Please provide your input, comments, and feedback on the proposed SRV here**

Historically BSC farmers have been paying above average rates, supporting residential rate payers who are paying below average rates when compared to surrounding Central West shires. BSC average farm rates are already \$3,110 compared to Bathurst - \$1,540, Cowra - \$2,000 and Orange \$1,952. It is unfair that we have already been paying the highest rates for so long. I understand it is calculated on land value, but that is unfair for farmers, as most are not planning to sell unless they are forced to. Farmers are at the bottom of the food chain everyone else is able to put their wages and prices up etc. However, we only get what we are given and during drought times and increasing expenses for everything it doesn't cover costs. BSC should be supporting farmers for food sustainability not push them out because of land values / rates rises makes unsustainable to farm. Hence some farmers cashing in as its easier to sell then to continue with agriculture.

If anything, raise residential rates so that their average is in line with surrounding shire. Blayney average resident rates \$700, Bathurst \$1,175, Orange \$1,500 etc.

They should start paying their share as they get most of the benefits from rates. We already pay \$18,000 a year, we have no connection to sewerage, or water, no garbage collection, no curb and guttering etc and we are not even on a BSC road (on RTA road), which has a dangerous turn in. So really we are not getting any benefit from our \$18,000. Thats \$6000 per person for our house with no services. The rise would make it an extra \$6,000 per year. Thats an extra \$30,000 over 5 years. Please be considerate of farmers as this is not sustainable. I think BSC needs to look where they can cut their own costs or make income in other ways such as the local gold rich resource mines. Also continue to apply for grant funding for any necessary road works etc. As farmers are not a bottomless pit for funding. Thanks for opportunity to comment.

Friday, December 15, 2023

## Have your say on the SRV

What would you like to do?

Make a submission on the proposed SRV

Name

[REDACTED]

Email

[REDACTED]

Phone Number

[REDACTED]

Address

[REDACTED]

### Please provide your input, comments, and feedback on the proposed SRV here

I strongly disagree with the special rate variation proposed by the Blayney Shire Council. After sitting in on two meetings with councillors, it is clear to see that no consideration has been sought for any other option to offset the deficit going forward. This is an issue that has been creeping up on Council over the past few years and should have been looked at prior to now. This is clearly a management issue and therefore Council should take that into consideration and look at the management of the council in regards to why we are living beyond our means.

As a rural ratepayer, we already bear the burden of rates in the Shire and do the heavy lifting on behalf of Council in terms of what we pay each year as ratepayers.

Council and councillors need to take responsibility and stop the community having to pay for their mistakes and lack of foresight, as well as mismanagement. Make changes within the council management and stop making the community pay.

Friday, December 15, 2023

## Have your say on the SRV

What would you like to do?

Make a submission on the proposed SRV

Name

[REDACTED]

Email

[REDACTED]

Phone Number

[REDACTED]

Address

[REDACTED]

### Please provide your input, comments, and feedback on the proposed SRV here

It seems absurd to want to the rates by such a huge percentage when we live in shire that now has 2 mines and an ore processing plant along with 2 wind farms.

These industries have created much opposition in our communities because of the scale and impacts on residents. Let them cover your budget shortfalls. Rate payers are already slugged enough for limited services.

We all have to budget to survive so maybe council should be looking at their budgets a lot differently.

Cadia mine alone pay huge royalties to state government one would think that there would be some flow back to the local council. The wind farmers should be now be charged commercial rates as they are the ones who have allowed our area to be burdened with the impacts of. such useless monstrosities .

Look elsewhere for you budget inadequacies.

---

**From:** [REDACTED]  
**Sent:** Monday, 18 December 2023 1:06 PM  
**To:** SRV  
**Subject:** FW: Blayney Shire Rate Rise

---

**From:** [REDACTED]  
**Sent:** Monday, December 18, 2023 12:13 PM  
**To:** Blayney Shire Council <council@blayney.nsw.gov.au>  
**Subject:** Blayney Shire Rate Rise

----- Original Message -----  
To General Manager

I am a ratepayer in Blayney and am deeply opposed to Blayney Councils rate rise. I do not agree with the justification of the rate rise and query how the council got into this financial position.

-Council invested one million dollars in September 2023 knowing the council are around \$1.5 million short for financial year 2024 to 2025.

-NSW government have given permission for councils to charge 5.7% to rate payers .

-I believe the \$1 million that was invest and the rise given to councils of 5.7% would cover the councils short fall and would have a less impact on low wage earners pensioners and unemployed that pay rates in this shire.

-The Dominio effect for renters they will be made pay more for rent

- Council should look at cost cutting within the council.

- one instance is [REDACTED] driving our council supplied car to Lithgow and return to Blayney around 1000 kilometers a week. I know in wage package cars are offered to workers as salary package . The amount of kilometers travelled to work and return on rate payers funded car is not a way of cutting costs i know of other employees of shire drive out of shire to there homes at expense to Blayney rate payers.

- This cost should be stopped.

**As Mr Dicker said to [REDACTED] and myself at the community consultation in Blayney, if mine does not start at Kings Plains, the council will be short again in 3 years time and will have to ask for a top up again on rates .**

The bottom line is, Blaney Sire Council has not got enough ratable sites in the shire to stay variable and stand alone as a council. At some time this council will have to be amalgamated with another council being Orange.

I would like to again ask why does Blayneys swimming pool loose so much money around \$1000 a day. Please tell me why and were does the money go and can the loss be brought under control.

Why do many of council's costings go over budget and large amounts of money have to go to finish the projects? that was not budgeted for.

This is Page No. 129 of the Attachments of the Ordinary Council Meeting of Blayney Shire Council held on 23 January 2024

To finish i can not see how council can ask the rate payers for more money when we can use \$1million invested in September and use the 5.7% rate increase okayed by nsw gov for coming year.

I will be passing on my conerns to the relevant State and federal Ministers and their offices.

Thanks [REDACTED]

**To:** Mark Dicker  
**Subject:** RE: Blayney council proposed rate increase

**From:** [REDACTED]  
**Sent:** Monday, December 18, 2023 10:20 PM  
**To:** Mark Dicker [REDACTED]  
**Subject:** Blayney council proposed rate increase

The Blayney branch of the NSW Farmers Association held its last meeting on November 30<sup>th</sup> 2023 at which the President of the NSW Farmers Association, Xavier Martin was present  
Also present was Graham Brown representing the Cabonne Rural Fire Service, the Mayor, Scott Ferguson, Cr. Bruce Reynolds, Cr. John Newstead and yourself as General Manager of the Blayney Shire Council.  
It was more of an information night rather than a formal meeting with more than 50 farmers of the Blayney district present in the Blayney Uniting church hall.  
Xavier Martin said that the NSW Farmers Association had met with the NSW Minister for Local Government and the Premier on the issue of local council applications for a Special Rate Increase.  
It is Association policy that no Council should be granted an increase above the 5.7% allowed.  
That the State Government should undertake a review of any council that applies for a SRV.  
Seek a review of local government funding and projects by the state government.  
That any SRV variations allowed be exclusive of farming land.  
The Mayor, Scott Ferguson outlined the reasons the Blayney Council is applying for a Special Rate Variation of 10% for each of the next three years which would mean a 33.5% rate increase in the third year compared to the present case.  
He also said that the Blayney Council would make a final decision to apply to IPART in January 2024.  
Many farmers voiced their disapproval of the Blayney Council ignoring the sharp decrease in primary producer incomes in the 2023 calendar year.  
[REDACTED] put it this way " The Council is creating a certain future for them and an uncertain future for us".  
Another farmer pointed out that his rates per hectare were 56% higher for his land in Blayney Council area compared to his neighbouring land in Bathurst Council area.  
Another farmer made the point that they were expected to live within their means why should that not also apply to Blayney Council.  
Another farmer made the point that rate revenue for Councils is a broken system, and should not keep asking for SRV and that one day Cadia Mine will close.  
The Chairman of the meeting, Dominic Burden, proposed that the Blayney branch put in a submission opposing the 3 rate increases of 10% each year.  
A vote was taken and was unanimous that this submission be forwarded to Council, and the Councillors, opposing the application for a Special Rate Variation.  
While the rate increases are relatively small for house owners they are huge for farmers. In my own case, council rates are now [REDACTED] per year.  
I am asking Council and Councillors to consider the negative ramifications of this SRV for farmers before they create a certain future for them and an uncertain future for us.

Yours faithfully

[REDACTED]  
Blayney branch NSW Farmers Association.



# 2024/25 – 2033/34

## LONG TERM FINANCIAL PLAN





**Document status**

<b>Job #</b>	<b>Version</b>	<b>Written</b>	<b>Reviewed</b>	<b>Approved</b>	<b>Report Date</b>
7686	1.0	G. Smith	S. Bunting	S. Bunting	September 2023
7686	2.0	G. Smith	S. Bunting	S. Bunting	October 2023

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## 1 Executive summary

### 1.1 What are the challenges we face

All councils are required to complete a Long-Term Financial Plan (LTFP) as part of the Resourcing Strategy that informs the Delivery Program. Financial planning supports the delivery and realisation of Council's vision, as set out in the Community Strategic Plan, while ensuring Council's continued financial sustainability. The LTFP addresses challenging questions:

- How financially resilient are we?
- Are community assets fit for purpose?
- Can we afford what the community is asking for?
- What are the opportunities for new revenue and economic growth?
- What funding is required to implement the community's priorities and Councils Delivery Program?

In the six years to 2021/22, the average operating performance ratio of NSW councils has steadily declined from 9.8% in 2016/17, to 1.5% in 2021/22. Councils have been faced with a range of natural disasters, COVID 19 and, more recently, low unemployment and a high inflationary economic environment.

The high level of inflation is impacting the cost of wages, materials and contracts that Council purchases to deliver services. The cost to maintain, repair, replace or improve community assets and infrastructure has dramatically risen. Projected wages growth and increased regulatory demands on local government means that Council can no longer keep expenditure contained within the levels forecasted in the LTFP without significant impact on service delivery to the community.

### 1.2 What we know

Blayney Shire Council ('Council') operates General and Sewer Funds, along with a domestic waste business. The General Fund financial position is unsustainable at the current levels of expenditure and income due to a range of issues. These include the long-term impacts of rate capping with rates income capped and expenses uncapped driven by economic conditions: The annual inflation rate in Australia climbed from 6.1% to 7.8% in the third quarter of 2022, above market forecasts of 7.0%. The annual CPI to September 2023 is 5.4%<sup>1</sup> and RBA forecast CPI to decline to 3.5% by the end of 2024 and in the 2.0% -3.0% range for 2025<sup>2</sup>.

Cost shifting from state government to local government, such as Internal Audit and Risk committee obligations and the emergency service levy, and more recently grant-funded construction of new assets, impose additional operating costs on councils.

Council's general fund average forecast operating results is a \$1.8 million deficit for the period 2023/24 to 2033/2034. The unrestricted cash position of \$81,000 in 2021/22 and \$191,000 in 2022/23 is very low and will be a challenge to effectively manage without significant cost reductions or increased income.

Council has been seeking to address the operating deficit position with a comprehensive organisational review of services and operations. Council undertakes regular reviews to ensure that it is containing costs and implementing efficiency gains, so that it is able to provide value for money to the community. Council has found savings to date of approximately \$690,000 per year and some \$4 million in grant funded asset renewal projects not requiring Council funds, in addition to efficiency and productivity gains.

<sup>1</sup> RBA - [Inflation Overview | RBA](#)

<sup>2</sup> RBA - [Statement on Monetary Policy \(rba.gov.au\)](#)



Council has identified and implemented past improvements with an estimated annual benefit of \$690,000, one off benefit of \$1 million. These have included a reduction in Council's electricity expense, reduction in litter bins and standardisation, use of materials from Council quarries.

In addition, Council has identified further net ongoing benefits of \$203,000 annually to be implemented as part of the SV process and included in this revised LTFP. Council has also absorbed some key service expenditure items such as the Emergency Service Levy subsidy reduction.

In 2023-24, Council will receive \$4.9 million in rate revenue from the existing Cadia mining operation owned and operated by Newcrest (the Cadia mine). In addition, Development Consent was granted in early 2023, for the McPhillamy's Gold Project (owned by Regis Resources (the Regis mine). Regis are now progressing post planning approval with the intent of obtaining a mining lease.

While mining operations in our local government area does impose costs on community infrastructure and some environmental challenges, as outlined in the Community Strategic Plan, it also supports the local economy, and the rates paid by these operations support the services and infrastructure Council provides in the community.

There is always some uncertainty around the longevity and future of these mining operations. Council has made what it considers reasonable assumptions in its long-term financial planning for the rate revenue it should expect from these mines, which is based on the Cadia mine continuing at its current level and the Regis mine receiving approval and commencing operations from mid-way through the 2024-25 financial year.

The proposed special variation only seeks to fund what is required to maintain Council's financial sustainability after the revenue from these two mining operations is factored in. That means that if either the Cadia mine reduces or closes its operations or the Regis mine does not receive approval or is substantially delayed, Council may need to have future discussions with the community about a further special variation or service reductions in the future.

As part of this review Council also undertook a review of its asset management planning, practices, data, system and processes, including revised asset modelling of renewal and maintenance requirements. The revised asset management strategy and plans include an ongoing improvement plan and the required level of investment to implement the asset strategies and plans to address the asset backlog ratio of 5.8%.

These changes will lead to an improvement in sustainability. Alone they will not be sufficient for Council to be financially sustainable. In simple terms, Council is not collecting enough money each year to adequately cover the increasing cost of normal operations and maintain community infrastructure. The current Delivery Program does not provide for new services, an increase in services or service levels and the LTFP funds services at current levels for the full ten years.

Council's 2023-2032 Long Term Financial Plan<sup>3</sup>, Base Case ASV scenario, forecasts year on year operating deficits to 2032. Further this revised LTFP base case analysis forecasts:

- an average operating general fund deficit for a 10-year forecast period of \$1.8 million p.a.
- the current General Fund Base Case has insufficient money to maintain current service levels and asset renewals
- inadequate funding for infrastructure renewals.

<sup>3</sup> <https://www.blayney.nsw.gov.au/council/council-information/plans-and-strategies#resourcing>



### 1.3 What are our scenarios?

To achieve financial sustainability and maintain fit for purpose infrastructure, Council requires a permanent cumulative rate increase from 1 July 2024. This includes the expected rate peg increases that Council would have otherwise increased rates by.

Council has an obligation to ensure that it manages its financial resources sustainably, including that it has adequate revenue to cover expenditure. This LTFP looks at how Council's finances will shape up if it continues as it currently is (the base case) as well as modelling three different scenarios for a Special Variation (SV) to increase rates. All three options were designed to:

- generate an operating surplus, before capital income
- ensure Council is able to fully fund its required renewal and maintenance
- ensure Council is able to maintain a positive unrestricted cash position
- ensure Council delivers all its improvement program initiatives.

The three options were for relatively similar increases overall, the difference between them was the number of years it would take to implement the full extent of the rate rise. These options are outlined in the table below.

Table 1 Proposed SV increases

SV Options	2024-25	2025-26	2026/27	Cumulative increase over SV period	Comparison Rate at 2026/27
Scenario 1 - Base Case (rate peg)	3.5%	2.5%	2.5%		8.7%
Scenario 2 - Option 1: One-year SV	26.5%			26.5%	32.9%
Scenario 3 - Option 2: Two-year SV	14.0%	14.0%		30.0%	33.2%
Scenario 4 - Option 3: Three-year SV	10.0%	10.0%	10.0%	33.1%	33.1%

Scenario 1 - Base Case (rate peg) are the forward projections which IPART guidelines direct all Councils to use for assumptions in relation to rate peg. Council has three SV scenarios modelled and will likely nominate a preferred option to undertake community engagement on.

The special rate variations shown in these three options arrest the ongoing deficits seen in the base case and allows Council to maintain surpluses: that is, revenues will fully cover expected operating expenditure. The base case scenario is not sustainable as it is. Significant cost reductions of approximately \$1.3 million per year would be required for this to be financially viable. Achieving such cost reductions would result in significant reductions to council services.

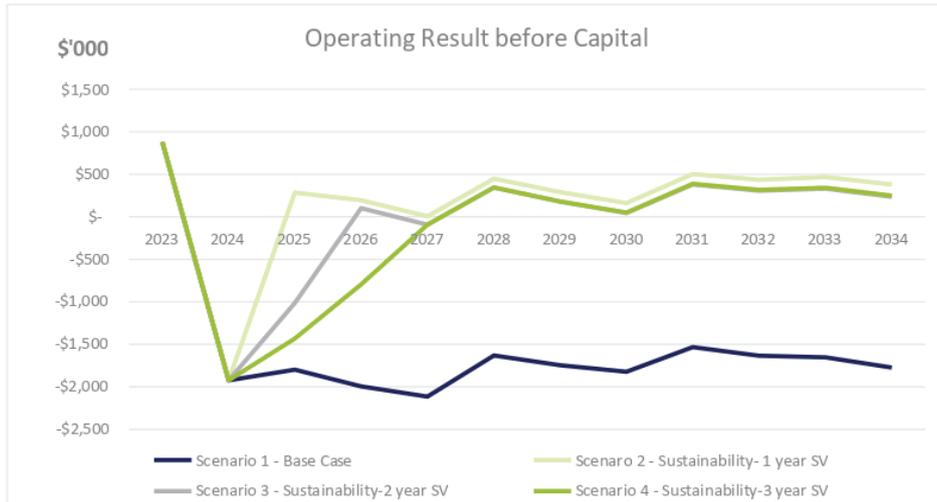
### 1.4 What are financial outcomes?

The proposed special rate variation will address Council's ongoing financial sustainability. Under scenario 2 – One year SV, Council achieves an operating surplus in 2024/25, with surpluses decreasing over 2025/26 and 2026/27 with ongoing and improving surpluses from 2027/28. This is mainly due to the level and timing of the additional mining rates.



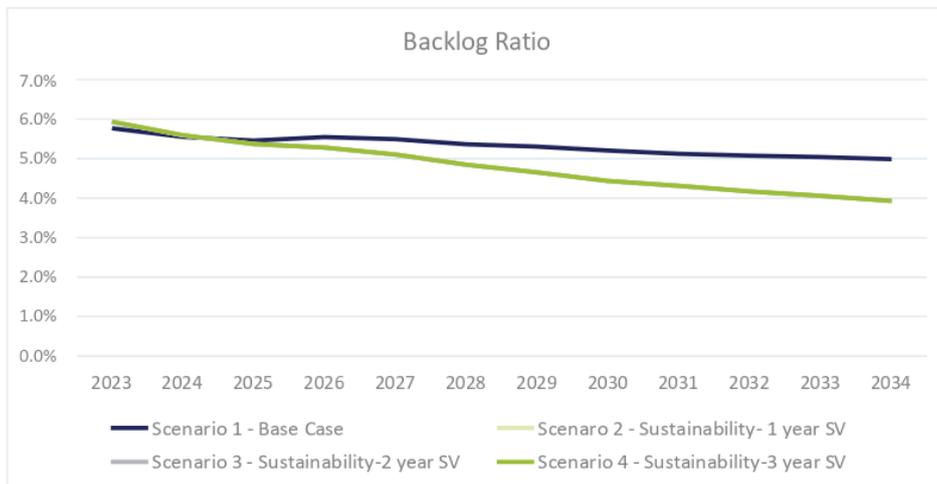
Scenario 3 achieves an operating surplus in 2025/26 and Scenario 4 breaks even in 2026/27, after which operating surpluses are achieved increasing year on year. The following figure shows the estimated financial results for each SV scenario.

**Figure 1 General fund forecast operating result**



The average annual investment of \$7.0 million, over the LTFP forecast period, in the asset renewal program has a positive impact on the renewal and backlog log ratios as detailed in the following graph (noting Scenarios 2,3 and 4 are the same).

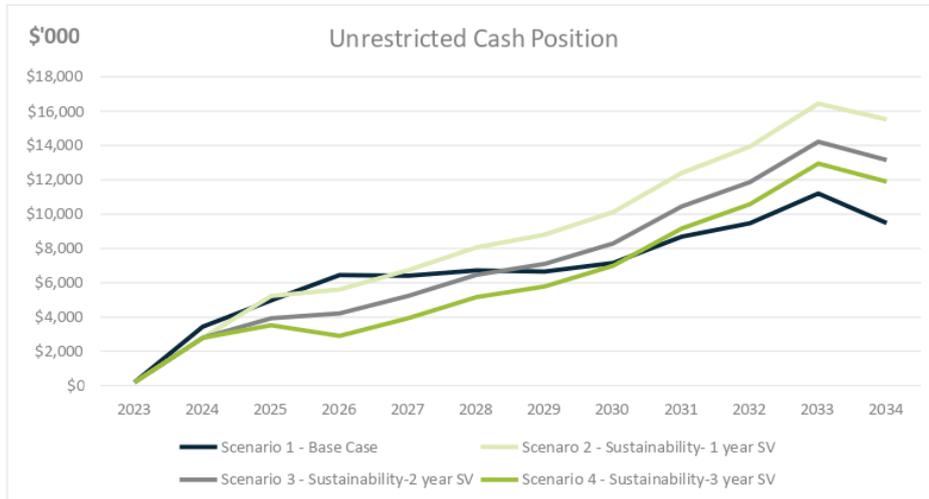
**Figure 2 Forecast asset backlog ratio**





In addition to addressing the operating deficits, the additional income improves the unrestricted cash position over the 10-year forecast period, as detailed in the figure below.

**Figure 3 General fund forecast unrestricted cash position**



All councils need to hold sufficient unrestricted cash balance. It is good practice that Councils have a level of unrestricted cash to at least cover the next four months of day-to-day operating expenditure, at which point council starts to collect the majority of its rates revenue for that quarter.

General funds' overall estimated cash position also improves over the forecast period moving from \$20.5 million to an estimated \$35.3 million in 2033/34 under the three-year SV scenario 4.

Sound financial management encourages planning for modest operating surpluses and building of unrestricted cash reserves over time. This enables councils to respond to events that cannot be predicted or planned for in their Long-Term Financial Plan.

Blayney Shire Council has experienced these events and, while what exactly will occur in the future is unpredictable, it is prudent that it plans for similar unplanned expenditure in the future.

The above forecast unrestricted cash position does not take into account any movements in internal restrictions. As Council builds its cash balances over time, it will be able to transfer unrestricted cash for specific purposes to internal restrictions, including employee leave provisions, which will reduce its reported unrestricted cash.



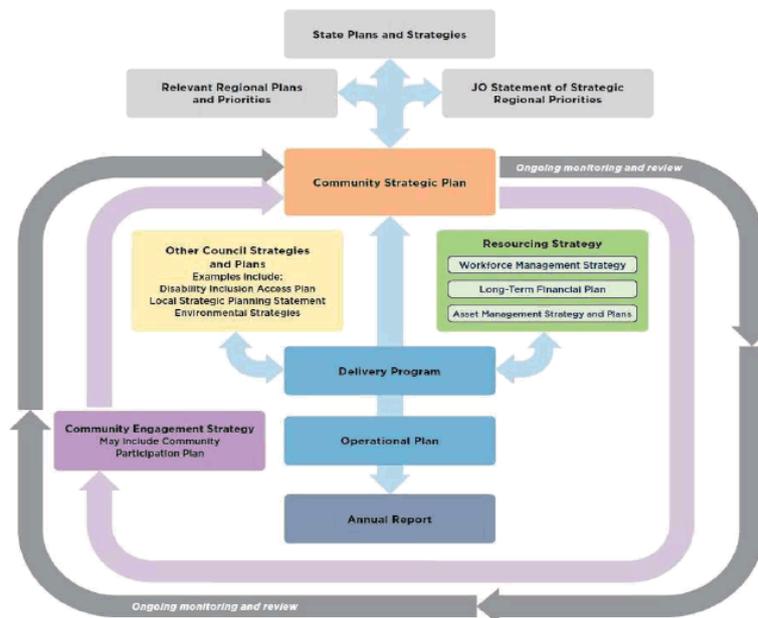
## 2 Introduction

The NSW Local Government Act requires councils to have:

- a Community Strategic Plan (of at least ten years)
- a Delivery Program (four years)
- an Operational Plan (one year)
- a Resourcing Strategy containing:
  - Long-Term Financial Plan (LTFP, 10 years)
  - Workforce Management Plan
  - Asset Management Strategy.

The OLG guidelines illustrate the IP&R requirements and relationships in the following figure.

Figure 4 Integrated planning and reporting framework



The Resourcing Strategy was used to assist Council in drafting and finalising their Community Strategic Plan and Delivery Program actions and projects. It details how Council will provide the financial, human and infrastructure resources needed to achieve the objectives of the Community Strategic Plan and Delivery Program.

The Delivery Program sets out the activities that Council will undertake in this term of Council to meet the community aspirations detailed in the Community Strategic Plan. The Operational Plan incorporates all the actions Council will undertake in the financial year, includes an overview of the responsible Council business unit, and details how the delivery of these actions will be measured.



Annual and quarterly reports will be prepared by Council to measure its performance against targets set out in the Delivery Program, along with an End of Term Report at the end of Council's term of office. This report will focus on the outcomes of the strategies implemented by the Community Strategic Plan.

The Long-Term Financial Plan (LTFP) spans ten years from 2023-24 to 2033-2034, providing a consolidated and General Fund position, being the funding for the 2023-24 Operational Plan and 2024-2027 Delivery Program.

The LTFP must be for a minimum of ten years and include the following:

- The planning assumptions used to develop the plan.
- Projected income and expenditure statement, balance sheet and cash-flow statement.
- Sensitivity analysis and testing.
- Financial modelling for different scenarios.
- Methods of monitoring financial performance.

The LTFP forecasts must be updated annually, together with preparation of the Operational Plan. On adoption of a revised Community Strategic Plan and new Delivery Program every four years, a detailed review of the LTFP should be undertaken.

## 2.1 Our future

The Blayney Shire Community Strategic Plan was developed in consultation with the community. In conjunction with the Village Community Plans, a set of strategic objectives were developed so that the social, environmental, economic and civic leadership are considered and addressed in the five future direction themes.

The five themes are:

1. Maintain and improve public infrastructure and services.
2. Build the capacity and capability of local governance and finance.
3. Diversify and grow Blayney Shire local and visitor economy.
4. Enhance facilities and networks that support health and wellbeing of the community, sport, heritage and culture interests.
5. Protect our natural environment.

The Blayney Shire vision is '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'.

## 2.2 Purpose of the LTFP

The LTFP acts as a tool for Council and the community to use in deciding what resources Council needs to apply to deliver on the outcomes contained in *The Blayney Shire Community Strategic Plan*, through its Delivery Program. The LTFP seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?



This plan will model the financial implications of Council's ability to maintain existing services, facilities and infrastructure based on a range of assumptions and within any known constraints.

### 2.3 Long term financial plan (LTFP)

Council has a long-term financial forecasting model. This provides a budgetary projection (from a surplus and deficit perspective) for a ten-year period for a Consolidated, General and Sewer positions. The model was used to prepare this LTFP and will be reviewed on an annual basis.

The model has been informed by updated asset management planning documents and the Workforce Management Plan and by a range of assumptions based on the best available data to guide forward forecasts. This forms the basis for the ten-year projections presented in this LTFP.

This LTFP has been reviewed and updated to align with the updated four-year Delivery Program 2023-2027 for Blayney Shire Council.

## 3 Long term financial sustainability

### 3.1 How do we define long term financial sustainability?

A financially sustainable council is one that can fund ongoing service delivery and renew and replace assets without imposing excessive debt or rate increases on future generations. This definition has been translated into four key financial sustainability principles:

- Council must achieve a **fully funded operating position** reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- Council must **maintain sufficient cash reserves** to ensure it can meet its short-term working capital requirements.
- Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.
- Council must **maintain its asset base**, by renewing identified ageing infrastructure, and ensuring cash reserves are set aside for those works yet to be identified.

### 3.2 How financially sustainable is Council currently?

The most recent Audited Consolidated Financial Statements, as at 30 June 2023, resulted in a consolidated operating surplus of \$1.156 million, which excludes capital income. The General Fund reported operating surplus was \$1.035 million. The result has been skewed by an advanced payment of an additional \$3.461 million Financial Assistance Grant.

The following performance indicators reported in the Annual Statements as at 30 June 2023 measure Council's broader financial performance and position. These indicators have been used to review Council's LTFP forecasts as part of assessing the long-term financial health of the organisation and its capacity to fund the delivery program.



Table 2 2022/23 performance indicators

Ratio	Calculation	What is being measured	Benchmark	2022/23 actual ratio
Operating performance ratio	Total operating revenue less revenue for capital purposes less total operating expenditure	Is the council sustainable in terms of its operating result?	>0%	4.51%
Own source operating revenue	Total continuing operating revenue excluding all grants and contributions divided by Total continuing operating revenue inclusive of all grants and contributions.	The 'own source operating revenue ratio' measures a council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions	>60%	47.78%
Unrestricted current ratio	Current assets less external restrictions divided by current liabilities	How much unrestricted current assets are available to cover current liabilities	>1.5	5.68
Cash expense cover ratio	Current year's cash and cash equivalents plus term deposits divided by monthly payments from cash flow operating and financing activities	How many months' worth of cash is at hand to cover monthly payments	>3 months	22.65
Debt service cover ratio	Operating result before capital excluding interest and depreciating/impairment/amortisation divided by principal repayments plus borrowing costs	Whether there are sufficient funds to cover debt servicing obligations	>2x	9.55
Asset renewal ratio (buildings and infrastructure)	Asset renewal expenditure divided by depreciation	Is asset renewal expenditure sufficient to maintain assets in the long term?	>=100%	205.14%
Infrastructure backlog ratio	Estimated cost to bring assets to satisfactory condition divided by net carrying amount of infrastructure assets	Measures ratio of renewal backlog against net carrying value of assets and reflects success of strategy to invest in asset renewals	<2%	5.49%
Asset maintenance ratio	Actual maintenance costs divided by required maintenance costs	Measures the level of maintenance required to maintain current assets	>100%	104.88%



## 4 Financial management in Council

### 4.1 Regulatory environment

Council operates in a highly regulated environment driven by legislation and state strategies such as:

- Local Government Act 1993
  - The Act defines the scope and boundaries of Council’s role and the way it must conduct its business.
- Environmental Planning and Assessment Act 1979
  - The Act is the primary land use planning statute in NSW. It governs matters such as planning administration, planning instruments, development assessments, building certification, infrastructure finance, appeals and enforcement.
- NSW State Plan
  - The State Plan: A new direction for NSW which defines the overarching goals and outcomes that the NSW Government has set for the state, and which should shape public policy.

### 4.2 Financial environment – rate pegging

Council’s ability to align rating revenues with the increased cost of providing local government services has been restrained by rate pegging since the 1970s, a legislative instrument whereby the maximum increase in rating revenues is set by Independent Pricing and Regulatory Tribunal of NSW (IPART).

IPART set the 2023/24 base rate peg for NSW councils at **3.7%**. There is also an allowance for the level of population growth, meaning some councils will have rate pegs of up to 6.8% pa. Using the IPART rate peg approach the 2024/25 increase has been calculated at 3.5%. All the following years are 2.5% based on the IPART guidelines.

### 4.3 Financial environment – the state of Council’s finances

Council’s consolidated operating results for 2021/22 and 2022/23 have been surpluses of \$65,000 and \$1.2 million, respectively, with very low unrestricted cash of \$81,000 and \$191,000.

As at 30 June 2023, Council had borrowings of \$5.97 million and cash reserves of \$29.3 million. Total carrying value of infrastructure and land assets was \$379.3 million, while the total liabilities were \$20.8 million.

Most of the key financial ratios outlined in Table 2 are within industry benchmarks, however Council is below the benchmark for own source revenue and asset backlog ratios. These are critical ratios and will be monitored as part of becoming a sustainable council.

Council has a sound base and an ability to borrow for key infrastructure if required. The fundamental issue faced by Blayney and other NSW councils is the restriction on the rate at which revenue can be increased. While Council is able to borrow to fund new works and asset renewal backlog, it is only able to increase revenues to service the additional debt or increase services to community by applying for an SV.

Council also faces a fundamental imbalance between its annual operating revenues and the annual operating costs, inclusive of depreciation. This imbalance is projected to grow over the term of this LTFP.



#### 4.4 Financial environment – balancing the budget

Improvement savings alone are not sufficient for Council to become financially sustainable over the longer term as it does not fully address the ongoing core deficits in the General Fund.

Council is constantly challenged by the community to provide more services and by the NSW Government to take on some of its responsibilities without adequate compensation. Wage increases are pre-determined by the Local Government State Award and are generally at or above the rate peg increase.

Against this backdrop, Council's rate income is constrained by the rate peg, which is a cap on how much a council can increase rates by. The rate peg is in place to ensure the community is not disadvantaged by large increases; however, it is an increase across all councils and with a growth factor applied where there is significant population increases.

Blayney Shire did not receive a growth factor uplift in its 2023/24 rate peg increase of 3.7%. Therefore, the current rate peg approach does not account for each council's differing circumstances. Council's finances are under a great deal of pressure, resulting in deterioration in Council's current and forecast financial position.

While Council has limited scope to increase revenue, the costs of the good and services that it buys is experiencing the same, if not more, increases as Australian households.

Council's costs are influenced by inflation in general, with the Local Government Cost Index (LGCI) calculated by IPART to describe cost increases that are more akin to the goods and services that councils buy.

The high inflationary environment of the last two years is showing signs of easing, but inflation is still expected to remain higher than the Reserve Bank of Australia's target range of 2-3% for at least the short term, noting at the end of December 2022 inflation was 7.8%.

The Reserve Bank of Australia's Statement on Monetary Policy – August 2023 notes that

*"Inflation declined by more than expected in the June quarter, though it remains high and broadly based... However, services inflation remained strong and rent inflation has increased in response to tight conditions in the rental market. Measures of short-term inflation expectations have moved lower in recent months alongside the decline in inflation, though they remain elevated. Most measures of medium- and long-term inflation expectations remain consistent with the inflation target."*

The Consumer Price Index for the year ending September 2023 was 5.4% and is forecast to decrease to 3.5% for the year ending June 2024 and be in the 2% - 3% range 2025.

Some initiatives are funded by state and federal government grants; however, these grants do not include the ongoing renewal, operation and maintenance costs which will need to be met by Council and are included in the LTFP.

#### 4.5 Financial management principles, strategies and assumptions

The updated 2024/25-33/34 LTFP, is underpinned by the following principles:

- Council must achieve a **fully funded operating position** reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- Council must **maintain sufficient cash reserves** to ensure it can meet its short-term working capital requirements.
- Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.



- Council must **maintain its asset base**, by renewing identified ageing infrastructure, and ensuring cash reserves are set aside for those works yet to be identified.

Councils’ objectives for a sustainable council are:

- to maintain its existing service levels to residents
- to ensure community assets are fit for purpose with a timely asset renewal program
- to continually look for ways to structurally realign resources and/or increase income and efficiency opportunities
- to achieve financial capacity to fund recurrent operations, asset renewals and unexpected events.

In conjunction with these principles and objectives, Council’s LTFP is guided by several policies and strategies that are outlined below.

#### 4.5.1 Rating income strategy

Rating income is generated by a levy on properties within the council area in order to provide local government services. Council continually reviews its rating structure to ensure it is fair, equitable, simple and efficient, where each rating category and property will contribute to the rate levy according to the demands placed on Council’s limited resources.

Council’s current rate structure and 2023/24 rating information is detailed in the following table.

**Table 3 Blayney Shire 2023/24 rate structure**

Rate Category	Base Amount	Ad Valorem-Cents in \$	Yield	Percentage of Yield
Residential Ordinary	\$370	0.0011291	\$901,487	9.0%
Residential Blayney/Carcoar	\$370	0.00230344	\$1,074,075	10.8%
Residential Millthorpe	\$370	0.00110024	\$252,134	2.5%
Business Ordinary	\$475	0.00370041	\$178,401	1.8%
Business Blayney	\$475	0.00613150	\$232,880	2.3%
Business Millthorpe/Carcoar	\$475	0.00341157	\$77,609	0.8%
Farmland Ordinary	\$600	0.00127720	\$2,377,681	23.8%
Mining Ordinary	\$1,200	0.03704824	\$18,542	0.2%
Mining Gold	\$1,200	0.04357993	\$0	0%
Mining Gold/Copper	\$1,200	0.04185352	\$4,872,950	48.8%
Total			\$9,985,759	



Under the Local Government Act, councils are able to seek additional increases in general rates income beyond the annual rate peg, by applying to IPART for a 'special variation' to rates (SV), which Council has decided to consider.

Given the current pressure on Council's financial resources, this LTFP has modelled three scenarios that present different options for a Special Variation commencing from 1 July 2024. These are outlined in the table below and are inclusive of the rate peg increase in that year.

**Table 4 Proposed SV options**

SV Options	2024-25	2025-26	2026/27	Cumulative increase over SV period	Comparison Rate at 2026/27
Scenario 1 - Base Case (rate Peg)	3.5%	2.5%	2.5%		8.7%
Scenario 2 - Option 1: One-year SV	26.5%			26.5%	32.9%
Scenario 3 - Option2: Two-year SV	14.0%	14.0%		30.0%	33.2%
Scenario 4 - Option 3: Three-year SV	10.0%	10.0%	10.0%	33.1%	33.1%

Council will most likely determine a preferred option for community engagement as part of considering this revised LTFP, which will also be placed on public exhibition.

The impact on an individual's rates will be different depending on the unimproved land value of their property. The following tables provide an indication of the annual rates increase likely to be experienced by the average land value for each rating category. The increases include the forecast rate peg.

**Table 5 Estimated residential average rates to 2026/27**

Impact on Council's Residential Rates					
	2023-24	2024-25	2025-26	2026-27	
Base Case	\$ 757.35	\$ 783.86	\$ 803.45	\$ 823.54	
	Increase:	\$ 26.51	\$ 19.60	\$ 20.09	
Sustainability – 1-year SV	\$ 757.35	\$ 958.05	\$ 982.00	\$ 1,006.55	
	Increase:	\$ 200.70	\$ 23.95	\$ 24.55	
Sustainability – 2-year SV	\$ 757.35	\$ 863.38	\$ 984.25	\$ 1,008.86	
	Increase:	\$ 106.03	\$ 120.87	\$ 24.61	
Sustainability – 3-year SV	\$ 757.35	\$ 833.09	\$ 916.39	\$ 1,008.03	
	Increase:	\$ 75.74	\$ 83.31	\$ 91.64	



Table 7 Estimated business average rates to 2026/27

Impact on Council's Business Rates				
	2023-24	2024-25	2025-26	2026-27
Base Case	\$ 1,285.43	\$ 1,330.42	\$ 1,363.68	\$ 1,397.77
	Increase:	\$ 44.99	\$ 33.26	\$ 34.09
Sustainability – 1-year SV	\$ 1,285.43	\$ 1,626.07	\$ 1,666.72	\$ 1,708.39
	Increase:	\$ 340.64	\$ 40.65	\$ 41.67
Sustainability – 2-year SV	\$ 1,285.43	\$ 1,465.39	\$ 1,670.54	\$ 1,712.31
	Increase:	\$ 179.96	\$ 205.15	\$ 41.76
Sustainability – 3-year SV	\$ 1,285.43	\$ 1,413.97	\$ 1,555.37	\$ 1,710.91
	Increase:	\$ 128.54	\$ 141.40	\$ 155.54

Table 8 Estimated farmland average rates to 2026/27

Impact on Council's Farming Rates				
	2023-24	2024-25	2025-26	2026-27
Base Case	\$ 3,323.05	\$ 3,439.36	\$ 3,525.34	\$ 3,613.47
	Increase:	\$ 116.31	\$ 85.98	\$ 88.13
Sustainability – 1-year SV	\$ 3,323.05	\$ 4,203.66	\$ 4,308.75	\$ 4,416.47
	Increase:	\$ 880.61	\$ 105.09	\$ 107.72
Sustainability – 2-year SV	\$ 3,323.05	\$ 3,788.28	\$ 4,318.64	\$ 4,426.60
	Increase:	\$ 465.23	\$ 530.36	\$ 107.97
Sustainability – 3-year SV	\$ 3,323.05	\$ 3,655.36	\$ 4,020.89	\$ 4,422.98
	Increase:	\$ 332.31	\$ 365.54	\$ 402.09

Table 9 Estimated mining average rates to 2026/27

Impact on Council's Mining Rates				
	2023-24	2024-25	2025-26	2026-27
Base Case	\$ 2,445,746	\$ 2,531,347	\$ 2,594,631	\$ 2,659,497
	Increase:	\$ 85,601	\$ 63,284	\$ 64,866
Sustainability – 1-year SV	\$ 2,445,746	\$ 3,093,869	\$ 3,171,215	\$ 3,250,496
	Increase:	\$ 648,123	\$ 77,347	\$ 79,280
Sustainability – 2-year SV	\$ 2,445,746	\$ 2,788,150	\$ 3,178,492	\$ 3,257,954
	Increase:	\$ 342,404	\$ 390,341	\$ 79,462
Sustainability – 3-year SV	\$ 2,445,746	\$ 2,690,321	\$ 2,959,353	\$ 3,255,288
	Increase:	\$ 244,575	\$ 269,032	\$ 295,935



**How do my rates compare to other councils?**

The Office of Local Government groups councils with other similar councils for comparison. Blayney Shire Council is in Group 10 with 22 other large rural councils. This group of councils represents a diverse cross section of geographies and communities across New South Wales, including Wentworth, Kyogle, Forbes and Dungog.

Councils that have some mining within the OLG potentially have more comparable rating structures to Blayney than those that don't have mines. As a result, Council has identified other similar-sized inland councils with mining revenue within the group to compare its rates to. These comparison councils are Cobar, Lachlan, Liverpool Plains, Narromine and Upper Lachlan. While not in the same OLG group, Council also compares itself to Cabonne as an adjacent council with a similar mining and farming profile. We have also provided comparison to the average of all the councils in Group 10 for each rating category.

This comparison uses the most recent reported data from the Office of Local Government, which is from 2021-22 and projects rate increases out to the end of the proposed SV (2026-27) in line with the forecast rate peg. Where councils have been approved for a Special Variation in prior years, these are reflected in the average rates provided (the average rates being taken from the IPART determination for each approved council).

It is expected that other councils, like Blayney, will be considering applying for an SV from 1 July 2024. As these increases are not yet approved, they are not included in the comparison data or the group averages but are worth noting as they may affect Council's relative position in terms of average rates within the group.

Blayney's current average residential rates are close to the group average, with the application of the proposed SV, the average residential rates rise above average but remain significantly lower than Cobar and slightly lower than Liverpool Plains that has recently implemented a permanent SV of 18.1% in 2023-24.

**Figure 5 2026-27 projected average residential rates**





Council has undertaken detailed capacity to pay analysis which includes analysis of the average rates on the different socio-economic groups within the Blayney LGA. The detailed Capacity to Pay report is included in Council's draft LTFFP.

It is apparent from our analysis, that the LGA has reasonably significant levels of disadvantage, mixed with some pockets of significant advantage. This inequity is highlighted by the grouping and locality level SIEFA rankings, which vary quite substantially. Overall, the LGA is in the 36th percentile for IRSD and 37th for IRSAD. This is notably comparable with the Regional NSW averages of 36th and 32nd, and Central West Region averages of 38th and 35th.

Council acknowledges the levels of disadvantage within the community, and reviewed and updated its Pensioner and Hardship Assistance Policy in late 2022. Any ratepayer who incurs a rate increase resulting from the implementation of a special rates variation can apply to Council for Hardship Assistance if the increase in the amount of rates payable would cause them substantial hardship.

Council's business rates are proposed to increase just below the OLG average and will remain lower than most of its comparator councils.

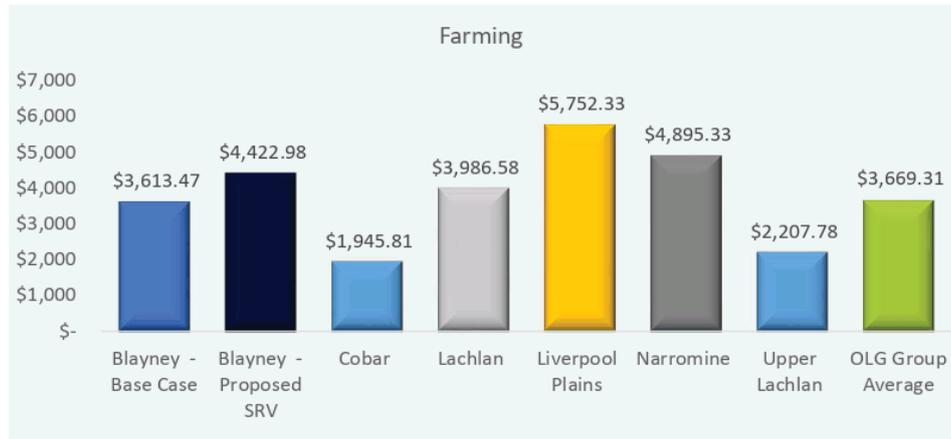
Figure 6 2026-27 projected average business rates



Comparison of average rates for farming and mining rating categories are less useful, as the nature of farming and mining can vary markedly between Local Government Areas. It should also be noted that differences in farming and mining rates revenue between Local Government Areas may also impact average residential and business rates comparisons. This is because some areas will derive significant revenue from commercial mining and farming operations that may in effect subsidise the rates revenue raised from businesses and residents. Liverpool Plains has an approved SV increase totalling 18.1% in 2023/24.



Figure 7 2026 -27 projected average farming rates



As Council currently only has one significant mine and one small mine within the local government area, looking at average mining rates is not particularly useful.

The table below shows the impact of the proposed rate rise of these two mining operations.

Table 6 Impact of proposed special variation on mining rates

Rate sub-category	Scenario	2023-24	2024-25	2025-26	2026-27
Ordinary Mining Rate (1 assessment)	Base Case	\$18,542.01	\$19,190.98	\$19,670.75	\$20,162.52
	Proposed SV	\$18,542.01	\$20,396.21	\$22,435.83	\$24,679.42
Mining Gold / Copper combined (the Cadia mine)	Base Case	\$4,872,949.96	\$5,043,503.21	\$5,169,590.79	\$5,298,830.56
	Proposed SV	\$4,872,949.96	\$5,360,244.96	\$5,896,269.45	\$6,485,896.40

For more information on ratepayer impact and capacity to pay, refer to Appendix A - Capacity to Pay report. The report finds there is a level of capacity to pay across the Blayney Shire Council area.

#### 4.5.2 Domestic waste management

Council charges a Domestic Waste Management charge to owners of rateable properties. This covers the cost of general garbage, recycling and household clean-up and includes the full cost of administration, service provision, state government charges and tipping fees.



#### 4.5.3 Investment principles

All council investments must comply with Council's Investment Policy objectives and framework.

Council's policy objectives are:

- a) To undertake investment of surplus funds in a way that, firstly ensures the security of Council Funds and secondly maximises earnings from authorised investments.
- b) 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.

Council's investments are to comply with the legislative requirements, which are:

- a) Local Government Act 1993
- b) Local Government Act 1993 – Order (of the Minister) dated 12 January 2011
- c) Trustee Act 1925
- d) Local Government (General) Regulation 2021
- e) Local Government Code of Accounting Practice and Financial Reporting
- f) Australian Accounting Standards
- g) Office of Local Government Circulars.

The interest Council earns on General Fund revenue is untied and forms part of Council's consolidated revenue for distribution across services that are not funded by restricted funds.

#### 4.5.4 Loan borrowings

Council debt as at 30/6/2023 is \$5.97 million. Council is not proposing any new loans and therefore no new loans have been included in the LTFP.

#### 4.5.5 Cash reserves and restrictions

Council has a number of cash reserves that are either a legislative requirement (externally restricted) or were made through a Council decision (internally restricted).

Establishing cash reserves is a financial management strategy to provide funds for future expenditures that could not otherwise be financed during a single year without having a material impact on the budget.

The balance of cash as at 30 June 2023 is \$29,271,000 comprising:

- externally restricted reserves      \$20,329,000
- internally restricted reserves      \$ 8,751,000
- unrestricted cash                      \$ 191,000

Council's external reserves are made up of unexpended grants, developer contributions, sewer fund, voluntary planning agreements, mining special variation rates and domestic waste management.

Council's internal reserves are plant and vehicle replacement, employees leave entitlements, CentrePoint, election reserve, environmental projects, IT reserve, property account, property account borrowings, quarry remediation, village enhancement program, security bonds and deposits, FAG received in advance and carryover works.



#### 4.5.6 Developer contributions

The Environmental Planning and Assessment Act (1979) enables Council to levy contributions for public amenities and services required as a consequence of development. Council's adopted Developer Contributions Plans (section 7.11 and 7.12 Developer Contribution Plan) provides funds for Council-wide application:

- Roads
- Traffic facilities
- Open space
- Community facilities
- Bushfire
- Other.

The Contributions Plan detail works for which development contributions are to fund. A balance of \$3.16 million (General Fund \$1.63 million and Sewer Fund \$1.53 million) is held, as at 30 June 2023.

#### 4.5.7 Discretionary and regulatory fees and charges

Council can raise revenues by adopting a fee or charge for services or facilities. Fees and charges are reviewed on an annual basis in conjunction with the preparation of the annual budget.

The fees and charges which Council can charge can be split into two categories:

1. Regulatory fees – these fees are generally determined by state government legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation or any annual increases of these fees and charges.
2. Discretionary fees – Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

#### 4.5.8 Asset management

Blayney Shire Council is the custodian of assets with a gross replacement value of \$491.6 million and a depreciated value of approximately \$379.3 million, as at 30 June 2023.

As custodian of these assets, Council is responsible for establishing and implementing optimal asset management strategies and practices in line with Council's Policy, strategies and plans, that enable the assets to be sustained and related levels of service acceptable to the community to be provided at the minimal Life Cycle Cost (LCC) whilst controlling exposure to risk and loss.



Table 7 Asset values and annual depreciation as at 30 June 2023

Asset Class	Gross Replacement Cost (CRC) \$ (000's)	Written Down Value (WDV) \$ (000's)	Annual Depreciation Expense \$ (000's)
Buildings	\$44,507	\$29,899	\$639
Roads	\$257,457	\$209,279	\$3531
Bridges	\$37,624	\$26,915	\$354
Footpaths	\$11,496	\$8,013	\$144
Bulk earthworks	\$15,163	\$15,163	\$0
Stormwater	\$21,763	\$16,725	\$200
Sewer network	\$35,479	\$26,283	\$669
Open space and recreation	\$10,691	\$8,369	\$263
Other non-infrastructure assets	\$57,438	\$38,675	\$1662
<b>Total</b>	<b>\$491,618</b>	<b>\$379,271</b>	<b>\$7,462</b>

As part of Council’s sustainability review, the asset management strategy and plans were reviewed and updated. This review and analysis demonstrated that the infrastructure asset condition had a backlog ratio of 5.6%. To address the backlog issue, Council needs to spend more on renewing its assets. Council is planning to spend approximately an additional \$1.0 million per year to reduce the backlog to 4.0% over the 10-year LTFP planning period and improve the safety and condition of the community’s assets.

#### 4.6 Workforce plan

Council’s Workforce Management Plan overarching objectives are to have linkages and alignment with Councils CSP, DP and Resourcing Strategy to ensure the people resources are focused on delivering objectives, programs and services for the betterment of the community.

This supports Council’s values and key directions and assists Council in achieving its community vision.

This LTFP caters for the proposed improvements to maintain and enhance the skills and capability of staff. These include staff training on new technologies, implementation of online processes to remove the burden of paper-based activities. There is an ongoing program to review and assess workforce needs, including the resourcing requirements in the expanding operational area of parks, sports grounds and open space to achieve efficiency improvements without the need for expanding the workforce.

The average employee age is 48.81 years, with 37% of employees in the 51-60 age bracket. Additional resources are not required in the life of Workforce Plan, and therefore has no financial implications for the LTFP.



#### 4.7 Long term financial plan assumptions

The long-term financial model requires Council to identify all material items of revenue and expenditure and determine the external and internal influences that could significantly impact on Council's finances.

In preparing the LTFP, the following underpinning principles have been adopted:

- Population growth
- Increase in inflation
- Interest rate movements
- Revenue and expenditure
- Improvements – cost reductions, income increases, new resources and efficiency improvements
- Asset renewal expenses.

##### 4.7.1 Population forecasts

Population growth also has a significant influence on asset provision and long-term financial sustainability. Planning NSW estimate the shires population to increase by 0.35% annually, with the 2041 estimate of 7,861.

##### 4.7.2 Inflation

The Consumer Price Index for the year ending September 2023 is 5.4% and is forecast to decrease to 3.5% for the year ending June 2024 and in the 2% - 3% range for 2025, noting CPI was at 7.8% in December 2022.

The LTFP has modelled an inflation in accordance with the following table.

Table 8 Inflation

Year	2023-24	2024-25	2025-26	2026-27 onwards
CPI	4.8%	3.5%	2.8%	2.5%

##### 4.7.3 Interest rate movements

The current Reserve Bank of Australia (RBA) cash rate is **4.10%** October 2023.

Council has used an average of 4.0% as the investment interest rate over the life of this LTFP. Interest rates have been historically low, with an 0.8% interest rate assumption in 2022/23. However, as the RBA moves to keep inflation under control, interest rates are expected to rise. New debt has been modelled above current loan interest rates at 6% pa.

##### 4.7.4 Revenue and expenditure assumptions

The following table outlines Council's planning assumptions by revenue and expenditure types. These assumptions have been reviewed by a lending authority to ensure reliability for capacity to repay new borrowings.

Note: The assumptions included in the following tables are those which could have a material impact on Council's finances.



**Table 9 Revenue and expenditure assumptions for all scenarios**

Year	2023-24	2024-25	2025-26	2026-27	2027-28 onwards
Rate peg	3.7%	3.5%	2.5%	2.5%	2.5%
Annual charges	3.0%	3.0%	3.0%	3.0%	3.0%
Fees and charges	3.0%	3.0%	3.0%	3.0%	3.0%
Employee benefits and costs	5.0%	4.0%	3.5%	3.0%	3.0% and 2.5% onwards
Materials and contracts	5.8%	4.5%	3.5%	3.5%	3.5%
Other expenditure	4.8%	3.5%	2.5%	2.5%	2.5%

#### 4.7.5 Improvements

Council has completed an organisational service review to identify improvement opportunities that can guide Council with a productivity improvement plan and cost savings and/or increased income.

The organisational service review forms one of the key elements to support a special rate variation (SV) application to be implemented in 2023/24.

This organisational sustainability improvement plan focused on cost containment strategies and productivity improvements that have been utilised by Council in the past and present, as well as opportunities for improvement in the future.

Council has identified and implemented past improvements with an estimated annual benefit of \$690,000, one off benefit of \$1 million and a cashflow benefit of some \$4 million in grant funds for asset renewal projects previously allocated in the Long Term Financial Plan to be funded from General Fund revenue, in addition to efficiency and productivity gains. These have included a reduction in Council’s electricity expense, reduction in litter bins and standardisation, use of materials from Council quarries.

In addition, Council has identified further net ongoing benefits of \$203,000 annually to be implemented as part of the SV process and included in this revised LTFP. This includes the following improvements:

- Further review of CentrePoint sport and leisure centre management model.
- Review into additional solar and battery storage facilities at current and new sites.
- Investigate expansion of Council’s quarry.
- Ongoing review and assessment of workforce needs.
- Review plant utilisation and dispose of underutilised plant.
- Implement scheduled maintenance for all drainage infrastructure.
- Review how future capital grants are assessed and taken up.



Potential future improvements have also been identified; however, these require further research, analysis and consideration by Council. Some examples of these are Energy Renewal project, Alliance with Orange City Council for job sharing/resource sharing opportunities, animal shelter improvements and potential MOU with neighbouring Council, consider implementation of an automated parks/ovals/community booking and payment system, On-site waste management and inspection program and review food inspections program.

#### 4.7.6 Asset renewal

In revising Council's asset management strategy and plans the analysis identified a renewal gap in the infrastructure assets of \$1.0 million per year. This mostly relates to open space, recreation and swimming pool assets, buildings and other structures, and storm water. Council plans to maintain the current forecast/budgeted level of renewal expenditure on its roads asset.

## 5 Scenario 1 – Base case business as usual

Council operates three separate businesses - General, Sewer Funds and Domestic Waste. The following scenario information relates to General Fund operations.

### 5.1 Introduction

The base case scenario or business as usual outlines what would happen if Council continued to do what it is currently doing. The outcome means Council would:

- have an average operating deficit for 10-year forecast period is estimated at \$1.8 million annually
- have insufficient money to maintain current service levels
- have inadequate funding for infrastructure renewal.

This scenario results in the need to reduce service delivery and will lead to an overall deterioration of asset conditions.

### 5.2 Components included in scenario

The assumption used in this scenario are:

- a 3.5% rate peg for 2024/25 and the IPART NSW recommended rate of 2.5% for the remaining forecast years
- rates growth forecast adjusted to better align to IPART population factor
- conservative mining rates estimates for Regis mine commencing in 2025
- the known resource requirements of the Workforce Management Plan are included in LTFP
- asset maintenance and renewal program based on the current delivery program and operational plan.

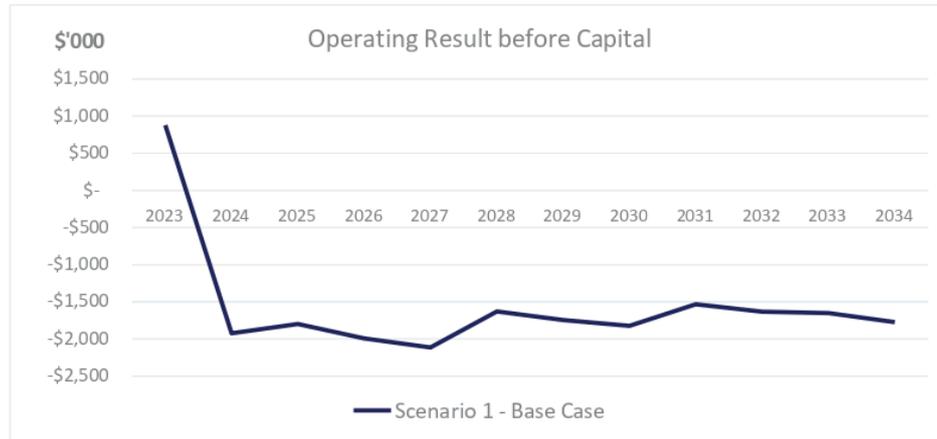


### 5.3 Sustainability assessment

This scenario is not financially sustainable and not recommended.

The following graph illustrates ongoing estimated operating deficits culminating in 2033/34 with a \$1.5 million annual operating deficit and an average operating performance ratio of negative 8.1%.

Figure 8 General fund forecast operating results (excluding capital)



### 5.4 Sensitivity analysis

The LTFP contains several assumptions based on various sources such as population growth, inflation, new mining rates and wage markets. Variations in these assumptions during the life of the plan may have a significant impact on Council’s future financial plans. The assumptions in the Base Case scenario have been tested for sensitivity to both favourable and unfavourable fluctuations in revenues and expenditure, with particular reference to rates income and employee costs.

## 6 Scenarios 2, 3 and 4 – Sustainability

### 6.1 Introduction

These scenarios all require a combination of improvement savings identified in Council’s Improvement Program, the revised asset management plans and a proposed special rate variation (SV) to become financially sustainable over the longer term. These scenarios will also enable Council to address its ongoing core deficits in the General Fund and improve its unrestricted cash position, ensuring Council is more resilient and responsive to shocks and unexpected events in the future.



## 6.2 Components included in these scenarios

These three scenarios have all the same assumptions; however, the variables are three SV options of one, two and three years. For these scenarios, in addition to the base case assumptions, the following assumptions include:

- asset maintenance and renewal program based on the requirements in Council's revised asset management strategy and plans
- improvement plan savings, investments and benefits, productivity and efficiency gains
- three SV scenarios
  - Scenario 2 - One year option 1
  - Scenario 3 - Two year option 2
  - Scenario 4 - Three year option 3

## 6.3 Sustainability assessment

Council can deliver consolidated surpluses with a special rate variation and address the core deficits in the General Fund, which finances all services and infrastructure except for domestic waste, and sewer operations. Without the rate increase, there will be a need to generate savings through service rationalisation to create a fully funded operating position, enabling an appropriate level of fully funded asset renewal expenditure.

The special rate variation will ensure Council's ongoing financial sustainability. Under scenario 2 – One year SV, Council achieves an operating surplus in 2024/25, with surpluses decreasing over 2025/26 and 2026/27 with ongoing and improving surpluses from 2027/28. This is mainly due to the level and timing of the additional mining rates. Scenario 3 achieves an operating surplus in 2025/26 and Scenario 4 breaks even in 2026/27, after which operating surpluses are achieved increasing year on year.

The impact of implementing Council's proposed SV scenarios enables Council to meet the following objectives:

- Maintain and improve council assets.
- Achieve sufficient cash reserves.
- Achieve a fully funded operating position.
- Secure continued service delivery.

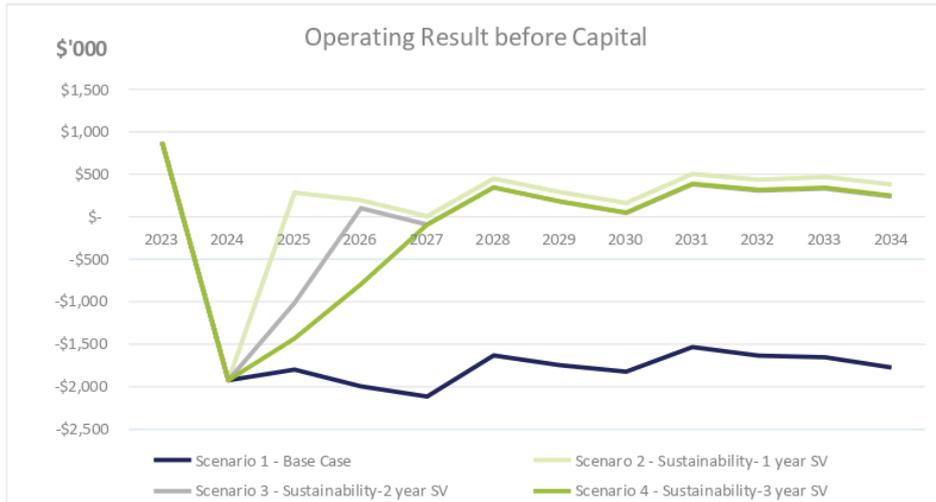
Council will also address the following operational challenges in achieving long term financial sustainability:

- Achieving an operating surplus through a combination of savings and productivity improvement and rate increases.
- Decreasing its asset backlog ratio of 5.8%.

This is illustrated in the following graph where Council estimates operating surpluses under each of the SV scenarios.

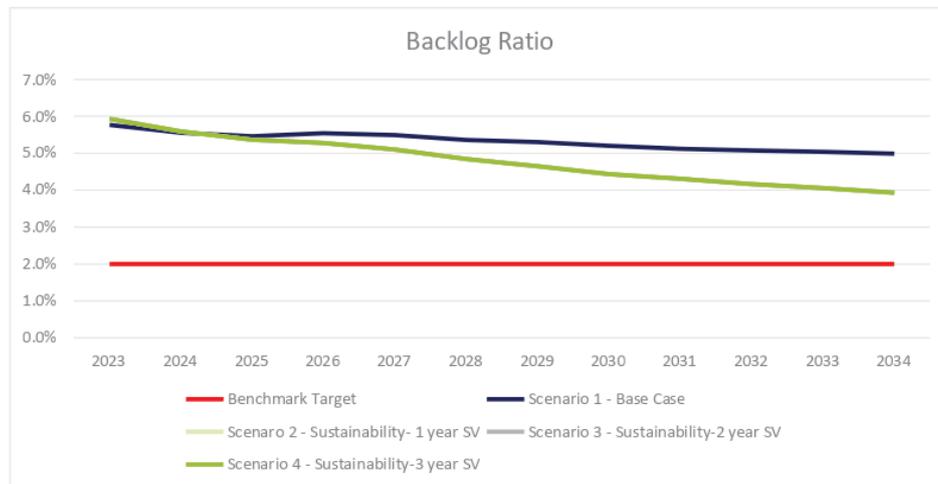


Figure 9 General fund forecast operating result (excluding capital)



The average annual investment of \$7.0 million in the asset renewal program has a positive impact on the renewal and backlog log ratios as detailed in the following graph (noting Scenarios 2,3 and 4 are the same).

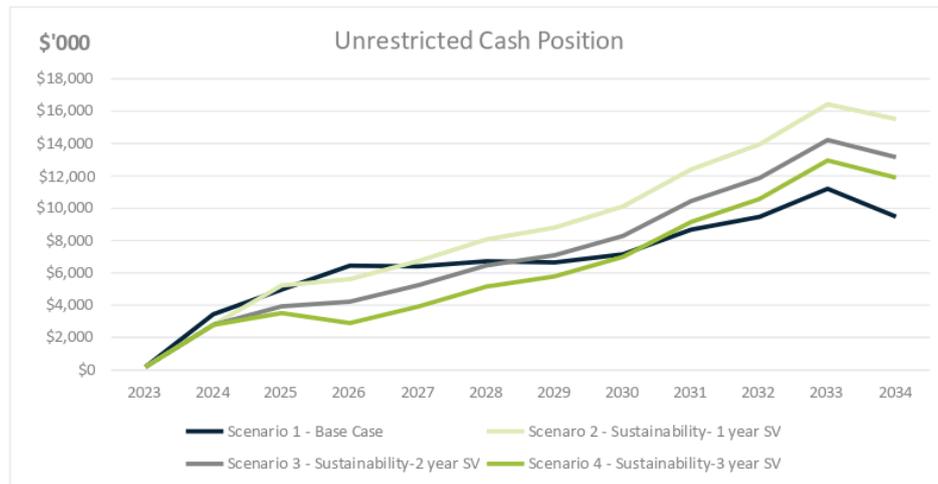
Figure 10 Forecast asset backlog ratio





In addition to addressing the operating deficits the additional income improves the unrestricted cash position over the 10-year forecast period, as detailed in the figure below.

Figure 11 General fund forecast unrestricted cash position



All councils need to hold sufficient unrestricted cash balance. It is good practice that Councils have a level of unrestricted cash to at least cover the next four months of day-to-day operating expenditure, at which point council starts to collect the majority of its rates revenue for that quarter.

General funds' overall estimated cash position also improves over the forecast period moving from \$20.5 million to an estimated \$35.3 million in 2023/34, for Council staff recommended three-year SV scenario 4.

Sound financial management encourages planning for modest operating surpluses and building of unrestricted cash reserves over time. This enables councils to respond to events that cannot be predicted or planned for in their LTFP.

Blayney Shire Council has experienced these events and, while what exactly will occur in the future is unpredictable, it is prudent that it plans for similar unplanned expenditure in the future. The above forecast unrestricted cash position does not take into account any movements in internal restrictions. As Council builds its cash balances over time, it will be able to transfer unrestricted cash for specific purposes to internal restrictions, including employee leave provisions, which will reduce its reported unrestricted cash.

Council has updated its LTFP to show the impacts of both the base case (no SV) and the proposed SV case scenarios. This will be out for exhibition during the SV consultation period.



## 6.4 Sensitivity analysis

There may be a number of risks associated with any long-term financial planning predictions. Risk can be minimised by regular review of LTFP assumptions, incorporation of risk assessment in all major project reviews, and modelling of scenarios.

The following is a range of identified external risks that may also impact on the LTFP, should they eventuate, as they could result in a significant change in operating revenue or expenditure and the need to review service levels.

- Budget reductions in state and federal governments may impact future funding provisions of grants and contributions.
- Continued increased cost-shifting from other levels of government may adversely impact current expenditure levels of Council.
- Climate change and its effect on council assets (roads, drainage, footpaths).
- Global issues impacting cost and supply of materials.
- The decision on the proposed new gold mine operations.

## 7 Long-term financial sustainability

### 7.1 Conclusion

Council's current base case is not financially sustainable, as it involves significant General Fund deficits of an average of approximately \$1.8 million over the ten-year forecast. Further backlog ratio is not adequately addressed under the base case scenario averaging 5.3% over the forecast period.

If Council could not increase its rates revenue through an SV, it would need to cut its operating costs by around \$1.8 million per year and continue not to adequately fund its asset renewal. Council would be faced with the decision to stop or significantly reduce discretionary services such as cultural or recreational services and facilities. Council's infrastructure would also continue to deteriorate without sufficient funds to maintain them fit for purpose.

Council staff recommend Council nominates a singular preferred SV option to undertake community engagement regarding the proposed SV.

Scenario 4 – three-year SV option is preferred by Council staff, however it is up to Council to nominate a preference.

Following community engagement Council will determine whether to prepare a Special Rate Variation (SV) application to the Independent Pricing and Regulatory Tribunal (IPART). The application is proposed to come into effect from 1 July 2024.

## 8 Financial statements

Following are the 10-year financial forecasts for the Base Case and Sustainability Scenario 2, 3 and 4. They show Council's consolidated (including Domestic Waste Management), and General and Sewer Fund positions. These include the Income, Balance Sheet and Cashflows Statements.



## 8.1 Scenario one - Base case

Following are the income statements, balance sheets and cash flow statements for Council’s consolidated position (which includes Domestic Waste Management), general fund and sewer fund position for this scenario.

### 8.1.1 Consolidated position – Base Case

#### Consolidated Income Statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast									
Rates & Charges	\$9,275	\$9,560	\$10,396	\$11,268	\$12,079	\$12,448	\$13,519	\$13,934	\$14,363	\$15,152	\$15,619	\$16,101	\$16,598
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$2,502	\$2,662	\$2,529	\$2,605	\$2,683	\$2,764	\$2,846	\$2,932	\$3,020	\$3,110	\$3,204	\$3,300	\$3,399
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>	<b>\$11,777</b>	<b>\$12,222</b>	<b>\$12,925</b>	<b>\$13,873</b>	<b>\$14,762</b>	<b>\$15,211</b>	<b>\$16,365</b>	<b>\$16,866</b>	<b>\$17,383</b>	<b>\$18,262</b>	<b>\$18,823</b>	<b>\$19,401</b>	<b>\$19,997</b>
User Charges and fees	\$1,579	\$2,049	\$1,699	\$1,759	\$1,821	\$1,885	\$1,951	\$2,020	\$2,091	\$2,164	\$2,240	\$2,319	\$2,401
Other revenues	\$480	\$316	\$324	\$336	\$345	\$354	\$362	\$371	\$381	\$390	\$400	\$410	\$420
Interest and Investment Income	\$110	\$730	\$647	\$1,198	\$1,336	\$1,419	\$1,467	\$1,186	\$1,229	\$1,307	\$1,433	\$1,531	\$1,670
Other Income	\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OWN SOURCE REVENUE</b>	<b>\$14,142</b>	<b>\$15,861</b>	<b>\$15,596</b>	<b>\$17,166</b>	<b>\$18,264</b>	<b>\$18,869</b>	<b>\$20,146</b>	<b>\$20,443</b>	<b>\$21,083</b>	<b>\$22,124</b>	<b>\$22,896</b>	<b>\$23,661</b>	<b>\$24,487</b>
Grants & Contributions - Operating Purposes	\$5,525	\$6,457	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Grants & Contributions for Capital Purposes	\$9,788	\$11,364	\$6,329	\$6,515	\$337	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$54	\$0	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Income excl Gains on Asset Disposal	\$29,455	\$33,682	\$27,926	\$29,289	\$23,782	\$25,975	\$29,109	\$27,602	\$29,107	\$30,468	\$32,189	\$31,370	\$30,997
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>	<b>\$19,721</b>	<b>\$22,318</b>	<b>\$21,598</b>	<b>\$23,442</b>	<b>\$24,094</b>	<b>\$24,823</b>	<b>\$26,269</b>	<b>\$26,655</b>	<b>\$27,258</b>	<b>\$28,412</b>	<b>\$29,784</b>	<b>\$30,382</b>	<b>\$31,558</b>
Employee Benefits	\$7,167	\$6,970	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$5,135	\$5,259	\$6,390	\$6,701	\$6,960	\$7,229	\$7,508	\$7,798	\$8,100	\$8,413	\$8,738	\$9,076	\$9,427
Borrowing Costs	\$147	\$273	\$195	\$203	\$176	\$161	\$144	\$126	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation	\$6,522	\$7,505	\$7,664	\$7,920	\$8,167	\$8,400	\$8,674	\$8,944	\$9,168	\$9,394	\$9,721	\$9,950	\$10,314
Other Expenses	\$685	\$847	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets	\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>\$19,656</b>	<b>\$21,083</b>	<b>\$23,314</b>	<b>\$24,244</b>	<b>\$25,086</b>	<b>\$25,902</b>	<b>\$26,779</b>	<b>\$27,628</b>	<b>\$28,449</b>	<b>\$29,301</b>	<b>\$30,278</b>	<b>\$31,180</b>	<b>\$32,238</b>
<b>OPERATING RESULT (Excl. Capital)</b>	<b>\$65</b>	<b>\$1,235</b>	<b>-\$1,716</b>	<b>-\$802</b>	<b>-\$992</b>	<b>-\$1,079</b>	<b>-\$510</b>	<b>-\$973</b>	<b>-\$1,192</b>	<b>-\$888</b>	<b>-\$494</b>	<b>-\$798</b>	<b>-\$680</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>	<b>\$11</b>	<b>\$1,464</b>	<b>-\$1,677</b>	<b>-\$1,471</b>	<b>-\$1,641</b>	<b>-\$1,737</b>	<b>-\$1,223</b>	<b>-\$1,648</b>	<b>-\$1,692</b>	<b>-\$1,366</b>	<b>-\$1,432</b>	<b>-\$1,413</b>	<b>-\$1,493</b>
<b>OPERATING RESULT (Incl. Capital)</b>	<b>\$9,853</b>	<b>\$12,599</b>	<b>\$4,613</b>	<b>\$5,713</b>	<b>-\$655</b>	<b>\$732</b>	<b>\$3,043</b>	<b>\$648</b>	<b>\$1,158</b>	<b>\$1,645</b>	<b>\$2,849</b>	<b>\$806</b>	<b>-\$428</b>



**Consolidated Balance Sheet**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$2,298	\$5,771	\$6,459	\$9,898	\$11,982	\$13,180	\$6,141	\$7,225	\$9,186	\$12,318	\$14,782	\$18,239	\$17,592
Investments - Current	\$17,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500
Receivables - Current	\$1,267	\$1,026	\$1,111	\$1,203	\$1,406	\$1,368	\$1,499	\$1,565	\$1,595	\$1,687	\$1,742	\$1,792	\$1,849
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	57	44	44	48	45	46	46	46	46	46	46	46	46
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$337,346	\$380,854	\$397,707	\$404,477	\$409,169	\$413,844	\$418,980	\$424,090	\$428,306	\$432,536	\$439,626	\$443,896	\$450,118
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$368,049</b>	<b>\$416,008</b>	<b>\$432,861</b>	<b>\$439,631</b>	<b>\$444,323</b>	<b>\$448,998</b>	<b>\$454,134</b>	<b>\$459,244</b>	<b>\$463,460</b>	<b>\$467,690</b>	<b>\$474,780</b>	<b>\$479,050</b>	<b>\$485,272</b>
Inventories Days	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ASSETS</b>	<b>\$392,964</b>	<b>\$451,483</b>	<b>\$465,354</b>	<b>\$475,656</b>	<b>\$482,634</b>	<b>\$488,469</b>	<b>\$486,697</b>	<b>\$492,957</b>	<b>\$499,163</b>	<b>\$506,618</b>	<b>\$516,228</b>	<b>\$524,004</b>	<b>\$529,635</b>
Payables - Current	\$1,522	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$629	\$597	\$589	\$443	\$459	\$475	\$493	\$424	\$293	\$303	\$313	\$323	\$334
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$7,698</b>	<b>\$10,035</b>	<b>\$8,739</b>	<b>\$4,669</b>	<b>\$4,685</b>	<b>\$4,701</b>	<b>\$4,719</b>	<b>\$4,650</b>	<b>\$4,519</b>	<b>\$4,529</b>	<b>\$4,539</b>	<b>\$4,549</b>	<b>\$4,560</b>
Payables Days	167	276	220	221	239	227	229	232	229	230	230	230	230
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non-current	\$5,972	\$5,376	\$5,308	\$4,865	\$4,406	\$3,931	\$3,438	\$3,014	\$2,721	\$2,418	\$2,105	\$1,782	\$1,449
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$7,389</b>	<b>\$10,722</b>	<b>\$6,710</b>	<b>\$6,286</b>	<b>\$5,828</b>	<b>\$5,352</b>	<b>\$4,859</b>	<b>\$4,435</b>	<b>\$4,142</b>	<b>\$3,839</b>	<b>\$3,526</b>	<b>\$3,203</b>	<b>\$2,870</b>
<b>TOTAL LIABILITIES</b>	<b>\$15,087</b>	<b>\$20,757</b>	<b>\$15,449</b>	<b>\$10,955</b>	<b>\$10,513</b>	<b>\$10,063</b>	<b>\$9,578</b>	<b>\$9,085</b>	<b>\$8,661</b>	<b>\$8,368</b>	<b>\$8,065</b>	<b>\$7,752</b>	<b>\$7,430</b>
<b>NET ASSETS</b>	<b>\$377,877</b>	<b>\$430,726</b>	<b>\$449,886</b>	<b>\$464,700</b>	<b>\$472,122</b>	<b>\$478,416</b>	<b>\$477,118</b>	<b>\$488,371</b>	<b>\$490,503</b>	<b>\$498,251</b>	<b>\$508,163</b>	<b>\$516,252</b>	<b>\$522,206</b>
Accumulated Surplus	\$167,548	\$184,692	\$201,891	\$206,504	\$212,217	\$211,562	\$212,295	\$215,338	\$215,986	\$217,144	\$218,789	\$221,638	\$222,444
Revaluation Reserves	\$167,045	\$193,130	\$243,327	\$246,674	\$251,982	\$259,808	\$265,484	\$261,117	\$267,359	\$272,919	\$278,523	\$285,905	\$292,997
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,853	\$12,599	\$4,613	\$5,713	-\$655	\$732	\$3,043	\$648	\$1,158	\$1,645	\$2,849	\$806	-\$428
Gain / (Loss) on Reval of PP&E	\$3,221	\$35,650	\$0	\$5,754	\$8,523	\$6,258	-\$3,758	\$6,713	\$5,944	\$6,488	\$7,947	\$7,848	\$7,139
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Comprehensive Income</b>	<b>\$43,284</b>	<b>\$52,849</b>	<b>\$4,613</b>	<b>\$11,467</b>	<b>\$7,868</b>	<b>\$6,990</b>	<b>-\$715</b>	<b>\$7,361</b>	<b>\$7,102</b>	<b>\$8,133</b>	<b>\$10,795</b>	<b>\$8,654</b>	<b>\$6,710</b>
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$377,877</b>	<b>\$430,726</b>	<b>\$449,886</b>	<b>\$464,700</b>	<b>\$472,122</b>	<b>\$478,416</b>	<b>\$477,118</b>	<b>\$488,371</b>	<b>\$490,503</b>	<b>\$498,251</b>	<b>\$508,163</b>	<b>\$516,252</b>	<b>\$522,206</b>



**Consolidated Cashflow Statement**

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own Source Revenue	\$12,977	\$15,459	\$15,596	\$17,166	\$18,264	\$18,869	\$20,146	\$20,443	\$21,083	\$22,124	\$22,896	\$23,661	\$24,487
Grants and Contributions	\$2,701	\$8,729	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Other Income from Continuing Operations	\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Employee Benefits	\$7,214	\$7,190	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$6,708	\$6,717	\$6,390	\$6,701	\$6,960	\$7,229	\$7,508	\$7,798	\$8,100	\$8,413	\$8,738	\$9,076	\$9,427
Other Expenses from Continuing Operations	\$705	\$789	\$1,206	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$13,763	\$14,713	\$10,928	\$9,605	\$4,986	\$7,476	\$18,281	\$8,015	\$7,941	\$7,613	\$9,802	\$6,987	\$10,209
Purchase of Real Estate / Other	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital p	\$9,788	\$12,341	\$6,329	\$6,515	\$337	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$623	\$815	\$855	\$792	\$619	\$619	\$619	\$619	\$531	\$387	\$387	\$387	\$387
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$20,665	\$20,298	\$29,271	\$29,959	\$33,398	\$35,482	\$36,680	\$29,641	\$30,725	\$32,686	\$35,818	\$38,282	\$41,739
Change in Cash	-\$367	\$8,973	\$688	\$3,439	\$2,084	\$1,198	-\$7,039	\$1,084	\$1,961	\$3,132	\$2,464	\$3,457	-\$647
<b>CLOSING CASH</b>	<b>\$20,298</b>	<b>\$29,271</b>	<b>\$29,959</b>	<b>\$33,398</b>	<b>\$35,482</b>	<b>\$36,680</b>	<b>\$29,641</b>	<b>\$30,725</b>	<b>\$32,686</b>	<b>\$35,818</b>	<b>\$38,282</b>	<b>\$41,739</b>	<b>\$41,092</b>
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>	<b>\$20,298</b>	<b>\$29,271</b>	<b>\$29,959</b>	<b>\$33,398</b>	<b>\$35,482</b>	<b>\$36,680</b>	<b>\$29,641</b>	<b>\$30,725</b>	<b>\$32,686</b>	<b>\$35,818</b>	<b>\$38,282</b>	<b>\$41,739</b>	<b>\$41,092</b>
Transfers to Reserves	\$1,006	\$8,992	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves	\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash	\$6,464	\$13,223	\$13,494	\$14,845	\$15,416	\$16,001	\$16,600	\$17,214	\$17,843	\$18,488	\$19,149	\$19,827	\$20,422
Externally Restricted - Sewer Fund cash balance	\$5,802	\$6,438	\$6,730	\$7,301	\$7,750	\$8,421	\$516	\$1,157	\$2,010	\$2,918	\$3,886	\$4,916	\$5,401
Externally Restricted - Domestic Waste Fund cash b	\$831	\$667	\$667	\$679	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483
<b>Unrestricted Cash</b>	<b>\$81</b>	<b>\$192</b>	<b>\$3,439</b>	<b>\$4,965</b>	<b>\$6,452</b>	<b>\$6,400</b>	<b>\$6,714</b>	<b>\$6,647</b>	<b>\$7,146</b>	<b>\$8,675</b>	<b>\$9,469</b>	<b>\$11,206</b>	<b>\$9,477</b>



### 8.1.2 General fund position – Base Case

General Fund statements exclude Domestic Waste Management.

#### General fund income statement

#### FINANCIAL STATEMENTS - Base Case

	Nominal Year													
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
	Year Type													
Rates & Charges	Actual	Actual	Budget	Forecast	Forecast									
	\$9,275	\$9,560	\$10,396	\$11,268	\$12,079	\$12,448	\$13,519	\$13,934	\$14,363	\$15,152	\$15,619	\$16,101	\$16,598	
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Annual Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
User Charges and fees	\$1,356	\$1,848	\$1,357	\$1,405	\$1,454	\$1,505	\$1,558	\$1,613	\$1,669	\$1,728	\$1,789	\$1,852	\$1,917	
Other revenues	\$461	\$316	\$320	\$331	\$340	\$349	\$357	\$366	\$376	\$385	\$395	\$404	\$415	
Interest and Investment Income	\$76	\$482	\$395	\$837	\$949	\$1,011	\$1,030	\$1,062	\$1,077	\$1,119	\$1,205	\$1,263	\$1,359	
Other Income	\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Grants & Contributions - Operating Purposes	\$5,511	\$6,443	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239	
Grants & Contributions for Capital Purposes	\$9,355	\$10,992	\$6,122	\$6,515	\$387	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252	
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Gains from disposal assets	\$38	\$15	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$988	\$615	\$813	
Income exd Gains on Asset Disposal	\$26,230	\$30,185	\$24,574	\$25,947	\$20,325	\$22,403	\$25,411	\$24,117	\$25,492	\$26,710	\$28,283	\$27,311	\$26,779	
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>	<b>\$16,913</b>	<b>\$19,208</b>	<b>\$18,452</b>	<b>\$20,100</b>	<b>\$20,637</b>	<b>\$21,251</b>	<b>\$22,570</b>	<b>\$23,170</b>	<b>\$23,642</b>	<b>\$24,654</b>	<b>\$25,878</b>	<b>\$26,323</b>	<b>\$27,340</b>	
Employee Benefits	\$6,909	\$6,730	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550	
Materials and Contracts	\$3,417	\$3,483	\$4,483	\$4,708	\$4,897	\$5,094	\$5,299	\$5,512	\$5,733	\$5,963	\$6,203	\$6,452	\$6,711	
Borrowing Costs	\$111	\$242	\$168	\$174	\$152	\$141	\$130	\$118	\$107	\$94	\$85	\$75	\$64	
Depreciation & Amortisation	\$5,954	\$6,803	\$6,980	\$7,220	\$7,452	\$7,670	\$7,927	\$8,180	\$8,388	\$8,597	\$8,906	\$9,117	\$9,463	
Other Expenses	\$683	\$842	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512	
Losses on disposal of assets	\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>\$17,074</b>	<b>\$18,319</b>	<b>\$20,415</b>	<b>\$21,230</b>	<b>\$21,981</b>	<b>\$22,705</b>	<b>\$23,488</b>	<b>\$24,211</b>	<b>\$24,966</b>	<b>\$25,709</b>	<b>\$26,574</b>	<b>\$27,369</b>	<b>\$28,300</b>	
<b>OPERATING RESULT (Excl. Capital)</b>	<b>-\$161</b>	<b>\$879</b>	<b>-\$1,962</b>	<b>-\$1,130</b>	<b>-\$1,345</b>	<b>-\$1,455</b>	<b>-\$918</b>	<b>-\$1,071</b>	<b>-\$1,324</b>	<b>-\$1,055</b>	<b>-\$696</b>	<b>-\$1,038</b>	<b>-\$960</b>	
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>	<b>-\$199</b>	<b>\$1,093</b>	<b>-\$1,923</b>	<b>-\$1,799</b>	<b>-\$1,994</b>	<b>-\$2,113</b>	<b>-\$1,631</b>	<b>-\$1,746</b>	<b>-\$1,824</b>	<b>-\$1,532</b>	<b>-\$1,634</b>	<b>-\$1,653</b>	<b>-\$1,773</b>	
<b>OPERATING RESULT (Incl. Capital)</b>	<b>\$9,194</b>	<b>\$11,871</b>	<b>\$4,160</b>	<b>\$5,385</b>	<b>-\$1,007</b>	<b>\$357</b>	<b>\$2,635</b>	<b>\$550</b>	<b>\$1,026</b>	<b>\$1,479</b>	<b>\$2,647</b>	<b>\$566</b>	<b>-\$708</b>	



General fund balance sheet

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast									
Cash & Cash Equivalents	\$818	\$3,445	\$3,842	\$6,633	\$8,193	\$8,648	\$9,446	\$9,824	\$10,873	\$13,042	\$14,489	\$16,873	\$15,706
Investments - Current	\$11,151	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092
Receivables - Current	\$1,231	\$1,000	\$1,087	\$1,179	\$1,377	\$1,341	\$1,470	\$1,535	\$1,564	\$1,656	\$1,709	\$1,758	\$1,814
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	\$48	\$38	\$38	\$42	\$39	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Investments - Non-Current	\$900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$310,878	\$353,000	\$370,681	\$377,352	\$381,943	\$386,514	\$391,544	\$396,546	\$400,652	\$404,769	\$411,744	\$415,896	\$421,997
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$341,581</b>	<b>\$388,154</b>	<b>\$405,835</b>	<b>\$412,506</b>	<b>\$417,097</b>	<b>\$421,868</b>	<b>\$426,698</b>	<b>\$431,700</b>	<b>\$435,806</b>	<b>\$439,923</b>	<b>\$446,898</b>	<b>\$451,050</b>	<b>\$457,151</b>
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL ASSETS</b>	<b>\$358,651</b>	<b>\$414,869</b>	<b>\$429,279</b>	<b>\$438,833</b>	<b>\$445,182</b>	<b>\$450,172</b>	<b>\$456,130</b>	<b>\$461,975</b>	<b>\$466,758</b>	<b>\$473,136</b>	<b>\$481,612</b>	<b>\$488,196</b>	<b>\$493,188</b>
Payables - Current	\$1,510	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Current	\$570	\$533	\$530	\$379	\$590	\$401	\$413	\$424	\$299	\$308	\$313	\$323	\$354
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$7,627</b>	<b>\$9,800</b>	<b>\$8,509</b>	<b>\$4,434</b>	<b>\$4,445</b>	<b>\$4,456</b>	<b>\$4,468</b>	<b>\$4,479</b>	<b>\$4,488</b>	<b>\$4,498</b>	<b>\$4,508</b>	<b>\$4,518</b>	<b>\$4,528</b>
Payables Days	\$164	\$197	\$153	\$170	\$174	\$166	\$170	\$170	\$168	\$169	\$169	\$169	\$169
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non-current	\$5,616	\$5,084	\$5,001	\$4,622	\$4,232	\$3,831	\$3,418	\$2,994	\$2,701	\$2,398	\$2,085	\$1,762	\$1,429
Provisions - Non-current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$7,033</b>	<b>\$10,430</b>	<b>\$6,823</b>	<b>\$6,043</b>	<b>\$5,653</b>	<b>\$5,252</b>	<b>\$4,859</b>	<b>\$4,415</b>	<b>\$4,122</b>	<b>\$3,819</b>	<b>\$3,506</b>	<b>\$3,183</b>	<b>\$2,850</b>
<b>TOTAL LIABILITIES</b>	<b>\$14,660</b>	<b>\$20,230</b>	<b>\$14,932</b>	<b>\$10,477</b>	<b>\$10,098</b>	<b>\$9,708</b>	<b>\$9,307</b>	<b>\$8,894</b>	<b>\$8,470</b>	<b>\$8,177</b>	<b>\$7,874</b>	<b>\$7,561</b>	<b>\$7,238</b>
<b>NET ASSETS</b>	<b>\$343,971</b>	<b>\$394,639</b>	<b>\$414,348</b>	<b>\$428,355</b>	<b>\$435,084</b>	<b>\$440,464</b>	<b>\$446,823</b>	<b>\$452,680</b>	<b>\$458,289</b>	<b>\$464,959</b>	<b>\$473,738</b>	<b>\$480,635</b>	<b>\$485,948</b>
Accumulated Surplus	\$157,421	\$174,071	\$190,542	\$194,702	\$200,087	\$199,079	\$199,436	\$202,071	\$202,622	\$203,648	\$205,126	\$207,773	\$208,339
Revaluation Reserves	\$144,756	\$169,059	\$219,591	\$222,938	\$227,762	\$235,255	\$240,390	\$244,087	\$249,533	\$254,200	\$258,894	\$265,344	\$271,484
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,194	\$11,871	\$4,160	\$5,385	-\$1,007	\$357	\$2,635	\$550	\$1,026	\$1,479	\$2,647	\$566	-\$708
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,650	\$0	\$5,276	\$8,187	\$5,718	\$4,307	\$5,917	\$5,053	\$5,578	\$7,016	\$6,897	\$6,777
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers between Equity Items	-\$831	-\$667	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$343,971</b>	<b>\$394,639</b>	<b>\$414,348</b>	<b>\$428,355</b>	<b>\$435,084</b>	<b>\$440,464</b>	<b>\$446,823</b>	<b>\$452,680</b>	<b>\$458,289</b>	<b>\$464,959</b>	<b>\$473,738</b>	<b>\$480,635</b>	<b>\$485,948</b>



General fund cashflow

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast									
Total Own Source Revenue	\$12,977	\$14,731	\$12,468	\$13,841	\$14,822	\$15,313	\$16,464	\$16,975	\$17,484	\$18,384	\$19,008	\$19,621	\$20,288
Grants and Contributions	\$2,701	\$8,729	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Other Income from Continuing Operations	\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Employee Benefits	\$7,214	\$7,190	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts	\$6,708	\$6,717	\$4,483	\$4,708	\$4,897	\$5,094	\$5,299	\$5,512	\$5,733	\$5,963	\$6,203	\$6,452	\$6,711
Other Expenses from Continuing Operations	\$705	\$789	\$1,206	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$13,673	\$14,713	\$10,144	\$9,284	\$4,505	\$7,181	\$9,363	\$7,940	\$7,941	\$7,613	\$9,802	\$6,987	\$9,599
Purchase of Real Estate / Other	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital purposes	\$9,355	\$12,001	\$6,122	\$6,515	\$387	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$623	\$815	\$767	\$703	\$591	\$531	\$531	\$531	\$531	\$387	\$387	\$387	\$387
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$13,179	\$12,633	\$20,538	\$20,934	\$23,725	\$25,285	\$25,740	\$26,538	\$26,916	\$27,965	\$30,134	\$31,581	\$33,965
Change in Cash	-\$710	\$7,905	\$396	\$2,791	\$1,560	\$455	\$798	\$378	\$1,049	\$2,169	\$1,448	\$2,384	-\$1,167
TOTAL CASH AND LIQUID INVESTMENTS	\$12,469	\$20,538	\$20,934	\$23,725	\$25,285	\$25,740	\$26,538	\$26,916	\$27,965	\$30,134	\$31,581	\$33,965	\$32,798
Transfers to Reserves	\$806	\$8,560	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves	\$1,213	\$602	\$3,298	\$147	\$352	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash	\$5,268	\$11,595	\$11,866	\$13,151	\$13,655	\$14,170	\$14,696	\$15,233	\$15,783	\$16,346	\$16,921	\$17,510	\$18,012
Unrestricted Cash	\$81	\$192	\$3,439	\$4,965	\$6,452	\$6,400	\$6,714	\$6,647	\$7,146	\$8,675	\$9,469	\$11,206	\$9,477



### 8.1.3 Sewer fund position – Base Case

#### Sewer fund income statement

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Actual	Budget	Forecast									
Rates & Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$1,585	\$1,681	\$1,548	\$1,594	\$1,642	\$1,692	\$1,742	\$1,795	\$1,848	\$1,904	\$1,961	\$2,020	\$2,080
User Charges and fees		\$223	\$201	\$342	\$355	\$367	\$380	\$393	\$407	\$421	\$436	\$451	\$467	\$484
Other revenues		\$19	\$0	\$4	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$6
Interest and Investment Income		\$34	\$248	\$252	\$334	\$360	\$380	\$410	\$97	\$126	\$163	\$202	\$245	\$289
Other Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions - Operating Purposes		\$14	\$14	\$18	\$17	\$15	\$16	\$16	\$16	\$17	\$17	\$18	\$18	\$19
Grants & Contributions for Capital Purposes		\$433	\$372	\$206	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$16	-\$15	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income and Gains on Asset Disposal		\$2,308	\$2,516	\$2,371	\$2,305	\$2,389	\$2,472	\$2,567	\$2,320	\$2,417	\$2,525	\$2,638	\$2,756	\$2,878
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$1,891</b>	<b>\$2,129</b>	<b>\$2,165</b>	<b>\$2,305</b>	<b>\$2,389</b>	<b>\$2,472</b>	<b>\$2,567</b>	<b>\$2,320</b>	<b>\$2,417</b>	<b>\$2,525</b>	<b>\$2,638</b>	<b>\$2,756</b>	<b>\$2,878</b>
Employee Benefits		\$258	\$240	\$280	\$292	\$302	\$311	\$320	\$328	\$336	\$345	\$353	\$362	\$371
Materials and Contracts		\$801	\$795	\$926	\$968	\$1,002	\$1,037	\$1,073	\$1,110	\$1,149	\$1,190	\$1,231	\$1,274	\$1,319
Borrowing Costs		\$36	\$31	\$27	\$29	\$25	\$20	\$14	\$8	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation		\$568	\$702	\$685	\$700	\$715	\$731	\$747	\$763	\$780	\$797	\$815	\$833	\$851
Other Expenses		\$2	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$1,665</b>	<b>\$1,773</b>	<b>\$1,918</b>	<b>\$1,988</b>	<b>\$2,043</b>	<b>\$2,098</b>	<b>\$2,154</b>	<b>\$2,210</b>	<b>\$2,266</b>	<b>\$2,332</b>	<b>\$2,399</b>	<b>\$2,469</b>	<b>\$2,541</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>\$226</b>	<b>\$356</b>	<b>\$247</b>	<b>\$316</b>	<b>\$346</b>	<b>\$375</b>	<b>\$413</b>	<b>\$110</b>	<b>\$152</b>	<b>\$194</b>	<b>\$239</b>	<b>\$286</b>	<b>\$337</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>\$210</b>	<b>\$371</b>	<b>\$247</b>	<b>\$316</b>	<b>\$346</b>	<b>\$375</b>	<b>\$413</b>	<b>\$110</b>	<b>\$152</b>	<b>\$194</b>	<b>\$239</b>	<b>\$286</b>	<b>\$337</b>
<b>OPERATING RESULT (Incl. Capital)</b>		<b>\$659</b>	<b>\$728</b>	<b>\$453</b>	<b>\$316</b>	<b>\$346</b>	<b>\$375</b>	<b>\$413</b>	<b>\$110</b>	<b>\$152</b>	<b>\$194</b>	<b>\$239</b>	<b>\$286</b>	<b>\$337</b>



**Sewer fund balance sheet**

Upon completing asset renewal works, in the Sewer Business Plan, cash and cash equivalents, depreciation and asset valuations will be recalculated and confirmed.

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Actual	Budget	Forecast									
Cash & Cash Equivalents		\$649	\$1,859	\$1,950	\$2,586	\$3,103	\$3,845	\$3,845	-\$3,988	-\$5,270	-\$2,358	-\$1,947	-\$294	\$825
Investments - Current		\$6,349	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408
Receivables - Current		\$36	\$26	\$24	\$28	\$28	\$28	\$28	\$29	\$30	\$31	\$32	\$33	\$34
Right of Use and Contract Assets - Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT ASSETS</b>		<b>7,034</b>	<b>8,093</b>	<b>8,382</b>	<b>9,019</b>	<b>9,540</b>	<b>10,280</b>	<b>2,449</b>	<b>3,168</b>	<b>4,100</b>	<b>5,092</b>	<b>6,147</b>	<b>7,267</b>	<b>7,845</b>
Receivable Collection Days		\$8	\$6	\$6	\$7	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6
Investments - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip		\$26,468	\$27,854	\$27,026	\$27,125	\$27,226	\$27,330	\$27,435	\$27,544	\$27,654	\$27,767	\$27,882	\$28,000	\$28,121
Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property		\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Other Non-Current Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>		<b>\$26,468</b>	<b>\$27,854</b>	<b>\$27,026</b>	<b>\$27,125</b>	<b>\$27,226</b>	<b>\$27,330</b>	<b>\$27,435</b>	<b>\$27,544</b>	<b>\$27,654</b>	<b>\$27,767</b>	<b>\$27,882</b>	<b>\$28,000</b>	<b>\$28,121</b>
Inventory Days		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL ASSETS</b>		<b>\$33,502</b>	<b>\$35,947</b>	<b>\$35,408</b>	<b>\$36,144</b>	<b>\$36,767</b>	<b>\$37,610</b>	<b>\$29,885</b>	<b>\$30,712</b>	<b>\$31,754</b>	<b>\$32,859</b>	<b>\$34,029</b>	<b>\$35,267</b>	<b>\$35,966</b>
Payables - Current		\$12	\$171	\$171	\$171	\$171	\$171	\$171	\$171	\$171	\$171	\$171	\$171	\$171
Contract Liabilities - Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current		\$59	\$64	\$59	\$64	\$69	\$74	\$80	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT LIABILITIES</b>		<b>\$71</b>	<b>\$235</b>	<b>\$230</b>	<b>\$235</b>	<b>\$240</b>	<b>\$245</b>	<b>\$251</b>	<b>\$171</b>	<b>\$171</b>	<b>\$171</b>	<b>\$171</b>	<b>\$171</b>	<b>\$171</b>
Payables Days		\$5	\$79	\$67	\$50	\$65	\$61	\$59	\$62	\$61	\$61	\$61	\$61	\$61
Payables - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-current		\$356	\$292	\$307	\$243	\$174	\$100	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Provisions - Non-Current		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>\$356</b>	<b>\$292</b>	<b>\$307</b>	<b>\$243</b>	<b>\$174</b>	<b>\$100</b>	<b>\$20</b>						
<b>TOTAL LIABILITIES</b>		<b>\$427</b>	<b>\$527</b>	<b>\$537</b>	<b>\$478</b>	<b>\$414</b>	<b>\$345</b>	<b>\$271</b>	<b>\$191</b>	<b>\$191</b>	<b>\$191</b>	<b>\$191</b>	<b>\$191</b>	<b>\$191</b>
<b>NET ASSETS</b>		<b>\$33,075</b>	<b>\$35,420</b>	<b>\$34,871</b>	<b>\$35,666</b>	<b>\$36,353</b>	<b>\$37,264</b>	<b>\$29,614</b>	<b>\$30,521</b>	<b>\$31,563</b>	<b>\$32,668</b>	<b>\$33,838</b>	<b>\$35,076</b>	<b>\$35,775</b>
Accumulated Surplus		\$10,127	\$10,821	\$11,349	\$11,802	\$12,118	\$12,464	\$12,839	\$13,251	\$13,661	\$13,513	\$13,707	\$13,945	\$14,231
Revaluation Reserves		\$22,289	\$24,071	\$23,069	\$23,070	\$23,553	\$23,887	\$24,427	\$16,364	\$17,160	\$18,052	\$18,963	\$19,894	\$20,846
Other Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council Interest Opening Balance</b>		<b>\$32,416</b>	<b>\$34,692</b>	<b>\$34,418</b>	<b>\$34,872</b>	<b>\$35,671</b>	<b>\$36,351</b>	<b>\$37,266</b>	<b>\$29,615</b>	<b>\$30,521</b>	<b>\$31,564</b>	<b>\$32,669</b>	<b>\$33,839</b>	<b>\$35,077</b>
Non-Controlling Equity Interest		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY OPENING BALANCE</b>		<b>\$32,416</b>	<b>\$34,692</b>	<b>\$34,418</b>	<b>\$34,872</b>	<b>\$35,671</b>	<b>\$36,351</b>	<b>\$37,266</b>	<b>\$29,615</b>	<b>\$30,521</b>	<b>\$31,564</b>	<b>\$32,669</b>	<b>\$33,839</b>	<b>\$35,077</b>
Changes in Accounting Standards		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Restated Opening Balance</b>		<b>\$32,416</b>	<b>\$34,692</b>	<b>\$34,418</b>	<b>\$34,872</b>	<b>\$35,671</b>	<b>\$36,351</b>	<b>\$37,266</b>	<b>\$29,615</b>	<b>\$30,521</b>	<b>\$31,564</b>	<b>\$32,669</b>	<b>\$33,839</b>	<b>\$35,077</b>
Net Operating Result for the Year		\$659	\$728	\$453	\$316	\$346	\$375	\$413	\$110	\$152	\$194	\$239	\$286	\$337
Gain / (Loss) on Reval of PP&E		\$0	\$0	\$0	\$478	\$316	\$539	-\$8,065	\$796	\$891	\$910	\$930	\$951	\$982
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Comprehensive Income</b>		<b>\$659</b>	<b>\$728</b>	<b>\$453</b>	<b>\$794</b>	<b>\$682</b>	<b>\$914</b>	<b>-\$7,652</b>	<b>\$906</b>	<b>\$1,042</b>	<b>\$1,104</b>	<b>\$1,169</b>	<b>\$1,237</b>	<b>\$698</b>
Transfers between Equity Items		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>		<b>\$33,075</b>	<b>\$35,420</b>	<b>\$34,871</b>	<b>\$35,666</b>	<b>\$36,353</b>	<b>\$37,264</b>	<b>\$29,614</b>	<b>\$30,521</b>	<b>\$31,563</b>	<b>\$32,668</b>	<b>\$33,838</b>	<b>\$35,076</b>	<b>\$35,775</b>



**Sewer fund cashflow**

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Total Own Source Revenue	\$0	\$728	\$2,147	\$2,288	\$2,374	\$2,457	\$2,551	\$2,604	\$2,401	\$2,508	\$2,620	\$2,737	\$2,859
Grants and Contributions	\$0	\$0	\$18	\$17	\$15	\$16	\$16	\$16	\$17	\$17	\$18	\$18	\$19
Other Income from Continuing Operations	\$0	\$0	-\$0	\$0	\$0	-\$0	-\$0	-\$0	\$0	\$0	-\$0	\$0	-\$0
Employee Benefits	\$0	\$0	\$280	\$292	\$302	\$311	\$320	\$328	\$336	\$345	\$353	\$362	\$371
Materials and Contracts	\$0	\$0	\$926	\$968	\$1,002	\$1,037	\$1,073	\$1,110	\$1,149	\$1,190	\$1,231	\$1,274	\$1,319
Other Expenses from Continuing Operations	\$0	\$0	-\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$0
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$90	\$0	\$784	\$320	\$481	\$295	\$8,918	\$76	\$0	\$0	\$0	\$0	\$610
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets (Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital purposes	\$433	\$340	\$206	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$0	\$0	\$88	\$88	\$88	\$88	\$88	\$88	\$88	\$88	\$88	\$88	\$88
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$6,655	\$6,998	\$8,066	\$8,358	\$8,994	\$9,511	\$10,253	\$2,420	\$3,138	\$4,070	\$5,061	\$6,114	\$7,233
change in Cash	\$343	\$1,068	\$292	\$637	\$557	\$741	-\$7,832	\$718	\$932	\$991	\$1,053	\$1,119	\$578
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>	<b>\$6,998</b>	<b>\$8,066</b>	<b>\$8,358</b>	<b>\$8,994</b>	<b>\$9,511</b>	<b>\$10,253</b>	<b>\$2,420</b>	<b>\$3,138</b>	<b>\$4,070</b>	<b>\$5,061</b>	<b>\$6,114</b>	<b>\$7,233</b>	<b>\$7,811</b>
Transfers to Reserves	\$200	\$432	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$1,196	\$1,628	\$1,628	\$1,693	\$1,761	\$1,831	\$1,905	\$1,981	\$2,060	\$2,142	\$2,228	\$2,317	\$2,410
<b>Unrestricted Cash</b>	<b>\$5,802</b>	<b>\$6,438</b>	<b>\$6,730</b>	<b>\$7,301</b>	<b>\$7,750</b>	<b>\$8,421</b>	<b>\$516</b>	<b>\$1,157</b>	<b>\$2,010</b>	<b>\$2,918</b>	<b>\$3,886</b>	<b>\$4,916</b>	<b>\$5,401</b>



## 8.2 Scenario two – Sustainability one-year SV option

Following are the income statements, balance sheets and cash flow statements for Council’s consolidated position (which includes Domestic Waste Management) and General Fund position for this scenario. Sewer Fund has only a Base Case option.

### 8.2.1 Consolidated position- Sustainability one-year SV option

#### Consolidated income statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast									
Rates & Charges	\$9,275	\$9,560	\$10,396	\$11,268	\$14,543	\$14,985	\$16,133	\$16,627	\$17,137	\$18,009	\$18,563	\$19,133	\$19,721
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$2,391	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$2,502	\$2,662	\$2,529	\$2,605	\$2,683	\$2,764	\$2,846	\$2,932	\$3,020	\$3,110	\$3,204	\$3,300	\$3,399
User Charges and fees	\$1,579	\$2,049	\$1,699	\$1,759	\$1,821	\$1,885	\$1,951	\$2,020	\$2,091	\$2,164	\$2,240	\$2,319	\$2,401
Other revenues	\$480	\$316	\$324	\$336	\$345	\$354	\$362	\$371	\$381	\$390	\$400	\$410	\$420
Interest and Investment Income	\$110	\$730	\$647	\$1,172	\$1,342	\$1,381	\$1,466	\$1,227	\$1,284	\$1,372	\$1,502	\$1,604	\$1,745
Other Income	\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$15	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97
Grants & Contributions - Operating Purposes	\$5,525	\$6,457	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Grants & Contributions for Capital Purposes	\$9,788	\$11,364	\$6,329	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$54	\$0	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Income excl Gains on Asset Disposal	\$29,455	\$33,682	\$27,926	\$31,669	\$26,748	\$28,571	\$31,819	\$30,433	\$32,033	\$33,486	\$35,298	\$34,572	\$34,293
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>	<b>\$19,721</b>	<b>\$22,318</b>	<b>\$21,598</b>	<b>\$25,822</b>	<b>\$26,660</b>	<b>\$27,419</b>	<b>\$28,979</b>	<b>\$29,486</b>	<b>\$30,184</b>	<b>\$31,431</b>	<b>\$32,893</b>	<b>\$33,584</b>	<b>\$34,854</b>
Employee Benefits	\$7,167	\$6,970	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$5,135	\$5,259	\$6,390	\$6,955	\$7,372	\$7,803	\$8,245	\$8,700	\$9,166	\$9,544	\$9,951	\$10,358	\$10,799
Borrowing Costs	\$147	\$273	\$195	\$203	\$176	\$161	\$144	\$126	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation	\$6,522	\$7,505	\$7,664	\$7,920	\$8,173	\$8,406	\$8,680	\$8,950	\$9,174	\$9,400	\$9,727	\$9,957	\$10,320
Other Expenses	\$685	\$847	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets	\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	-\$12	-\$89	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>\$19,656</b>	<b>\$21,083</b>	<b>\$23,314</b>	<b>\$24,486</b>	<b>\$25,415</b>	<b>\$26,332</b>	<b>\$27,372</b>	<b>\$28,386</b>	<b>\$29,372</b>	<b>\$30,289</b>	<b>\$31,347</b>	<b>\$32,318</b>	<b>\$33,467</b>
<b>OPERATING RESULT (Excl. Capital)</b>	<b>\$65</b>	<b>\$1,235</b>	<b>-\$1,716</b>	<b>\$1,336</b>	<b>\$1,245</b>	<b>\$1,086</b>	<b>\$1,607</b>	<b>\$1,100</b>	<b>\$812</b>	<b>\$1,142</b>	<b>\$1,546</b>	<b>\$1,265</b>	<b>\$1,387</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>	<b>\$11</b>	<b>\$1,464</b>	<b>-\$1,677</b>	<b>\$667</b>	<b>\$596</b>	<b>\$428</b>	<b>\$894</b>	<b>\$426</b>	<b>\$312</b>	<b>\$664</b>	<b>\$608</b>	<b>\$650</b>	<b>\$574</b>
<b>OPERATING RESULT (Incl. Capital)</b>	<b>\$9,853</b>	<b>\$12,599</b>	<b>\$4,613</b>	<b>\$7,851</b>	<b>\$1,982</b>	<b>\$2,898</b>	<b>\$5,160</b>	<b>\$2,722</b>	<b>\$3,162</b>	<b>\$3,675</b>	<b>\$4,889</b>	<b>\$2,869</b>	<b>\$1,639</b>



Consolidated balance sheet

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$2,298	\$5,771	\$5,805	\$10,040	\$11,019	\$13,162	\$7,186	\$8,601	\$10,789	\$14,046	\$16,601	\$20,125	\$20,139
Investments - Current	\$17,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500
Receivables - Current	\$1,267	\$1,026	\$1,111	\$1,453	\$1,687	\$1,642	\$1,784	\$1,862	\$1,897	\$2,000	\$2,064	\$2,123	\$2,190
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$368,049</b>	<b>\$416,008</b>	<b>\$432,861</b>	<b>\$439,631</b>	<b>\$445,218</b>	<b>\$449,906</b>	<b>\$455,057</b>	<b>\$460,182</b>	<b>\$464,413</b>	<b>\$468,659</b>	<b>\$475,765</b>	<b>\$480,050</b>	<b>\$486,288</b>
Inventory Days	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ASSETS</b>	<b>\$392,264</b>	<b>\$454,483</b>	<b>\$464,701</b>	<b>\$476,043</b>	<b>\$482,847</b>	<b>\$489,633</b>	<b>\$498,950</b>	<b>\$505,567</b>	<b>\$502,021</b>	<b>\$509,627</b>	<b>\$519,353</b>	<b>\$527,211</b>	<b>\$533,541</b>
Payables - Current	\$1,522	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$629	\$597	\$589	\$443	\$459	\$475	\$493	\$424	\$293	\$303	\$313	\$323	\$334
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$7,698</b>	<b>\$10,035</b>	<b>\$8,739</b>	<b>\$4,665</b>	<b>\$4,685</b>	<b>\$4,701</b>	<b>\$4,719</b>	<b>\$4,650</b>	<b>\$4,519</b>	<b>\$4,529</b>	<b>\$4,539</b>	<b>\$4,549</b>	<b>\$4,560</b>
Payables Days	167	276	221	221	239	227	229	232	229	230	230	230	230
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non-current	\$5,972	\$5,376	\$5,308	\$4,865	\$4,406	\$3,931	\$3,438	\$3,014	\$2,721	\$2,418	\$2,105	\$1,782	\$1,449
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$7,389</b>	<b>\$10,722</b>	<b>\$6,730</b>	<b>\$6,286</b>	<b>\$5,828</b>	<b>\$5,352</b>	<b>\$4,859</b>	<b>\$4,435</b>	<b>\$4,142</b>	<b>\$3,839</b>	<b>\$3,526</b>	<b>\$3,203</b>	<b>\$2,870</b>
<b>TOTAL LIABILITIES</b>	<b>\$15,087</b>	<b>\$20,757</b>	<b>\$15,469</b>	<b>\$10,951</b>	<b>\$10,513</b>	<b>\$10,053</b>	<b>\$9,578</b>	<b>\$9,085</b>	<b>\$8,661</b>	<b>\$8,368</b>	<b>\$8,065</b>	<b>\$7,752</b>	<b>\$7,429</b>
<b>NET ASSETS</b>	<b>\$377,877</b>	<b>\$430,726</b>	<b>\$449,233</b>	<b>\$465,093</b>	<b>\$472,334</b>	<b>\$479,579</b>	<b>\$479,371</b>	<b>\$486,482</b>	<b>\$493,361</b>	<b>\$501,260</b>	<b>\$511,288</b>	<b>\$519,469</b>	<b>\$526,112</b>
Accumulated Surplus	\$167,548	\$184,692	\$201,891	\$206,504	\$214,355	\$216,337	\$219,234	\$224,394	\$227,116	\$230,278	\$233,953	\$238,842	\$241,711
Revaluation Reserves	\$167,045	\$193,130	\$242,674	\$246,271	\$250,267	\$255,239	\$259,719	\$254,326	\$258,845	\$262,653	\$266,378	\$271,835	\$276,957
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,853	\$12,599	\$4,613	\$7,851	\$1,982	\$2,898	\$5,160	\$2,722	\$3,162	\$3,675	\$4,889	\$2,869	\$1,639
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,650	\$0	\$4,412	\$5,675	\$5,051	-\$4,797	\$4,985	\$4,183	\$4,598	\$6,013	\$5,868	\$5,750
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Total Comprehensive Income</b>	<b>\$210</b>	<b>\$4,545</b>	<b>\$0</b>										
<b>Total Comprehensive Income</b>	<b>\$43,284</b>	<b>\$52,849</b>	<b>\$4,613</b>	<b>\$12,263</b>	<b>\$7,657</b>	<b>\$7,948</b>	<b>\$363</b>	<b>\$7,706</b>	<b>\$7,344</b>	<b>\$8,274</b>	<b>\$10,902</b>	<b>\$8,737</b>	<b>\$7,388</b>
Transfers between Equity items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$377,877</b>	<b>\$430,726</b>	<b>\$449,233</b>	<b>\$465,093</b>	<b>\$472,334</b>	<b>\$479,579</b>	<b>\$479,371</b>	<b>\$486,482</b>	<b>\$493,361</b>	<b>\$501,260</b>	<b>\$511,288</b>	<b>\$519,469</b>	<b>\$526,112</b>



**Consolidated cashflow statement**

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own Source Revenue	\$12,977	\$15,459	\$15,596	\$19,546	\$20,830	\$21,465	\$22,856	\$23,275	\$24,009	\$25,143	\$26,006	\$26,863	\$27,783
Grants and Contributions	\$2,701	\$8,729	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Other Income from Continuing Operations	\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Employee Benefits	\$7,214	\$7,190	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$6,708	\$6,717	\$6,390	\$6,955	\$7,372	\$7,803	\$8,245	\$8,700	\$9,166	\$9,544	\$9,951	\$10,358	\$10,799
Other Expenses from Continuing Operations	\$705	\$789	\$1,206	\$1,196	\$1,153	\$1,123	\$1,154	\$1,187	\$1,220	\$1,255	\$1,290	\$1,326	\$1,362
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$13,763	\$14,713	\$11,582	\$10,947	\$8,733	\$8,703	\$19,340	\$9,764	\$9,723	\$9,525	\$11,758	\$8,989	\$11,622
Purchase of Real Estate / Other	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital p	\$9,788	\$12,341	\$6,329	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$623	\$815	\$855	\$792	\$619	\$619	\$619	\$619	\$531	\$387	\$387	\$387	\$387
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$20,665	\$20,298	\$29,271	\$29,305	\$33,540	\$34,519	\$36,662	\$30,686	\$32,101	\$34,289	\$37,546	\$40,101	\$43,625
Change in Cash	-\$367	\$8,973	\$34	\$4,235	\$979	\$2,142	-\$5,975	\$1,414	\$2,188	\$3,257	\$2,555	\$3,524	\$15
<b>CLOSING CASH</b>	<b>\$20,298</b>	<b>\$29,271</b>	<b>\$29,305</b>	<b>\$33,540</b>	<b>\$34,519</b>	<b>\$36,662</b>	<b>\$30,686</b>	<b>\$32,101</b>	<b>\$34,289</b>	<b>\$37,546</b>	<b>\$40,101</b>	<b>\$43,625</b>	<b>\$43,639</b>
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>	<b>\$20,298</b>	<b>\$29,271</b>	<b>\$29,305</b>	<b>\$33,540</b>	<b>\$34,519</b>	<b>\$36,662</b>	<b>\$30,686</b>	<b>\$32,101</b>	<b>\$34,289</b>	<b>\$37,546</b>	<b>\$40,101</b>	<b>\$43,625</b>	<b>\$43,639</b>
Transfers to Reserves	\$1,006	\$8,992	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves	\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash	\$6,464	\$13,223	\$13,494	\$14,845	\$15,416	\$16,001	\$16,600	\$17,214	\$17,843	\$18,488	\$19,149	\$19,827	\$20,422
Externally Restricted - Sewer Fund cash balance	\$5,802	\$6,438	\$6,730	\$7,130	\$7,549	\$7,991	\$1,123	\$282	\$545	\$827	\$1,129	\$1,453	\$1,799
Externally Restricted - Domestic Waste Fund cash b	\$831	\$667	\$667	\$679	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483
<b>Unrestricted Cash</b>	<b>\$81</b>	<b>\$192</b>	<b>\$2,786</b>	<b>\$5,279</b>	<b>\$5,691</b>	<b>\$6,812</b>	<b>\$8,153</b>	<b>\$8,897</b>	<b>\$10,213</b>	<b>\$12,494</b>	<b>\$14,045</b>	<b>\$16,555</b>	<b>\$15,627</b>



### 8.2.2 General fund position- Sustainability one-year SV option

General Fund statements exclude Domestic Waste Management.

#### General Fund Income Statement

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Actual	Budget	Forecast									
Rates & Charges		\$9,275	\$9,560	\$10,396	\$11,268	\$14,543	\$16,985	\$16,133	\$16,627	\$17,137	\$18,009	\$18,563	\$19,133	\$19,721
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$2,391	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
User charges and fees		\$1,356	\$1,848	\$1,357	\$1,405	\$1,454	\$1,505	\$1,558	\$1,613	\$1,669	\$1,728	\$1,789	\$1,852	\$1,917
Other revenues		\$461	\$316	\$320	\$331	\$340	\$349	\$357	\$366	\$376	\$385	\$395	\$404	\$415
Interest and Investment Income		\$76	\$482	\$395	\$811	\$962	\$961	\$1,046	\$1,119	\$1,167	\$1,241	\$1,358	\$1,446	\$1,573
Other Income		\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$15	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97
Grants & Contributions - Operating Purposes		\$5,511	\$6,443	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Grants & Contributions for Capital Purposes		\$9,355	\$10,992	\$6,122	\$6,515	\$7,377	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$38	\$15	\$0	\$668	\$648	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Income excl Gains on Asset Disposal		\$26,230	\$30,185	\$24,574	\$28,327	\$23,298	\$25,007	\$28,138	\$26,965	\$28,453	\$29,787	\$31,476	\$30,624	\$30,214
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$16,913</b>	<b>\$19,208</b>	<b>\$18,452</b>	<b>\$22,480</b>	<b>\$23,209</b>	<b>\$23,855</b>	<b>\$25,298</b>	<b>\$26,017</b>	<b>\$26,603</b>	<b>\$27,731</b>	<b>\$29,071</b>	<b>\$29,635</b>	<b>\$30,774</b>
Employee Benefits		\$6,909	\$6,730	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts		\$3,417	\$3,483	\$4,483	\$4,962	\$5,310	\$5,668	\$6,036	\$6,413	\$6,799	\$7,095	\$7,415	\$7,734	\$8,083
Borrowing Costs		\$111	\$242	\$168	\$174	\$152	\$141	\$130	\$118	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation		\$5,954	\$6,803	\$6,980	\$7,220	\$7,458	\$7,675	\$7,933	\$8,186	\$8,394	\$8,603	\$8,912	\$9,124	\$9,469
Other Expenses		\$683	\$842	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets		\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$44	-\$34	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$17,074</b>	<b>\$18,329</b>	<b>\$20,415</b>	<b>\$21,527</b>	<b>\$22,366</b>	<b>\$23,191</b>	<b>\$24,136</b>	<b>\$25,054</b>	<b>\$25,943</b>	<b>\$26,752</b>	<b>\$27,698</b>	<b>\$28,554</b>	<b>\$29,583</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>-\$161</b>	<b>\$879</b>	<b>-\$1,962</b>	<b>\$953</b>	<b>\$844</b>	<b>\$664</b>	<b>\$1,161</b>	<b>\$963</b>	<b>\$660</b>	<b>\$979</b>	<b>\$1,373</b>	<b>\$1,081</b>	<b>\$1,191</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>-\$199</b>	<b>\$1,093</b>	<b>-\$1,923</b>	<b>\$284</b>	<b>\$195</b>	<b>\$5</b>	<b>\$448</b>	<b>\$288</b>	<b>\$180</b>	<b>\$502</b>	<b>\$435</b>	<b>\$466</b>	<b>\$378</b>
<b>OPERATING RESULT (Incl. Capital)</b>		<b>\$9,194</b>	<b>\$11,871</b>	<b>\$4,160</b>	<b>\$7,468</b>	<b>\$1,581</b>	<b>\$2,475</b>	<b>\$4,714</b>	<b>\$2,585</b>	<b>\$3,009</b>	<b>\$3,513</b>	<b>\$4,716</b>	<b>\$2,685</b>	<b>\$1,443</b>



General Fund balance sheet

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast									
Cash & Cash Equivalents	\$818	\$3,445	\$3,189	\$6,947	\$7,432	\$9,061	\$10,885	\$12,075	\$13,941	\$16,862	\$19,065	\$22,223	\$21,856
Investments - Current	\$11,151	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092
Receivables - Current	\$1,231	\$1,000	\$1,087	\$1,429	\$1,657	\$1,614	\$1,755	\$1,832	\$1,866	\$1,968	\$2,031	\$2,089	\$2,156
Right of Use and Contract Assets - Current	\$2,345	\$3,735	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	\$48	\$38	\$38	\$42	\$39	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$310,878	\$353,000	\$370,681	\$377,352	\$382,837	\$387,423	\$392,467	\$397,484	\$401,605	\$405,738	\$412,728	\$416,896	\$423,014
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$341,981</b>	<b>\$388,154</b>	<b>\$405,885</b>	<b>\$412,506</b>	<b>\$417,991</b>	<b>\$422,377</b>	<b>\$427,621</b>	<b>\$432,838</b>	<b>\$436,759</b>	<b>\$440,892</b>	<b>\$447,882</b>	<b>\$452,050</b>	<b>\$458,168</b>
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL ASSETS</b>	<b>\$358,631</b>	<b>\$414,869</b>	<b>\$428,626</b>	<b>\$439,397</b>	<b>\$445,596</b>	<b>\$451,767</b>	<b>\$458,776</b>	<b>\$465,860</b>	<b>\$471,081</b>	<b>\$478,236</b>	<b>\$487,494</b>	<b>\$494,377</b>	<b>\$500,694</b>
Payables - Current	\$1,510	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Current	\$570	\$533	\$530	\$379	\$390	\$401	\$413	\$424	\$438	\$450	\$463	\$477	\$493
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$7,627</b>	<b>\$9,800</b>	<b>\$8,509</b>	<b>\$4,434</b>	<b>\$4,445</b>	<b>\$4,456</b>	<b>\$4,468</b>	<b>\$4,479</b>	<b>\$4,488</b>	<b>\$4,497</b>	<b>\$4,505</b>	<b>\$4,512</b>	<b>\$4,519</b>
Payables Days	\$161	\$197	\$153	\$170	\$174	\$166	\$170	\$170	\$168	\$169	\$169	\$169	\$169
Payables - Non-Current	\$0	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3
Borrowings - Non-Current	\$5,616	\$5,084	\$5,001	\$4,622	\$4,232	\$3,831	\$3,418	\$2,994	\$2,701	\$2,398	\$2,085	\$1,762	\$1,429
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$7,033</b>	<b>\$10,430</b>	<b>\$6,429</b>	<b>\$6,043</b>	<b>\$5,053</b>	<b>\$3,262</b>	<b>\$4,839</b>	<b>\$4,415</b>	<b>\$4,122</b>	<b>\$3,119</b>	<b>\$2,506</b>	<b>\$1,183</b>	<b>\$2,350</b>
<b>TOTAL LIABILITIES</b>	<b>\$14,660</b>	<b>\$20,230</b>	<b>\$14,938</b>	<b>\$10,477</b>	<b>\$10,008</b>	<b>\$9,748</b>	<b>\$9,307</b>	<b>\$8,894</b>	<b>\$8,470</b>	<b>\$7,624</b>	<b>\$6,991</b>	<b>\$5,695</b>	<b>\$4,869</b>
<b>NET ASSETS</b>	<b>\$343,971</b>	<b>\$394,639</b>	<b>\$413,688</b>	<b>\$428,919</b>	<b>\$435,498</b>	<b>\$442,019</b>	<b>\$449,469</b>	<b>\$456,966</b>	<b>\$462,611</b>	<b>\$470,559</b>	<b>\$479,620</b>	<b>\$488,682</b>	<b>\$495,825</b>
Accumulated Surplus	\$157,421	\$174,071	\$190,542	\$194,702	\$202,170	\$208,751	\$206,225	\$210,940	\$213,525	\$216,534	\$220,047	\$224,762	\$227,447
Revaluation Reserves	\$144,756	\$169,059	\$218,938	\$222,535	\$228,274	\$230,990	\$235,206	\$237,876	\$242,120	\$245,646	\$249,083	\$254,246	\$259,068
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,194	\$11,871	\$4,100	\$7,468	\$1,581	\$2,475	\$4,714	\$2,585	\$3,009	\$3,513	\$4,716	\$2,485	\$1,443
Gain / (Loss) on Reval of PP&E	\$3,221	\$35,650	\$0	\$4,160	\$5,418	\$4,788	\$3,268	\$4,710	\$3,802	\$4,311	\$5,720	\$5,568	\$5,443
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers between Equity Items	-\$831	-\$667	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$343,971</b>	<b>\$394,639</b>	<b>\$413,688</b>	<b>\$428,919</b>	<b>\$435,498</b>	<b>\$442,019</b>	<b>\$449,469</b>	<b>\$456,966</b>	<b>\$462,611</b>	<b>\$470,559</b>	<b>\$479,620</b>	<b>\$488,682</b>	<b>\$495,825</b>



General Fund cashflow statement

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Actual	Budget	Forecast									
Total Own Source Revenue		\$12,977	\$14,731	\$12,468	\$16,221	\$17,395	\$17,917	\$19,191	\$19,822	\$20,445	\$21,461	\$22,201	\$22,993	\$23,722
Grants and Contributions		\$2,701	\$8,729	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Other Income from Continuing Operations		\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$388	\$615	\$813
Employee Benefits		\$7,214	\$7,190	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts		\$6,708	\$6,717	\$4,483	\$4,962	\$5,310	\$5,668	\$6,036	\$6,413	\$6,799	\$7,095	\$7,415	\$7,734	\$8,083
Other Expenses from Continuing Operations		\$705	\$789	\$1,206	\$1,251	\$1,208	\$1,178	\$1,209	\$1,242	\$1,275	\$1,310	\$1,345	\$1,381	\$1,417
Sale of Current Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$13,673	\$14,713	\$10,797	\$10,400	\$8,174	\$8,131	\$10,422	\$9,168	\$9,113	\$8,901	\$11,121	\$8,338	\$10,956
Purchase of Real Estate / Other		\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital purposes		\$9,355	\$12,001	\$6,122	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$623	\$815	\$767	\$703	\$531	\$531	\$531	\$531	\$531	\$387	\$387	\$387	\$387
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash		\$13,179	\$12,633	\$20,538	\$20,281	\$24,039	\$24,524	\$26,153	\$27,977	\$29,167	\$31,033	\$33,954	\$36,157	\$39,315
Change in Cash		-\$710	\$7,905	-\$257	\$3,758	\$485	\$1,629	\$1,824	\$1,191	\$1,865	\$2,921	\$2,204	\$3,158	-\$367
TOTAL CASH AND LIQUID INVESTMENTS		\$12,469	\$20,538	\$20,281	\$24,039	\$24,524	\$26,153	\$27,977	\$29,167	\$31,033	\$33,954	\$36,157	\$39,315	\$38,948
Transfers to Reserves		\$806	\$8,560	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves		\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$447	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash		\$5,268	\$11,595	\$11,866	\$13,151	\$13,655	\$14,170	\$14,696	\$15,233	\$15,783	\$16,346	\$16,921	\$17,510	\$18,012
Unrestricted Cash		\$81	\$192	\$2,786	\$5,279	\$5,691	\$6,812	\$8,153	\$8,897	\$10,213	\$12,494	\$14,045	\$16,555	\$15,627



### 8.3 Scenario three – Sustainability two-year SV option

Following are the income statements, balance sheets and cash flow statements for Council’s consolidated position (which includes Domestic Waste Management) and General Fund position for this scenario. Sewer Fund has only a Base Case option.

#### 8.3.1 Consolidated position- Sustainability two-year SV option

##### Consolidated income statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast									
Rates & Charges	\$9,275	\$9,560	\$10,396	\$11,268	\$13,204	\$14,941	\$16,087	\$16,580	\$17,088	\$17,960	\$18,511	\$19,080	\$19,667
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$1,092	\$1,296	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$2,502	\$2,662	\$2,529	\$2,605	\$2,683	\$2,764	\$2,846	\$2,932	\$3,020	\$3,110	\$3,204	\$3,300	\$3,399
User Charges and fees	\$1,579	\$2,049	\$1,699	\$1,759	\$1,821	\$1,885	\$1,951	\$2,020	\$2,091	\$2,164	\$2,240	\$2,319	\$2,401
Other revenues	\$480	\$316	\$324	\$336	\$345	\$354	\$362	\$371	\$381	\$390	\$400	\$410	\$420
Interest and Investment Income	\$110	\$730	\$647	\$1,172	\$1,290	\$1,325	\$1,407	\$1,163	\$1,216	\$1,298	\$1,424	\$1,521	\$1,656
Other Income	\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$15	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97
Grants & Contributions - Operating Purposes	\$5,525	\$6,457	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Grants & Contributions for Capital Purposes	\$9,788	\$11,364	\$6,329	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$54	\$0	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Income excl Gains on Asset Disposal	\$29,455	\$33,682	\$27,926	\$30,369	\$26,653	\$28,471	\$31,714	\$30,322	\$31,916	\$33,364	\$35,169	\$34,436	\$34,150
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>	<b>\$19,721</b>	<b>\$22,318</b>	<b>\$21,598</b>	<b>\$24,522</b>	<b>\$26,565</b>	<b>\$27,319</b>	<b>\$28,874</b>	<b>\$29,375</b>	<b>\$30,067</b>	<b>\$31,308</b>	<b>\$32,764</b>	<b>\$33,448</b>	<b>\$34,711</b>
Employee Benefits	\$7,167	\$6,970	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$5,135	\$5,259	\$6,390	\$6,955	\$7,372	\$7,803	\$8,245	\$8,700	\$9,166	\$9,544	\$9,951	\$10,358	\$10,799
Borrowing Costs	\$147	\$273	\$195	\$203	\$176	\$161	\$144	\$126	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation	\$6,522	\$7,505	\$7,664	\$7,920	\$8,173	\$8,406	\$8,680	\$8,950	\$9,174	\$9,400	\$9,727	\$9,957	\$10,320
Other Expenses	\$685	\$847	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets	\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	-\$12	-\$89	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>\$19,656</b>	<b>\$21,083</b>	<b>\$23,314</b>	<b>\$24,486</b>	<b>\$25,415</b>	<b>\$26,332</b>	<b>\$27,372</b>	<b>\$28,386</b>	<b>\$29,372</b>	<b>\$30,289</b>	<b>\$31,347</b>	<b>\$32,318</b>	<b>\$33,467</b>
<b>OPERATING RESULT (Excl. Capital)</b>	<b>\$65</b>	<b>\$1,235</b>	<b>-\$1,716</b>	<b>\$36</b>	<b>\$1,150</b>	<b>\$987</b>	<b>\$1,501</b>	<b>\$989</b>	<b>\$695</b>	<b>\$1,019</b>	<b>\$1,417</b>	<b>\$1,129</b>	<b>\$1,244</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>	<b>\$11</b>	<b>\$1,464</b>	<b>-\$1,677</b>	<b>-\$632</b>	<b>\$501</b>	<b>\$328</b>	<b>\$789</b>	<b>\$315</b>	<b>\$195</b>	<b>\$541</b>	<b>\$479</b>	<b>\$514</b>	<b>\$431</b>
<b>OPERATING RESULT (Incl. Capital)</b>	<b>\$9,853</b>	<b>\$12,599</b>	<b>\$4,613</b>	<b>\$6,551</b>	<b>\$1,887</b>	<b>\$2,798</b>	<b>\$5,055</b>	<b>\$2,611</b>	<b>\$3,045</b>	<b>\$3,552</b>	<b>\$4,760</b>	<b>\$2,733</b>	<b>\$1,496</b>



Consolidated balance sheet

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$2,298	\$5,771	\$5,805	\$8,741	\$9,625	\$11,667	\$5,587	\$6,890	\$8,961	\$12,096	\$14,522	\$17,910	\$17,781
Investments - Current	\$17,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500
Receivables - Current	\$1,267	\$1,026	\$1,111	\$1,318	\$1,682	\$1,637	\$1,779	\$1,857	\$1,891	\$1,994	\$2,059	\$2,117	\$2,184
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT ASSETS</b>	<b>\$368,049</b>	<b>\$416,008</b>	<b>\$432,861</b>	<b>\$439,631</b>	<b>\$445,218</b>	<b>\$449,906</b>	<b>\$455,057</b>	<b>\$460,182</b>	<b>\$464,413</b>	<b>\$468,659</b>	<b>\$475,765</b>	<b>\$480,050</b>	<b>\$486,288</b>
Receivable Collection Days	57	44	44	48	45	46	46	46	46	46	46	46	46
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$337,346	\$380,854	\$397,707	\$404,477	\$410,064	\$414,752	\$419,903	\$425,028	\$429,259	\$433,505	\$440,611	\$444,896	\$451,134
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$368,049</b>	<b>\$416,008</b>	<b>\$432,861</b>	<b>\$439,631</b>	<b>\$445,218</b>	<b>\$449,906</b>	<b>\$455,057</b>	<b>\$460,182</b>	<b>\$464,413</b>	<b>\$468,659</b>	<b>\$475,765</b>	<b>\$480,050</b>	<b>\$486,288</b>
Inventory Days	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ASSETS</b>	<b>\$392,964</b>	<b>\$451,483</b>	<b>\$464,701</b>	<b>\$478,613</b>	<b>\$488,147</b>	<b>\$488,134</b>	<b>\$487,345</b>	<b>\$490,385</b>	<b>\$490,189</b>	<b>\$490,762</b>	<b>\$491,268</b>	<b>\$491,268</b>	<b>\$491,177</b>
Payables - Current	\$1,522	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$629	\$597	\$589	\$443	\$459	\$475	\$493	\$424	\$293	\$303	\$313	\$323	\$334
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$7,698</b>	<b>\$10,035</b>	<b>\$8,739</b>	<b>\$4,669</b>	<b>\$4,685</b>	<b>\$4,701</b>	<b>\$4,719</b>	<b>\$4,650</b>	<b>\$4,519</b>	<b>\$4,529</b>	<b>\$4,539</b>	<b>\$4,549</b>	<b>\$4,560</b>
Payables Days	167	276	221	239	227	229	232	229	230	230	230	230	230
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non-current	\$5,972	\$5,376	\$5,308	\$4,865	\$4,406	\$3,931	\$3,438	\$3,014	\$2,721	\$2,418	\$2,105	\$1,782	\$1,449
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$7,389</b>	<b>\$10,722</b>	<b>\$6,730</b>	<b>\$6,286</b>	<b>\$5,828</b>	<b>\$5,352</b>	<b>\$4,859</b>	<b>\$4,435</b>	<b>\$4,142</b>	<b>\$3,839</b>	<b>\$3,526</b>	<b>\$3,203</b>	<b>\$2,870</b>
<b>TOTAL LIABILITIES</b>	<b>\$15,087</b>	<b>\$20,757</b>	<b>\$15,469</b>	<b>\$10,955</b>	<b>\$10,513</b>	<b>\$10,063</b>	<b>\$9,578</b>	<b>\$9,085</b>	<b>\$8,661</b>	<b>\$8,368</b>	<b>\$8,065</b>	<b>\$7,752</b>	<b>\$7,430</b>
<b>NET ASSETS</b>	<b>\$377,877</b>	<b>\$430,726</b>	<b>\$449,233</b>	<b>\$467,658</b>	<b>\$477,935</b>	<b>\$478,080</b>	<b>\$477,767</b>	<b>\$480,735</b>	<b>\$481,528</b>	<b>\$482,404</b>	<b>\$483,203</b>	<b>\$483,516</b>	<b>\$483,747</b>
Accumulated Surplus	\$167,548	\$184,692	\$201,891	\$206,504	\$213,055	\$214,942	\$217,740	\$222,795	\$225,406	\$228,451	\$232,003	\$236,763	\$239,496
Revaluation Reserves	\$167,045	\$193,130	\$242,674	\$246,135	\$250,263	\$255,234	\$259,714	\$254,321	\$258,840	\$262,648	\$266,373	\$271,829	\$276,951
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,853	\$12,599	\$4,613	\$6,551	\$1,887	\$2,798	\$5,055	\$2,611	\$3,045	\$3,552	\$4,760	\$2,733	\$1,496
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,650	\$0	\$4,412	\$5,675	\$5,051	-\$4,797	\$4,985	\$4,183	\$4,598	\$6,013	\$5,868	\$5,750
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Total Comprehensive Income</b>	<b>\$210</b>	<b>\$4,545</b>	<b>\$0</b>										
<b>Total Comprehensive Income</b>	<b>\$43,284</b>	<b>\$52,849</b>	<b>\$4,613</b>	<b>\$10,963</b>	<b>\$7,562</b>	<b>\$7,849</b>	<b>\$258</b>	<b>\$7,596</b>	<b>\$7,227</b>	<b>\$8,151</b>	<b>\$10,773</b>	<b>\$8,601</b>	<b>\$7,245</b>
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$377,877</b>	<b>\$430,726</b>	<b>\$449,233</b>	<b>\$467,657</b>	<b>\$470,935</b>	<b>\$478,080</b>	<b>\$477,767</b>	<b>\$484,766</b>	<b>\$491,528</b>	<b>\$499,304</b>	<b>\$509,203</b>	<b>\$517,248</b>	<b>\$523,748</b>



**Consolidated cashflow statement**

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own Source Revenue	\$12,977	\$15,459	\$15,596	\$18,246	\$20,735	\$21,365	\$22,751	\$23,164	\$23,892	\$25,020	\$25,876	\$26,727	\$27,640
Grants and Contributions	\$2,701	\$8,729	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Other Income from Continuing Operations	\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Employee Benefits	\$7,214	\$7,190	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$6,708	\$6,717	\$6,390	\$6,955	\$7,372	\$7,803	\$8,245	\$8,700	\$9,166	\$9,544	\$9,951	\$10,358	\$10,799
Other Expenses from Continuing Operations	\$705	\$789	\$1,206	\$1,196	\$1,153	\$1,123	\$1,154	\$1,187	\$1,220	\$1,255	\$1,290	\$1,326	\$1,362
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$13,763	\$14,713	\$11,582	\$10,947	\$8,733	\$8,703	\$19,340	\$9,764	\$9,723	\$9,525	\$11,758	\$8,989	\$11,622
Purchase of Real Estate / Other	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets (Purchase) / Sale of CWIP	\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital p	\$9,788	\$12,341	\$6,329	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$623	\$815	\$855	\$792	\$619	\$619	\$619	\$619	\$531	\$387	\$387	\$387	\$387
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$20,665	\$20,298	\$29,271	\$29,305	\$32,241	\$33,125	\$35,167	\$29,087	\$30,390	\$32,461	\$35,596	\$38,022	\$41,410
Change in Cash	-\$367	\$8,973	\$34	\$2,936	\$884	\$2,042	-\$6,080	\$1,303	\$2,071	\$3,135	\$2,426	\$3,388	-\$128
<b>CLOSING CASH</b>	<b>\$20,298</b>	<b>\$29,271</b>	<b>\$29,305</b>	<b>\$32,241</b>	<b>\$33,125</b>	<b>\$35,167</b>	<b>\$29,087</b>	<b>\$30,390</b>	<b>\$32,461</b>	<b>\$35,596</b>	<b>\$38,022</b>	<b>\$41,410</b>	<b>\$41,281</b>
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>	<b>\$20,298</b>	<b>\$29,271</b>	<b>\$29,305</b>	<b>\$32,241</b>	<b>\$33,125</b>	<b>\$35,167</b>	<b>\$29,087</b>	<b>\$30,390</b>	<b>\$32,461</b>	<b>\$35,596</b>	<b>\$38,022</b>	<b>\$41,410</b>	<b>\$41,281</b>
Transfers to Reserves	\$1,006	\$8,992	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves	\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash	\$6,464	\$13,223	\$13,494	\$14,845	\$15,416	\$16,001	\$16,600	\$17,214	\$17,843	\$18,488	\$19,149	\$19,827	\$20,422
Externally Restricted - Sewer Fund cash balance	\$5,802	\$6,438	\$6,730	\$7,130	\$7,549	\$7,991	\$123	\$282	\$545	\$827	\$1,129	\$1,453	\$1,799
Externally Restricted - Domestic Waste Fund cash b	\$831	\$667	\$667	\$679	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483
<b>Unrestricted Cash</b>	<b>\$81</b>	<b>\$192</b>	<b>\$2,786</b>	<b>\$3,979</b>	<b>\$4,297</b>	<b>\$5,318</b>	<b>\$6,553</b>	<b>\$7,187</b>	<b>\$8,386</b>	<b>\$10,544</b>	<b>\$11,966</b>	<b>\$14,340</b>	<b>\$13,269</b>



### 8.3.2 General fund position- Sustainability two-year SV option

General Fund statements exclude Domestic Waste Management.

#### General Fund Income Statement

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Actual	Budget	Forecast									
Rates & Charges		\$9,275	\$9,560	\$10,396	\$11,268	\$13,204	\$14,941	\$16,087	\$16,580	\$17,088	\$17,960	\$18,511	\$19,080	\$19,667
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$1,092	\$1,296	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
User Charges and fees		\$1,356	\$1,848	\$1,357	\$1,405	\$1,454	\$1,505	\$1,558	\$1,613	\$1,669	\$1,728	\$1,789	\$1,852	\$1,917
Other revenues		\$461	\$316	\$320	\$331	\$340	\$349	\$357	\$366	\$376	\$385	\$395	\$404	\$415
Interest and Investment Income		\$76	\$482	\$395	\$811	\$910	\$925	\$986	\$1,055	\$1,098	\$1,168	\$1,280	\$1,363	\$1,484
Other Income		\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$15	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97
Grants & Contributions - Operating Purposes		\$5,511	\$6,443	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Grants & Contributions for Capital Purposes		\$9,355	\$10,992	\$6,122	\$6,515	\$797	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$38	\$15	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$988	\$615	\$813
Income exd Gains on Asset Disposal		\$26,230	\$30,185	\$24,574	\$27,027	\$23,203	\$24,907	\$28,033	\$26,854	\$28,336	\$29,664	\$31,347	\$30,488	\$30,071
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$16,913</b>	<b>\$19,208</b>	<b>\$18,452</b>	<b>\$21,180</b>	<b>\$23,114</b>	<b>\$23,755</b>	<b>\$25,192</b>	<b>\$25,906</b>	<b>\$26,486</b>	<b>\$27,608</b>	<b>\$28,942</b>	<b>\$29,499</b>	<b>\$30,611</b>
Employee Benefits		\$6,909	\$6,730	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts		\$3,417	\$3,483	\$4,483	\$4,962	\$5,310	\$5,668	\$6,036	\$6,413	\$6,799	\$7,095	\$7,415	\$7,734	\$8,083
Borrowing Costs		\$111	\$242	\$168	\$174	\$152	\$141	\$130	\$118	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation		\$5,954	\$6,803	\$6,980	\$7,220	\$7,458	\$7,675	\$7,933	\$8,186	\$8,394	\$8,603	\$8,912	\$9,124	\$9,469
Other Expenses		\$683	\$842	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets		\$0	\$229	\$38	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$44	-\$34	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$17,074</b>	<b>\$18,329</b>	<b>\$20,415</b>	<b>\$21,527</b>	<b>\$22,366</b>	<b>\$23,191</b>	<b>\$24,136</b>	<b>\$25,054</b>	<b>\$25,943</b>	<b>\$26,752</b>	<b>\$27,698</b>	<b>\$28,554</b>	<b>\$29,583</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>-\$161</b>	<b>\$879</b>	<b>-\$1,962</b>	<b>-\$947</b>	<b>\$749</b>	<b>\$564</b>	<b>\$1,056</b>	<b>\$852</b>	<b>\$543</b>	<b>\$856</b>	<b>\$1,244</b>	<b>\$945</b>	<b>\$1,048</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>-\$199</b>	<b>\$1,093</b>	<b>-\$1,923</b>	<b>-\$1,015</b>	<b>\$100</b>	<b>-\$95</b>	<b>\$343</b>	<b>\$178</b>	<b>\$43</b>	<b>\$379</b>	<b>\$306</b>	<b>\$330</b>	<b>\$235</b>
<b>OPERATING RESULT (Incl. Capital)</b>		<b>\$9,194</b>	<b>\$11,871</b>	<b>\$4,160</b>	<b>\$6,168</b>	<b>\$1,486</b>	<b>\$2,375</b>	<b>\$4,609</b>	<b>\$2,474</b>	<b>\$2,893</b>	<b>\$3,390</b>	<b>\$4,586</b>	<b>\$2,549</b>	<b>\$1,300</b>



General Fund balance sheet

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast									
Cash & Cash Equivalents	\$818	\$3,445	\$3,189	\$5,647	\$6,037	\$7,566	\$9,285	\$10,365	\$12,113	\$14,911	\$16,986	\$20,008	\$19,498
Investments - Current	\$11,151	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092
Receivables - Current	\$1,231	\$1,000	\$1,087	\$1,293	\$1,653	\$1,610	\$1,750	\$1,826	\$1,861	\$1,962	\$2,026	\$2,084	\$2,150
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	\$48	\$38	\$38	\$42	\$39	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$310,878	\$353,000	\$370,681	\$377,352	\$382,837	\$387,423	\$392,467	\$397,484	\$401,605	\$405,738	\$412,728	\$416,896	\$423,014
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$341,581</b>	<b>\$388,154</b>	<b>\$405,855</b>	<b>\$412,506</b>	<b>\$417,991</b>	<b>\$422,977</b>	<b>\$427,621</b>	<b>\$432,638</b>	<b>\$436,759</b>	<b>\$440,892</b>	<b>\$447,882</b>	<b>\$452,050</b>	<b>\$458,168</b>
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL ASSETS</b>	<b>\$358,631</b>	<b>\$414,869</b>	<b>\$428,626</b>	<b>\$437,961</b>	<b>\$444,198</b>	<b>\$450,267</b>	<b>\$457,171</b>	<b>\$463,344</b>	<b>\$469,248</b>	<b>\$476,281</b>	<b>\$485,409</b>	<b>\$492,656</b>	<b>\$498,330</b>
Payables - Current	\$1,510	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$570	\$533	\$530	\$379	\$390	\$401	\$413	\$424	\$429	\$438	\$439	\$433	\$334
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$7,627</b>	<b>\$9,800</b>	<b>\$8,509</b>	<b>\$4,434</b>	<b>\$4,445</b>	<b>\$4,456</b>	<b>\$4,468</b>	<b>\$4,479</b>	<b>\$4,348</b>	<b>\$4,358</b>	<b>\$4,368</b>	<b>\$4,378</b>	<b>\$4,389</b>
Payables Days	\$161	\$197	\$153	\$176	\$174	\$166	\$170	\$170	\$168	\$169	\$169	\$169	\$169
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3
Borrowings - Non-Current	\$5,616	\$5,084	\$5,001	\$4,622	\$4,232	\$3,831	\$3,418	\$2,994	\$2,701	\$2,398	\$2,085	\$1,762	\$1,429
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$7,035</b>	<b>\$10,436</b>	<b>\$6,423</b>	<b>\$6,043</b>	<b>\$5,653</b>	<b>\$5,252</b>	<b>\$4,859</b>	<b>\$4,415</b>	<b>\$4,122</b>	<b>\$3,819</b>	<b>\$3,506</b>	<b>\$3,183</b>	<b>\$2,850</b>
<b>TOTAL LIABILITIES</b>	<b>\$14,662</b>	<b>\$20,236</b>	<b>\$14,932</b>	<b>\$10,477</b>	<b>\$10,098</b>	<b>\$9,708</b>	<b>\$9,307</b>	<b>\$8,894</b>	<b>\$8,470</b>	<b>\$8,177</b>	<b>\$7,874</b>	<b>\$7,561</b>	<b>\$7,239</b>
<b>NET ASSETS</b>	<b>\$343,971</b>	<b>\$394,633</b>	<b>\$413,694</b>	<b>\$427,484</b>	<b>\$434,098</b>	<b>\$440,559</b>	<b>\$447,864</b>	<b>\$454,450</b>	<b>\$460,779</b>	<b>\$468,104</b>	<b>\$477,535</b>	<b>\$485,095</b>	<b>\$491,092</b>
Accumulated Surplus	\$157,421	\$174,071	\$190,542	\$194,702	\$200,870	\$202,356	\$204,731	\$209,340	\$211,814	\$214,707	\$218,097	\$222,683	\$225,232
Revaluation Reserves	\$144,756	\$169,058	\$218,938	\$222,399	\$228,269	\$230,385	\$235,201	\$237,871	\$242,115	\$245,641	\$249,078	\$254,240	\$259,062
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,194	\$11,871	\$4,100	\$6,168	\$1,486	\$2,375	\$4,609	\$2,474	\$2,893	\$3,390	\$4,586	\$2,549	\$1,300
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,650	\$0	\$4,160	\$5,418	\$4,788	\$3,268	\$4,710	\$3,902	\$4,311	\$5,720	\$5,368	\$5,443
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers between Equity Items	-\$831	-\$667	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$343,971</b>	<b>\$394,639</b>	<b>\$413,694</b>	<b>\$427,484</b>	<b>\$434,098</b>	<b>\$440,559</b>	<b>\$447,864</b>	<b>\$454,450</b>	<b>\$460,779</b>	<b>\$468,104</b>	<b>\$477,535</b>	<b>\$485,095</b>	<b>\$491,092</b>



General Fund cashflow statement

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Actual	Budget	Forecast									
Total Own Source Revenue		\$12,977	\$14,731	\$12,468	\$14,921	\$17,300	\$17,817	\$19,086	\$19,711	\$20,328	\$21,338	\$22,072	\$22,797	\$23,579
Grants and Contributions		\$2,701	\$8,729	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Other Income from Continuing Operations		\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$988	\$615	\$813
Employee Benefits		\$7,214	\$7,190	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts		\$6,708	\$6,717	\$4,483	\$4,962	\$5,310	\$5,668	\$6,036	\$6,413	\$6,799	\$7,095	\$7,415	\$7,734	\$8,083
Other Expenses from Continuing Operations		\$705	\$789	\$1,206	\$1,251	\$1,208	\$1,178	\$1,209	\$1,242	\$1,275	\$1,310	\$1,345	\$1,381	\$1,417
Sale of Current Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$13,673	\$14,713	\$10,797	\$10,400	\$8,174	\$8,131	\$10,422	\$9,168	\$9,113	\$8,901	\$11,121	\$8,338	\$10,956
Purchase of Real Estate / Other		\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital purposes		\$9,355	\$12,001	\$6,122	\$6,515	\$797	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$623	\$815	\$767	\$703	\$581	\$531	\$531	\$531	\$531	\$387	\$387	\$387	\$387
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash		\$13,179	\$12,633	\$20,538	\$20,281	\$22,739	\$23,129	\$24,658	\$26,377	\$27,457	\$29,205	\$32,003	\$34,078	\$37,100
Change in Cash		-\$710	\$7,905	-\$257	\$2,459	\$390	\$1,529	\$1,719	\$1,080	\$1,749	\$2,798	\$2,075	\$3,022	-\$510
TOTAL CASH AND LIQUID INVESTMENTS		\$12,469	\$20,538	\$20,281	\$22,739	\$23,129	\$24,658	\$26,377	\$27,457	\$29,205	\$32,003	\$34,078	\$37,100	\$36,590
Transfers to Reserves		\$806	\$8,560	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves		\$1,213	\$602	\$3,298	\$147	\$52	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash		\$5,268	\$11,595	\$11,866	\$13,151	\$13,655	\$14,170	\$14,696	\$15,233	\$15,783	\$16,346	\$16,921	\$17,510	\$18,012
Unrestricted Cash		\$81	\$192	\$2,786	\$3,979	\$4,297	\$5,318	\$6,553	\$7,187	\$8,386	\$10,544	\$11,966	\$14,340	\$13,289



## 8.4 Scenario four – Sustainability three-year SV option

Following are the income statements, balance sheets and cash flow statements for Council’s consolidated position (which includes Domestic Waste Management) and General Fund position for this scenario. Sewer Fund has only a Base Case option.

### 8.4.1 Consolidated position- Sustainability three-year SV option

#### Consolidated income statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast									
Rates & Charges	\$9,275	\$9,560	\$10,396	\$11,268	\$12,775	\$14,035	\$16,141	\$16,696	\$17,146	\$18,019	\$18,572	\$19,143	\$19,732
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$676	\$845	\$958	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$2,502	\$2,662	\$2,529	\$2,605	\$2,683	\$2,764	\$2,846	\$2,932	\$3,020	\$3,110	\$3,204	\$3,300	\$3,399
<b>User Charges and fees</b>	<b>\$1,579</b>	<b>\$2,049</b>	<b>\$1,699</b>	<b>\$1,759</b>	<b>\$1,821</b>	<b>\$1,885</b>	<b>\$1,951</b>	<b>\$2,020</b>	<b>\$2,091</b>	<b>\$2,164</b>	<b>\$2,240</b>	<b>\$2,319</b>	<b>\$2,401</b>
Other revenues	\$480	\$316	\$324	\$336	\$345	\$354	\$362	\$371	\$381	\$390	\$400	\$410	\$420
Interest and Investment Income	\$110	\$730	\$647	\$1,172	\$1,271	\$1,269	\$1,351	\$1,108	\$1,160	\$1,243	\$1,368	\$1,465	\$1,601
Other Income	\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$15	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97
Grants & Contributions - Operating Purposes	\$5,525	\$6,457	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Grants & Contributions for Capital Purposes	\$9,788	\$11,364	\$6,329	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$54	\$0	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
<b>Income excl Gains on Asset Disposal</b>	<b>\$29,455</b>	<b>\$33,682</b>	<b>\$27,926</b>	<b>\$29,953</b>	<b>\$25,755</b>	<b>\$28,468</b>	<b>\$31,712</b>	<b>\$30,322</b>	<b>\$31,918</b>	<b>\$33,367</b>	<b>\$35,174</b>	<b>\$34,444</b>	<b>\$34,159</b>
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>	<b>\$19,721</b>	<b>\$22,318</b>	<b>\$21,598</b>	<b>\$24,106</b>	<b>\$25,667</b>	<b>\$27,316</b>	<b>\$28,872</b>	<b>\$29,375</b>	<b>\$30,068</b>	<b>\$31,311</b>	<b>\$32,769</b>	<b>\$33,455</b>	<b>\$34,720</b>
Employee Benefits	\$7,167	\$6,970	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$5,135	\$5,259	\$6,390	\$6,955	\$7,372	\$7,803	\$8,245	\$8,700	\$9,167	\$9,544	\$9,951	\$10,358	\$10,799
Borrowing Costs	\$147	\$273	\$195	\$203	\$176	\$161	\$144	\$126	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation	\$6,522	\$7,505	\$7,664	\$7,920	\$8,173	\$8,406	\$8,680	\$8,950	\$9,174	\$9,400	\$9,727	\$9,957	\$10,320
Other Expenses	\$685	\$847	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets	\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$39	-\$59	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>\$19,656</b>	<b>\$21,083</b>	<b>\$23,314</b>	<b>\$24,536</b>	<b>\$25,445</b>	<b>\$26,332</b>	<b>\$27,372</b>	<b>\$28,386</b>	<b>\$29,372</b>	<b>\$30,289</b>	<b>\$31,347</b>	<b>\$32,318</b>	<b>\$33,467</b>
<b>OPERATING RESULT (Excl. Capital)</b>	<b>\$65</b>	<b>\$1,235</b>	<b>-\$1,716</b>	<b>-\$430</b>	<b>\$222</b>	<b>\$983</b>	<b>\$1,500</b>	<b>\$989</b>	<b>\$697</b>	<b>\$1,022</b>	<b>\$1,422</b>	<b>\$1,137</b>	<b>\$1,253</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>	<b>\$11</b>	<b>\$1,464</b>	<b>-\$1,677</b>	<b>-\$1,098</b>	<b>-\$427</b>	<b>\$325</b>	<b>\$787</b>	<b>\$315</b>	<b>\$197</b>	<b>\$545</b>	<b>\$484</b>	<b>\$522</b>	<b>\$440</b>
<b>OPERATING RESULT (Incl. Capital)</b>	<b>\$9,853</b>	<b>\$12,599</b>	<b>\$4,613</b>	<b>\$6,086</b>	<b>\$959</b>	<b>\$2,794</b>	<b>\$5,053</b>	<b>\$2,611</b>	<b>\$3,046</b>	<b>\$3,556</b>	<b>\$4,765</b>	<b>\$2,741</b>	<b>\$1,505</b>



Consolidated balance sheet

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$2,298	\$5,771	\$5,805	\$8,275	\$8,231	\$10,270	\$4,188	\$5,491	\$7,564	\$10,702	\$13,133	\$16,528	\$16,409
Investments - Current	\$17,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500
Receivables - Current	\$1,267	\$1,026	\$1,111	\$1,274	\$1,582	\$1,643	\$1,784	\$1,863	\$1,898	\$2,001	\$2,065	\$2,124	\$2,191
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	57	44	44	48	45	46	46	46	46	46	46	46	46
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$337,346	\$380,854	\$397,707	\$404,477	\$410,064	\$414,752	\$419,903	\$425,028	\$429,259	\$433,505	\$440,611	\$444,896	\$451,134
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$368,049</b>	<b>\$416,008</b>	<b>\$432,861</b>	<b>\$439,631</b>	<b>\$445,218</b>	<b>\$449,906</b>	<b>\$455,057</b>	<b>\$460,182</b>	<b>\$464,413</b>	<b>\$468,659</b>	<b>\$475,765</b>	<b>\$480,050</b>	<b>\$486,288</b>
Inventory Days	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ASSETS</b>	<b>\$392,064</b>	<b>\$451,483</b>	<b>\$464,701</b>	<b>\$474,103</b>	<b>\$479,934</b>	<b>\$486,743</b>	<b>\$489,992</b>	<b>\$492,159</b>	<b>\$498,798</b>	<b>\$506,284</b>	<b>\$515,886</b>	<b>\$523,626</b>	<b>\$529,812</b>
Payables - Current	\$1,522	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$629	\$597	\$589	\$443	\$459	\$475	\$493	\$424	\$293	\$303	\$313	\$323	\$334
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$7,698</b>	<b>\$10,035</b>	<b>\$8,739</b>	<b>\$4,669</b>	<b>\$4,685</b>	<b>\$4,701</b>	<b>\$4,719</b>	<b>\$4,650</b>	<b>\$4,519</b>	<b>\$4,529</b>	<b>\$4,539</b>	<b>\$4,549</b>	<b>\$4,560</b>
Payables Days	167	276	220	221	239	227	229	232	229	230	230	230	230
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non-current	\$5,972	\$5,376	\$5,308	\$4,865	\$4,406	\$3,931	\$3,438	\$3,014	\$2,721	\$2,418	\$2,105	\$1,782	\$1,449
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$7,389</b>	<b>\$10,722</b>	<b>\$6,730</b>	<b>\$6,286</b>	<b>\$5,828</b>	<b>\$5,352</b>	<b>\$4,859</b>	<b>\$4,435</b>	<b>\$4,142</b>	<b>\$3,839</b>	<b>\$3,526</b>	<b>\$3,203</b>	<b>\$2,870</b>
<b>TOTAL LIABILITIES</b>	<b>\$15,087</b>	<b>\$20,757</b>	<b>\$15,469</b>	<b>\$10,955</b>	<b>\$10,512</b>	<b>\$10,053</b>	<b>\$9,578</b>	<b>\$9,085</b>	<b>\$8,661</b>	<b>\$8,368</b>	<b>\$8,065</b>	<b>\$7,752</b>	<b>\$7,429</b>
<b>NET ASSETS</b>	<b>\$377,877</b>	<b>\$430,726</b>	<b>\$449,233</b>	<b>\$463,148</b>	<b>\$469,441</b>	<b>\$476,689</b>	<b>\$477,634</b>	<b>\$483,174</b>	<b>\$490,137</b>	<b>\$497,917</b>	<b>\$507,821</b>	<b>\$515,874</b>	<b>\$522,383</b>
Accumulated Surplus	\$167,548	\$184,692	\$201,891	\$206,504	\$212,589	\$213,549	\$216,343	\$221,396	\$224,007	\$227,053	\$230,609	\$235,374	\$238,115
Revaluation Reserves	\$167,045	\$193,130	\$242,674	\$246,092	\$250,162	\$255,240	\$259,720	\$264,327	\$268,846	\$262,654	\$266,379	\$271,816	\$276,958
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,853	\$12,599	\$4,613	\$6,086	\$959	\$2,794	\$5,053	\$2,611	\$3,046	\$3,556	\$4,765	\$2,741	\$1,505
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,650	\$0	\$4,412	\$5,675	\$5,051	\$4,797	\$4,985	\$4,183	\$4,598	\$6,013	\$5,868	\$5,750
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Comprehensive Income</b>	<b>\$43,284</b>	<b>\$52,849</b>	<b>\$4,613</b>	<b>\$10,497</b>	<b>\$6,635</b>	<b>\$7,845</b>	<b>\$256</b>	<b>\$7,595</b>	<b>\$7,229</b>	<b>\$8,154</b>	<b>\$10,778</b>	<b>\$8,609</b>	<b>\$7,255</b>
Transfers between Equity items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$377,877</b>	<b>\$430,726</b>	<b>\$449,233</b>	<b>\$463,148</b>	<b>\$469,441</b>	<b>\$476,689</b>	<b>\$476,374</b>	<b>\$483,374</b>	<b>\$490,137</b>	<b>\$497,917</b>	<b>\$507,821</b>	<b>\$515,874</b>	<b>\$522,383</b>



**Consolidated cashflow statement**

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own Source Revenue	\$12,977	\$15,459	\$15,596	\$17,830	\$19,837	\$21,362	\$22,749	\$23,164	\$23,894	\$25,023	\$25,882	\$26,734	\$27,649
Grants and Contributions	\$2,701	\$8,729	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Other Income from Continuing Operations	\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Employee Benefits	\$7,214	\$7,190	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$6,708	\$6,717	\$6,390	\$6,955	\$7,372	\$7,803	\$8,245	\$8,700	\$9,166	\$9,544	\$9,951	\$10,358	\$10,799
Other Expenses from Continuing Operations	\$705	\$789	\$1,206	\$1,246	\$1,183	\$1,123	\$1,154	\$1,187	\$1,220	\$1,255	\$1,290	\$1,326	\$1,362
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$13,763	\$14,713	\$11,582	\$10,947	\$8,733	\$8,703	\$19,340	\$9,764	\$9,723	\$9,525	\$11,758	\$8,989	\$11,622
Purchase of Real Estate / Other	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital p	\$9,788	\$12,341	\$6,329	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$623	\$815	\$855	\$792	\$619	\$619	\$619	\$619	\$531	\$387	\$387	\$387	\$387
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$20,665	\$20,298	\$29,271	\$29,305	\$31,775	\$31,731	\$33,770	\$27,688	\$28,991	\$31,064	\$34,202	\$36,633	\$40,028
Change in Cash	-\$367	\$8,973	\$34	\$2,470	-\$44	\$2,039	-\$6,082	\$1,303	\$2,073	\$3,138	\$2,431	\$3,395	-\$119
<b>CLOSING CASH</b>	<b>\$20,298</b>	<b>\$29,271</b>	<b>\$29,305</b>	<b>\$31,775</b>	<b>\$31,731</b>	<b>\$33,770</b>	<b>\$27,688</b>	<b>\$28,991</b>	<b>\$31,064</b>	<b>\$34,202</b>	<b>\$36,633</b>	<b>\$40,028</b>	<b>\$39,909</b>
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>	<b>\$20,298</b>	<b>\$29,271</b>	<b>\$29,305</b>	<b>\$31,775</b>	<b>\$31,731</b>	<b>\$33,770</b>	<b>\$27,688</b>	<b>\$28,991</b>	<b>\$31,064</b>	<b>\$34,202</b>	<b>\$36,633</b>	<b>\$40,028</b>	<b>\$39,909</b>
Transfers to Reserves	\$1,006	\$8,992	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves	\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash	\$6,464	\$13,223	\$13,494	\$14,845	\$15,416	\$16,001	\$16,600	\$17,214	\$17,843	\$18,488	\$19,149	\$19,827	\$20,422
Externally Restricted - Sewer Fund cash balance	\$5,802	\$6,438	\$6,730	\$7,130	\$7,549	\$7,991	\$123	\$282	\$545	\$827	\$1,129	\$1,453	\$1,799
Externally Restricted - Domestic Waste Fund cash b	\$831	\$667	\$667	\$679	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483
<b>Unrestricted Cash</b>	<b>\$81</b>	<b>\$192</b>	<b>\$2,786</b>	<b>\$3,513</b>	<b>\$2,903</b>	<b>\$3,921</b>	<b>\$5,155</b>	<b>\$5,788</b>	<b>\$6,989</b>	<b>\$9,150</b>	<b>\$10,578</b>	<b>\$12,959</b>	<b>\$11,897</b>



### 8.4.2 General fund position- Sustainability three-year SV option

General Fund statements exclude Domestic Waste Management.

#### General Fund Income Statement

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Actual	Budget	Forecast									
Rates & Charges		\$9,275	\$9,560	\$10,396	\$11,268	\$12,775	\$14,035	\$16,141	\$16,636	\$17,146	\$18,019	\$18,572	\$19,143	\$19,732
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$676	\$845	\$958	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
User charges and fees		\$1,356	\$1,848	\$1,357	\$1,405	\$1,454	\$1,505	\$1,558	\$1,613	\$1,669	\$1,728	\$1,789	\$1,852	\$1,917
Other revenues		\$461	\$316	\$320	\$331	\$340	\$349	\$357	\$366	\$376	\$385	\$395	\$404	\$415
Interest and Investment Income		\$76	\$482	\$395	\$811	\$895	\$873	\$934	\$1,003	\$1,046	\$1,116	\$1,228	\$1,312	\$1,433
Other Income		\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$15	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97
Grants & Contributions - Operating Purposes		\$5,511	\$6,443	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Grants & Contributions for Capital Purposes		\$9,355	\$10,992	\$6,122	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$38	\$15	\$0	\$668	\$648	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Income excl Gains on Asset Disposal		\$26,230	\$30,185	\$24,574	\$26,612	\$22,307	\$24,907	\$28,034	\$26,857	\$28,341	\$29,671	\$31,366	\$30,499	\$30,084
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$16,913</b>	<b>\$19,208</b>	<b>\$18,452</b>	<b>\$20,765</b>	<b>\$22,219</b>	<b>\$23,755</b>	<b>\$25,194</b>	<b>\$25,910</b>	<b>\$26,491</b>	<b>\$27,616</b>	<b>\$28,951</b>	<b>\$29,510</b>	<b>\$30,645</b>
Employee Benefits		\$6,909	\$6,730	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts		\$3,417	\$3,483	\$4,483	\$4,962	\$5,310	\$5,668	\$6,036	\$6,413	\$6,799	\$7,095	\$7,415	\$7,734	\$8,083
Borrowing Costs		\$111	\$242	\$168	\$174	\$152	\$141	\$130	\$118	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation		\$5,954	\$6,803	\$6,980	\$7,220	\$7,458	\$7,675	\$7,933	\$8,186	\$8,394	\$8,603	\$8,912	\$9,124	\$9,469
Other Expenses		\$683	\$842	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets		\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$44	-\$34	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$17,074</b>	<b>\$18,329</b>	<b>\$20,415</b>	<b>\$21,527</b>	<b>\$22,366</b>	<b>\$23,191</b>	<b>\$24,136</b>	<b>\$25,054</b>	<b>\$25,943</b>	<b>\$26,752</b>	<b>\$27,698</b>	<b>\$28,554</b>	<b>\$29,583</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>-\$161</b>	<b>\$879</b>	<b>-\$1,962</b>	<b>-\$763</b>	<b>-\$147</b>	<b>\$564</b>	<b>\$1,058</b>	<b>\$855</b>	<b>\$854</b>	<b>\$864</b>	<b>\$1,253</b>	<b>\$996</b>	<b>\$1,062</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>-\$199</b>	<b>\$1,093</b>	<b>-\$1,923</b>	<b>-\$1,431</b>	<b>-\$796</b>	<b>-\$95</b>	<b>\$345</b>	<b>\$181</b>	<b>\$48</b>	<b>\$386</b>	<b>\$315</b>	<b>\$341</b>	<b>\$249</b>
<b>OPERATING RESULT (Incl. Capital)</b>		<b>\$9,194</b>	<b>\$11,871</b>	<b>\$4,160</b>	<b>\$5,753</b>	<b>\$590</b>	<b>\$2,375</b>	<b>\$4,611</b>	<b>\$2,477</b>	<b>\$2,898</b>	<b>\$3,397</b>	<b>\$4,596</b>	<b>\$2,560</b>	<b>\$1,314</b>



General fund balance sheet

	Nominal Year												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast									
Cash & Cash Equivalents	\$818	\$3,445	\$3,189	\$5,231	\$4,726	\$6,255	\$7,975	\$9,058	\$10,812	\$13,617	\$15,701	\$18,734	\$18,238
Investments - Current	\$11,151	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092
Receivables - Current	\$1,231	\$1,000	\$1,087	\$1,249	\$1,552	\$1,615	\$1,756	\$1,833	\$1,867	\$1,969	\$2,033	\$2,090	\$2,157
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	\$48	\$38	\$38	\$42	\$39	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$310,878	\$353,000	\$370,681	\$377,352	\$382,837	\$387,423	\$392,467	\$397,484	\$401,605	\$405,738	\$412,728	\$416,896	\$423,014
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$341,581</b>	<b>\$388,154</b>	<b>\$405,855</b>	<b>\$412,906</b>	<b>\$417,991</b>	<b>\$422,577</b>	<b>\$427,621</b>	<b>\$432,638</b>	<b>\$436,769</b>	<b>\$440,892</b>	<b>\$447,882</b>	<b>\$452,050</b>	<b>\$458,168</b>
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL ASSETS</b>	<b>\$358,631</b>	<b>\$414,869</b>	<b>\$428,626</b>	<b>\$437,902</b>	<b>\$442,785</b>	<b>\$448,962</b>	<b>\$455,867</b>	<b>\$462,944</b>	<b>\$467,953</b>	<b>\$474,993</b>	<b>\$484,131</b>	<b>\$491,390</b>	<b>\$497,077</b>
Payables - Current	\$1,510	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$570	\$533	\$530	\$379	\$390	\$401	\$413	\$424	\$429	\$430	\$431	\$432	\$434
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$7,627</b>	<b>\$9,800</b>	<b>\$8,509</b>	<b>\$4,434</b>	<b>\$4,445</b>	<b>\$4,456</b>	<b>\$4,468</b>	<b>\$4,479</b>	<b>\$4,348</b>	<b>\$4,358</b>	<b>\$4,368</b>	<b>\$4,378</b>	<b>\$4,389</b>
Payables Days	\$161	\$197	\$153	\$170	\$174	\$166	\$170	\$168	\$169	\$169	\$169	\$169	\$169
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non-current	\$5,616	\$5,084	\$5,001	\$4,622	\$4,232	\$3,831	\$3,418	\$2,994	\$2,701	\$2,398	\$2,085	\$1,762	\$1,429
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$7,033</b>	<b>\$10,430</b>	<b>\$6,423</b>	<b>\$6,043</b>	<b>\$5,653</b>	<b>\$5,252</b>	<b>\$4,839</b>	<b>\$4,415</b>	<b>\$4,122</b>	<b>\$3,819</b>	<b>\$3,506</b>	<b>\$3,183</b>	<b>\$2,850</b>
<b>TOTAL LIABILITIES</b>	<b>\$14,660</b>	<b>\$20,230</b>	<b>\$14,932</b>	<b>\$10,477</b>	<b>\$10,098</b>	<b>\$9,708</b>	<b>\$9,307</b>	<b>\$8,894</b>	<b>\$8,470</b>	<b>\$8,177</b>	<b>\$7,874</b>	<b>\$7,561</b>	<b>\$7,238</b>
<b>NET ASSETS</b>	<b>\$343,971</b>	<b>\$394,639</b>	<b>\$413,694</b>	<b>\$427,024</b>	<b>\$432,687</b>	<b>\$439,254</b>	<b>\$446,560</b>	<b>\$453,150</b>	<b>\$459,484</b>	<b>\$466,816</b>	<b>\$476,257</b>	<b>\$483,829</b>	<b>\$489,839</b>
Accumulated Surplus	\$157,421	\$174,071	\$190,542	\$194,702	\$200,454	\$201,045	\$205,420	\$208,031	\$210,508	\$213,406	\$216,803	\$221,398	\$223,958
Revaluation Reserves	\$144,756	\$169,059	\$218,938	\$222,355	\$226,169	\$230,991	\$235,206	\$237,977	\$242,121	\$245,647	\$249,085	\$254,217	\$259,069
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,194	\$11,871	\$4,160	\$5,753	\$590	\$2,375	\$4,611	\$2,477	\$2,898	\$3,397	\$4,596	\$2,560	\$1,314
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,850	\$0	\$4,160	\$5,418	\$4,788	\$3,268	\$4,710	\$3,902	\$4,311	\$5,720	\$5,568	\$5,443
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers between Equity Items	-\$831	-\$667	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$343,971</b>	<b>\$394,639</b>	<b>\$413,694</b>	<b>\$427,024</b>	<b>\$432,687</b>	<b>\$439,254</b>	<b>\$446,560</b>	<b>\$453,150</b>	<b>\$459,484</b>	<b>\$466,816</b>	<b>\$476,257</b>	<b>\$483,829</b>	<b>\$489,839</b>

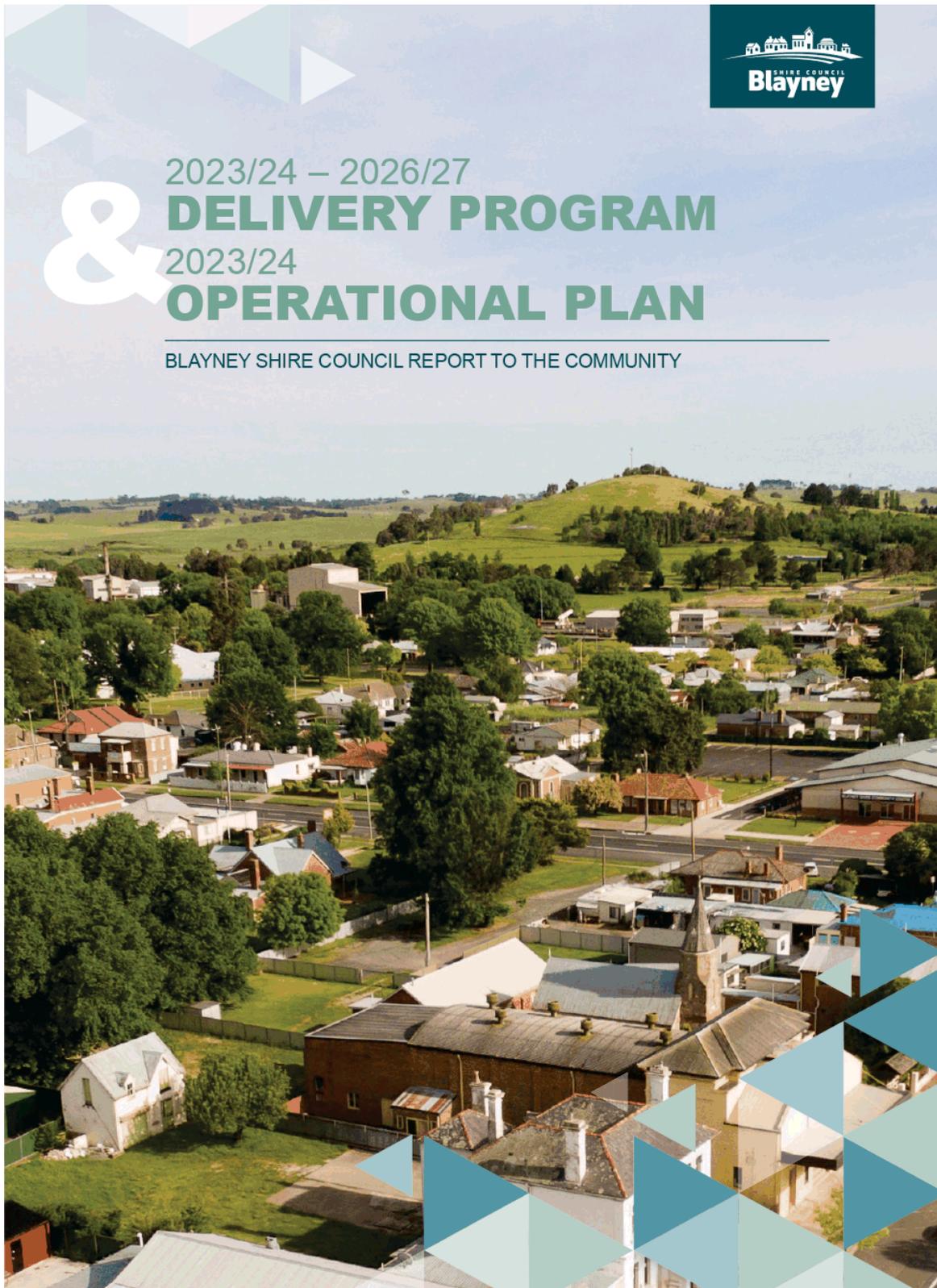


General fund cashflow statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast									
Total Own Source Revenue	\$12,977	\$14,731	\$12,468	\$14,505	\$16,405	\$17,817	\$19,088	\$19,715	\$20,334	\$21,345	\$22,081	\$22,808	\$23,593
Grants and Contributions	\$2,701	\$8,729	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Other Income from Continuing Operations	\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$988	\$615	\$813
Employee Benefits	\$7,214	\$7,190	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts	\$6,708	\$6,717	\$4,483	\$4,962	\$5,310	\$5,668	\$6,036	\$6,413	\$6,799	\$7,095	\$7,415	\$7,734	\$8,083
Other Expenses from Continuing Operations	\$705	\$789	\$1,206	\$1,251	\$1,208	\$1,178	\$1,209	\$1,242	\$1,275	\$1,310	\$1,345	\$1,381	\$1,417
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$13,673	\$14,713	\$10,797	\$10,400	\$8,174	\$8,131	\$10,422	\$9,168	\$9,113	\$8,901	\$11,121	\$8,338	\$10,956
Purchase of Real Estate / Other	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital purposes	\$9,355	\$12,001	\$6,122	\$6,515	\$797	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$623	\$815	\$767	\$703	\$531	\$531	\$531	\$531	\$531	\$387	\$387	\$387	\$387
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$13,179	\$12,633	\$20,538	\$20,281	\$22,323	\$21,818	\$23,347	\$25,067	\$26,150	\$27,904	\$30,709	\$32,793	\$35,826
Change in Cash	-\$710	\$7,905	-\$257	\$2,043	-\$505	\$1,529	\$1,721	\$1,083	\$1,754	\$2,805	\$2,084	\$3,033	-\$496
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>	<b>\$12,469</b>	<b>\$20,538</b>	<b>\$20,281</b>	<b>\$22,323</b>	<b>\$21,818</b>	<b>\$23,347</b>	<b>\$25,067</b>	<b>\$26,150</b>	<b>\$27,904</b>	<b>\$30,709</b>	<b>\$32,793</b>	<b>\$35,826</b>	<b>\$35,330</b>
Transfers to Reserves	\$806	\$8,560	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves	\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash	\$5,268	\$11,595	\$11,866	\$13,151	\$13,655	\$14,170	\$14,696	\$15,233	\$15,763	\$16,346	\$16,921	\$17,510	\$18,012
<b>Unrestricted Cash</b>	<b>\$81</b>	<b>\$192</b>	<b>\$2,786</b>	<b>\$3,563</b>	<b>\$2,985</b>	<b>\$4,007</b>	<b>\$5,243</b>	<b>\$5,881</b>	<b>\$7,085</b>	<b>\$9,250</b>	<b>\$10,681</b>	<b>\$13,067</b>	<b>\$12,009</b>



**Appendix A      Capacity to Pay Report**



## Acknowledgement

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.



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2023/24-2026/27 Delivery Program and 2023/24 Operational Plan

Adopted: 27 June 2023  
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Amended copy adopted: XXXX

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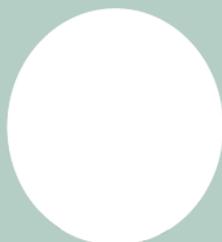
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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing. However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they reply is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

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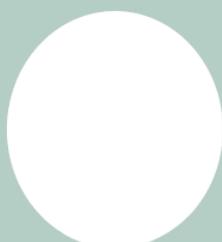
## Our Elected Members



**Cr Scott Ferguson**  
Mayor



**Cr David Somerville**  
Deputy Mayor



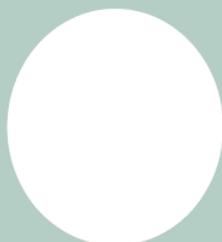
**Cr Allan Ewin**



**Cr Craig Gosewisch**



**Cr John Newstead**



**Cr Michelle Pryse Jones**



**Cr Bruce Reynolds**

Blayney Shire 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.



## Overview 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, Shaw, Gallymont, 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 forestry, 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.

The resident population of the Blayney LGA is 7,497 (census 2021).

Total Economic Output for the Blayney LGA is estimated at \$2.06B and it supports 3,133 jobs.

## 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:

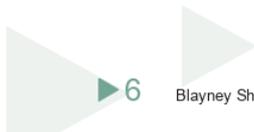
- ▶ Provide strong effective representation, leadership, planning and decision-making.
- ▶ Carry out functions that provide the best possible value for residents and ratepayers.
- ▶ Plan strategically, using the Integrated Planning and Reporting (IP&R) framework, for the provision of effective and efficient 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.

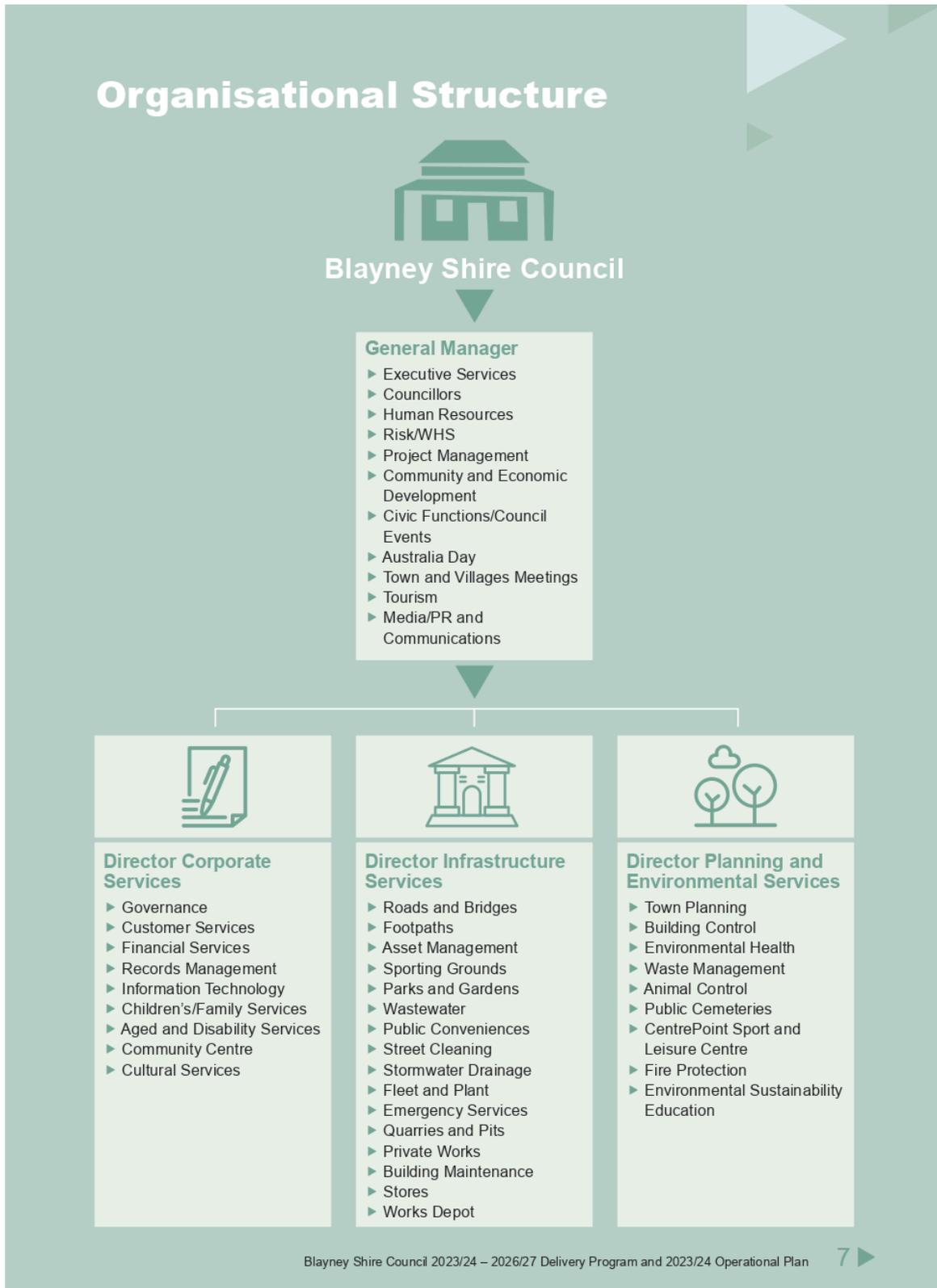
### The following principles apply to decision-making by Council to:

- ▶ 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.





## 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 December 2021, 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 Tuesday of each month at 6.00pm.**

Members of the public are welcome and encouraged to attend regular Council meetings (or can view each meeting online via a livestream).

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 regarding a specific item on the agenda.**

Each speaker has five minutes to address Council.

Each year, the Delivery Program will be reviewed as part of the development of the Operational Plan and these are publicly exhibited seeking feedback and input from the community. 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.

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## Financial Sustainability Update

Over the last few years Council has experienced costs increasing faster than revenue growth, Council has recently completed a financial sustainability review to identify opportunities to address this issue. We are now in the process of implementing the recommendations of this review, but the revenue increases and cost savings identified in the review are not likely to fully address the growing deficits in the long-term financial plan.

Council now faces the challenge of determining whether to review and reduce service levels so that it can meet the key performance indicator benchmarks prescribed by the Office of Local Government or seek an increase in funding, including by way of a Special Variation.



Unfortunately, it is not possible for Council to 'do nothing' at this juncture and a range of difficult decisions are needed to address the poor financial outlook for Council's General Fund. This is critically important because the General Fund contains provision for all Council services apart from sewerage and the funding available supports the maintenance of critical assets such as roads, bridges, pathways, kerbs, stormwater drains and public buildings.

To ensure its ongoing financial sustainability, Council must consider other options for increased revenue to cover growing costs, including a special rate variation. Council will review its options and is committed to consulting the community of Blayney Shire on these in late 2023, before any final decision is made.

With the adoption of the 2023/24 - 2026/27 Delivery Program and 2023/24 Operational Plan in June 2023 Council resolved to engage a specialist local government finance consultant to review and prepare all necessary documentation required for the potential Special Variation application.

It was further resolved that progression of the Special Variation application will be subject to further Council approval and a future community engagement process as per the requirements of the Office of Local Government and the Independent Pricing and Regulatory Tribunal (IPART) with a view to making application for the 2024/25 financial year.

Work has been done, including engagement of a local government consultant (Morrison Low), to review Council operations including independent assessment of its Asset Management Plans, review of sustainability improvements, and updates to its Long Term Financial Plan to build Council to a position of long term financial sustainability.

Council is now in a position to undertake community engagement with the Blayney Shire community on a special variation to rate income by approximately 33%. Following consultation, Council will resolve whether to make application to IPART for a Special Variation.

#### Rationale

Financial sustainability for local government is critical because they are responsible for directly providing the community with a wide range of public services, community infrastructure and facilities.

This requires Council to hold and maintain a significant base of infrastructure assets. This necessitates not only substantial initial investments but also continued expenditure to maintain and renew assets over the course of their useful lives.

There are many definitions of financial sustainability. NSW Treasury Corporation defines financial sustainability as:

A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community.

Council has recognised that financial sustainability requires the following to comply with Chapter 3 of the Local Government Act 1993:

- Council must achieve a fully funded operating position;
- Council must maintain sufficient cash reserves;
- Council must have an appropriately funded capital works program;
- Council must maintain its asset base;
- Expenditure on assets should be driven by Asset Management Plans.

Council has recognised that it faces significant financial sustainability challenges in the General Fund. These challenges focus on the shortfall of funding available for the capital program to fully address asset renewal funding requirements and a shortfall of funding to maintain operational services.

To address these challenges Council intends to apply for a Special Rate Variation and will use the additional rate revenue to:

- bridge the infrastructure renewal funding gap
- invest additional funds in operational service delivery

Should Council resolve to proceed with the Special Variation to rate income, it will change the Council's Long Term Financial Plan. Further details, including draft financial scenarios in the Long Term Financial Plan, will be made available on the Council website on its SRV webpage using the following link: [www.blayney.nsw.gov.au/srv](http://www.blayney.nsw.gov.au/srv) or the below QR code.



### Operational Budget Summary

The 2023/24 budget has taken the following areas into account:

- ▶ The current financial outlook;
- ▶ The activities contained in the Delivery Program 2022-2026, which provides for the community aspirations for future growth of the Blayney Shire;
- ▶ Asset renewal funding requirements identified in the Ten Year Capital Works program.

Further detail on the above areas is contained in the Revenue Policy section within this document and Council's Resourcing Strategy, which includes the Long-Term Financial Plan. The 2023/24 budget includes a consolidated operating deficit of almost \$1 million with the following fund results:

Fund	Surplus / (Deficit) ('000)
General Fund	(\$1,270)
Sewer Fund	\$194
<b>TOTAL</b>	<b>(\$1,076)</b>

### Capital Budget Summary

Council is committed to investing in infrastructure that supports the needs of the community, both now and in the future, and drives further investment and population growth across our region. However, this commitment is balanced against the need to ensure that existing assets are maintained and that, as far as possible, asset renewal outcomes are optimised through the budget process.

The 2023/24 Capital Budget includes approximately \$8.68 million worth of infrastructure projects including scheduled and ongoing asset renewal investment.

Many projects are partially funded through State and Commonwealth funding grants, allowing Council to undertake major projects that will protect and grow our region. These projects are governed by the terms of the grant including completion dates and have had to be prioritised for this reason.

Council's Capital Expenditure Program within the Revenue Policy Section of this document identifies projects proposed with project funding disclosed under the heading 'Source'. A summary of the Capital Budget by fund is shown below:

Fund	2023/24 Budget ('000)
General Fund	\$10,718
Sewer Fund	\$784
<b>TOTAL</b>	<b>\$11,502</b>



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## 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 Blayney Shire Community Strategic Plan and Resourcing Strategy are undertaken 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                | ▶ Equality & Diversity Management          |
| ▶ Workforce Planning                     | ▶ Work-Life Balance                        |
| ▶ Recruitment                            | ▶ Industrial and Employee Relations        |
| ▶ Employee Training and Development      | ▶ Workers Compensation & Injury Management |
| ▶ Performance Management                 | ▶ Work, Health & Safety & Welfare          |
| ▶ Compliance with statutory requirements | ▶ Employee Assistance Program              |
| ▶ Leadership Development                 |  |

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.

HR aims 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 is prepared by HR is the Workforce Management Plan, which forms part of the Resourcing Strategy.

---

## 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 participates in statewides improvement program which enables Council to implement Risk Management initiatives to reduce Council's exposure to risk.

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. Council receives a participation incentive bonus and rebates based on claims experience.

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.

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## 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 compilation of meeting agendas, minute taking, preparation of correspondence and draft reports;
- ▶ Document control and record keeping including scanning, registration and allocation of all correspondence to responsible staff; and
- ▶ Access to Council information services.

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## 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, payroll, 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 within the allocated budget.**

This includes cyber security, telephone, software licensing, hardware, mobile devices, internet services and infrastructure renewal. Third party IT consultants are engaged to deliver various projects including infrastructure upgrades, external websites, telephone and GIS services.

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## Village Enhancement Program

**The Village Enhancement Program budget 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.

Through the program Council currently supports both Blayney Town Association and Millthorpe Village Committee for the reimbursement of Association incorporation expenses, Public Liability Insurance and administration costs.

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## Tourism

**Council reviewed and adopted the Orange Region Destination Management Plan which aims to promote Blayney Shire as part of the Orange Region to grow the local and visitor economy.**

Council funds a Manager Tourism and 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 Central West, Destination NSW and tourism industry associations.

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.

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 is committed for 4 years from 2020 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.

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 and grow the visitor economy in the Blayney Shire.

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## 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.**

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 Blayney Shire Visitor Information Centre is also leased, in part, to a local commercial café operation.



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## 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, audio/visual and Grand Piano.

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.

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## 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. Council makes an annual contribution of \$5,000 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.



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## 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 an annual subsidy as part contribution for provision of library services from the State Library of NSW. The library service 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 online book, magazine and audio apps, on-demand streaming video platforms, 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
- ▶ On-demand streaming video platform
- ▶ Large print materials
- ▶ Newspapers
- ▶ Film 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.

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## Youth Development

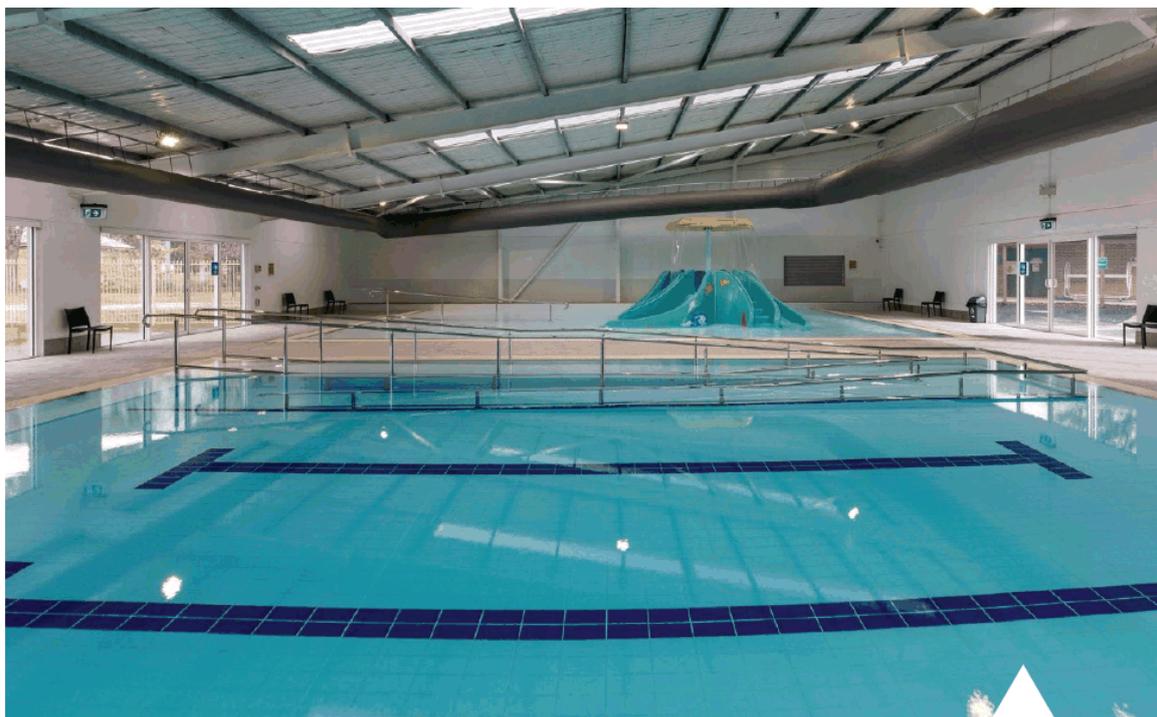
The Youth Development Program is responsible for encouraging, engaging and empowering youth across the shire, for the continued enhancement of long-term social, economic, and environmental conditions of their community. The Youth Development program focusses on developing and building upon a culture 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 jointly by the NSW Government and Council. The allocation for Youth Week is 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.





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### CentrePoint Sport & Leisure Centre

Significant upgrades have occurred in recent years to the Blayney CentrePoint Sport and Leisure Centre (CentrePoint). A \$4.8 million aquatic upgrade to renew the swimming pools, associated plant infrastructure and amenities was completed in 2020. This was followed by Stage 2 works of \$1.8 million in 2021 aiming to make the facility more environmentally sustainable and save on operating costs.

Blayney Shire now hosts 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.

In 2020 Council appointed YMCA to provide the operational management of the facility with an option for 2021/22. YMCA have provided industry specialist guidance and expertise in managing leisure and aquatic facilities.

In 2022 Council resolved not 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. 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 for sports and ovals throughout the shire. The following table describes the varying amenities provided:

Facility	Service Description	Amenities and Facilities provided	What Council is responsible for	Annual Cost	Council Subsidy
<b>King George Oval Blayney</b>	Premier	<p><i>Weekly</i></p> <ul style="list-style-type: none"> <li>▶ Turf wicket</li> <li>▶ 2 Grandstands</li> <li>▶ Track and Field facilities</li> <li>▶ Lighting</li> <li>▶ Scoreboard</li> <li>▶ Canteen</li> <li>▶ Toilets</li> <li>▶ Change Rooms</li> </ul>	<p><i>Weekly</i></p> <ul style="list-style-type: none"> <li>▶ 2 irrigated fields – Summer period</li> <li>▶ Mowing</li> <li>▶ Ground preparation</li> <li>▶ Line marking</li> <li>▶ Irrigation inspection and maintenance</li> <li>▶ Toilets / Change rooms cleaning</li> </ul> <p><i>Daily</i></p> <ul style="list-style-type: none"> <li>▶ Toilet cleaning (main toilet block)</li> </ul> <p><i>Annual</i></p> <ul style="list-style-type: none"> <li>▶ Soil amendments (Fertilizer / Top-dress)</li> </ul>	\$158k	93.6%
<b>Redmond Oval Millthorpe</b>	Premier	<ul style="list-style-type: none"> <li>▶ Lights</li> <li>▶ 1 irrigated field</li> <li>▶ Synthetic wicket</li> <li>▶ 2 Practice nets</li> <li>▶ Lighting</li> <li>▶ Canteen</li> <li>▶ Toilets</li> <li>▶ Change Rooms</li> <li>▶ BBQ's</li> <li>▶ Playground</li> <li>▶ Beginner and Advanced Skate Park</li> <li>▶ 2 Tennis Courts</li> <li>▶ Exercise equipment</li> </ul>	<p><i>Weekly</i></p> <ul style="list-style-type: none"> <li>▶ Mowing</li> <li>▶ Ground preparation</li> <li>▶ Line marking</li> <li>▶ Irrigation inspection and maintenance</li> <li>▶ Change rooms</li> </ul> <p><i>Daily</i></p> <ul style="list-style-type: none"> <li>▶ Toilet cleaning</li> </ul> <p><i>Generally serviced weekly, more subject to booked events</i></p> <p><i>Annual</i></p> <ul style="list-style-type: none"> <li>Soil amendments (Fertilizer / Top-dress)</li> </ul>	\$112k	94.6%

Facility	Service Description	Amenities and Facilities provided	What Council is responsible for	Annual Cost	Council Subsidy
<b>Napier Oval Blayney</b>	Main	<ul style="list-style-type: none"> <li>▶ 2 irrigated fields</li> <li>▶ Synthetic wicket</li> <li>▶ Lighting</li> <li>▶ Toilets/Change Rooms</li> </ul>	<p><i>Weekly</i></p> <ul style="list-style-type: none"> <li>▶ Mowing</li> <li>▶ Ground preparation</li> <li>▶ Line marking</li> <li>▶ Irrigation inspection and maintenance</li> <li>▶ Toilets / Change rooms cleaning</li> </ul> <p><i>Fortnightly</i></p> <ul style="list-style-type: none"> <li>▶ Toilets / change rooms cleaning</li> </ul> <p><i>Generally serviced fortnightly, more subject to booked events and season</i></p>	\$51k	98.5%
<b>Dakers Oval Blayney</b>	Main	<ul style="list-style-type: none"> <li>▶ 1 field</li> <li>▶ Synthetic Wicket</li> <li>▶ 3 practice nets</li> <li>▶ Toilets/Change Rooms</li> </ul>	<p><i>Monthly</i></p> <ul style="list-style-type: none"> <li>▶ Mowing</li> <li>▶ Ground preparation</li> </ul> <p><i>Weekly</i></p> <ul style="list-style-type: none"> <li>▶ Toilets / Change rooms cleaning</li> </ul> <p><i>Generally serviced fortnightly, more subject to booked events and season</i></p>	\$35k	98.2%
<b>Blayney Showground</b>	Main	<ul style="list-style-type: none"> <li>▶ 1 irrigated field</li> <li>▶ Multiple playing fields</li> <li>▶ Toilets</li> <li>▶ Showers</li> <li>▶ Canteen</li> <li>▶ Kitchen</li> <li>▶ Harness racing track</li> <li>▶ Pavilion Area</li> <li>▶ Stables</li> <li>▶ Central West Equestrian and Livestock Centre encompassing:                             <ul style="list-style-type: none"> <li>– Covered equestrian and livestock arena</li> <li>– Outdoor dressage / equestrian arenas</li> <li>– Various equine and agricultural show facilities</li> </ul> </li> </ul>	<p><i>Fortnightly / Monthly</i></p> <ul style="list-style-type: none"> <li>▶ Mowing</li> <li>▶ Ground preparation</li> <li>▶ Line marking</li> <li>▶ Irrigation inspection and maintenance</li> </ul> <p><i>Weekly</i></p> <ul style="list-style-type: none"> <li>▶ Toilets cleaned</li> <li>▶ Equestrian arena preparation on an as needs basis</li> </ul> <p><i>Bi monthly</i></p> <ul style="list-style-type: none"> <li>▶ Mowing and inspections main surrounds/livestock and equestrian areas</li> </ul> <p><i>Yearly</i></p> <ul style="list-style-type: none"> <li>▶ Maintenance to trotting track surface</li> </ul> <p><i>Generally serviced monthly, more subject to booked events and season</i></p> <p><i>Equestrian arena preparation on an as needs basis.</i></p>	\$130k	86.9%

Facility	Service Description	Amenities and Facilities provided	What Council is responsible for	Annual Cost	Council Subsidy
<b>Carcoar Sportsground</b>	Local	<ul style="list-style-type: none"> <li>▶ 1 field</li> <li>▶ Lighting</li> <li>▶ Toilets</li> <li>▶ Change Rooms</li> <li>▶ Multi-purpose court</li> <li>▶ Playground</li> <li>▶ BBQ</li> </ul>	<p><i>Weekly</i></p> <ul style="list-style-type: none"> <li>▶ Toilets cleaned</li> </ul> <p><i>Monthly</i></p> <ul style="list-style-type: none"> <li>▶ Mowing</li> </ul> <p><i>Generally serviced monthly, more subject to season, line marking dependent upon booked events</i></p>	\$40k	98.7%
<b>Lyndhurst Recreation</b>	Local	<ul style="list-style-type: none"> <li>▶ 1 field</li> <li>▶ Synthetic wicket</li> <li>▶ 2 Practice nets</li> <li>▶ Multi-purpose court</li> <li>▶ Playground</li> <li>▶ Toilets</li> <li>▶ Canteen</li> <li>▶ Dump Point</li> <li>▶ BBQ</li> </ul>	<p><i>Weekly</i></p> <ul style="list-style-type: none"> <li>▶ Toilets cleaned</li> </ul> <p><i>Monthly</i></p> <ul style="list-style-type: none"> <li>▶ Mowing</li> <li>▶ Dump Point emptied when required</li> </ul> <p><i>Generally serviced monthly, more subject to booked events</i></p>	\$45k	99%

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 principle for partial cost recovery of the annual operations cost for the individual facility whilst also seeking to ensure activities remain affordable for the community. Each facility is highly subsidised by Council with the Council subsidy disclosed in the table above for each facility.





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## Parks and Open Spaces

Council manages a total of 15 Parks and 16 Open Spaces across the Shire. 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 quarterly.

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.

### Town or Village and Service Regime

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



## Roads

Council has responsibility for 3 categories of roads:

- ▶ Regional Roads;
- ▶ Local Roads – Sealed; and
- ▶ Local Roads – Unsealed.

State Roads (highways) within the Blayney Shire LGA are the responsibility of Transport for NSW.

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

Council uses a 6 level road hierarchy based on the Local Government Functional Road Classification (Institute of Public Works Engineering Australasia), which determines the road class based on:

- |                                     |                                      |
|-------------------------------------|--------------------------------------|
| ▶ Regional Road classification,     | ▶ Number of heavy vehicles,          |
| ▶ Function within the road network, | ▶ School bus routes, and             |
| ▶ Typical traffic volumes.          | ▶ Level of connectivity it provides. |

Council's Road Hierarchy, Renewal and Maintenance Policy sets the framework outlines Council's levels of service for road renewal and maintained activities.

### 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. 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 340km of sealed Local Roads in Blayney Shire, the major ones being Forest Reefs Road, Victoria 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 2023.

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	<b>As New:</b> New or recently constructed pavement.	28.4	95.5
2	<b>Good:</b> Requires only minor maintenance (pot hole patching) plus planned maintenance (drainage).	65.4	220.4
3	<b>Fair:</b> Requires ongoing significant maintenance (heavy patching / sealing)	5.0	17.1
4	<b>Poor:</b> Significant renewal (structural rehabilitation / extensive heavy patching) required and sealing.	1.0	3.4
5	<b>Very Poor:</b> 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	<b>As New:</b> New or recently placed seal.	70.4	236.2
2	<b>Good:</b> Requires only minor maintenance (pot hole patching)	16.1	54
3	<b>Fair:</b> Requires ongoing significant maintenance (pot hole patching) and resealing required in short term.	6.3	21.7
4	<b>Poor:</b> Significant renewal (new seal) required	4.8	16
5	<b>Very Poor:</b> 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
- ▶ Heavy patching
- ▶ Resealing
- ▶ 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 2023/24, Council will review 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
- ▶ Strategic Routes (i.e. Major freight routes, Major through roads, Tourist routes etc.)
- ▶ 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 2023/24, Council has allocated funding for the works as disclosed in the Capital Expenditure Program section of this document.

**Local Roads – Unsealed**

Council has full responsibility over Local Unsealed Roads, with funding sources including the Federal FAG's Roads Component, Federal Roads to Recovery funding and Council Rates. There is 346km 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 generally funded from the NSW Government Grants.

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 road's 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 allocates funding on an annual basis for the maintenance grading of unsealed roads and 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 346 kilometres of maintenance grading throughout the year. Council commits 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.

### Regional Roads

There are 44.2km 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, with Council funding the balance, 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 in most years with funding awarded based on a value system.

Council's Roads Strategy includes the appraisal of the Regional Roads network.

### 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.

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### 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.

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### Footpaths

**Council maintains a 39km network of footpaths and shared paths, which increased by 1.9kms 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.

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### Asset Management

**The Assets section is responsible for the development, implementation and maintenance of Council's Asset Management Policy, Strategy and individual Asset Management Plans for Infrastructure Assets, including Transportation (Roads, Bridges, Culverts, Footpaths, Kerb and Gutter, Urban Stormwater and Roadside Furniture, including Signs and Crash Barriers), Buildings and other structures, including pools, Sewer for Blayney and Millthorpe, and Parks and Gardens assets.** The section plays a critical role in strategic planning for the delivery of services for the Blayney Community, by developing key strategies and delivery programs for Roads, Footpaths and the Blayney and Millthorpe Main streets. Risk management and policy development are important aspects of the sections work to minimise Council's exposure to liability and includes development of condition and defect inspections for maintenance and renewal works.

Asset class revaluations, required under Australian Accounting Standards are also undertaken on a minimum 5 yearly basis.



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## Sewerage Services

**Blayney Shire Council has sewerage networks in both Blayney and Millthorpe.** 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 Hobbys 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 2023/24.

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## 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 3,071 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 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.

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## Animal Control

**Council operates an animal pound to service the Shire.** 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.

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## 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 2022, Council received, assessed and determined, 187 applications with a combined value of \$47.2m.

During 2022, Council responded to 505 preplanning enquires and issued 352 planning certificates; 133 drainage diagrams and 53 outstanding notices.

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 and Development Control Plan.



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## 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 is 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.

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## 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

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## 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.

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## 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.

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 3 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.

- c) Flagship Funding. An amount of up to \$25,000 is set aside to provide financial assistance for a major project(s) to be undertaken by a community group(s). Partial matching funding (in cash or kind) is desirable for major project(s). This will usually entail capital works such as ground works, building construction, building repairs, refurbishment or renovation, and/or major equipment purchases. Funding for such a project is non-recurrent and is subject to the applicant entering into a management agreement for the facility with Blayney Shire Council or the Crown with Council's support. 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 \$145,000 towards the Community Financial Assistance Program. An amount is allocated per the following table of financial assistance for 2023/24 while the balance is proposed for distribution in the 2 rounds to be offered in 2023/24.

### Community Financial Assistance Program – 2023/24

The below legend relates to the types of assistance proposed.

#### Legend

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



#### Insurance Assistance

Recipient	Type	Contributions
Lyndhurst Soldiers Memorial Hall	I	1,230
Newbridge Progress Association	I	930
Millthorpe School of Arts	I	1,150
Blayney Shire Arts & Craft Inc.	I	770
Hobbys Yards Community Association	I	1,170
Blayney Shire Community Mens Shed (50% contribution)	I	430
Millthorpe & District Historical Society	I	580
Barry Progress Association	I	750
Carcoar Community Association	I	780
		<b>\$7,790</b>

#### 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
Sporting Related Financial Assistance	A	1,000
		<b>\$1,700</b>

#### Rates And Charges Contributions

Recipient	Type	Contributions
Carcoar Dam Sailing Club Incorporated	RW	560
Carcoar Historical Society	RW	935
Hobbys Yards Hall	RW	760
Mandurama CWA	RW	745
Stringybark Craft Cottage/ Gladstone Hall	RW	940
Tallwood Hall	RW	925
Orange RSL (Blayney RSL Hall)	RSW	1,945
Millthorpe CWA	RSW	2,015
Carcoar School of Arts	RW	895
Lyndhurst Soldiers Hall	RW	805
Millthorpe & District Historical Society	RSW	4,990
Millthorpe School of Arts	RSW	2,345
Anglican Church Blayney	S (50%)W	430
Anglican Church Millthorpe	S (50%)W	500
Catholic Church Blayney	S (50%)W	430
Catholic Church Blayney (Old Church)	W	192
Presbyterian Church Blayney	S (50%)W	495
Uniting Church Blayney	S (50%)W	495
Uniting Church Millthorpe	S (50%)W	495
Neville Hall Trust	W	192
Mandurama Public Hall Reserve	W	192
St Andrews Presbyterian Church – Mandurama	W	60
St Davids Presbyterian Church – Moorilda	W	60
Neville Presbyterian Church – Neville	W	60
St Pauls Carcoar Community Facility	W	192
Carcoar P&H Society	W	60
Carcoar Historic Reserve Trust (Carcoar Courthouse)	RW	1,038
		<b>\$22,751</b>





**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	570
Lyndhurst RSL - Anzac Day (Band)	E	700
Lyndhurst RSL - Remembrance Day (Band)	E	200
Textures of One Acquisitive Prize	E	1,000
Newbridge Arts Festival Acquisitive Prize	E	1,000
Blayney Community Baptist Church (Carols at Carrington)	E	1,000
Newbridge Progress Association (Winter Solstice - Portaloo hire)	E	1,950
Carcoar Hospital Museum (Down to Earth Gardening Expo - Seats)	E	300
Carcoar P&H Association (Mowing & Waste Services - Show)	E	1,900
Blayney A&P Association (Waste Services)	E	670
Newbridge Winter Solstice (Waiver of Council services)	E	1,570
Neville Showground Trust (Mowing services - Show)	E	1,780
Neville Showground Trust (Mowing services - Horse Sports event)	E	1,780
Millthorpe Markets (2 events - Waiver of Council fees)	E	2,000
MillFest (Waiver of Council fees)	E	1,760
Millthorpe Fire Festival (Waiver of Council fees)	E	920
Orange RSL / Lyndhurst RSL (Traffic Management)	E	4,900
Bathurst Old Boys Rugby Union (Carcoar Sportsground)	E	486
St Josephs Primary School - Grandparents Day (Comm. Centre hire)	E	192
Can Assist Annual Fundraiser (Community Centre hire)	E	305
Can Assist (Meeting venue hire)	E	594
Blayney Shire Arts & Craft Inc. (Meeting venue hire)	E	594
Probus Club of Blayney (Meeting venue hire)	E	594
Heritage Schools Art Show (Meeting venue hire)	E	576
Blayney Woolcraft and Hobby Group (Meeting venue hire)	E	1,080
Blayney Red Cross (Meeting venue hire)	E	594
Blayney Local and Family History Group (Meeting venue hire)	E	594
Blayney A&P Association (Meeting venue hire)	E	594
Inner Wheel Club of Blayney Inc. (Meeting venue hire)	E	594
Blayney Floral Art & Garden Club (Meeting venue hire)	E	162
		<b>\$32,759</b>

**TOTAL** **\$65,000**

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

▶ Tourism Events Development Fund	\$10,000
▶ Youth Week Grants Program	\$ 5,400
▶ 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.**

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, many other Council strategic planning documents and the 319 respondents to our Council Services survey in 2021, 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 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.

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## 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 productive farming land, open space, protecting the environment and restoring as a feature 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.

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## 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 whilst considering environmental, social and economic impacts.

## 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 2023/24-2026/27** 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 2023/24 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

Strategic Objectives/Strategies	Actions
<b>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</b>	
<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, <b>Coombing Street</b>, Carcoar, Elliott Street, and <b>Glenorie Road</b>, Millthorpe, and pathways within the King George Oval Pedestrian Project</p> <p>Attendance at and involvement in advocacy activities.</p>
<b>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</b>	
<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>

Strategic Objectives/Strategies	Actions
<b>1.3 The community is provided with access to quality lifelong education and training</b>	
<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>
<b>1.4 Residents and business have access to reliable utilities, information and communication technologies across the Shire</b>	
<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>

**Legend:**

Green Italic Font: *Action completed in 2022/23.*

Black Font: Action proposed.





## FUTURE DIRECTION 2

# Build the Capacity and Capability of Local Governance and Finance

Strategic Objectives/Strategies	Actions
<b>2.1 Council is recognised as a valuable partner with government and private business stakeholders</b>	
<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><i>Develop Implementation Plan to deliver recommendations from Financial Sustainability Review.</i></p> <p>Audit, Risk and Improvement Committee meetings held.</p> <p>Implementation of Strategic Internal Audit Plan.</p> <p>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>
<b>2.2 Responsible management practices, delivery of services and renewal of assets across the Blayney Shire</b>	
<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</p> <p>Finalisation of Crown Lands Plans of Management Program</p> <p>Regular meetings with Crown Land</p>

Strategic Objectives/Strategies	Actions
<p><b>2.3 Town Associations, Village Committees and local organisations are capable, resilient, and involved in decision making about issues that impact their own community</b></p>	
<p>Facilitate constructive and timely communication between Council and the Town &amp; 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 for the local Halls, School of Arts and other community facilities</p> <p>Work proactively with community groups to support local events</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 and funding allocated.</p> <p>Attendance at and involvement in Orange360 activities.</p> <p>Increase social media presence and interaction with community</p> <p>Facilitation of Event Management Applications and support of event organisers</p>
<p><b>2.4 The community and ratepayers have confidence in and are engaged with Blayney Shire Council</b></p>	
<p>Deliver Councils Community Engagement Strategy utilising various channels and methods to enhance community awareness and participation in Council services and decision making</p> <p>Information is delivered effectively and efficiently</p> <p>Encourage sound governance practice and build the capacity and capability of local leaders within community organisations</p>	<p>Review Community Engagement Strategy</p> <p>Review Community Participation Plan</p> <p>Investigate Online Rates Tool</p> <p>Increase e-newsletter distribution list</p> <p>Promote Online Planning and Customer Request platforms</p> <p>Seek training opportunities to build capacity and capability of local leaders</p>

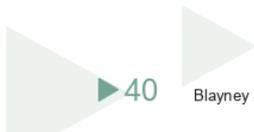




## FUTURE DIRECTION 3

# Promote Blayney Shire to grow the Local and Visitor Economy

Strategic Objectives/Strategies	Actions
<b>3.1 Promote Blayney Shire to grow the Local and Visitor Economy</b>	
Support the growth of the Shire while preserving productive agricultural land and integrate sustainable industries into the future	Ensure Land Use conflict is minimised and/or mitigated where on or adjoining agricultural lands and operations.
Ensure local planning instruments and strategies support the agricultural sector	Manage the water supply bores in rural locations to provide a secure 'non-potable' supply of water to the Shire
Maintain the availability and quality of water for use in rural areas	Participate in Central NSW Water Utilities Alliance
<b>3.2 A responsible and prosperous mining industry that is engaged with the community, working towards the improvement of the Shire</b>	
Engage and advocate on behalf of the community on the corporate and environmental responsibilities of the mining sector	Attend Community Consultative Committee meetings  Attend Mining and Energy Related Councils meetings  Advocate to the NSW Government for continuation of the Resources for Regions funding program
<b>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</b>	
Implement the Orange Region Destination Management Plan	Work with Orange 360 to support Orange Region Destination Marketing activities
Work with, and support Orange360 and Central NSW Tourism	Review Blayney Visitor Information Centre operations
Provide support to local businesses and event organisers	Allocate funding through the Tourism Development Program  <i>Implement the Reconnecting Regional NSW Community Events Program</i>



Strategic Objectives/Strategies	Actions
<b>3.4 An attractive shire for employment opportunities with industrial, business, tourism and planned housing residential growth</b>	
Implement the Blayney Mainstreet and Millthorpe Village Centre Masterplans	Deliver High Pedestrian Activity Areas in Blayney and Millthorpe.
Facilitate the development of new residential housing in Blayney and Villages	Develop projects and identify funding opportunities for Blayney Mainstreet and Millthorpe Village Centre Masterplan projects
Seek opportunities to build a vibrant local retail and business sector	Work with stakeholders and partners to identify affordable housing opportunities
Regularly review and update, planning instruments, strategies and policies	Support business opportunities
	<i>Review Infrastructure Contributions Plan</i>
	Commence Millthorpe Settlement Strategy Addendum
	Commence a Planning Proposal to update the Blayney Local Environmental Plan 2012 in response to the Blayney Flood Study (Storm 2022)





## FUTURE DIRECTION 4

# Enhance facilities and networks that support Community, Sport, Heritage and Culture

Strategic Objectives/Strategies	Actions
<b>4.1 Promote Blayney Shire to grow the Local and Visitor Economy</b>	
Engage with young people to facilitate and progress activities within the Shire	Allocate funding through Youth Week Grants program
Implement the Disability Inclusion Action Plan	Six monthly and annual reporting on outcomes from Disability Inclusion Action Plan
Facilitate engagement of key stakeholders of the local community services sector	Engagement of Disability Inclusion Action Plan Working Group
	Support Blayney Interagency meetings and networks
<b>4.2 Provide facilities that support increased participation in sport and fitness activities</b>	
Sporting events are supported by Council, volunteers and state sporting bodies so that they are coordinated and well resourced	Implement Councils' Parks and Recreation Asset Management Plan
Implement Blayney Shire Sports and Recreation Masterplan to enhance and improve sporting facilities	Deliver sports lighting at <i>Stillingfleet netball</i> , King George Oval facilities, Blayney, and <i>Lyndhurst Recreation Ground tennis court</i>
CentrePoint Sport and Leisure Centre is managed in a manner to maximise patronage and participation in fitness activities	<i>Deliver Redmond Oval, Millthorpe cricket nets upgrade.</i>
	<i>Install new electronic scoreboard at King George Oval, Blayney.</i>
	Deliver carpark improvements at King George Oval, Blayney.
	Review the Blayney Shire Sport and Recreation Masterplan
	Coordinate User Group meetings for sporting facilities and major projects
	Ensure fitness programs and services maximise patronage and participation at CentrePoint



Strategic Objectives/Strategies	Actions
<b>4.3 Heritage and First Nations significant sites in the natural and built environment are protected</b>	
Identify items of natural and built heritage in Blayney Shire  Heritage Advisory services continue to be provided to owners of heritage items ensuring heritage is preserved whilst allowing development to occur  Ensure the Shire's 8 heritage listed cemeteries are maintained and protected	Ongoing engagement with Orange Local Aboriginal Lands Council  Facilitate and provide Heritage Architect Advisory service  Allocate funding through Local Heritage Assistance Program  Finalisation of the Blayney Shire Cemeteries Vegetation Plan
<b>4.4 The shire is a centre for cultural interest, arts, performance and entertainment</b>	
Encourage the use of the Blayney Shire Community Centre as a facility for events  Provide effective and consumer friendly library services in the Blayney Shire  Maintain partnerships with local arts and cultural groups	Number of events that utilise Blayney Shire Community Centre  Music Scholarship program and maintain Council's support of Regional Music Programs  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

Strategic Objectives/Strategies	Actions
<b>5.1 Retain and enhance open spaces; with a focus on regeneration of native vegetation</b>	
<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>
<b>5.2 The Belubula River, waterways and tributaries that flow into our regional water catchments and water supply sources are clean, healthy and biodiverse</b>	
<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,</p> <p>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>
<b>5.3 We are on the path to achieving net zero emissions and adapting to climate change risks and opportunities</b>	
<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>



Strategic Objectives/Strategies	Actions
<b>5.4 Recycling and innovative diversion of waste will reduce the volume deposited in Council's Landfill</b>	
Ensure Waste Management Services are delivered in a financially sustainable manner	Review Village Recycling Station Service Support Garage Sale Trail
Develop and promote programs with NetWaste that increase recycling and reuse	Review Bulky Waste Collection Service
Review services and introduction of a Green Bin in Waste Collection Services	Investigate voucher system for Blayney Waste Management Facility
Investigate establishment of 'return and earn' opportunities within the Shire	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

Council's Resourcing Strategy documents can be accessed from its website: <https://www.blayney.nsw.gov.au/council/council-information/plans-and-strategies#resourcing>.

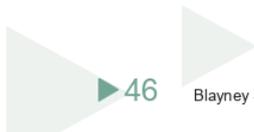
An effective workforce strategy aims to provide Council with the people best able to inform its strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

## Revenue Policy

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

The Revenue Policy includes details of:

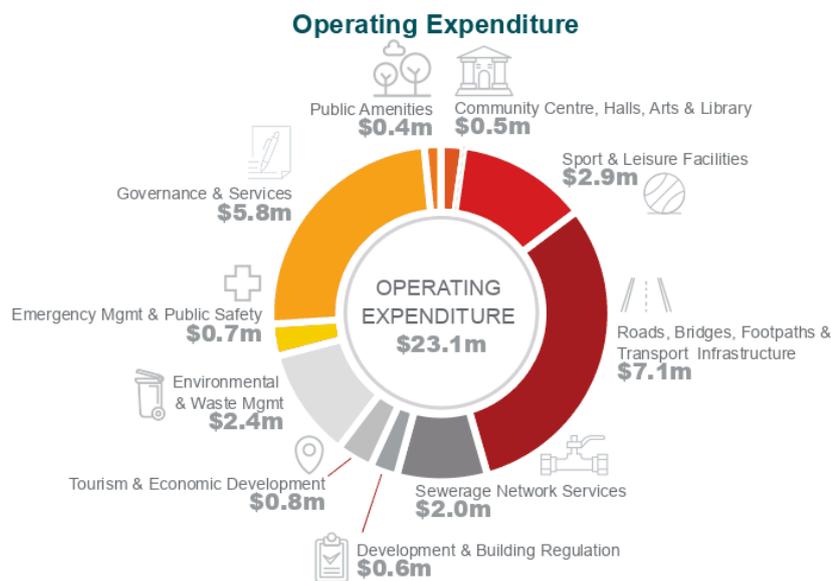
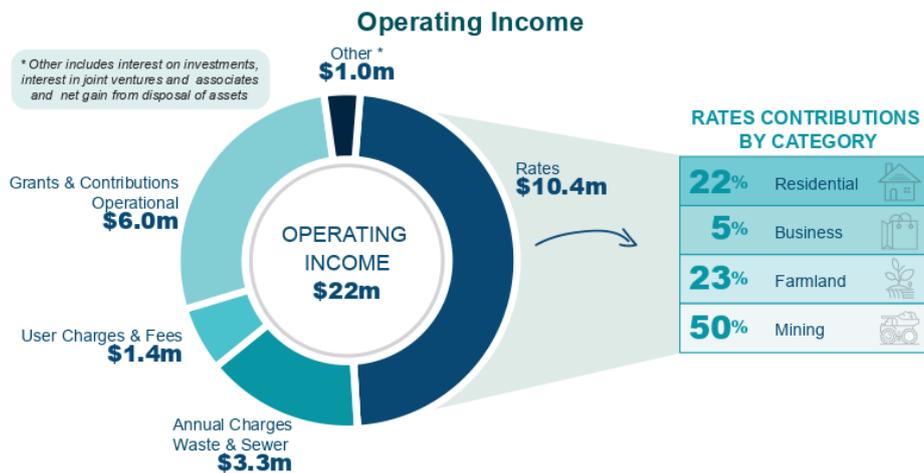
- ▶ Estimated income and expenditure (Income statement and capital expenditure)
- ▶ Ordinary rates and special rates
- ▶ Proposed fees and charges
- ▶ The council's proposed pricing methodology
- ▶ Proposed borrowings



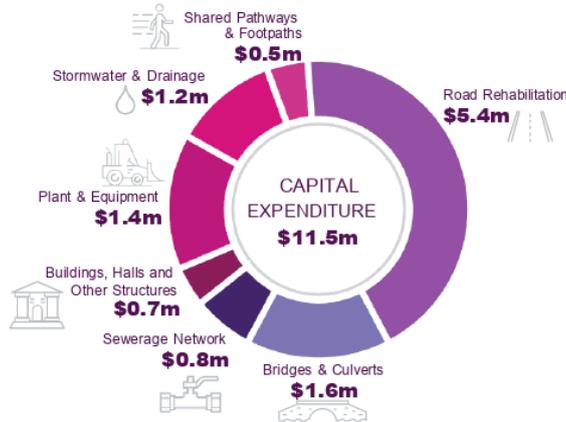
## Snapshot of Financials

The Operational Plan sets out Blayney Shire Council's objectives for the coming year, and the resources and activities required to achieve our goals.

This snapshot provides a summary of projected; income, operational and capital expenditure, and key projects for 2023/24 financial year.



## Capital Expenditure Program



### CAPITAL EXPENDITURE FUNDING SOURCES

<b>General Council Revenue</b>	<b>\$1.8m</b>
<b>Council Cash Reserves</b>	<b>\$1.8m</b>
<b>Grants &amp; Contributions (below)</b>	<b>\$7.0m</b>
Resources for Regions Round 9	\$1.8m
Stronger Country Communities Round 5	\$0.5m
Local Roads & Community Infrastructure	\$1.0m
Fixing Local Roads	\$1.0m
Fixing Local Bridges	\$1.3m
Resources for Regions Round 8	\$0.8m
NSW Flood Recovery Grant	\$0.1m
Regional & Local Roads Repair Program	\$0.3m

\$7.79million (75% of capital expenditure) will be spent on stormwater and drainage, footpaths, bridges and culverts, and road rehabilitation in 2023/24.

## Projects Highlights

### BUILDINGS & PUBLIC HALLS

 King George Oval Grandstand Refurbishment	<b>\$0.1m</b>
 Heritage Park Amenities Upgrade	<b>\$0.3m</b>

### ROADS

 Neville Road Heavy Patching	<b>\$1.0m</b>
 Tallwood Rd	<b>\$0.7m</b>
 Barry Rd	<b>\$0.7m</b>
 Hobbys Yards Rd	<b>\$0.4m</b>
 Forest Reefs Road/Tallwood Road Intersection	<b>\$0.5m</b>
 Garland Road	<b>\$0.3m</b>

### FOOTPATHS & SHARED PATHWAYS

 Plumb St/Palmer St Footpath – Piggott Pl – Orange Rd	<b>\$0.3m</b>
 Orange Rd Footpath – Binstead St – Palmer St	<b>\$0.1m</b>

### BRIDGES, CULVERTS AND STORMWATER

 Four Mile Creek Road Swallow Creek	<b>\$1.5m</b>
 Stabback & Unwin St	<b>\$1.1m</b>

### SEWER NETWORK

 Replacement/Lining Sewer Mains	<b>\$0.2m</b>
 Strategic Business Plan & Sewerage Treatment Plant Capacity Upgrade Investigation	<b>\$0.3m</b>

Read more on the Current Projects section of the Council website which includes the funding sources, project scope and timelines for the above works.

## Plans, Designs & Studies

### DEVELOPMENT CONTROL PLAN REVIEW

Blayney Development Control Plan (DCP) was implemented in 2018 and provides detailed guidance for proposed development within the Blayney Shire. After 5 years of operation, it is time to undertake a review and determine if any updates and/or changes need to be made.

### BLAYNEY FLOOD STUDY REVIEW

Council has engaged a specialist consultant to undertake a review of existing flood studies and modelling for the Blayney township. This study will include consideration of overland flow in certain storm events.

### DETAILED DESIGN FOR BLAYNEY & MILLTHORPE MAINSTREET PRECINCTS

Following the preparation of concept MasterPlans' for Blayney & Millthorpe Mainstreets', Council will now progress development of detailed survey and designs including defined plans and staging programs so detailed costings can be prepared for consideration by Council for inclusion in Councils Long Term Financial Plan.

### CONCEPT MASTER PLANNING

#### BLAYNEY SHOWGROUND

Development of a concept Masterplan for the Blayney Showground will consider opportunities and critically set a strategic direction for guiding future development of the facility.

## Income Statement – 4 Years

INCOME STATEMENT – CONSOLIDATED	Projected Years			
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Income from Continuing Operations</b>				
<b>REVENUE</b>				
Rates & Annual Charges	13,284	15,074	15,595	16,162
User Charges & Fees	1,699	1,805	1,940	1,984
Other Revenues	324	329	340	351
Grants & Contributions provided for Operating Purposes	6,002	5,075	4,653	4,775
Grants & Contributions provided for Capital Purposes	6,329	6,680	503	1,980
Interest & Investment Revenue	647	732	763	792
<b>Other Income:</b>				
Net gains from the disposal of assets	-	12	40	21
Joint Ventures & Associated Entities	25	25	25	25
<b>Total Income from Continuing Operations</b>	<b>28,310</b>	<b>29,732</b>	<b>23,860</b>	<b>26,089</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>				
Employee Benefits & On-Costs	7,849	8,185	8,610	8,980
Borrowing Costs	195	173	156	139
Materials & Contracts	6,390	5,670	6,484	6,494
Depreciation & Amortisation	7,418	7,566	7,717	7,871
Other Expenses	1,166	1,258	1,347	1,322
Net Losses from the Disposal of Assets	39	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>23,057</b>	<b>22,852</b>	<b>24,315</b>	<b>24,806</b>
<b>Operating Result from Continuing Operations</b>	<b>5,253</b>	<b>6,880</b>	<b>(454)</b>	<b>1,283</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
<b>Net Operating Result for the Year</b>	<b>5,253</b>	<b>6,880</b>	<b>(454)</b>	<b>1,283</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,076)</b>	<b>200</b>	<b>(958)</b>	<b>(697)</b>

INCOME STATEMENT - GENERAL FUND	Projected Years			
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Income from Continuing Operations</b>				
<b>REVENUE:</b>				
Rates & Annual Charges	11,736	13,410	13,865	14,362
User Charges & Fees	1,357	1,438	1,544	1,542
Other Revenues	320	324	336	349
Grants & Contributions provided for Operating Purposes	5,984	5,057	4,634	4,753
Grants & Contributions provided for Capital Purposes	6,122	6,515	337	1,811
Interest & Investment Revenue	395	465	497	507
<b>Other Income:</b>				
Net gains from the disposal of assets	-	12	40	21
Joint Ventures & Associated Entities	25	25	25	25
<b>Total Income from Continuing Operations</b>	<b>25,939</b>	<b>27,246</b>	<b>21,278</b>	<b>23,370</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>				
Employee Benefits & On-Costs	7,569	7,911	8,293	8,651
Borrowing Costs	168	151	140	129
Materials & Contracts	5,464	4,673	5,457	5,313
Depreciation & Amortisation	6,681	6,815	6,951	7,090
Other Expenses	1,166	1,258	1,347	1,322
Net Losses from the Disposal of Assets	39	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>21,087</b>	<b>20,807</b>	<b>22,188</b>	<b>22,505</b>
<b>Operating Result from Continuing Operations</b>	<b>4,852</b>	<b>6,439</b>	<b>(911)</b>	<b>864</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
<b>Net Operating Result for the Year</b>	<b>4,852</b>	<b>6,439</b>	<b>(911)</b>	<b>864</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,270)</b>	<b>(77)</b>	<b>(1,247)</b>	<b>(947)</b>



INCOME STATEMENT - SEWER FUND	Projected Years			
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Income from Continuing Operations</b>				
<b>REVENUE:</b>				
Rates & Annual Charges	1,548	1,664	1,731	1,800
User Charges & Fees	342	367	396	441
Other Revenues	4	4	4	2
Grants & Contributions provided for Operating Purposes	18	18	19	22
Grants & Contributions provided for Capital Purposes	206	165	167	169
Interest & Investment Revenue	252	267	266	285
<b>Other Income:</b>				
Net gains from the disposal of assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>2,371</b>	<b>2,486</b>	<b>2,583</b>	<b>2,720</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>				
Employee Benefits & On-Costs	280	274	317	329
Borrowing Costs	27	21	16	9
Materials & Contracts	926	998	1,027	1,182
Depreciation & Amortisation	737	752	766	782
Other Expenses	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>1,970</b>	<b>2,044</b>	<b>2,126</b>	<b>2,301</b>
<b>Operating Result from Continuing Operations</b>	<b>401</b>	<b>441</b>	<b>456</b>	<b>419</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
<b>Net Operating Result for the Year</b>	<b>401</b>	<b>441</b>	<b>456</b>	<b>419</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>194</b>	<b>277</b>	<b>289</b>	<b>250</b>

**Income Statement - 4 Years: By Activity**

	Operating Income \$'000	Operating Expenditure \$'000	Net Cost of Service \$'000
<b>2023/24 NET COST OF SERVICES</b>			
<b>Administration &amp; Support Services</b>			
Governance	84	829	(745)
Executive Support Services	12	696	(684)
Corporate Support Services	243	1,866	(1,624)
Engineering Support Services	140	2,001	(1,861)
Environmental Support Services	5	385	(379)
<b>Public Order &amp; Safety</b>			
Rural Fire Services	46	487	(441)
Animal Control	13	134	(122)
Emergency Services		66	(66)
<b>Health</b>			
Health/Food Control	9	18	(10)
<b>Environment</b>			
Noxious Plants		126	(126)
Domestic Waste Management	1,148	1,259	(112)
Other Waste Management	615	544	71
Street Cleaning		194	(194)
Urban Stormwater Drainage	80	292	(212)
<b>Community Services &amp; Education</b>			
Community Services Administration		7	(7)
Families & Children Services		5	(5)
Youth Services	3	6	(3)
<b>Housing &amp; Community Amenities</b>			
Public Cemeteries	76	96	(20)
Public Conveniences	7	181	(175)
Street Lighting	25	84	(59)
Town Planning	165	336	(171)
<b>Sewer Supplies</b>			
Sewerage Services	2,165	1,970	194
<b>Recreation &amp; Culture</b>			
Public Libraries	83	264	(181)
Blayney Shire Community Centre	18	177	(158)
Public Halls (Villages and CWA)	2	32	(31)
Other Cultural Services		27	(27)
CentrePoint Sports & Leisure Centre		1,014	(1,014)
Sporting Grounds	21	418	(397)
Parks & Gardens		1,099	(1,099)
Showground	112	334	(222)
<b>Manufacturing &amp; Construction</b>			
Building Control	232	260	(28)
Quarries & Pits	376	345	31
<b>Transport &amp; Communication</b>			
Local Roads	2,451	5,411	(2,959)
Regional Roads	347	272	75
Local Bridges		482	(482)
Footpaths		150	(150)
Kerb & Guttering		170	(170)
Other Transport & Communication	533	600	(67)
<b>Economic Affairs</b>			
Tourism & Area Development	36	316	(279)
Industrial Development Promotion	12	35	(22)
Private Works	99	79	20
Real Estate	8	19	(10)
<b>General Purpose Revenue</b>			
Net Rates & Annual Charges	10,321	(29)	10,350
Financial Assistance Grant	2,083		2,083
Interest on Investments	387		387
Joint Ventures	25		25
	<b>21,981</b>	<b>23,057</b>	<b>(1,076)</b>

	Operating Income \$'000	Operating Expenditure \$'000	Net Cost of Service \$'000
<b>2024/25 NET COST OF SERVICES</b>			
<b>Administration &amp; Support Services</b>			
Governance	90	692	(602)
Executive Support Services	13	728	(715)
Corporate Support Services	198	1,900	(1,703)
Engineering Support Services	175	1,742	(1,567)
Environmental Support Services	6	402	(397)
<b>Public Order &amp; Safety</b>			
Rural Fire Services	46	519	(473)
Animal Control	13	141	(128)
Emergency Services		70	(70)
<b>Health</b>			
Health/Food Control	9	19	(10)
<b>Environment</b>			
Noxious Plants	-	135	(135)
Domestic Waste Management	1,237	1,340	(103)
Other Waste Management	665	582	82
Street Cleaning		206	(206)
Urban Stormwater Drainage		216	(216)
<b>Community Services &amp; Education</b>			
Community Services Administration		7	(7)
Families & Children Services		5	(5)
Youth Services	3	7	(3)
<b>Housing &amp; Community Amenities</b>			
Public Cemeteries	82	101	(19)
Public Conveniences	7	191	(183)
Street Lighting	25	90	(65)
Town Planning	178	353	(175)
<b>Sewer Supplies</b>			
Sewerage Services	2,321	2,044	277
<b>Recreation &amp; Culture</b>			
Public Libraries	85	288	(203)
Blayney Shire Community Centre	19	184	(165)
Public Halls (Villages and CWA)	2	33	(32)
Other Cultural Services		29	(29)
CentrePoint Sports & Leisure Centre		1,063	(1,063)
Sporting Grounds	22	439	(416)
Parks & Gardens	(0)	1,145	(1,145)
Showground	24	254	(230)
<b>Manufacturing &amp; Construction</b>			
Building Control	250	272	(22)
Quarries & Pits	386	364	22
<b>Transport &amp; Communication</b>			
Local Roads	2,038	5,555	(3,518)
Regional Roads	348	287	62
Local Bridges	2	482	(480)
Footpaths	-	153	(153)
Kerb & Guttering	-	174	(174)
Other Transport & Communication	141	202	(61)
<b>Economic Affairs</b>			
Tourism & Area Development	39	329	(290)
Industrial Development Promotion	13	37	(23)
Private Works	102	84	18
Real Estate	7	16	(9)
<b>General Purpose Revenue</b>			
Net Rates & Annual Charges	11,878	(29)	11,907
Financial Assistance Grant	2,146	-	2,146
Interest on Investments	456	-	456
Joint Ventures	25	-	25
	<b>23,052</b>	<b>22,852</b>	<b>200</b>

	Operating Income \$'000	Operating Expenditure \$'000	Net Cost of Service \$'000
<b>2025/26 NET COST OF SERVICES</b>			
<b>Administration &amp; Support Services</b>			
Governance	94	770	(676)
Executive Support Services	13	757	(743)
Corporate Support Services	205	2,009	(1,804)
Engineering Support Services	178	2,392	(2,215)
Environmental Support Services	6	418	(412)
<b>Public Order &amp; Safety</b>			
Rural Fire Services	48	536	(488)
Animal Control	14	146	(132)
Emergency Services		73	(73)
<b>Health</b>			
Health/Food Control	10	20	(10)
<b>Environment</b>			
Noxious Plants		140	(140)
Domestic Waste Management	1,252	1,386	(134)
Other Waste Management	689	603	86
Street Cleaning		213	(213)
Urban Stormwater Drainage		221	(221)
<b>Community Services &amp; Education</b>			
Community Services Administration		7	(7)
Families & Children Services		5	(5)
Youth Services	4	7	(3)
<b>Housing &amp; Community Amenities</b>			
Public Cemeteries	85	104	(19)
Public Conveniences	8	197	(189)
Street Lighting	25	93	(68)
Town Planning	184	366	(182)
<b>Sewer Supplies</b>			
Sewerage Services	2,416	2,126	289
<b>Recreation &amp; Culture</b>			
Public Libraries	87	300	(213)
Blayney Shire Community Centre	20	189	(169)
Public Halls (Villages and CWA)	2	34	(32)
Other Cultural Services		30	(30)
CentrePoint Sports & Leisure Centre		1,092	(1,092)
Sporting Grounds	23	452	(429)
Parks & Gardens		1,180	(1,180)
Showground	25	261	(236)
<b>Manufacturing &amp; Construction</b>			
Building Control	260	282	(22)
Quarries & Pits	451	430	21
<b>Transport &amp; Communication</b>			
Local Roads	1,563	5,702	(4,139)
Regional Roads	355	297	58
Local Bridges		484	(484)
Footpaths		156	(156)
Kerb & Guttering		177	(177)
Other Transport & Communication	147	206	(59)
<b>Economic Affairs</b>			
Tourism & Area Development	40	344	(303)
Industrial Development Promotion	14	38	(24)
Private Works	106	87	19
Real Estate	5	13	(8)
<b>General Purpose Revenue</b>			
Net Rates & Annual Charges	12,305	(30)	12,334
Financial Assistance Grant	2,210		2,210
Interest on Investments	489		489
Joint Ventures	25		25
	<b>23,357</b>	<b>24,315</b>	<b>(958)</b>

	Operating Income \$'000	Operating Expenditure \$'000	Net Cost of Service \$'000
<b>2026/27 NET COST OF SERVICES</b>			
<b>Administration &amp; Support Services</b>			
Governance	98	702	(604)
Executive Support Services	14	783	(769)
Corporate Support Services	213	2,079	(1,866)
Engineering Support Services	183	2,273	(2,089)
Environmental Support Services	6	432	(426)
<b>Public Order &amp; Safety</b>			
Rural Fire Services	50	554	(504)
Animal Control	15	151	(137)
Emergency Services		75	(75)
<b>Health</b>			
Health/Food Control	10	21	(10)
<b>Environment</b>			
Noxious Plants		145	(145)
Domestic Waste Management	1,295	1,433	(138)
Other Waste Management	714	624	91
Street Cleaning		220	(220)
Urban Stormwater Drainage		225	(225)
<b>Community Services &amp; Education</b>			
Community Services Administration		7	(7)
Families & Children Services		5	(5)
Youth Services	4	7	(3)
<b>Housing &amp; Community Amenities</b>			
Public Cemeteries	88	108	(19)
Public Conveniences	8	204	(196)
Street Lighting	28	96	(68)
Town Planning	191	379	(188)
<b>Sewer Supplies</b>			
Sewerage Services	2,551	2,301	250
<b>Recreation &amp; Culture</b>			
Public Libraries	89	307	(218)
Blayney Shire Community Centre	21	195	(174)
Public Halls (Villages and CWA)	2	35	(33)
Other Cultural Services		31	(31)
CentrePoint Sports & Leisure Centre		1,122	(1,122)
Sporting Grounds	24	466	(442)
Parks & Gardens		1,216	(1,216)
Showground	26	268	(243)
<b>Manufacturing &amp; Construction</b>			
Building Control	270	292	(21)
Quarries & Pits	407	388	19
<b>Transport &amp; Communication</b>			
Local Roads	1,577	5,852	(4,276)
Regional Roads	357	307	50
Local Bridges		485	(485)
Footpaths		159	(159)
Kerb & Guttering		181	(181)
Other Transport & Communication	153	210	(57)
<b>Economic Affairs</b>			
Tourism & Area Development	42	357	(315)
Industrial Development Promotion	14	39	(25)
Private Works	109	90	19
Real Estate	4	10	(6)
<b>General Purpose Revenue</b>			
Net Rates & Annual Charges	12,746	(31)	12,777
Financial Assistance Grant	2,276		2,276
Interest on Investments	498		498
Joint Ventures	25		25
	<b>24,109</b>	<b>24,806</b>	<b>(697)</b>

## Capital Expenditure Program – 4 Years

### Capital Expenditure Program 2023/24

	Original Budget 2023/24	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
<b>Buildings</b>					
<b>Council Buildings &amp; Public Halls</b>					
Building Renewal Work	50,000	50,000			
Heritage Park Amenities Upgrade	300,000		300,000		
King George Oval Grandstand Refurbishment	126,001		126,001		
<b>Total Buildings</b>	<b>476,001</b>	<b>50,000</b>	<b>426,001</b>	<b>-</b>	<b>-</b>
<b>Other Structures</b>					
<b>Public Cemeteries</b>					
Infrastructure Works	11,250	11,250			
Bore - Waste Facility	30,000			30,000	
<b>Parks, Recreation &amp; Sporting Grounds</b>					
Village Enhancement Program	144,500				144,500
<b>Total Other Structures</b>	<b>185,750</b>	<b>11,250</b>	<b>-</b>	<b>30,000</b>	<b>144,500</b>
<b>Plant &amp; Equipment</b>					
<b>Information Technology</b>					
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			
<b>Fleet Replacement Program**</b>					
Minor Plant & Tools Replacement	31,980	31,980			
Light Vehicle Replacements	570,960	505,440		65,520	
P56 - Loader Hyundai HL740-9	249,600			249,600	
P38 - Volvo 12t Tipper	322,400			322,400	
P170 - Dog Trailer	93,600			93,600	
P98 - Slasher	15,600			15,600	
P98 - Flail Mower	20,800			20,800	
<b>Minor Plant &amp; Equipment</b>					
Minor Assets - Administration Office	3,550	3,550			
Minor Assets - Blayney Library	17,996		17,996		
Minor Assets - Community Centre	6,100	6,100			
Blayney Community Centre -Fridges	11,600	11,600			
<b>Total Plant &amp; Equipment</b>	<b>1,373,386</b>	<b>587,870</b>	<b>17,996</b>	<b>767,520</b>	<b>-</b>



**Capital Expenditure Program  
2023/24**

	Original Budget 2023/24	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
<b>Infrastructure</b>					
<b>Urban Stormwater</b>					
Renewals	67,750	67,750			
Stabback & Unwin Street	1,111,142	136,540	974,602		
<b>Shared Pathways &amp; Footpaths</b>					
Footpath Renewals	49,955	49,955			
Plumb St/Palmer St FP - Piggott Pl - Orange Rd	280,758		280,758		
Orange Rd FP - Binstead St - Palmer St	129,524		129,524		
Road Rehabilitation Local Roads					
Browns Creek Road - Preliminary Works	89,145		89,145		
Richards Lane - Preliminary Works	145,000		145,000		
Forest Reefs Road/Tallwood Road Intersection	540,564		540,564		
Tallwood Road	650,000		650,000		
Barry Road	650,000		650,000		
Garland Road	330,000		330,000		
Neville Road	985,832		985,832		
Hobbys Yards Road	385,000		385,000		
Errowanbang Road/Panuara Road Intersection	121,065		121,065		
Waste Facility Entrance Rd Rehabilitation	140,000			140,000	
Gravel Resheeting Program	403,650	403,650			
Heavy Patching Program	548,550	548,550			
Reseal Program	439,875	439,875			
<b>Bridges &amp; Culverts</b>					
Matthews Road, Cowriga Creek Barrier Renewal	90,000	90,000			
Four Mile Creek Rd - Swallow Creek	1,524,900	250,000	1,274,900		
<b>Total Infrastructure</b>	<b>8,682,710</b>	<b>1,986,320</b>	<b>6,556,390</b>	<b>140,000</b>	<b>-</b>
<b>Sewerage Infrastructure</b>					
<b>Network Assets</b>					
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	
Wastewater Mixing Equipment & Aerators	105,500			105,500	
Lining/Replacement of Sewer Mains	225,000			225,000	
Recycled Water Treatment Plant - Flood Protection	50,000		50,000		
Strategic Business Plan & STP Capacity Upgrade Preliminary Work	320,000			320,000	
<b>Total Sewerage Infrastructure</b>	<b>784,467</b>	<b>-</b>	<b>50,000</b>	<b>734,467</b>	<b>-</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>11,502,314</b>	<b>2,635,440</b>	<b>7,050,387</b>	<b>1,671,987</b>	<b>144,500</b>

\* Funding source is subject to change dependent on whether grant funding opportunities become available

\*\* Represents gross replacement value of new fleet which is partially funded by sale of existing asset

Capital Expenditure Program 2024/25	Original Budget 2024/25	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
<b>Buildings</b>					
<b>Council Buildings &amp; Public Halls</b>					
Building Renewals	51,750	51,750			
<b>Total Buildings</b>	<b>51,750</b>	<b>51,750</b>	-	-	-
<b>Other Structures</b>					
<b>Public Cemeteries</b>					
Infrastructure Works	11,550	11,550			
<b>Parks, Recreation &amp; Sporting Grounds</b>					
Village Enhancement Program	151,000				151,000
<b>Total Other Structures</b>	<b>162,550</b>	<b>11,550</b>	-	-	<b>151,000</b>
<b>Plant &amp; Equipment</b>					
<b>Information Technology</b>					
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			
PC Replacements	55,000	55,000			
Supply and Install of Storage Area Network (SAN)	10,000	10,000			
<b>Fleet Replacement Program**</b>					
Minor Plant & Tools Replacement	33,259	33,259			
Light Vehicle Replacement	694,387	614,349		80,038	
P660 - Dynapac CA3500	156,832			156,832	
P661 - Dynapac CA3500	156,832			156,832	
P662 - Dynapac CA3500	156,832			156,832	
P663 - Dynapac CA500PD	205,504			205,504	
P40 - Isuzu NH Rigid Haul Truck	86,528			86,528	
P601 - Hino 500 Series	125,466			125,466	
P602 - Hino 500 Series	125,466			125,466	
P603 - Hino 500 Series	125,466			125,466	
P77 - John Deere 6095MC	81,120			81,120	
P78 - John Deere 6095MC	81,120			81,120	
<b>Minor Plant &amp; Equipment</b>					
Minor Assets - Administration Office	3,650	3,650			
Minor Assets - Community Centre	6,250	6,250			
Minor Assets - Blayney Library	18,446		18,446		
<b>Total Plant &amp; Equipment</b>	<b>2,158,064</b>	<b>758,414</b>	<b>18,446</b>	<b>1,381,204</b>	-

**Capital Expenditure Program  
2024/25**

	Original Budget 2024/25	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
<b>Infrastructure</b>					
<b>Urban Stormwater</b>					
Renewals	69,400	69,400			
<b>Shared Pathways &amp; Footpaths</b>					
Footpath Renewals	51,204	51,204			
Heritage Pavement for Millthorpe Village - Victoria St - Montgomery St	284,568		284,568		
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			
<b>Kerb &amp; Gutter</b>					
Network Renewals	66,000	66,000			
<b>Road Rehabilitation Local Roads</b>					
Browns Creek Road	600,000		600,000		
Richards Lane	2,150,000		2,150,000		
Hobbys Yards Road	2,000,000		2,000,000		
Gravel Resheeting Program	417,778	417,778			
Heavy Patching Program	800,000	262,699	537,301		
Reseal Program	455,271	455,271			
<b>Bridges &amp; Culverts</b>					
Culvert Renewal Program	172,828	172,828			
Brady Rd Culvert - Investigation	10,000	10,000			
Newbridge Rd Culvert	360,000		360,000		
Carcoar Dam Rd Culvert	67,172	67,172			
<b>Total Infrastructure</b>	<b>7,655,420</b>	<b>1,723,551</b>	<b>5,931,869</b>	<b>-</b>	<b>-</b>
<b>Sewerage Infrastructure</b>					
<b>Network Assets</b>					
Step Screen - Replacement	90,456			90,456	
Lining/Replacement of Sewer Mains	230,000			230,000	
<b>Total Sewerage Infrastructure</b>	<b>320,456</b>	<b>-</b>	<b>-</b>	<b>320,456</b>	<b>-</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>10,348,240</b>	<b>2,545,265</b>	<b>5,950,315</b>	<b>1,701,660</b>	<b>151,000</b>

\* Funding source is subject to change dependent on whether grant funding opportunities become available  
 \*\* Represents gross replacement value of new fleet which is partially funded by sale of existing asset

Capital Expenditure Program 2025/26	Original Budget 2025/26	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
<b>Buildings</b>					
<b>Council Buildings &amp; Public Halls</b>					
Building Renewal Works	53,561	53,561			
<b>Total Buildings</b>	<b>53,561</b>	<b>53,561</b>	-	-	-
<b>Other Structures</b>					
<b>Public Cemeteries</b>					
Infrastructure Works	11,850	11,850			
<b>Parks, Recreation &amp; Sporting Grounds</b>					
Village Enhancement Program	157,500				157,500
<b>Total Other Structures</b>	<b>169,350</b>	<b>11,850</b>	-	-	<b>157,500</b>
<b>Plant &amp; Equipment</b>					
<b>Information Technology</b>					
Councillors - iPad Replacement/Accessories	2,500	2,500			
Mobile Device Replacements	4,308	4,308			
Mobile Phone Replacements	4,308	4,308			
Corporate Management System upgrade	350,000	350,000			
UPS Battery Back up	8,500	8,500			
<b>Fleet Replacement Program**</b>					
Minor Plant & Tools Replacement	34,590	34,590			
Light Vehicle Replacements	668,169	546,684		121,485	
P43 - Isuzu NPR55-155 MWB	104,612			104,612	
P52 - Grader Cat 12M	518,932			518,932	
P630 - Isuzu watercart	309,338			309,338	
P631 - Isuzu Watercart	309,338			309,338	
P72 - John Deere 5725 awd bucket	95,613			95,613	
LC005 - Flail mower	37,121			37,121	
LC006 - Flail mower	37,121			37,121	
LC007 - Flail mower	22,497			22,497	
LC008 - Flail mower	22,497			22,497	
Sewer jetting trailer	95,613			95,613	
<b>Minor Plant &amp; Equipment</b>					
Minor Assets - Administration Office	3,750	3,750			
Minor Assets - Community Centre	6,400	6,400			
Minor Assets - Blayney Library	18,907		18,907		
<b>Total Plant &amp; Equipment</b>	<b>2,654,114</b>	<b>961,040</b>	<b>18,907</b>	<b>1,674,167</b>	-



**Capital Expenditure Program  
2025/26**

	Original Budget 2025/26	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
<b>Infrastructure</b>					
<b>Urban Stormwater</b>					
Renewals	71,000	71,000			
<b>Shared Pathways &amp; Footpaths</b>					
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			
Osman St FP - Existing - Martha St (Blayney AMP AD8)	13,729	13,729			
Kurt Fearnley 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			
<b>Road Rehabilitation Local Roads</b>					
Forest Reefs Road	781,042	781,042			
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			
<b>Total Infrastructure</b>	<b>2,573,197</b>	<b>2,573,197</b>	-	-	-
<b>Sewerage Infrastructure</b>					
<b>Network Assets</b>					
Odour Control Blower	28,275			28,275	
Electrical Replacements	217,532			217,532	
Lining/Replacement of Sewer Mains	235,000			235,000	
<b>Total Sewerage Infrastructure</b>	<b>480,807</b>	-	-	<b>480,807</b>	-
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>5,931,029</b>	<b>3,599,648</b>	<b>18,907</b>	<b>2,154,974</b>	<b>157,500</b>

\* Funding source is subject to change dependent on whether grant funding opportunities become available

\*\* Represents gross replacement value of new fleet which is partially funded by sale of existing asset

Capital Expenditure Program 2026/27	Original Budget 2026/27	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
<b>Buildings</b>					
<b>Council Buildings &amp; Public Halls</b>					
Building Renewal Works	55,436	55,436			
Visitor Information Centre - Verandah Replacement	70,000	70,000			
<b>Parks, Recreation &amp; Sporting Grounds</b>					
Napier Oval Kiosk Upgrade	150,000		150,000 *		
<b>Total Buildings</b>	<b>275,436</b>	<b>125,436</b>	<b>150,000</b>	<b>-</b>	<b>-</b>
<b>Other Structures</b>					
<b>Public Cemeteries</b>					
Infrastructure Works	12,150	12,150			
<b>Parks, Recreation &amp; Sporting Grounds</b>					
Village Enhancement Program	164,500				164,500
<b>Total Other Structures</b>	<b>176,650</b>	<b>12,150</b>	<b>-</b>	<b>-</b>	<b>164,500</b>
<b>Plant &amp; Equipment</b>					
<b>Information Technology</b>					
Councillors - iPad Replacement/Accessories	2,500	2,500			
Mobile Device Replacements	4,415	4,415			
Mobile Phone Replacements	4,415	4,415			
CCTV Cameras	10,000	10,000			
<b>Fleet Replacement Program**</b>					
Minor Plant & Tools Replacement	35,973	35,973			
Light Vehicle Replacements	664,480	664,480			
PHV001 Isuzu Dual Cab Tipper	107,627			107,627	
PSV001 Hino Streetsweeper	375,525			375,525	
PSV002 Isuzu Patching Truck	380,204			380,204	
HP004 - CAT 432F2 Backhoe	245,670			245,670	
LC001 - John Deere F1585 mower	64,927			64,927	
LC002 - John Deere F1585 mower	64,927			64,927	
P89 Trimax Mower - Winged	23,397			23,397	
P208 - Road broom	52,644			52,644	
<b>Minor Plant &amp; Equipment</b>					
Minor Assets - Administration Office	3,850	3,850			
Minor Assets - Blayney Library	19,380		19,380		
Minor Assets - Community Centre	6,550	6,550			
Blayney Community Centre - Commercial Freezer	5,000	5,000			
<b>Total Plant &amp; Equipment</b>	<b>2,071,484</b>	<b>737,183</b>	<b>19,380</b>	<b>1,314,921</b>	<b>-</b>

**Capital Expenditure Program  
2026/27**

	Original Budget 2026/27	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
<b>Infrastructure</b>					
<b>Urban Stormwater</b>					
Renewals	72,800	72,800			
<b>Shared Pathways &amp; Footpaths</b>					
Footpath Renewals	70,854	70,854			
Mt Errol St FP - Polona St - Mt Errol Existing (AMP 12)	69,083	69,083			
Heritage Park SP around park - Martha St - Adelaide St (AMP 13)	255,865		255,865*		
Crowson St - Pearce St - Montgomery St (AMP 9C)	69,936	69,936			
Olive St FP - Silver St - Copper St (AMP 6)	58,849	58,849			
<b>Road Rehabilitation Local Roads</b>					
Mandurama Road	1,219,590	609,795	609,795*		
Renewals	750,000	750,000			
Hobbys Yard Road	900,000	450,000	450,000*		
Heavy Patching Program	608,187	608,187			
Reseal Program	487,697	487,697			
Gravel Resheeting Program	447,534	447,534			
<b>Bridges &amp; Culverts</b>					
Culvert Renewal Program	267,500	267,500			
Naylor Street Bridge - Abutment Repairs	100,000	100,000			
<b>Total Infrastructure</b>	<b>5,377,895</b>	<b>4,062,235</b>	<b>1,315,660</b>	<b>-</b>	<b>-</b>
<b>Sewerage Infrastructure</b>					
<b>Network Assets</b>					
Electrical Replacements	40,835			40,835	
Fencing	14,375			14,375	
Lining/Replacement of Sewer Mains	240,000			240,000	
<b>Total Sewerage Infrastructure</b>	<b>295,210</b>	<b>-</b>	<b>-</b>	<b>295,210</b>	<b>-</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>8,196,675</b>	<b>4,937,004</b>	<b>1,485,040</b>	<b>1,610,131</b>	<b>164,500</b>

\* Funding source is subject to change dependent on whether grant funding opportunities become available, grant funding is not guaranteed for 2026/27

\*\* Represents gross replacement value of new fleet which is partially funded by sale of existing asset

## 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.

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 Generals 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 2022 and was effective from 1 July 2023.

### 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 2023/24 Operational Plan 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.

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## Rates and Annual Charges

### Rating Structure for the 2023/24 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.

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 2023/24 Financial Year.



### Rate structure 2023/24

Pursuant to s.405 of the Local Government Act, Council must have for inspection at its office a map<sup>1</sup> 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 the following restructure for a total increase to rates income of 3.7% per the approved Rate peg. The following rates structure for 2023/24 is proposed:

#### Rating Structure for the 2023/2024 Rating Year

Name of Category/Sub Category	No. of Assessments	Base Rate	Ad Valorem	Land Value	Total Yield	Average Rate	% Yield from Base Amount
<b>Residential</b>							
Ordinary Rate	1,200	\$370	0.00112911	\$405,175,200	\$901,487	\$751.24	49.25%
Blayney & Carcoar	1,407	\$370	0.00230344	\$240,286,300	\$1,074,075	\$763.38	48.47%
Millthorpe	330	\$370	0.00110024	\$118,187,000	\$252,134	\$764.04	48.43%
<b>Business</b>							
Ordinary Rate	128	\$475	0.00370041	\$31,780,510	\$178,401	\$1,393.76	34.08%
Business Blayney	171	\$475	0.00613150	\$24,733,700	\$232,880	\$1,361.87	34.88%
Business Millthorpe & Carcoar	56	\$475	0.00341157	\$14,951,900	\$77,609	\$1,385.88	34.27%
<b>Farmland</b>							
Ordinary Rate	720	\$600	0.00127720	\$1,523,393,130	\$2,377,681	\$3,302.33	18.17%
<b>Mining</b>							
Ordinary Rate	1	\$1,200	0.03704824	\$564,000	\$18,542	\$18,542.01	6.47%
Mining Gold		\$1,200	0.04357993				
Mining Gold / Copper Combined	1	\$1,200	0.04185352	\$116,400,000	\$4,872,950	\$4,872,949.96	0.02%
<b>Total Yield</b>				<b>\$2,475,471,740</b>	<b>\$9,985,759</b>		

### 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 2023/24 are proposed:

#### Residential

	Access Charge	No. of Properties	Total Yield
Connected	\$800	1,544	\$1,235,200
Vacant (Unconnected)	\$412	123	\$50,676
<b>Estimated Total Yield</b>			<b>\$1,285,876</b>

<sup>1</sup> 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=BSCEexternal&module=Rates> option under Rates in the Module Menu.

#### 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 2023/24

	Annual Charge (Prior to SDF Factor)	No. of Properties	Quarter Charge before SDF applied	Min. quarterly amount charged
20mm Water Service	\$668	161	\$167	\$200
25mm Water Service	\$1,020	21	\$255	\$200
32mm Water Service	\$1,662	18	\$415	\$200
40mm Water Service	\$2,604	11	\$651	\$200
50mm Water Service	\$4,060	24	\$1,015	\$200
80mm Water Service	\$10,380	1	\$2,595	
100mm Water Service	\$16,272	6	\$4,068	
150mm Water Service	\$36,620	2	\$9,155	
Vacant/Unmetered	\$412	54		
Usage Charge (per kl)	\$1.71			
<b>Estimated Total Yield</b>				<b>\$452,282</b>

#### Future Sewerage Infrastructure Subsidy Charge

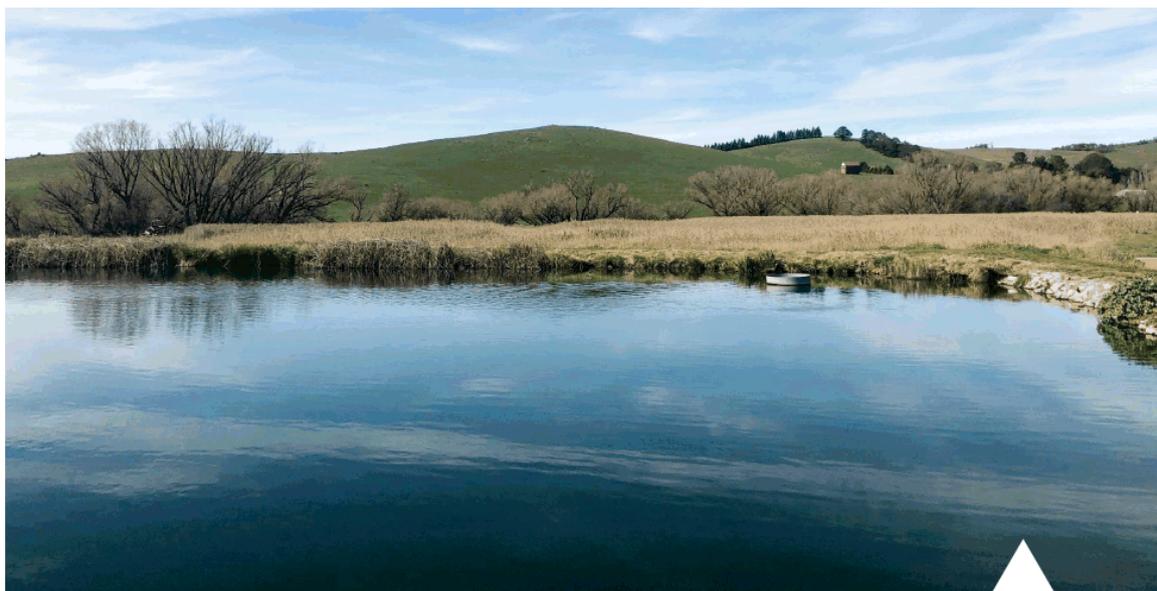
Council has prepared a Sewerage Development Servicing Plan which informs Council of the Developer Charges to be applied to new development. The Developer Charges are levied under s.64 of the Local Government Act and contribute to funding Council's future expansion of the sewerage infrastructure as a 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	\$55	1512	\$83,160
Connected - Business	\$55	242	\$13,310
Vacant (Unconnected)	\$55	123	\$6,765
<b>Estimated Total Yield</b>			<b>\$103,235</b>

Liquid Trade Waste Charges for 2023/24

Commercial (Non-Residential)

	Annual Fee	No. of Properties
Annual Trade Waste Fee	\$124	65
Annual Trade Waste Fee (Large Dischargers Category 3)	\$456	1
Liquid Trade Waste User Charges with Trade Waste Agreement (Category 1, Category 2/2s)	\$2.47	23
Liquid Trade Waste User Charges with No Trade Waste Agreement	\$24.70	12
Excess Mass Chargers for Category (3 Dischargers)	\$as per the table in fees and charges	
Water Testing Charges (if required)	\$320 per quarter	1
<b>Estimated Total Yield</b>		<b>\$72,360</b>

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
<b>Waste Management Levy</b>	2023/24	
Waste Management Levy This is waste management charge is applied to all properties funding waste disposal services for the Blayney Shire	\$60	4,119
<b>Domestic Waste Management</b>		
Domestic Waste Management Service Charge This is applied to properties that have a residence within the waste collection area.	\$376	2,661
Domestic Waste Management Availability Charge 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	\$68	321
<b>Commercial (Non-Domestic) Waste Management</b>		
Non-Domestic Waste Management Service Charge This is applied to properties for non-domestic properties within the waste collection area	\$484	331
Non-Domestic Waste Management Availability Charge 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	\$68	90
Non-Domestic Waste Service Management Charge for Charity and Not Profit Organisations This is applied to the above properties for non-domestic properties within the waste collection area	\$132	15
<b>Extra Services</b>		
Additional Garbage Charge – per red bin	\$344	91
Additional Recycling Charge – per yellow bin	\$140	31
<b>Total Yield</b>		<b>\$1,473,452</b>



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## Proposed 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 2023/24 Operational Plan does not allow for any borrowings.

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## Pricing Policy

**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.

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:

Ref.	Pricing Policy	Description
S	Statutory	This is the amount required to be charged by legislation for this activity. Where this principle applies, Council has no discretionary power to alter the amount.
R	Regulatory	Where this principle applies fee received covers up to the maximum amount recommended by the Office of Local Government.
FC	Full Cost Recovery	Priced as to return a total cost recovery of all direct and indirect for the activities provided, including in some cases, making provision for future capital expenditure and commercial mark-ups.
PC	Partial Cost Recovery	Subsidised operations, priced well below the cost of providing this activity, which are of benefit to the community as a whole and undertaken voluntarily by Council or as a requirement of the Act. It is considered that charging at full cost recovery would deprive members of the community of the ability to participate / enjoy these activities.
PG	Public Good	Service provides a broad community benefit at zero cost recovery. It is considered impractical or inconceivable to charge for service on a user basis.
CP	s.711 Contributions Pricing	To ensure s.7.11 developer contributions reflect the costs incurred in providing infrastructure, community facilities / services, open space and recreational facilities, required to meet the additional needs of the community created by new development and by doing so, ensure the local amenity does not diminish.

### 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.



## APPENDIX

# 2023/24 SCHEDULE OF FEES & CHARGES

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\*\*Please Note: Statutory fee as advised by responsible authority are subject to change without notice

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Administration	<b>Dishonoured Payments</b>			
Administration	- Fee for returned payments (each instance) in addition to bank charge.	PC	\$ 22.00	±
Administration	<b>Black &amp; White Photocopying</b>			
Administration	- A4 Copies (each)	PC	\$ 4.00	±
Administration	- A3 Copies (each)	PC	\$ 5.00	±
Administration	- A2 Copies (each)	PC	\$ 25.00	±
Administration	- A1 Copies (each)	PC	\$ 29.00	±
Administration	- Double Sided - Above fee PLUS 50%	PC		
Administration	<b>Colour Photocopying</b>			
Administration	- A4 Copies (each)	PC	\$ 4.00	±
Administration	- A3 Copies (each)	PC	\$ 5.00	±
Administration	- A2 Copies (each)	PC	\$ 38.00	±
Administration	- A1 Copies (each)	PC	\$ 62.00	±
Administration	- Double Sided – Above fee PLUS 50%	PC		
Administration	<b>GIS Search and Retrieve Information</b>			
Administration	- A4 Sheet	PC	\$ 74.00	±
Administration	- A3 Sheet	PC	\$ 88.00	±
Administration	- A2 Sheet	PC	\$ 120.00	±
Administration	- A1 Sheet	PC	\$ 167.00	±
Administration	- A0 Sheet	PC	\$ 186.00	±
Administration	<b>PA System Hire (Community Groups and Agencies Only)</b>			
Administration	- PA System (per day)	PC	\$ 138.00	±
Administration	- Security Deposit (Refundable)	PC	\$ 100.00	
Administration	<b>Computer Projector Hire (Community Groups and Agencies Only)</b>			
Administration	- Projector (per day)	PC	\$ 221.00	±
Administration	- Security Deposit (Refundable)	PC	\$ 100.00	
Administration	<b>Section 603 Certificates</b>			
Administration	- Certificate Fee	S**	\$ 95.00	
Administration	- Additional Urgent Fee (within 48hrs)	FC	\$ 76.00	±
Administration	- Refund / Cancellation Fee	FC	\$ 35.00	±
Administration	- Duplicate Certificate Fee	FC	\$ 69.00	±
Administration	<b>Subpoena Charges</b>			
Administration	- Ordinary Hours (per hour)	FC	\$ 347.00	±
Administration	- Overtime Hours (per hour)	FC	\$ 465.00	±
Administration	- Urgency Fee (<5 working days notice)	FC	\$ 123.00	±
Administration	*This fee includes the supply of information under the Workplace Injury Management and Workers Compensation Act 1998**			
Administration	<b>Rate enquiry / Property enquiry / Valuation enquiry (fee per property)</b>			
Administration	- Written (per hour)	FC	\$ 130.00	±
Administration	- Per 15 mins	FC	\$ 83.00	±
Administration	<b>Staff Costs</b>			
Administration	- General Manager/Directors per hour	FC	\$ 360.00	±
Administration	- Managers per hour	FC	\$ 286.00	±
Administration	- Clerical/Admin Staff per hour	FC	\$ 213.00	±
Administration	- Works Staff per hour	FC	Full Cost +30%	±
Administration	- Scanning and Emailing of Documents	FC	Full Cost +30%	±
Administration	<b>Access to Information – Government Information (Public Access) Act</b>			
Administration	<b>Formal Application</b>			
Administration	- Processing Fee	S**	\$ 30.00	
Administration	- Processing Charge (per hour)	S**	\$ 30.00	
Administration	<b>Internal Review</b>			
Administration	- Processing Fee	S**	\$ 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	<b>Business Paper Supply</b>			
Administration	- Supply of Business Paper per month (other than current month's Council meeting)	PC	\$ 43.00	±
Administration	- Additional Postage & Handling Charge	PC	\$ 33.00	±
Administration	<b>Corporate Plan Supply</b>			
Administration	- Supply of either Community Strategic Plan, Delivery Program or Operational Plan	PC	\$ 68.00	±
Administration	<b>Rates</b>			
Administration	Hardship provisions apply per Council policy (s.566 Local Government Act)			
Administration	- Copy of rates/instalment notice	PC	\$ 27.00	±
Administration	- Processing fee - refund overpayment of rates	PC	\$ 38.00	±
Administration	- Accrual of Interest on Overdue Rates and Charges	S**	9%	
Administration	- Debt Recovery charges on Overdue Rates and Charges (s.712) including prior legal action, legal action and late stage intervention	FC	Full Cost	
Administration	<b>Sundry Debtors</b>			
Administration	- Debt Recovery charges on Sundry Debtors including late stage intervention and service fee.	FC	Full Cost	±
Engineering	<b>Application for Change of Street Number and Address</b>			

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Engineering	- Application Fee	FC	\$ 476.00	±
Engineering	- Administration Fee (if approved)	FC	\$ 222.00	±
Engineering	<b>Permanent Road Closure</b> <i>Applicant to pay all fees to external parties</i>			
Engineering	- Application for Closing of Public Road	R	\$ 387.00	±
Engineering	<b>Temporary Road Closure</b>			
Engineering	- Advertising fee for temporary closures for festivals etc.	R	Full Cost + 30%	±
Engineering	<b>Driveway Access Levels</b>			
Engineering	- Inspection Fee	FC	\$ 168.00	±
Engineering	- Design Fee	FC	\$ 281.00	±
Engineering	- Rural Address Numbers	PC	\$ 36.00	±
Engineering	<b>Kerb and Gutter Security Deposit</b> •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)	FC	\$ 146.00	
Engineering	- Minimum Charge	FC	\$ 583.00	
Engineering	- Footpaths (per square metre)	FC	\$ 162.00	
Engineering	- Minimum Charge	FC	\$ 583.00	
Engineering	<b>Inspections – Road Construction</b> <i>Charge for inspections in respect of road construction by private developers.</i>			
Engineering	- Inspection of Construction Site (per lineal metre)	FC	\$ 17.00	±
Engineering	<b>Bond – Civil Construction</b>			
Engineering	Bond for civil construction works to be included in Councils Asset Register, to be held per time frame specified in Development Application.	FC	At GM Discretion	
Engineering	<b>Street Signs</b>			
Engineering	- Provision and installation of each sign	FC	\$ 542.00	±
Engineering	<b>Street Trees</b>			
Engineering	- Provision and installation of street trees per lot	PC	\$ 287.00	±
Emergency Services & Fire Protection	<b>Receive Annual Fire Safety Statement</b>	PC	\$ 62.00	±
Emergency Services & Fire Protection	<b>Follow-up/Reminder Overdue Fire Safety Certificate</b>	PC	\$ 62.00	±
Animal Control	<b>Companion Animal Registration</b> <i>Fees set by legislation for lifetime of animal. Fees set under clause 18 or 27 of the Companion Animals Regulation are adjustable annually by advice from the Office of Local Government. If such fees are adjusted following the adoption of these fees and charges, then the adjusted fees prevail.</i>			
Animal Control	- Dog - Desexed	S**	\$ 75.00	
Animal Control	- Dog - Desexed (eligible pensioner)	S**	\$ 32.00	
Animal Control	- Dog - Desexed (sold by pound)	S**	\$ -	
Animal Control	- Dog - Not Desexed or Desexed (after relevant age)	S**	\$ 252.00	
Animal Control	- Dog - Not Desexed (not recommended)	S**	\$ 75.00	
Animal Control	- Dog - Not Desexed (recognised breeder)	S**	\$ 75.00	
Animal Control	- Dog - working	S**	\$ -	
Animal Control	- Dog - Service of the State	S**	\$ -	
Animal Control	- Dog - Assistance Animal	S**	\$ -	
Animal Control	- Cat - Desexed or Not Desexed	S**	\$ 65.00	
Animal Control	- Cat - Eligible pensioner	S**	\$ 32.00	
Animal Control	- Cat - Desexed (sold by pound/shelter)	S**	\$ -	
Animal Control	- Cat - Not desexed (not recommended)	S**	\$ 65.00	
Animal Control	- Cat - Not desexed (recognised breeder)	S**	\$ 65.00	
Animal Control	- Registration late fee	S**	\$ 21.00	
Animal Control	<b>Annual Permit Fees</b>			
Animal Control	- Undesexed cat by four months of age	S**	\$ 92.00	
Animal Control	- Dog declared to be dangerous	S**	\$ 221.00	
Animal Control	- Dog declared to be restricted breed or restricted by birth	S**	\$ 221.00	
Animal Control	- Permit late fee	S**	\$ 21.00	
Animal Control	<b>Impounding of Dogs</b>			
Animal Control	- per dog for first impounding	PC	\$ 70.00	±
Animal Control	- for any subsequent impounding	PC	\$ 139.00	±
Animal Control	- Sustenance of Dogs whilst impounded (per day or part thereof)	PC	\$ 20.00	±
Animal Control	- Surrender Animal	PC	\$ 238.00	±
Animal Control	<b>Sale of Impounded Dogs (all microchipped, vaccinated and wormed)</b> The General Manager has authority to reduce fees for the sale of impounded animals if this is in the interests of rehoming the animal.			
Animal Control	- Pups under 6 months	FC	\$ 160.00	±

\*\*Please Note: Statutory fee as advised by responsible authority are subject to change without notice

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Animal Control	- Dogs over 6 months	FC	\$ 90.00	±
Animal Control	- Council Microchipping Fee <i>This is subject to change if Vet Pricing Schedule changes.</i>	FC	\$ 35.00	±
Animal Control	<b>Cat Trap / Dog Trap</b>			
Animal Control	- Weekly Hire	FC	\$ 33.00	±
Animal Control	- Deposit (Refundable)	FC	\$ 100.00	
Animal Control	- Trap Replacement – in the event that the trap is lost or needs to be replaced	FC	\$ 350.00	±
Animal Control	<b>Straying Livestock</b>			
Animal Control	- Per incident of impounding PLUS transport fee below (small stock)	FC	\$ 216.00	±
Animal Control	- Per incident of impounding without transport (large stock plus carrier fees)	FC	\$ 83.00	±
Animal Control	<b>Livestock Impounding</b>			
Animal Control	- Horses & Cattle - Sustenance whilst impounded per head per day	FC	Full Cost + 30%	±
Animal Control	- Sheep - Sustenance whilst impounded per head per day	FC	Full Cost + 30%	±
Animal Control	- All Other Animals - Sustenance whilst impounded per head per day	FC	Full Cost + 30%	±
Animal Control	- Veterinary Costs whilst impounded	FC	Full Cost + 30%	±
Animal Control	- Loss or Damage caused by straying stock including repairs	FC	Full Cost + 30%	±
Animal Control	<b>Impounding Articles</b>			
Animal Control	- Per incident of impounding PLUS transport fee	FC	\$ 356.00	±
Animal Control	- Storage fee – per article per day	FC	\$ 33.00	±
Animal Control	- Notification / incident	FC	\$ 118.00	±
Animal Control	<b>Transport Fee</b>			
Animal Control	- Transport of any article or animal	FC	Full Cost + 30%	±
Animal Control	<b>Ranger / Staff Duties</b>			
Animal Control	- Per Hour (incl. vehicle cost)	FC	\$ 213.00	±
Animal Control	<b>Dangerous / Menacing Dogs</b>			
Animal Control	- Dangerous Dog Collar	FC	\$ 46.00	±
Animal Control	- Dangerous Dog Sign	FC	\$ 43.00	±
Environmental Health	<b>Health Act</b>			
Environmental Health	- Registration under the Public Health Act & Regulation		Nil	
Environmental Health	- Inspection of Barber/Hairdressers, Beauty Salon & Skin Penetration Premises	PC	\$ 151.00	
Environmental Health	- Inspection of Cooling Tower	PC	\$ 162.00	
Environmental Health	- Reinspection Fee	PC	\$ 81.00	
Environmental Health	<b>Food Act</b>			
Environmental Health	- Annual Administration Charge	R	\$ 200.00	
Environmental Health	- Inspection fee - Low Risk Food Premises	PC	\$ 97.00	
Environmental Health	- Inspection fee - Medium & High Risk Food Premises	PC	\$ 200.00	
Environmental Health	- Reinspection fee - high, medium and low risk food premises	PC	\$ 97.00	
Environmental Health	- Improvement Notice	R	\$ 330.00	
Environmental Health	<b>Events (markets, shows etc.)</b>			
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	PC	\$ 32.00	
Environmental Health	- Inspection of temporary food premises (whole event, multiple premises) maximum of 20 stalls	PC	\$ 65.00	
Environmental Health	- Inspection of temporary food premises (whole event, multiple premises) 21 or more stalls	PC	\$ 499.00	
Environmental Health	<b>Giving Effect to an Order</b>			
Environmental Health	- Administration Fee	PC	\$ 618.00	
Environmental Health	<b>Protection of Environment Operations Act 1997</b>			
Environmental Health	- Registration Inspection Fee - Underground Petroleum Storage System	R	\$ 162.00	
Environmental Health	- Registration Reinspection Fee - Underground Petroleum Storage Systems	R	\$ 81.00	
Local Government Act	<b>Activities Requiring Approval under 5.68 Local Government Act</b>			
Local Government Act	<b>Part A – Structures or places of public entertainment</b>			
Local Government Act	- Install a manufactured home on an allotment (includes certificate of completion)	FC	\$ 1,015.00	
Local Government Act	<b>Part B – Water supply, sewerage &amp; stormwater drainage work</b>			
Local Government Act	- General	FC	\$ 400.00	
Local Government Act	- Drainage works for new dwellings and dwelling alterations in a area serviced by sewer mains	FC	\$ 400.00	
Local Government Act	- Drainage works for new dwellings and dwelling alterations not in an area serviced by sewer mains including new geotech system	FC	\$ 648.00	
Local Government Act	- Drainage works for new dwellings and dwelling alterations not in an area serviced by sewer mains (no new geotech system required)	FC	\$ 400.00	
Local Government Act	- Drainage works for commercial and/or industrial development	FC	\$ 400.00	
Local Government Act	PLUS fee for additional drainage works charged per item i.e. closet, urinal, sanitary fitting, kitchen/laundry sink, shower	FC	\$ 32.00	
Local Government Act	<b>Part C – Management of waste</b>			
Local Government Act	- General	FC	\$ 324.00	
Local Government Act	<b>Part D – Community Land</b>			
Local Government Act	- General	FC	\$ 324.00	
Local Government Act	<b>Part E – Public Roads</b>			
Local Government Act	- General	FC	\$ 324.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Local Government Act	Part F – Other			
Local Government Act	- General	FC	\$ 324.00	
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)	PC	\$ 648.00	
Local Government Act	PLUS per site	PC	\$6 per site	
Local Government Act	- Approval to operate primitive camping ground (does not include State Govt. Levy of \$2.70 per site)	PC	\$ 648.00	
Local Government Act	PLUS per site	PC	\$6 per site	
Local Government Act	- Manufactured Homes Estates	PC	\$ 648.00	
Local Government Act	PLUS per site	PC	\$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	PC	\$ 648.00	
Local Government Act	PLUS per site	PC	\$6 per site	
Local Government Act	- s68 Modification after approval - minor	PC	\$ 119.00	
Local Government Act	- s68 Modification after approval - major	PC	50% of original fee	
Local Government Act	<b>Permanent Structure within Footpaths - Local Government Act</b>			
Local Government Act	- Per square metre per annum	PC	\$ 108.00	
Local Government Act	<b>Local Government Act Section 68 Part F</b>			
Local Government Act	- Inspection - Caravan Parks	PC	\$ 205.00	
Local Government Act	- Reinspection - Caravan park	PC	\$ 97.00	
Local Government Act	<b>On Site Management System &amp; Approval to Operate</b>			
Local Government Act	- Inspection Fee	PC	\$ 205.00	
Local Government Act	- Reinspection fee	PC	\$ 205.00	
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)	PC	\$ 97.00	
Local Government Act	Hard copy consent (Administration, Printing and Postage)	PC	\$ 68.00	
Local Government Act	<b>Local Government Act Section 611 Fees</b>			
Local Government Act	Annual fee on rails, pipes etc. under or over public place			
Local Government Act	- Jemena Gas Networks (AGL)	R	0.75% of the average annual gross receipts from sale of gas in the LGA over the past 5 years.	
Local Government Act	- Other Utilities	R	As determined by General Manager.	
Development	<b>Section 10.7 Planning Certificates (Sch 4, Part 9 REG)</b>			
Development	- Standard Certificate	S**	\$ 66.00	
Development	- Certificate requiring additional information	S**	\$ 101.00	
Development	- Additional Urgent Fee (within 48hrs)	FC	\$ 194.00	±
Development	<b>Planning Proposal</b>			
Development	- Consistent with strategy	FC	\$ 10,800.00	
Development	- Inconsistent with strategy	FC	\$ 21,600.00	
Development	<b>General</b>			
Development	- Records Search of Building Records (per hour or part thereof)	User Pay	\$ 214.00	±
Development	- Written confirmation Development Consent has commenced	User Pay	\$ 594.00	±
Development	- Building Entitlement (Existing Holding Search)	User Pay	\$ 594.00	±
Development	<b>Planning Advice for a property for sale (or about to be sold)</b> By owner prior to being placed on the market			
Development	- Minor Advice	PC	\$ 124.00	±
Development	- Major Advice	PC	\$ 594.00	±
Development	<b>Clause 4.6 variation to Development Standard</b>			
Development	- Less than 10%	FC	\$ 2,160.00	
Development	- Greater than 10%	FC	\$ 4,320.00	
Development	<b>Application under Section 8.2 EPA Act</b>			
Development	- Review of Council Decision	R	As prescribed in the EP&A Regulation (Sch 4, Part 7)	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Development	Erection of a building or carrying out work (based on cost of development) (Sch 4, Part 7 REG) <i>Fees set under Schedule 4 of the Environmental Planning and Assessment Regulation are adjustable annually by advice from the Planning Secretary and public notice being given on an appropriate NSW Government Website. If such fees are adjusted following the adoption of these fees and charges, then the adjusted fees prevail and Council's Fees and Charges document may be changed without further public notice.</i>			
Development	(a) Development up to \$5,000 estimated cost	S**	\$ 129.00	
Development	(b) Development \$5,001 to \$50,000	S**	\$198 + \$3.00 per \$1,000 (or part thereof) of the estimated cost	
Development	(c) Between \$50,001 to \$250,000	S**	\$412 + \$3.64 per \$1,000 (or part thereof) over \$50,001	
Development	(d)**Between \$250,001 to \$500,000	S**	\$1,356 + \$2.34 per \$1,000 (or part thereof) over \$250,001	
Development	(e)**Between \$500,001 to \$1,000,000	S**	\$2,041 + \$1.64 per \$1,000 (or part thereof) over \$500,001	
Development	(f) **Between \$1,000,001 to \$10,000,000	S**	\$3,058 + \$1.44 per \$1,000 (or part thereof) over \$1,000,001	
Development	(g) **Over \$10,000,000	S**	\$18,565 + \$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 (Sch 4, Part 2 REG)	S**	\$ 532.00	
Development	Development not involving building work or subdivision (Cl.250 REG)	S**	\$ 333.00	
Development	Referral to Heritage Advisor (outside monthly visit) <i>Construction Certificate File Maintenance and Compliance Inspection Fees Apply</i>	PC	\$ 335.00	±
Development	Subdivision of Land (EP & A Reg. Sch 4, Part 2)			
Development	(a)(i) Subdivision (opening of public road)	S**	\$ 777.00	
Development	PLUS per additional lot	S**	\$ 65.00	
Development	(ii) Subdivision (not involving opening of public road)	S**	\$ 386.00	
Development	PLUS per additional lot	S**	\$ 53.00	
Development	(b) Strata	S**	\$ 333.00	
Development	PLUS per additional lot	S**	\$ 65.00	
Development	(c) Registration & Release fee	PC	\$ 170.00	
Development	(d) Subdivision and or strata certificate	PC	\$ 281.00	
Development	PLUS per lot numbered on the plan	PC	\$ 65.00	
Development	Designated Development (EP & A Reg. Sch 4, Part 3)	S**	\$ 1,076.00	
Development	Integrated Development Referral fee (Per Agency) (EP & A Reg. Sch 4, Part 3)	S**	\$ 374.00	
Development	Concurrence Fee (Additional) (EP & A Reg. Sch 4, Part 3)	S**	\$ 374.00	
Development	Processing Fee (EP & A Reg. Sch 4, Part 3)	S**	\$ 164.00	
Development	Development requiring advertising or notification (EP & A Reg. Sch 4, Part 3)			
Development	(a) Designated Development	S**	\$ 2,596.00	
Development	(b) Prohibited & Other Advertised Development	S**	\$ 1,292.00	
Development	(c) Development Requiring Notice	S**	\$ 1,292.00	
Development	(d) Community Participation Plan Notified Development	PC	\$ 205.00	
Development	(e) Community Participation Plan Advertised Development	PC	\$ 865.00	
Development	Section 4.55 Modification (EP & A Reg. Sch 4, Part 4) Application Fee			
Development	(a) Section 4.55(1) of the Act (EP & A REG Sch 4, Part 4) - Minor	S**	\$ 83.00	
Development	(b) Section 4.55(1A) of the Act (Sch 4, Part 4 EPA REG) - involving minimal environmental impact	S**	Lesser of 50% of the original fee OR \$754.00	
Development	(c) Section 4.55(2) or Section 4.56 of the Act (Sch 4, Part 4 EPA REG) - Major			
Development	(d) If original fee less than 1 fee unit under the EPA&A Regulations	S**	50% of original fee	
Development	(e) If the fee for the original application was 1 fee unit or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building	S**	50% of original fee	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Development	(f) If the fee for the original development application was 1 fee unit or more under the EP&A Regulations, and the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less	S**	\$ 222.00	
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	S**	\$ 778.00	
Development	Section 4.55(2) or 4.56(1) that does not involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than original development application specified in item 4.3 or 4.4 of Sch 4 part 4 of the Regulations	S**	See sliding scale in Schedule 4, Part 4 of the EP&A Regulations	
Development	<b>Refund of Fees: DA, CC, CDC, s68</b>			
Development	(a) After issue of consent or approval (No refund)	PC	No Refund	
Development	(b) After lodgement, but prior to issue of consent or approval	PC	Lesser of 50% or \$270	
Development	(c) Compliance Certificate fees where inspections are not carried out	PC	100%	
Development	(d) Construction Certificate fee after lodgement, but prior to issue of construction certificate	PC	Lesser of 50% or \$270	
Development	(e) Septic Tank/Sewer after Approval (No refund)	PC	Nil	
Development	(f) Septic Tank/Sewer prior to Approval	PC	50%	
Development	(g) Compliance Certificate fees where inspections are not carried out	PC	100%	
Construction	<b>Long Service Levy - Payable to Long Service Corporation</b>	PC		
Construction	<b>Construction Certificates (includes engineering construction certificates)</b> <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	FC	\$ 162.00	±
Construction	(b) Between \$12,001 and \$100,000 PLUS \$5.00 per \$1,000 over \$12,000	FC	\$ 216.00	±
Construction	(c) Between \$100,001 and \$500,000 PLUS \$20.00 per \$5,000 over \$100,000	FC	\$ 702.00	±
Construction	(d) Between \$500,001 and \$1,000,000 PLUS \$15.00 per \$5,000 over \$500,000	FC	\$ 2,808.00	±
Construction	(e) Greater than \$1,000,000 PLUS \$75.00 per \$50,000 over \$1,000,000	FC	\$ 5,616.00	±
Construction	(f) Subdivision Works Certificate (minimum charge)	FC	\$ 432.00	±
Construction	(g) Alternate Solution	FC	By Assessment	±
Construction	(h) Construction Certificate Modification after approval - minor change minimum charge	FC	\$ 119.00	±
Construction	(i) Construction Certificate Modification after approval- major change	FC	\$500 or 50% of original fee whichever is the greater	±
Construction	<b>Complying Development Certificate</b>			
Construction	(a) Less than \$12,000	FC	\$ 416.00	±
Construction	(b) Between \$12,001 and \$50,000	FC	\$ 707.00	±
Construction	(c) Between \$50,001 and \$100,000	FC	\$ 1,404.00	±
Construction	(d) Between \$100,001 and \$500,000	FC	\$ 2,160.00	±
Construction	(e) Between \$500,001 and \$1,000,000	FC	\$ 3,564.00	±
Construction	(f) Greater than \$1,000,001 and \$2,000,000	FC	\$ 5,400.00	±
Construction	(g) Greater than \$2,000,000	FC	By Assessment	±
Construction	PLUS Compliance Certificate Fees			
Construction	(h) Modification after certificate issued - updated documents supplied (no reassessment involved)	PG	Nil	
Construction	(i) Modification after certificate issued - minor change	FC	\$ 162.00	±
Construction	(j) Modification after certificate issued - major change	FC	\$500 or 50% of original fee whichever is the greater	±
Construction	<b>Construction Inspections</b>			
Construction	(a) Per inspection - Council PCA	FC	\$ 216.00	±
Construction	(b) Package of 4 inspections	FC	\$ 713.00	±
Construction	(c) Re-Inspection	FC	\$ 216.00	±
Construction	(d) Per Inspection - Private PCA	FC	\$ 432.00	±
Construction	(e) Inspection of a building to be relocated	FC	By Assessment - hourly rate - In addition to any other applicable fee - Full cost recovery	
Construction	<b>Accredited Certifiers</b>			
Construction	- Engagement of accredited certifiers from private sector or other councils to undertake Council Certification Functions	FC	Full Cost + 30%	
Construction	- Private Certifier Fee (EP & A Reg. 263)	S**	\$ 36.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Construction	<b>Building Information Certificate</b>			
Construction	(a) Floor area of building or part < 200m <sup>2</sup>	FC	\$ 270.00	
Construction	(b) Floor area of building > 200m <sup>2</sup> and < 2,000m <sup>2</sup>	FC	\$ 270.00	
Construction	PLUS: If > 200m <sup>2</sup> (per m <sup>2</sup> )	FC	\$ 0.55	
Construction	(c) Floor area > 2,000m <sup>2</sup>	FC	\$ 1,258.00	
Construction	PLUS: If > 2000m <sup>2</sup> (per m <sup>2</sup> )	FC	\$ 0.80	
Construction	(d) Unauthorised building works	FC	Fee calculated using Construction Certificate fee, using estimated value of construction works	
Construction	<b>Swimming Pools</b>			
Construction	- Swimming Pool Compliance Certificate Application	S**	\$ 150.00	
Construction	- Registering Pool on Behalf of Owner	S**	\$ 10.00	
Construction	- Initial Inspection Fee	S**	\$ 150.00	
Construction	- Reinspection fee resulting from initial inspection	S**	\$ 100.00	
Waste Management	<b>Residential and Small Business waste</b>			
Waste Management	- 20L Drum	PC	\$ 2.00	±
Waste Management	- Bag of Waste - per bag	PC	\$ 5.00	±
Waste Management	- 240L wheelie bin	PC	\$ 9.00	±
Waste Management	- Timber Waste (processed timber inc. builders timber and furniture (per m <sup>3</sup> ))	PC	\$ 22.00	±
Waste Management	- Timber Waste (processed timber inc. builders timber and furniture (per ½m <sup>3</sup> ))	PC	\$ 11.00	±
Waste Management	- Timber Waste (processed timber inc. builders timber and furniture (per 250L/Kg))	PC	\$ 5.00	±
Waste Management	- Unsorted waste (per m <sup>3</sup> )	PC	\$ 66.00	±
Waste Management	- Sorted waste (per m <sup>3</sup> )	PC	\$ 33.00	±
Waste Management	- Bricks & Concrete (sorted no other waste)(per m <sup>3</sup> )	PC	\$ 33.00	±
Waste Management	- Skip Bin unsorted waste (per m <sup>3</sup> )	PC	\$ 44.00	±
Waste Management	- Resource Recovery Items (provided they are not contaminated; already separated; and do not go into landfill.)	PG	Nil	
Waste Management	- Residential Green Waste (organic material including grass clippings and branches etc.)	PG	Nil	
Waste Management	- Clean Fill	PG	Nil	
Waste Management	- Light and Heavy Steel	PG	Nil	
Waste Management	- Motor Vehicles	PG	Nil	
Waste Management	- Glass containers	PG	Nil	
Waste Management	- Aluminium Cans	PG	Nil	
Waste Management	- Plastic Bottles	PG	Nil	
Waste Management	- Cardboard and Paper	PG	Nil	
Waste Management	- E-Waste Items (all computer, ancillary computer items and televisions)	PG	Nil	
Waste Management	<b>Commercial Waste</b>			
Waste Management	- Commercial green/timber waste requiring mulching (per m <sup>3</sup> )	FC	\$ 32.00	±
Waste Management	- Commercial waste per tonne (weighbridge receipt provided)	FC	\$ 194.00	±
Waste Management	- Commercial waste (per m <sup>3</sup> )	FC	\$ 270.00	±
Waste Management	- Commercial construction & demolition waste (per m <sup>3</sup> )	FC	\$ 73.00	±
Waste Management	<b>Tyres (Residential)</b>			
Waste Management	- Car	PC	\$ 16.00	±
Waste Management	- Truck/small tractor	PC	\$ 32.00	±
Waste Management	- Tractor (large greater than 1m diameter)	PC	\$ 194.00	±
Waste Management	- Tyre components (cut up tyres per m <sup>3</sup> )	PC	\$ 97.00	±
Waste Management	<b>Lounges &amp; mattresses</b>			
Waste Management	- Single lounge or mattress	PC	\$ 11.00	±
Waste Management	- Double lounge or mattress	PC	\$ 16.00	±
Waste Management	<b>Animals</b>			
Waste Management	- Small carcasses (cats, dogs, sheep, goats)	PC	\$ 16.00	±
Waste Management	- Large carcasses (cattle and horses)	PC	\$ 76.00	±
Waste Management	<b>Asbestos (must be triple wrapped in black plastic and sealed)</b>			
Waste Management	- Minimal (no more than a wheel-barrow)	FC	\$ 54.00	±
Waste Management	- Within the local government area (per m <sup>3</sup> )	FC	\$ 432.00	±
Waste Management	<b>Waste generated from outside the Local Government Area</b>	FC	Subject to assessment	±
Waste Management	- Contaminated Material	FC	Subject to assessment	±
Cemeteries	<b>Monumental Works</b>			
Cemeteries	Supply of plaques / interments are performed by Funeral Directors. Council only provides for allocation of plots / niches & keeps records of reservations / interments.			

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Cemeteries	<b>Cemetery Fees</b>			
Cemeteries	- Reservation Fee (Fee deducted from final plot fee)	PC	\$ 640.00	
Cemeteries	- Monument Burial Plot Permit and Grave Fee	PC	\$ 3,257.00	±
Cemeteries	- Lawn Cemetery Burial Plot	PC	\$ 3,257.00	±
Cemeteries	- Re-Opening Fee	PC	\$ 786.00	±
Cemeteries	- Inspection Fee	PC	\$ 370.00	±
Cemeteries	- Interment of Child (under 16 years)	PC	\$ 1,629.00	±
Cemeteries	- Exhumation Administration Fees	PC	\$ 7,862.00	±
Cemeteries	- Niche Walls (Blayney, Carcoar, Hobbys Yards, Lyndhurst, Neville and Millthorpe)	PC	\$ 640.00	±
Cemeteries	- Internment of ashes into existing grave fee (max 4 per lot)	PC	\$ 640.00	±
Cemeteries	<b>Search Fees</b>			
	<i>Cemetery Information required for Family Trees, locating graves, etc.</i>			
Cemeteries	- Per hour	PC	\$ 240.00	±
Cemeteries	- Per 15 min (or part thereof)	PC	\$ 59.00	±
Sewerage Services	<b>Liquid Trade Waste</b>			
	<i>Council will issue Category 1 and 2/2S trade waste usage every three months in arrears.</i>			
Sewerage Services	- Application Fee	FC	\$ 284.00	
Sewerage Services	- Application Fee (Large Dischargers - Category 3)	FC	\$ 478.00	
Sewerage Services	- Re-Inspection Fee	FC	\$ 106.00	
Sewerage Services	- Trade Waste Usage Charges for Category 1 with Prescribed Pre-Treatment (per KL)	PG	Nil	
Sewerage Services	<b>Total mass charges as calculated using individual parameter charges (U):</b>			
Sewerage Services	- Aluminium	FC	\$ 1.00	
Sewerage Services	- Ammonia (as Nitrogen)	FC	\$ 3.00	
Sewerage Services	- Arsenic	FC	\$ 106.00	
Sewerage Services	- Barium	FC	\$ 53.00	
Sewerage Services	- Biochemical Oxygen Demand (BOD)	FC	\$ 1.00	
Sewerage Services	- Boron	FC	\$ 1.00	
Sewerage Services	- Bromine	FC	\$ 22.00	
Sewerage Services	- Cadmium	FC	\$ 492.00	
Sewerage Services	- Chloride	PG	Nil	
Sewerage Services	- Chlorinated Hydrocarbons	FC	\$ 53.00	
Sewerage Services	- Chlorinated phenolic	FC	\$ 2,124.00	
Sewerage Services	- Chlorine	FC	\$ 2.00	
Sewerage Services	- Chromium	FC	\$ 36.00	
Sewerage Services	- Cobalt	FC	\$ 22.00	
Sewerage Services	- Copper	FC	\$ 22.00	
Sewerage Services	- Cyanide	FC	\$ 107.00	
Sewerage Services	- Fluoride	FC	\$ 5.00	
Sewerage Services	- Formaldehyde	FC	\$ 2.00	
Sewerage Services	- Oil and Grease (Total O & G)	FC	\$ 2.00	
Sewerage Services	- Herbicides/defoliant	FC	\$ 1,063.00	
Sewerage Services	- Iron	FC	\$ 2.00	
Sewerage Services	- Lead	FC	\$ 53.00	
Sewerage Services	- Lithium	FC	\$ 11.00	
Sewerage Services	- Manganese	FC	\$ 11.00	
Sewerage Services	- Mercaptans	FC	\$ 107.00	
Sewerage Services	- Mercury	FC	\$ 3,540.00	
Sewerage Services	- Methylene Blue Active Substances	FC	\$ 1.00	
Sewerage Services	- Molybdenum	FC	\$ 1.00	
Sewerage Services	- Nickel	FC	\$ 36.00	
Sewerage Services	- Nitrogen (as TKN – Total Kjeldahl Nitrogen)	FC	\$ 1.00	
Sewerage Services	- Organ arsenic Compounds	FC	\$ 1,065.00	
Sewerage Services	- Pesticides General (excludes organochlorines and organophosphates)	FC	\$ 1,062.00	
Sewerage Services	- Petroleum Hydrocarbons (non-flammable)	FC	\$ 3.00	
Sewerage Services	- Phenolic Compounds (non-chlorinated)	FC	\$ 11.00	
Sewerage Services	- Phosphorous (Total Phosphorous)	FC	\$ 2.00	
Sewerage Services	- Polynuclear aromatic hydrocarbons	FC	\$ 22.00	
Sewerage Services	- Selenium	FC	\$ 75.00	
Sewerage Services	- Silver	FC	\$ 2.00	
Sewerage Services	- Sulphate (SO4)	FC	\$ 1.00	
Sewerage Services	- Sulphide	FC	\$ 2.00	
Sewerage Services	- Sulphite	FC	\$ 2.00	
Sewerage Services	- Suspended Solids (SS)	FC	\$ 1.00	
Sewerage Services	- Thiosulphate	FC	\$ 1.00	
Sewerage Services	- Tin	FC	\$ 11.00	
Sewerage Services	- Total Dissolved Solids (TDS)	FC	\$ 0.05	
Sewerage Services	- Uranium	FC	\$ 11.00	
Sewerage Services	- Zinc	FC	\$ 22.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Sewerage Services	<b>Liquid Trade Waste Excess Mass Charge (\$)</b> = $\frac{(S - D) \times Q \times U}{1000}$ 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	<b>Non Compliance</b>			
Sewerage Services	Non compliance PH charge (K = pH coefficient)	FC	K = 0.5	
Sewerage Services	<b>Food Waste Disposal Charge</b>			
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. <b>Food Waste Disposal Charge (\$)</b> = 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	<b>Treated Recycled Water</b>			
Sewerage Services	- per kilolitre	FC	\$ 4.00	
Sewerage Services	<b>Supply of Drainage Diagram</b>			
Sewerage Services	- Domestic/Commercial Premises (Solicitor Enquiry Per Property)	PC	\$ 90.00	±
Sewerage Services	- Sewer Diagram (new)	PC	\$ 168.00	±
Sewerage Services	- Septic Tank (if required)	PC	\$ 168.00	±
Sewerage Services	- Amendment to Drainage Diagram	PC	\$ 168.00	±
Village Bore	<b>Village Bore Access</b>			
Village Bore	- Village bore user access charge - Paid upfront for 12 months (not pro-rata if key returned within 12 months)	PC	\$ 139.00	
Village Bore	- Village bore Key deposit – refundable on return of the key	FC	\$ 150.00	
Public Halls	<b>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).</b> <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)	PC	\$ 361.00	±
Public Halls	- Day Hire (between 9.00am & 5.00pm)	PC	\$ 198.00	±
Public Halls	- School & Sporting Presentations	PG	Nil	
Public Halls	<b>Community Centre Hire for balls, weddings, luncheons, dinners etc. where food and beverages are served (includes use of the kitchen, bar &amp; stage &amp; a maximum of 48 hours hire).</b> <i>Hire of facility is subject to terms and conditions. Community Centre furniture is not available for external hire.</i>			
Public Halls	- Hire	PC	\$ 732.00	±
Public Halls	- School Age Dances / Disco's	PC	\$ 198.00	±
Public Halls	<b>Community Centre Meeting Room Hire (per day)</b>			
Public Halls	- Meeting room (Chambers or Cadia Room)	PC	\$ 134.00	±
Public Halls	- Shire charitable organisations and Service Clubs (Chambers or Cadia Room)	PC	\$ 55.00	±
Public Halls	- Hire of both Cadia Room and Chambers	PC	\$ 188.00	±
Public Halls	- Blayney Shire charitable organisations and Service Clubs	PC	\$ 110.00	±
Public Halls	<b>Community Centre Meeting Room Hire (per annum)</b>			
Public Halls	- Meeting room (Chambers or Cadia Room) - School terms only	PC	\$ 2,200.00	±
Public Halls	- Shire charitable organisations and Service Clubs	PC	\$ 605.00	±
Public Halls	<b>Community Centre Hire of Other Areas (per day)</b>			
Public Halls	- Kitchen Hire	PC	\$ 117.00	±
Public Halls	- Bar Hire	PC	\$ 58.00	±
Public Halls	<b>Rehearsals &amp; Prior Entry</b>			
Public Halls	- Up to 4 hours	PC	\$ 47.00	±
Public Halls	- 4 to 8 hours	PC	\$ 58.00	±
Public Halls	<b>Cleaning</b>			
Public Halls	- Cleaning Cost chargeable if facility is not left in a clean state by the Hirer.	FC	\$ 512.00	±
Public Halls	<b>Security Deposit - Refundable</b>			
Public Halls	- Security Deposit (Excl. Shire Charitable Organisations/ Pensioner Groups/Schools)	FC	\$ 500.00	
Public Halls	- Security Deposit (Shire Charitable Organisations/ Pensioner Groups/Schools)	FC	\$ 100.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Public Libraries	<b>Blayney Library</b>			
	<i>Fees as recommended by Central West Libraries</i>			
Public Libraries	- Photocopies B&W (per copy)	PC	\$ 0.20	±
Public Libraries	- Lost Borrower Card	PC	\$ 2.20	±
Public Libraries	- Lost or damaged material – replacement cost and processing fee	PC	\$ 22.70	±
Public Libraries	- Inter Library Loans: Search fee	PC	\$ 5.50	±
Public Libraries	- Local studies research - first hour free then per hour	PC	\$ 40.00	±
CentrePoint	<b>Casual Admission Fees</b>			
CentrePoint	<b>Casual Swim</b>			
CentrePoint	- Adult	PC	\$ 7.00	±
CentrePoint	- Concession	PC	\$ 5.00	±
CentrePoint	- Child (under 18)	PC	\$ 5.00	±
CentrePoint	- Child (under 3 with a paying adult)	PG	No charge	
CentrePoint	- Family (Up to 2 adults and all children at one address)	PC	\$ 17.00	±
CentrePoint	<b>Gym &amp; Classes Casual Entry</b>			
CentrePoint	- Adult	PC	\$ 15.00	±
CentrePoint	- Concession (Student & Senior)	PC	\$ 11.00	±
CentrePoint	- Healthy Life for Life & Gentle Tai Chi	PC	\$ 8.00	±
CentrePoint	<b>Dry Courts Casual Entry</b>			
CentrePoint	- All Ages per person	PC	\$ 4.00	±
CentrePoint	<b>Gym Induction/Fitness Assessment</b>			
CentrePoint	Complimentary when signing up - includes one 30 minute induction	PG	\$ -	
CentrePoint	<b>Gym Program &amp; or PT (One Hour)</b>			
CentrePoint	- All Ages	PC	\$ 65.00	±
CentrePoint	<b>Group Training Rate - 60 Mins (max 4 clients)</b>			
CentrePoint	- 2 Client (per person)	PC	\$ 32.00	±
CentrePoint	- 3 Client (per person)	PC	\$ 27.00	±
CentrePoint	- 4 Client (per person)	PC	\$ 22.00	±
CentrePoint	<b>Crèche (per session)</b>			
CentrePoint	- Per Child	PC	\$ 4.00	±
CentrePoint	<b>Short Term Options (Valid to 30 June 2022)</b>			
CentrePoint	<b>Pool Access - Includes Aqua Aerobics</b>			
CentrePoint	- Adult - 10 Visit Pass	PC	\$ 68.00	±
CentrePoint	- Concession (Child, Student & Senior)	PC	\$ 46.00	±
CentrePoint	<b>Full Centre Access (Gym, Classes, Pool and Dry Courts)</b>			
CentrePoint	- Adult - 10 Visit Pass	PC	\$ 157.00	±
CentrePoint	- Concession (Child, Student & Senior)	PC	\$ 113.00	±
CentrePoint	<b>Gym &amp; Class Access</b>			
CentrePoint	- Adult - 10 Visit Pass	PC	\$ 113.00	±
CentrePoint	- Concession (Child, Student & Senior)	PC	\$ 92.00	±
CentrePoint	<b>Concession - Class only membership</b>			
CentrePoint	- Concession - 3 months	PC	\$ 140.00	±
CentrePoint	<b>Memberships</b>			
CentrePoint	<b>Aquatic Membership - Includes Aqua Aerobics</b>			
CentrePoint	- Concession (Child, Student & Senior) Upfront p.a	PC	\$ 562.00	±
CentrePoint	- Concession (Child, Student & Senior) FN Direct Debit	PC	\$ 22.00	±
CentrePoint	- Adult - Upfront	PC	\$ 670.00	±
CentrePoint	- Adult - FN Direct Debit	PC	\$ 26.00	±
CentrePoint	- Family (2 adults and 3 children) Upfront p.a	PC	\$ 1,406.00	±
CentrePoint	- Family (2 adults and 3 children) FN Direct Debit	PC	\$ 54.00	±
CentrePoint	<b>Fitness Membership (Gym and classes)</b>			
CentrePoint	- Concession (Child, Student & Senior) Upfront p.a	PC	\$ 626.00	±
CentrePoint	- Concession (Child, Student & Senior) Direct Debit	PC	\$ 23.00	±
CentrePoint	- Adult - Upfront p.a	PC	\$ 778.00	±
CentrePoint	- Adult - FN Direct Debit	PC	\$ 29.50	±
CentrePoint	- Family (2 adults and 3 children) Upfront p.a	PC	\$ 1,566.00	±
CentrePoint	- Family (2 adults and 3 children) FN Direct Debit	PC	\$ 60.00	±
CentrePoint	<b>CentrePoint Membership (Gym, Pool, Classes, Dry Courts)</b>			
CentrePoint	- Concession (Child, Student & Senior) Upfront p.a	PC	\$ 810.00	±
CentrePoint	- Concession (Child, Student & Senior) FN Direct Debit	PC	\$ 30.00	±
CentrePoint	- Adult - Upfront p.a	PC	\$ 1,134.00	±
CentrePoint	- Adult - FN Direct Debit	PC	\$ 43.00	±
CentrePoint	- Family (2 adults and 3 children) Upfront p.a	PC	\$ 1,944.00	±
CentrePoint	- Family (2 adults and 3 children) FN Direct Debit	PC	\$ 76.00	±
CentrePoint	<b>Joining Fee</b>			
CentrePoint	- Fitness & CentrePoint Memberships	PC	\$ 22.00	±
CentrePoint	<b>Fob fee &amp; replacement Fob</b>	FC	\$ 10.50	±
CentrePoint	<b>Fitness Passport</b>			
CentrePoint	- Swim/Gym/Class per visit per holder	PC	TBC	±
CentrePoint	<b>Swimming Lessons</b>			
CentrePoint	<b>Swimming Lessons (includes entry fee for child)</b>			
CentrePoint	- Swimming Lessons - Per Child for 12 week block - Upfront	PC	\$ 207.00	±
CentrePoint	- Swimming Lessons - Per Child for 12 week block - FN Direct Debit	PC	\$ 35.00	±

\*\*Please Note: Statutory fee as advised by responsible authority are subject to change without notice

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
CentrePoint	<b>Swim Squad - School Term (12 weeks)</b>			
CentrePoint	- 1 Session per week - Upfront	PC	\$ 104.00	±
CentrePoint	- 1 Session per week - FN Direct Debit	PC	\$ 17.00	±
CentrePoint	- 2 Sessions per week - Upfront	PC	\$ 207.00	±
CentrePoint	- 2 Sessions per week - FN Direct Debit	PC	\$ 35.00	±
CentrePoint	<b>Private Lessons 1:1 (12 weeks)</b>			
CentrePoint	- Learn to swim per half hour - Upfront	PC	\$ 583.00	±
CentrePoint	- Learn to swim per half hour - FN Direct Debit	PC	\$ 97.00	±
CentrePoint	<b>Miscellaneous</b>			
CentrePoint	<b>Instructors</b>			
CentrePoint	- LTS instructor per hour	PC	\$ 54.00	±
CentrePoint	<b>Venue Hire</b>			
CentrePoint	<b>Scout Hall and Aerobic Room Venue Hire</b>			
CentrePoint	- Per Hour	PC	\$ 32.00	±
CentrePoint	- Half Day (3-5hours)	PC	\$ 108.00	±
CentrePoint	- Full Day	PC	\$ 216.00	±
CentrePoint	<b>Dry Courts Hire</b>			
CentrePoint	- Per 1/2 Court per hour	PC	\$ 27.00	±
CentrePoint	- Per Court per hour	PC	\$ 54.00	±
CentrePoint	- Per Court per 1/2 day	PC	\$ 130.00	±
CentrePoint	- Per Court per full day	PC	\$ 216.00	±
CentrePoint	<b>Lane Hire</b>			
CentrePoint	- 1 Lane per hour	PC	\$20 + Pool Entry	±
CentrePoint	<b>CentrePoint Birthday Parties</b>			
	<i>Minimum 15 Children per Booking</i>			
CentrePoint	- Catered per child	PC	\$ 24.00	±
CentrePoint	- Non catered per child	PC	\$ 17.00	±
CentrePoint	<b>NSW Companion Card Entry</b>			
CentrePoint	- Entry for person who shows NSW Companion Card	PG	No charge	
CentrePoint	<b>NDIS Fees</b>			
CentrePoint	- Services and prices as per NDIS support catalogue	PG	No charge	
CentrePoint	<b>Definitions</b>			
CentrePoint	Family: Members must reside at the same address, must be immediate family, children must be under 18 years of age			
CentrePoint	Concession: Must hold and present a valid concession card			
CentrePoint	Student: A full time high school, tertiary/uni or TAFE student. Valid student card must be presented.			
Sporting Grounds	<b>All Schools</b>			
Sporting Grounds	- St Joseph's Primary School	PC	\$ 269.00	±
Sporting Grounds	- Heritage Schools Group	PC	\$ 269.00	±
Sporting Grounds	- Blayney High School	PC	\$ 1,011.00	±
Sporting Grounds	- Millthorpe Public School (Redmond Oval)	PC	\$ 541.00	±
Sporting Grounds	<b>King George Oval Seasonal Hire</b>			
Sporting Grounds	- Cricket	PC	\$ 755.00	±
Sporting Grounds	- Junior Rugby League	PC	\$ 1,017.00	±
Sporting Grounds	- Rugby League	PC	\$ 2,820.00	±
Sporting Grounds	- Rugby Union	PC	\$ 2,743.00	±
Sporting Grounds	- Little Athletics	PC	\$ 755.00	±
Sporting Grounds	<b>Redmond Oval Seasonal Hire</b>			
Sporting Grounds	- Senior Cricket	PC	\$ 731.00	±
Sporting Grounds	- Junior Cricket	PC	\$ 731.00	±
Sporting Grounds	- Junior Soccer	PC	\$ 1,017.00	±
Sporting Grounds	- Senior Soccer	PC	\$ 1,093.00	±
Sporting Grounds	- Millthorpe Junior Rugby Union (inc. Blayney based-Gala Day)	PC	\$ 672.00	±
Sporting Grounds	<b>Dakers/Napier Oval Seasonal Hire</b>			
	<i>Per facility (Dakers Oval or Napier Oval)</i>			
Sporting Grounds	- Cricket	PC	\$ 514.00	±
Sporting Grounds	- Junior Soccer	PC	\$ 1,017.00	±
Sporting Grounds	- Senior Soccer	PC	\$ 1,093.00	±
Sporting Grounds	<b>Stillingfleet Courts Seasonal Hire</b>			
Sporting Grounds	- Blayney Netball Association	PC	\$ 1,078.00	±
Sporting Grounds	<b>Blayney Tennis Courts Seasonal Hire</b>			
Sporting Grounds	- Blayney Tennis Courts (Blayney Tennis Club)	PC	\$ 1,078.00	±
Sporting Grounds	<b>Other Blayney Shire Recreation Grounds</b>			
	<i>(Excludes Blayney and Millthorpe Grounds)</i>			
Sporting Grounds	- Annual Fee per Ground	PC	\$ 514.00	±
Sporting Grounds	<b>Specific Event - Redmond Oval</b>			
Sporting Grounds	- Millthorpe Markets Incl. cleaning of amenities, line marking etc.	PC	\$ 2,563.00	±
Sporting Grounds	<b>Casual Hire (per day or part thereof) Redmond Oval</b>			
Sporting Grounds	- Casual Hire (incl. Toilets/Change rooms/Canteen)	PC	\$ 676.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	\$ 200.00	
Sporting Grounds	PLUS Key Deposit	FC	\$ 100.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	PC	\$ 231.00	±

\*\*Please Note: Statutory fee as advised by responsible authority are subject to change without notice

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Sporting Grounds	<b>King George Oval Casual Hire (per day or part thereof)</b>			
Sporting Grounds	- Casual Hire (inc Toilets/Change rooms/Canteen)	PC	\$ 677.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	\$ 200.00	
Sporting Grounds	PLUS Key Deposit	FC	\$ 100.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	PC	\$ 231.00	±
Sporting Grounds	<b>Napier Oval Casual Hire (per day or part thereof)</b>			
Sporting Grounds	- Casual Hire (incl. Toilets/Change rooms)	PC	\$ 628.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	\$ 200.00	
Sporting Grounds	PLUS Key Deposit	FC	\$ 100.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	PC	\$ 231.00	±
Sporting Grounds	<b>Dakers Oval Casual Hire (per day or part thereof)</b>			
Sporting Grounds	- Casual Hire	PC	\$ 500.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	\$ 200.00	
Sporting Grounds	PLUS Key Deposit	FC	\$ 100.00	
Sporting Grounds	<b>Blayney Shire Recreation Grounds Casual Hire (per day or part thereof)</b> <i>Excludes Blayney and Millthorpe Grounds</i>			
Sporting Grounds	- Casual Hire (inc Toilets)	PC	\$ 500.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	\$ 100.00	
Sporting Grounds	PLUS Key Deposit	FC	\$ 100.00	
Sporting Grounds	<b>All Recreational Facilities / Open Space e.g. Heritage Park</b>			
Sporting Grounds	- Booking Cancellation Fee (all facilities)	PC	\$ 112.00	±
Sporting Grounds	- Personal Training Facility Access Charge for all Parks, Gardens & Outdoor Facilities (excluding King George Oval & Redmond Oval)	PC	\$ 156.00	±
Sporting Grounds	PLUS Key Deposit	FC	\$ 100.00	
Sporting Grounds	- Not for profit Community Service events (at GM discretion)	PC	Contract Price	±
Sporting Grounds	- Fobs (King George Oval, Dakers Oval, CWELC & Redmond Oval) also available for the tank to refill at the water recycle plant.	FC	\$ 50.00	±
Blayney Showground	<b>Blayney Showground Seasonal Hire (includes Pavilion)</b> <i>*Security Deposit is refundable as per Conditions of Hire. **Includes provision of one annual event so long as collectively this does not exceed the permitted number of days allowed under the user agreement. Other costs associated with provision of an annual event remain subject to additional costs if applicable in accordance with the scheduled fees below.</i>			
Blayney Showground	- Annual Hire Fee: Junior groups (includes Gator & Rake Fee) (to 30 June)**	PC	\$ 1,151.00	±
Blayney Showground	- Annual Hire Fee: Senior Groups (includes Gator & Rake Fee) (to 30 June)**	PC	\$ 1,893.00	±
Blayney Showground	- Blayney Harness Racing Trainers	PC	\$ 302.00	±
Blayney Showground	- Individual/Group Horse Riders (per hour minimum 2 hours) for up to 5 Horse Riders	PC	\$ 112.00	±
Blayney Showground	PLUS Security Deposit at GM discretion (keys, cleaning, utilities or Damages)*	FC	Contract Price	
Blayney Showground	PLUS Additional Gator and Rake Fee	PC	\$ 445.00	±
Blayney Showground	- Additional Hire Days	PC	\$ 278.00	±
Blayney Showground	- Additional Hire Days	PC	\$ 139.00	±
Blayney Showground	- Ground Levy (\$5 per rider/per event) paid in arrears every 6 months	PC	\$ 5.00	±
Blayney Showground	<b>Casual Hire (per day or part thereof)</b>			
Blayney Showground	<b>Central West Equestrian and Livestock Centre</b>			
Blayney Showground	- Livestock/Equestrian Sales and Shows	PC	\$ 2,533.00	±
Blayney Showground	- Individual Accredited Coaching Clinics	PC	\$ 289.00	±
Blayney Showground	- Individual/Group Horse Riders (Outdoor Arena's only)	PC	Contract Price	±
Blayney Showground	- Surface Preparation (Watering and Raking Only)	PC	\$ 579.00	±
Blayney Showground	- Surface (Fill, Refill, Spreading and Removal)	PC	Contract Price	±
Blayney Showground	- Hire of Gator (per hour)	PC	\$ 155.00	±
Blayney Showground	- Hire of Rake (per hour)	PC	\$ 35.00	±
Blayney Showground	- Lights (per hour)	PC	\$ 45.00	±
Blayney Showground	- Pavilion Hire	PC	\$ 467.00	±
Blayney Showground	PLUS Security Deposit at GM discretion (keys, cleaning, utilities or Damages)*	FC	Contract Price	
Blayney Showground	<b>Special Events</b>			
Blayney Showground	- Blayney A & P Association Show	PC	\$ 2,101.00	±
Blayney Showground	- Blayney Harness Racing	PC	\$ 955.00	±
Blayney Showground	- Special Events hosted by Seasonal Hire User Groups (Regional)	PC	\$ 2,101.00	±
Blayney Showground	PLUS Security Deposit at GM discretion (keys, cleaning, utilities or Damages)*	FC	Contract Price	±
Blayney Showground	- Other Events (National, State and Regional)	PC	Contract Price	±
All Ovals and Facilities	<b>All Ovals and Facilities</b>	PC		
All Ovals and Facilities	- Other Event (at GM Discretion)	PC	Contract Price	±
Mining, Manufacturing & Construction	<b>Outstanding Notice s.735A Certificate</b>			
Mining, Manufacturing & Construction	- Outstanding Notices Certificate	S**	\$ 120.00	

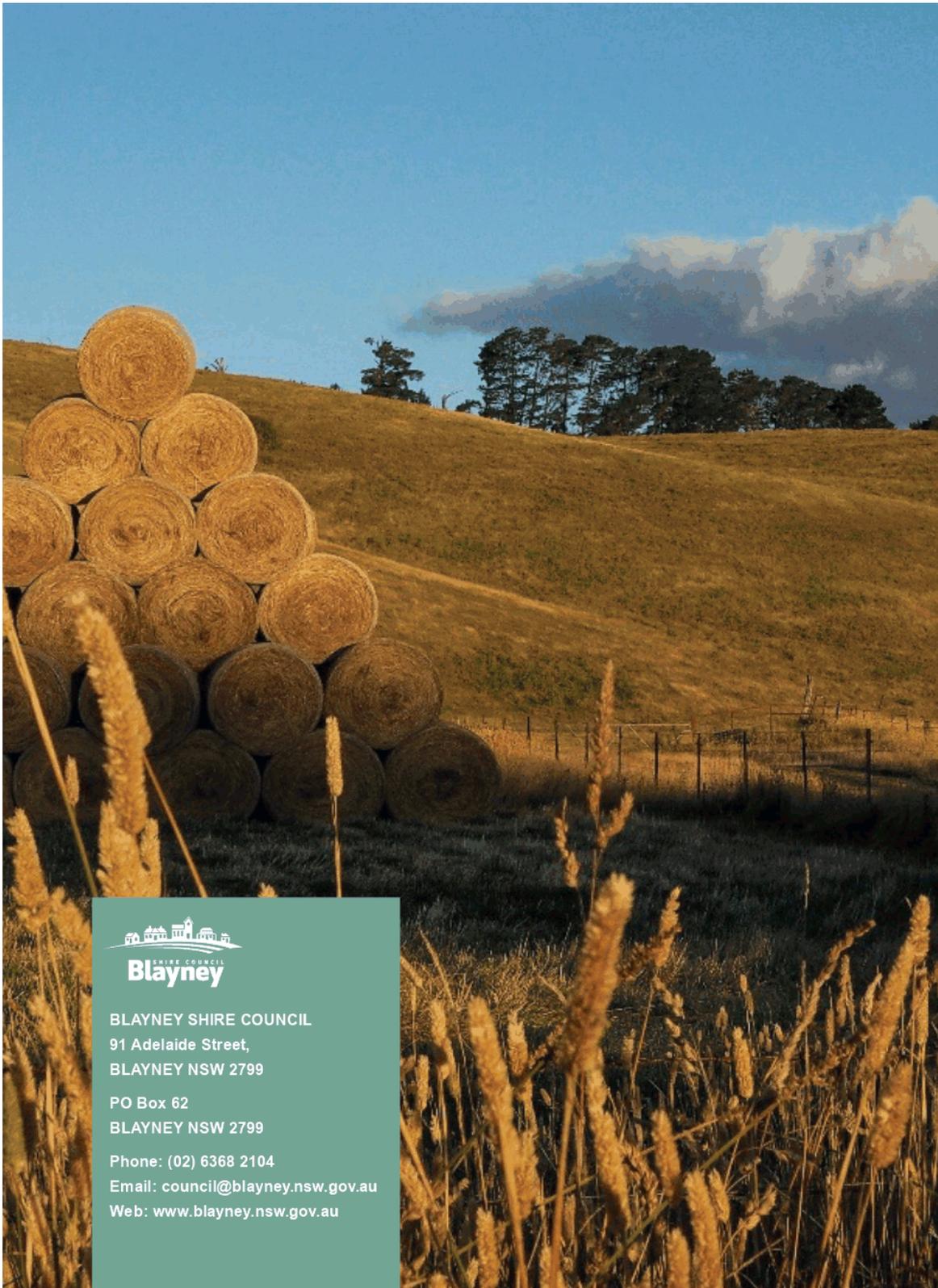
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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Transport & Communication	<b>Contributions to Works – Council Programmed Works</b>			
Transport & Communication	- Kerb & Guttering (per lineal metre)	R	50% of cost	
Transport & Communication	- Foot paving (per square metre)	R	50% of cost	
Transport & Communication	Recovery of Costs from adjacent owners in accordance with s.217 of the Roads Act, 1993.			
Transport & Communication	<b>Road Opening Permit</b>			
Transport & Communication	- Minor works (Standard Design & TGS)	PC	\$ 84.00	
Transport & Communication	- When Council is PCA and applied for in conjunction other approval (plus 1 inspection)	PC	\$ 84.00	
Transport & Communication	- When applied for when Council is not PCA or not in conjunction with other approval (plus 1 inspection)	PC	\$ 168.00	
Transport & Communication	- Non-standard works (Design and TGS by others) plus 1 inspection	PC	\$ 162.00	
Transport & Communication	- Per Inspection / Re Inspection	PC	\$ 135.00	±
Transport & Communication	- Assessment of filming event request (minor)	FC	\$ 440.00	±
Transport & Communication	- Assessment of filming event request (major (more than 1 day))	FC	\$ 2,200.00	±
Transport & Communication	<b>Restoration Charge - Minimum Charge 5m<sup>2</sup></b>			
Transport & Communication	- Concrete Road Pavements (per m <sup>2</sup> )	FC	\$ 482.00	
Transport & Communication	- Concrete Footpaths (per m <sup>2</sup> )	FC	\$ 193.00	
Transport & Communication	- Residential Driveways (per m <sup>2</sup> )	FC	\$ 261.00	
Transport & Communication	- Bitumen surface on all bases (per m <sup>2</sup> )	FC	\$ 213.00	
Transport & Communication	- Gravel Roads / Footpaths (per m <sup>2</sup> )	FC	\$ 137.00	
Transport & Communication	- Kerb & Gutter (per m)	FC	\$ 213.00	
Transport & Communication	- Turfed Footpaths (per m <sup>2</sup> )	FC	\$ 130.00	
Transport & Communication	- Block paved Footpaths (per m <sup>2</sup> )	FC	\$ 315.00	
Economic Affairs	<b>Visitor Information Centre Café (Per Lease Agreement)</b>	FC	Market Rental	±
Economic Affairs	<b>Private Works</b>			
Economic Affairs	- Direct Costs including labour on-costs + 30% surcharge	FC	Full Cost + 30%	±
Economic Affairs	<b>Gravel Sales</b>			
Economic Affairs	- Uncrushed material (All Quarries)			
Economic Affairs	- Ex Pit (per tonne)	FC	\$ 14.32	±
Economic Affairs	- 0-9km (per tonne)	FC	\$ 22.90	±
Economic Affairs	- 10-19km (per tonne)	FC	\$ 28.40	±
Economic Affairs	- 20-29km (per tonne)	FC	\$ 33.90	±
Economic Affairs	<b>Crushed material inc. Rubble (Whites and Cadia)</b>			
Economic Affairs	- Ex Pit (per tonne)	FC	\$ 26.33	±
Economic Affairs	- 0-9km (per tonne)	FC	\$ 33.19	±
Economic Affairs	- 10-19km (per tonne)	FC	\$ 38.68	±
Economic Affairs	- 20-29km (per tonne)	FC	\$ 44.16	±
Economic Affairs	<b>Wet Plant Hire Rates for Private Works (per hour during normal hours)</b>			
Economic Affairs	- Water Cart	FC	\$ 198.00	±
Economic Affairs	- Grader Cat 12 Series	FC	\$ 263.00	±
Economic Affairs	- Loader	FC	\$ 207.00	±
Economic Affairs	- Backhoe	FC	\$ 227.00	±
Economic Affairs	- Roller Dynapac	FC	\$ 210.00	±
Economic Affairs	- Roller Multi Tyred	FC	\$ 254.00	±
Economic Affairs	- 2.7 Tonne Excavator + trailer	FC	\$ 134.00	±
Economic Affairs	- 5 Tonne Excavator hire	FC	\$ 139.00	±
Economic Affairs	- Wing Mower (+tractor)	FC	\$ 185.00	±
Economic Affairs	- Flail (+tractor)	FC	\$ 157.00	±
Economic Affairs	- Slasher (+tractor)	FC	\$ 186.00	±
Economic Affairs	- Tractor only	FC	\$ 136.00	±
Economic Affairs	- Front Deck Mower	FC	\$ 136.00	±
Economic Affairs	- Street Sweeper	FC	\$ 163.00	±
Economic Affairs	- Sewer Jetta (2 x Works Operators)	FC	\$ 349.00	±
Economic Affairs	- Pipe CTV Crawler (2x Works Operators)	FC	\$ 351.00	±

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Economic Affairs	<b>Truck Hire Rates</b>			
Economic Affairs	- 12 Tonne Tipper	FC	\$ 212.00	±
Economic Affairs	- Truck + Dog Trailer (30tonne)	FC	\$ 253.00	±
<b>2013 Contributions Plan (repealed 13 January 2023. Only applies to developments where DA's were lodged prior to this date and contributions were imposed in the subsequent development consent)</b>				
Developer Contributions	<b>Section 7.11 Contributions</b>			
Developer Contributions	- Residential accommodation development resulting in additional dwelling or lot (per new dwelling or allotment)	CP	\$ 7,417.00	
Developer Contributions	<b>Heavy haulage developments</b>			
Developer Contributions	- Regional Sealed Road (per ESA per km)	CP	\$ 0.24	
Developer Contributions	- Local Sealed Road (per ESA per km)	CP	\$ 0.54	
Developer Contributions	- Local Gravel Road (per ESA per km)	CP	\$ 0.27	
Developer Contributions	<b>Section 7.12 Levies</b>			
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	CP	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	CP	1% of that cost	
<b>2022 Contributions Plan (commenced 13 January 2023)</b> Note - 7.11 and Heavy Haulage Contributions are subject to change following publication of the June Quarter CPI figures				
Developer Contributions	<b>Section 7.11 Contributions</b>			
Developer Contributions	- Residential accommodation development resulting in additional dwelling or lot (per new dwelling or allotment)	CP	\$ 9,296.00	
Developer Contributions	<b>Heavy haulage developments</b>			
Developer Contributions	- Regional Sealed Road (per ESA per km)	CP	\$ 0.52	
Developer Contributions	- Local Sealed Road (per ESA per km)	CP	\$ 0.66	
Developer Contributions	- Local Gravel Road (per ESA per km)	CP	\$ 0.52	
Developer Contributions	<b>Section 7.12 Levies</b>			
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	CP	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	CP	1% of that cost	
Developer Contributions	<b>LGA Sect. 64 - Water Management Act 2000 - s305 - Contributions for water supply Infrastructure</b>			
Developer Contributions	- Developer Charges for Millthorpe Sewerage Scheme (per new dwelling or lot)	CP	\$ 8,492.00	
Developer Contributions	- Developer Charges for Blayney Sewerage Scheme (per new dwelling or lot)	CP	\$ 5,095.00	
Developer Contributions	<b>Notes to Developer Contributions</b> 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 2022. - The Blayney Local Infrastructure Contribution Plan 2012 was adopted by Council on 12 September 2013. - The Blayney Shire Local Infrastructure Contribution Plan 2022 was adopted by Council on 19 December 2022.			

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# Blayney Shire Council

## Strategic Asset Management Plan (SAMP)

**1.1.1 Acknowledgement to Country**

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 religion.

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**Document credit**

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**Document status**

Job #	Version	Approving Director	Date
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## 1 Executive summary

This Strategic Asset Management Plan (SAMP) states the approach to implementing the principles and the objectives set out in the Asset Management Policy. It includes specific requirements to outline the processes, resources, structures, roles and responsibilities necessary to establish and maintain the asset management system. The asset groups covered by this SAMP are Buildings and Other Structures, Transport, including Urban Stormwater, Sewerage Network and Swimming pools and Open Space and Recreation infrastructure assets.

The SAMP highlights major issues which need to be addressed for each of the asset classes over the next ten years. The SAMP also highlights the necessary actions for Blayney Shire Council (Council) to help close the gap between current asset management practice and move towards a 'good practice' position in the future.

Both the SAMP and the Asset Management Plans (AMPs) have been prepared in accordance with the International Infrastructure Management Manual (IIMM) and the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) guidelines. Development of an asset management strategy and plans for council infrastructure assets is a mandatory requirement for NSW local government. The key findings for each asset class are included in the asset management plans (Appendices) and are covered in a concise but detailed manner.

The SAMP has been prepared based on best information available to Council at the time of development. The financial analysis is based on Council's current and most recent (2022/23) Financial Statements. The SAMP improvement plan identifies asset improvement strategies to improve the organisation's capability and to provide more confidence in the reliability of the asset data that informs our decisions, including the need to incorporate resilience into Councils' infrastructure risk management approach.

This strategy includes Council's Asset Management Policy. The policy provides a framework for managing infrastructure assets to support the delivery needs of the community.

### 1.1 Our Assets

Our infrastructure and asset portfolio has a current replacement cost of approximately \$444.7 million. The asset values are estimates as at 30 June 2023, based on Council's audited annual financial statements.



**Buildings and Structures**



**Sealed Roads**



**Unsealed Roads**



**Bridges**



**Pathways**



**Other Transport Infrastructure – Signs, Crash Barriers**



**Stormwater**



**Sewer**



**Aquatic Centre**



**Open Space and Recreational Assets**

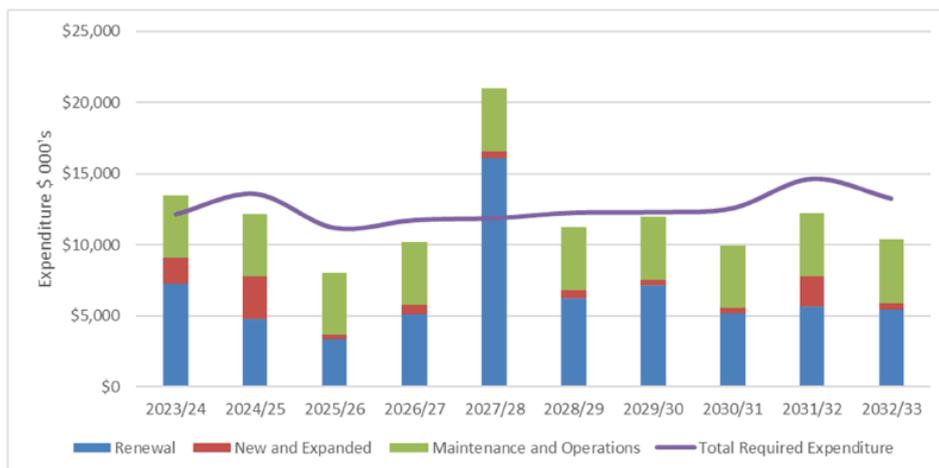


Table 1: Asset classes and values <sup>1</sup>

Asset Class	Gross Replacement Cost \$m	Written Down Value \$m	Annual Depreciation Expense \$m	Asset Management Plan
Buildings and Other Structures	44.5	29.8	0.64	Buildings and Other Structures
Pools	3.4	3.2	0.10	Buildings and Other Structures
Roads	257.5	209.3	3.50	Transportation
Bridges	37.6	26.9	0.35	Transportation
Footpaths	11.5	8	0.14	Transportation
Bulk Earthworks	15.2	15.2	0	Transportation
Stormwater	21.8	16.7	0.20	Transportation
Sewer	35.5	26.3	0.67	Sewer
Open Space and Rec	7.3	5.2	0.17	Parks and Gardens
Land Improvements	10.4	8.6	0.15	Parks and Gardens
<b>Total</b>	<b>444.7</b>	<b>349.2</b>	<b>5.92</b>	

<sup>1</sup> Table 1 includes Land Improvements that are reported as Land assets in C1-7

Figure 1: Assets 10 – year Expenditure Summary



## 1.2 Asset backlog

In 2022/23, Council had a combined asset backlog of \$19.35 million, with this being the estimated cost to bring assets to a satisfactory standard. The satisfactory standard is currently taken as condition 3. The breakdown of backlog per asset class as of 30 June 2023 is shown in the following table.

Table 2: Asset backlog summary

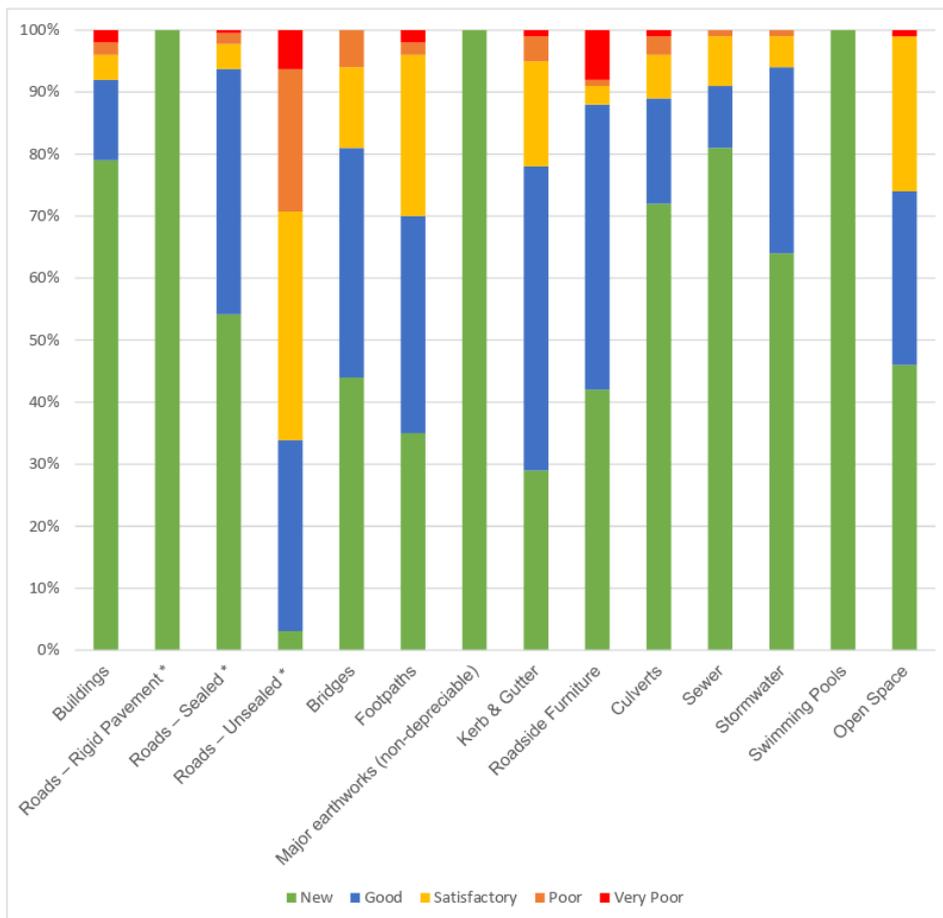
Estimated cost to satisfactory	Backlog \$m	Backlog ratio % (Backlog / WDV)
Buildings	6.80	21.6%
Transport Assets	12.23	4.4%
Sewerage Network	0.29	1.1%
Swimming pools and Open Space and Recreation infrastructure	0.03	0.4%
<b>Total</b>	<b>19.35</b>	<b>5.7%</b>

Our condition data reflects the significant capital works that council has undertaken in the previous term of council with a significant portion of new assets particularly in the buildings and open space assets classes with significant success in securing grant funding to deliver on the Sports and Recreation Plan. (Table 4; Figure 2). The condition is represented as a percentage of the replacement cost of Council's assets. Condition is a measure of an asset's physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. Overall, the quality of Council's condition data is rated as acceptable.

Table 3: Asset condition

Asset class	Asset condition (% of CRC)				
	1 - Excellent	2 - Good	3 - Satisfactory	4 - Poor	5 - Very poor
Buildings	14%	54%	18%	10%	5%
Sealed roads	80%	17%	2%	1%	0%
Unsealed roads	54%	15%	17%	11%	3%
Bridges	50%	32%	12%	6%	0%
Footpaths	38%	29%	26%	7%	0%
Major earthworks (non-depreciable)	100%	0%	0%	0%	0%
Kerb & Gutter	30%	47%	18%	4%	1%
Roadside Furniture	45%	43%	3%	1%	9%
Culverts	71%	17%	7%	4%	1%
Sewer	80%	11%	8%	1%	0%
Stormwater	64%	39%	5%	1%	1%
Swimming Pools	100%	0%	0%	0%	0%
Open Space	52%	23%	24%	1%	0%
<b>Combined</b>	<b>64%</b>	<b>23%</b>	<b>9%</b>	<b>3%</b>	<b>1%</b>

Figure 2: Asset condition summary



### 1.3 Expenditure and reporting

Table 4: Consolidated asset expenditure projections – base case

Expenditure projections (\$,000s)		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>– combined assets</b>												
Actual	Renewal	\$7,233	\$4,777	\$3,310	\$5,122	\$16,080	\$6,190	\$7,160	\$5,148	\$5,613	\$5,447	\$6,786
	New and expanded assets	\$1,854	\$3,011	\$335	\$635	\$506	\$631	\$399	\$395	\$2,168	\$473	\$467
	Maintenance and operational	\$4,398	\$4,409	\$4,402	\$4,454	\$4,426	\$4,414	\$4,422	\$4,432	\$4,462	\$4,472	\$4,462
	<b>Total expenditure</b>	<b>\$13,485</b>	<b>\$12,197</b>	<b>\$8,047</b>	<b>\$10,211</b>	<b>\$21,012</b>	<b>\$11,235</b>	<b>\$11,981</b>	<b>\$9,975</b>	<b>\$12,243</b>	<b>\$10,392</b>	<b>\$11,715</b>
Required	Required renewal (depreciation)	\$6,082	\$6,241	\$6,417	\$6,564	\$6,718	\$6,874	\$7,035	\$7,197	\$7,362	\$7,552	\$7,726
	New and expanded assets	\$1,854	\$3,011	\$335	\$635	\$506	\$631	\$399	\$395	\$2,168	\$473	\$467
	Required maintenance and operational	\$4,229	\$4,348	\$4,450	\$4,556	\$4,663	\$4,774	\$4,885	\$4,999	\$5,130	\$5,249	\$5,372
	<b>Total</b>	<b>\$12,165</b>	<b>\$13,600</b>	<b>\$11,202</b>	<b>\$11,755</b>	<b>\$11,887</b>	<b>\$12,279</b>	<b>\$12,319</b>	<b>\$12,591</b>	<b>\$14,660</b>	<b>\$13,274</b>	<b>\$13,565</b>
Maintenance gap	\$169	\$61	-\$48	-\$102	-\$237	-\$360	-\$463	-\$567	-\$668	-\$777	-\$910	
Renewals gap	\$1,151	-\$1,464	-\$3,107	-\$1,442	\$9,362	-\$684	\$125	-\$2,049	-\$1,749	-\$2,105	-\$940	
<b>Overall gap</b>	<b>\$1,320</b>	<b>-\$1,403</b>	<b>-\$3,155</b>	<b>-\$1,544</b>	<b>\$9,125</b>	<b>-\$1,044</b>	<b>-\$338</b>	<b>-\$2,616</b>	<b>-\$2,417</b>	<b>-\$2,882</b>	<b>-\$1,850</b>	

The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$12.1 million per year. This compares to the expenditure which is required to maintain, operate, and renew the asset network as required being \$12.6 million per year.

The projections indicate that Council currently has insufficient funds to maintain and improve its portfolio of assets. There is a shortfall in CAPEX (\$2m) and OPEX (\$3m) over the life of the plan and this will result in a likely deterioration in the condition of Council's assets portfolio.

Table 5 General Fund expenditure projections – base case

Expenditure projections (\$,000s)		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>– combined assets</b>												
Actual	Renewal	\$6,499	\$4,457	\$2,829	\$4,827	\$7,162	\$6,114	\$7,160	\$5,148	\$5,613	\$5,447	\$6,176
	New and expanded assets	\$1,841	\$2,961	\$335	\$635	\$506	\$631	\$399	\$395	\$2,168	\$473	\$467
	Maintenance and operational	\$3,153	\$3,161	\$3,169	\$3,177	\$3,185	\$3,194	\$3,203	\$3,212	\$3,221	\$3,231	\$3,221
	<b>Total expenditure</b>	<b>\$11,493</b>	<b>\$10,579</b>	<b>\$6,333</b>	<b>\$8,639</b>	<b>\$10,853</b>	<b>\$9,939</b>	<b>\$10,762</b>	<b>\$8,755</b>	<b>\$11,002</b>	<b>\$9,151</b>	<b>\$9,864</b>
Required	Required renewal (depreciation)	\$5,398	\$5,542	\$5,702	\$5,833	\$5,971	\$6,110	\$6,255	\$6,399	\$6,547	\$6,719	\$6,875
	New and expanded assets	\$1,841	\$2,961	\$335	\$635	\$506	\$631	\$399	\$395	\$2,168	\$473	\$467
	Required maintenance and operational	\$3,823	\$3,933	\$4,025	\$4,122	\$4,220	\$4,321	\$4,422	\$4,526	\$4,646	\$4,755	\$4,867
	<b>Total</b>	<b>\$11,062</b>	<b>\$12,436</b>	<b>\$10,062</b>	<b>\$10,590</b>	<b>\$10,697</b>	<b>\$11,062</b>	<b>\$11,076</b>	<b>\$11,320</b>	<b>\$13,361</b>	<b>\$11,947</b>	<b>\$12,209</b>
Maintenance gap		-\$670	-\$772	-\$856	-\$945	-\$1,035	-\$1,127	-\$1,219	-\$1,314	-\$1,425	-\$1,524	-\$1,646
Renewals gap		\$1,101	-\$1,085	-\$2,873	-\$1,006	\$1,191	\$4	\$905	-\$1,251	-\$934	-\$1,272	-\$699
<b>Overall gap</b>		<b>\$431</b>	<b>-\$1,857</b>	<b>-\$3,729</b>	<b>-\$1,951</b>	<b>\$156</b>	<b>-\$1,123</b>	<b>-\$314</b>	<b>-\$2,565</b>	<b>-\$2,359</b>	<b>-\$2,796</b>	<b>-\$2,345</b>

The average capital and maintenance expenditure on Council General Fund assets over the ten-year forecast period is approximately \$9.8 million per year. This compares to the expenditure which is required to maintain, operate, and renew the asset network as required being \$11.4 million per year.

The projections indicate that Council currently has insufficient funds to maintain and improve its portfolio of assets. There is a shortfall in CAPEX (\$5.2m) and OPEX (\$10.9m) over the life of the plan and this will result in a likely deterioration in the condition of Council's assets portfolio.

Table 6 Sewer Fund expenditure projections – base case

Expenditure projections (\$,000s) – combined assets		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Actual	Renewal	\$734	\$320	\$481	\$295	\$8,918	\$76	\$0	\$0	\$0	\$0	\$610
	New and expanded assets	\$13	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Maintenance and operational	\$1,245	\$1,248	\$1,233	\$1,277	\$1,241	\$1,220	\$1,219	\$1,220	\$1,241	\$1,241	\$1,241
	<b>Total expenditure</b>	<b>\$1,992</b>	<b>\$1,618</b>	<b>\$1,714</b>	<b>\$1,572</b>	<b>\$10,159</b>	<b>\$1,296</b>	<b>\$1,219</b>	<b>\$1,220</b>	<b>\$1,241</b>	<b>\$1,241</b>	<b>\$1,851</b>
Required	Required renewal (depreciation)	\$684	\$699	\$715	\$731	\$747	\$764	\$780	\$798	\$815	\$833	\$851
	New and expanded assets	\$13	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Required maintenance and operational	\$406	\$415	\$425	\$434	\$443	\$453	\$463	\$473	\$484	\$494	\$505
	<b>Total</b>	<b>\$1,103</b>	<b>\$1,164</b>	<b>\$1,140</b>	<b>\$1,165</b>	<b>\$1,190</b>	<b>\$1,217</b>	<b>\$1,243</b>	<b>\$1,271</b>	<b>\$1,299</b>	<b>\$1,327</b>	<b>\$1,356</b>
Maintenance gap		\$839	\$833	\$808	\$843	\$798	\$767	\$756	\$747	\$757	\$747	\$736
Renewals gap		\$50	-\$379	-\$234	-\$436	\$8,171	-\$688	-\$780	-\$798	-\$815	-\$833	-\$241
<b>Overall gap</b>		<b>\$889</b>	<b>\$454</b>	<b>\$574</b>	<b>\$407</b>	<b>\$8,969</b>	<b>\$79</b>	<b>-\$24</b>	<b>-\$51</b>	<b>-\$58</b>	<b>-\$86</b>	<b>\$495</b>

The average capital and maintenance expenditure on Council Sewer Fund assets over the ten-year forecast period is approximately \$2.3 million per year. This compares to the expenditure which is required to maintain, operate, and renew the asset network as required being \$1.2 million per year.

The projections indicate that Council currently has sufficient funds to maintain and improve its portfolio of assets. There is a surplus in CAPEX (\$3.3m) and OPEX (\$7.9m) over the life of the plan and this will result in a likely improvement in the condition of Council's assets portfolio.

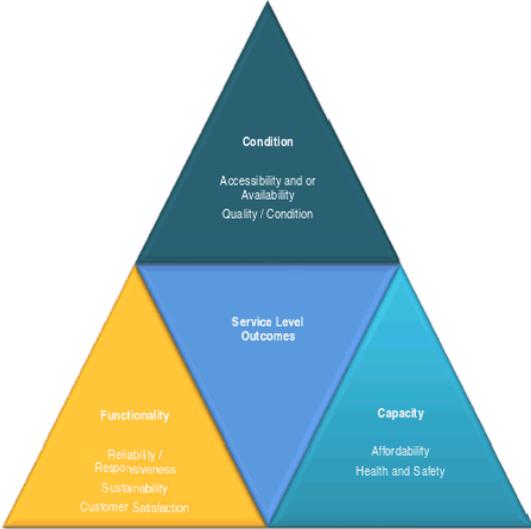
**1.4 Levels of service**

The objective of asset management is to enable assets to be managed in the most cost-effective way, based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the level of service.

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Council has prepared an Asset Management Policy to ensure that adequate provision is made for the long-term replacement of major assets by:

- Ensuring that Council's infrastructure is maintained in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment.
- Implementing appropriate asset management strategies and providing financial resources required to safeguard Council assets.
- Creating and sustaining an asset management awareness throughout the organisation by way of training and development.
- Meeting legislative requirements for asset management.
- Ensuring resources and operational capabilities are identified and responsibilities for asset management are allocated.
- Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

*Figure 3 Service Level Pyramid*



### 1.5 Asset management principles

Council has developed twelve principles to guide asset management activities.

Table 7: Asset management principles

No	Principle
1	A consistent Asset Management Strategy (The Strategic Asset Management Plan) must exist for implementing systematic and appropriate asset management best practice throughout all departments of Council.
2	All relevant legislative requirements and Office of Local Government Long Term Financial Indicators are considered in asset management.
3	Asset management principles will be integrated within existing planning and operational processes.
4	Asset Management Plans will be developed for major asset categories. The plans will be informed by community consultation and financial planning and reporting.
5	An inspection regime will ensure agreed service levels are maintained and to identify asset renewal priorities.
6	Asset renewals required to meet agreed service levels are identified in adopted asset management plans and funded in Councils Long Term Financial Plan.
7	Asset renewal plans will be prioritised and implemented progressively based on agreed service levels and the effectiveness of the current assets to provide that level of service.
8	Renewal works will use current engineering and construction technology (Modern engineering equivalent), and consider intergenerational equity, current and future population growth and social amenity.
9	Systematic and cyclic reviews will be applied to all asset classes and are to ensure that the assets are managed, valued, and depreciated in accordance with appropriate best practice and applicable Australian Standards, including Australian Accounting Standards (AASB).
10	Future life cycle costs will be reported and considered in all decisions relating to new services and assets or upgrading of existing assets and services.
11	Future service levels will be determined in consultation with the community.
12	Training in asset and financial management will be provided for Councilors and relevant staff.

## 2 Introduction

### 2.1 Asset planning

Development of AMPs for Council's infrastructure is a mandatory requirement for NSW councils, as per the *NSW Local Government Act 1993* and its subsequent amendments. As such, Council has developed the following SAMP to cover the period 2023/24 – 2032/33. The key findings for each asset class are included in the asset management plans section of this strategy (Appendices) and are covered in a concise but detailed manner.

Providing infrastructure is one of the most important roles of Council, as assets support services that deliver on Council's long-term objectives. A formal approach to asset management is essential to ensure that services are provided in the most cost-effective and value-driven manner. Asset management needs to be fully aligned and integrated with Council's Community Strategic Plan, LTFP and Workforce Strategy. This ensures that community needs, and expectations are well understood, and that funding requirements and consequences are understood and available.

Figure 4: Council asset management planning framework

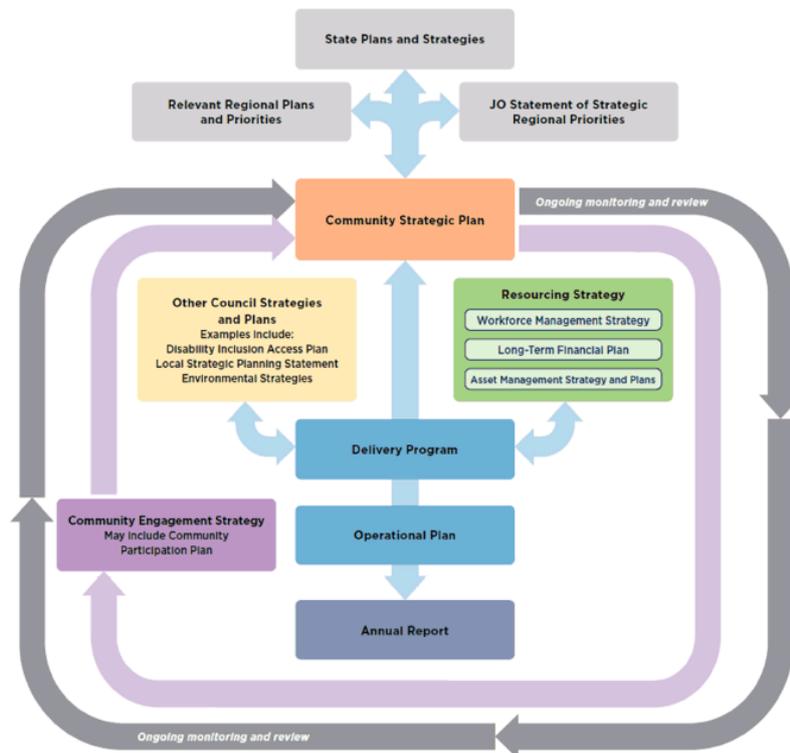


Figure 5: Relationship between Council's plans and resourcing strategies

This SAMP establishes a framework to enable the prioritisation of asset groups through planning, construction, maintenance, and operation of infrastructure necessary to achieve the goals and objectives as set out in:

- Blayney Shire Community Strategic Plan 2022-2032
- Blayney Shire Council Resourcing Strategy:
  - 2024/25 – 2033/34 Long Term Financial Plan
  - Workforce Management Plan 2022/23 – 2025/26
  - Delivery Program and Operational Plan 2023/24-2026/27
- Blayney Showground and Equestrian Sports Facilities Strategic Plan 2020-2025
- Blayney Shire Roads Strategy
- Blayney Shire Sport and Rec Plan
- Councils Community and Master plans for its Town, villages and precincts.

## 2.2 Scope of this Strategic Asset Management Plan

This SAMP has been developed to provide the framework to ensure that Council's new and existing infrastructure assets are operated, maintained, renewed and upgraded to ensure that the levels of service are achieved in the most cost effective and sustainable way. It meets Council's commitments under the *Integrated Planning and Reporting Framework (IP&R)* in that all Council's infrastructure assets are fully accounted for. Details on each asset class, including the inventory, condition, predicted and required expenditure are included in the AMPs.

The audience for this SAMP is Council staff, the Council executive management team, elected representatives (Councillors), interest groups, stakeholders and other interested members of the general community.

The specific objectives of this strategy are:

- 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

The strategy identifies the future funding requirements and service delivery in the context of:

- current asset condition and performance
- levels of service
- forecasted demand for infrastructure and services
- funding constraints

This strategy supports Council's aim to have systematic and appropriate asset management best-practice throughout all departments of Council. This is achieved by continually developing and improving the whole of Council's knowledge, systems, processes and strategies. This will ensure that Council is providing the level of asset management necessary to competently, responsibly and sustainably manage the community assets for current and future generations.

This SAMP has been prepared using a 'top down' approach whereby analysis is applied at the 'system' or 'network' level. The focus is on current levels of service and current practices. It includes expenditure forecasts for asset maintenance, renewal and replacement based on local knowledge of Council's assets and options for meeting current levels of service.

The format of this SAMP is outlined in the following table.

Table 8: Asset Management Strategy structure

Sections	Guidelines
1. Executive summary	Provides a high-level summary of the combined asset management plans and highlights the main issues for consideration.
2. Introduction	Outlines the purpose and scope of the plan and how the plan relates to other key policies and strategies.
3. Asset Management Policy	Excerpt from Council's adopted Asset Management Policy outlining the principles guiding Council's asset management practices.
4. Asset management practices	Provision of a comprehensive strategic asset management gap analysis process for asset management.
5. Levels of service	Outline of levels of service and asset performance standards and customer/community expectations and feedback regarding levels of service.
6. Future demand	Identification of demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning.
7. Risk management plan	Provision of an asset-based risk management plan.
8. Overarching Strategic Asset Management Plan	Provision of a summary of Council's overall Asset Strategy including Asset Management Policy and identification of critical assets.

### 2.3 Council's assets

Council uses infrastructure assets to provide services to the community. An outline of the range of infrastructure assets and the services provided from the assets is shown below:

Table 9: Range of infrastructure assets and services

Asset Plan	Description
Buildings and Other Structures	Community, cultural, commercial, council operational and leisure facilities.

Transportation Assets	Roads, bridges, culverts, footpaths, shared paths, kerb & gutter, urban stormwater, rural drainage, and signage.
Sewerage Network	Reticulation network, pumping stations, rising mains, trunk mains, and treatment plant, excluding Buildings.
Swimming pools and Open Space and Recreation infrastructure	Active and passive recreation areas, sports facilities, playgrounds, surfaces, fencing and memorial assets, including Cemeteries.

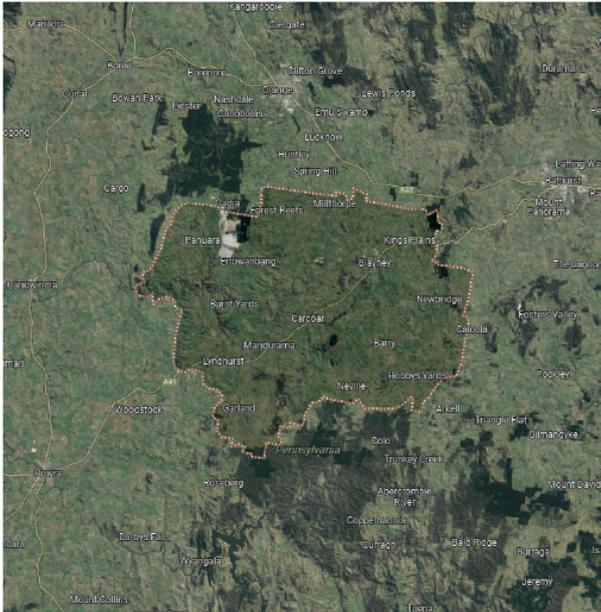
Full details of Council’s assets are covered in the individual asset management plans found in the appendices.

**2.4 About Blayney Shire Council**

Blayney Shire Council has an area of 1,524 km2 and is located in the Central Tablelands of New South Wales, approximately three hours by road from the centre of Sydney. The principal town in the Shire is Blayney, situated some 37km southwest of Bathurst, 35km southeast of Orange and approximately 244km by road from Sydney.

It is the centre of a district, which stretches east to Bathurst, southwest to Cowra and north to Orange. Blayney Shire comprises a number of villages and localities including Millthorpe; Carcoar; Mandurama; Lyndhurst; Neville; Newbridge; Hobbys Yards, Forest Reefs and Barry.

Figure 6: Blayney Shire Council LGA



## 2.5 Links to Council plans and strategies

The Strategic Asset Management Plan and Asset Management Plans have been prepared in line with the strategic objectives outlined in the Blayney Shire Community Strategic Plan 2022-2032 (CSP).

Infrastructure assets will play both a direct and indirect role in achieving the strategic objectives of the CSP. The following table indicates how Council's assets play a role in the delivery of the key strategies outlined in the CSP.

Table 10: Linkages to the Corporate Strategic Plan

Strategy	Buildings and other structures	Transport	Sewerage network	Swimming pools, Open Space and Recreation
<b>Future Direction 1. Maintain and Improve Public Infrastructure and Services</b>				
<b>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</b>				
1.1.1. Sealed roads and unsealed roads, bridges and culverts will be maintained in accordance with agreed service levels		✓		
1.1.2. Deliver the Shire Roads Strategic Plan		✓		
1.1.3. Lobby and advocate for the re-opening of the Blayney-Demondrille Railway Line				
1.1.4. Plan for future transport and road infrastructure to service future needs		✓		
<b>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.</b>				
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				
1.2.2. Provide support for emergency management in Blayney Shire in accordance with State Emergency and Rescue Management (SERM) Act	✓			
<b>1.3. The community is provided with access to quality lifelong education and training</b>				
1.3.1. Advocate on behalf of the community to Government to support accessible quality local education				
1.3.2. Work with registered training organisations, key business and employment service agencies to support traineeships, trade apprenticeships and skills development				

Strategy	Buildings and other structures	Transport	Sewerage network	Swimming pools, Open Space and Recreation
<b>1.4. Residents and business have access to reliable utilities, information and communication technologies across the Shire</b>				
1.4.1. Lobby the Federal Government for improved internet and mobile phone access to all our villages to facilitate growth	✓			
1.4.2. Investigate and support emerging communication technologies that support our community	✓			
<b>Future Direction 2. Build the Capacity and Capability of Local Government and Finance</b>				
<b>2.1. Council is recognised as a valuable partner with government and private business stakeholders</b>				
2.1.1. Meaningful two-way communication and engagement between NSW and Federal Governments, regional organisations, business, industry, stakeholders and communities of interest				
2.1.2. Provide for the efficient and effective administration of Council	✓			
2.1.3. Implement Workforce Management Plan strategies and actions				
<b>2.2. Responsible management practices, delivery of services and renewal of assets across the Blayney Shire</b>	✓	✓	✓	✓
2.2.1. Continue to support local community infrastructure projects via the Financial Assistance Program and Village Enhancement Plan allocations				
2.2.2. Review and report on Council's performance against the Long Term Financial Plan and ensure Office of Local Government Financial Performance Ratios are met				
2.2.3. Effective management of land under Council control				✓
<b>2.3. Town Associations, Village Committees and local organisations are capable, resilient, and involved in decision making about issues that impact their own community</b>				
2.3.1. Facilitate constructive and timely communication between Council and the Town & Village Committees /Progress Associations				
2.3.2. Support the development and implementation of improvement projects for the local Halls, School of Arts and other community facilities	✓			✓
2.3.3. Work proactively with community groups to support local events				

Strategy	Buildings and other structures	Transport	Sewerage network	Swimming pools, Open Space and Recreation
<b>2.4. The community and ratepayers have confidence in and are engaged with Blayney Shire Council</b>				
2.4.1. Councillors to exhibit leadership on Council, delivering on the Local Community Participation Plan and Community Engagement Strategy				
2.4.2. Customer services and information are delivered effectively and efficiently	✓	✓	✓	✓
2.4.3. Encourage sound governance practice and build the capacity and capability of local leaders within community organisations				
Future Direction 3. Diversify and Grow the Blayney Shire Local and Visitor Economy				
<b>3.1. A viable and productive agricultural sector</b>				
3.1.1. Support the growth of the Shire in order to preserve productive agricultural land and integrate sustainable industries into the future	✓	✓	✓	✓
3.1.2. Maintain the availability and quality of water for use in rural areas			✓	
<b>3.2. A responsible and prosperous mining industry that is engaged with the community, working towards the improvement of the Shire</b>				
3.2.1. Engage and advocate on behalf of the community on the corporate and environmental responsibilities of the mining sector				
<b>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</b>				
3.3.1. Implement the Orange Region Destination Management Plan	✓	✓	✓	✓
3.3.2. Work with, and support Orange360 and Central NSW Tourism				
3.3.3. Provide support to local businesses and event organisers				
3.3.4. Continue to support the Tourism Development Fund				
<b>3.4. An attractive shire for employment opportunities with industrial, business, tourism and planned housing residential growth</b>				
3.4.1. Implement Blayney and Millthorpe Mainstreet Masterplans	✓	✓	✓	✓
3.4.2. Facilitate the development of new residential housing availability in Blayney and Villages	✓	✓	✓	✓
3.4.3. Seek opportunities to build a vibrant local retail and business sector	✓	✓	✓	✓

Strategy	Buildings and other structures	Transport	Sewerage network	Swimming pools, Open Space and Recreation
3.4.4. Regularly review and update, planning instruments, strategies and policies	✓	✓	✓	✓
3.4.5. Work with stakeholders and partners to develop affordable housing opportunities	✓			
<b>Future Direction 4. Enhance recreational facilities and networks that support health and wellbeing of the community, sport, heritage and cultural interests</b>				
<b>4.1. We are an inclusive, diverse and welcoming community</b>				
4.1.1. Engage with young people to facilitate and progress activities within the Shire				
4.1.2. Deliver the Active Movement Strategy priorities to provide safe and accessible connecting pathway networks		✓		
4.1.3. Implement the Disability Inclusion Action Plan				
<b>4.2. Provide facilities that support increased participation in sport and fitness activities</b>				
4.2.1. Cultural and sporting events are supported by Council, volunteers and state sporting bodies so that they are coordinated and well resourced				✓
4.2.2. Implement Blayney Shire Sports and Recreation Masterplan to enhance and improve sporting facilities				✓
<b>4.3. Heritage and First Nations significant sites in the natural and built environment are protected</b>				
4.3.1. Identify items of natural and built heritage in Blayney Shire	✓			✓
4.3.2. Heritage Advisory services continue to be provided to owners of heritage items ensuring heritage is preserved whilst allowing development to occur	✓			✓
4.3.3. Ensure the Shire's 8 heritage listed cemeteries are maintained and protected	✓			✓
4.3.4. Prepare a Cemeteries Management Plan				
<b>4.4. The shire is a centre for cultural interest, arts, performance and entertainment</b>				
4.4.1. Utilise Council website and communication channels for promotion of major sporting and cultural events				
4.4.2. Encourage the use of the Blayney Shire Community Centre as a facility for arts and culture	✓			✓

Strategy	Buildings and other structures	Transport	Sewerage network	Swimming pools, Open Space and Recreation
4.4.3. Provide effective and consumer friendly library services in the Blayney Shire	✓			✓
4.4.4. Maintain partnerships with Arts Out West and Regional Arts Organisations				
<b>Future Direction 5. Protect our Natural Environment</b>				
<b>5.1. Retain and enhance open spaces; with a focus on regeneration of native vegetation</b>				
5.1.1. Ongoing liaison, support and participation with Local Land Services, Landcare and as a constituent Council Upper Macquarie County Council				✓
5.1.2. Maintain and strengthen partnerships with organisations responsible for natural resource management and feral pest control				✓
5.1.3. Enhance the communities understanding of biodiversity issues and work towards positive behavioural change				✓
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		✓		✓
<b>5.2. The Belubula River, waterways and tributaries that flow into our regional water catchments and water supply sources are clean, healthy and biodiverse</b>				
5.2.1. Prepare a shire wide onsite sewerage waste-water strategy			✓	
5.2.2. Clean up waterways throughout the Shire including removal of willow trees, other noxious species, creating wildlife habitat				✓
5.2.3. Stormwater Management Plans are prepared for Blayney, Milthorpe and Carcoar and projects scoped for funding				
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			✓	
<b>5.3. We are on the path to achieving net zero emissions and adapting to climate change risks and opportunities</b>				
5.3.1. Facilitate new energy sources, sustainable development and farming practices within the Shire	✓	✓		

Strategy	Buildings and other structures	Transport	Sewerage network	Swimming pools, Open Space and Recreation
5.3.2. Implement the Blayney Shire Renewable Energy Action Plan				
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				✓
<b>5.4. Recycling and innovative diversion of waste will reduce the volume deposited in Council's Landfill</b>				
5.4.1. Ensure Waste Management Services are delivered in a financially sustainable manner	✓	✓		
5.4.2. Develop and promote programs with NetWaste that increase recycling and reuse				
5.4.3. Review services and introduction of a Green Bin in Waste Collection Services				
5.4.4. Investigate establishment of 'return and earn' opportunities within the Shire				

### 3 Asset Management Policy

*Adopted: 14/11/2011*

*Reviewed: 08/06/2022*

#### 3.1 Scope

This policy applies to all physical infrastructure assets owned, controlled or managed by Council.

#### 3.2 Objectives

To ensure adequate provision is made for the long-term replacement of major assets by:

1. Ensuring that Council's infrastructure is maintained in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment.
2. Implementing appropriate asset management strategies and providing financial resources required to safeguard Council assets.
3. Creating and sustaining an asset management awareness throughout the organisation by way of training and development.
4. Meeting legislative requirements for asset management.
5. Ensuring resources and operational capabilities are identified and responsibilities for asset management are allocated.
6. Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

#### 3.3 Policy Background

Council is committed to implementing a systematic asset management methodology in order to apply appropriate asset management best practices across all areas of the organisation. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed of in accordance with Council's priorities for service delivery.

Asset management practices impact directly on the core business of the organisation and appropriate asset management is required to achieve our strategic service delivery objectives.

Adopting asset management principles will assist Council in achieving its Strategic Longer-Term Plan and Long-Term Financial Plan objectives.

A strategic approach to asset management will ensure that the Council delivers the required levels of service through its assets. This will provide positive impact on:

- Members of the public and staff,
- Council's financial sustainability over the medium to long term,
- The ability to provide expected levels of service and required infrastructure,
- The political environment in which Council operates, and

- The legal liabilities of Council.

### **3.4 Principles**

1. A consistent Asset Management Strategy (The Strategic Asset Management Plan) must exist for implementing systematic and appropriate asset management best practice throughout all departments of Council.
2. All relevant legislative requirements and Office of Local Government Long Term Financial Indicators are considered in asset management.
3. Asset management principles will be integrated within existing planning and operational processes.
4. Asset Management Plans will be developed for major asset categories. The plans will be informed by community consultation and financial planning and reporting.
5. An inspection regime will ensure agreed service levels are maintained and to identify asset renewal priorities.
6. Asset renewals required to meet agreed service levels are identified in adopted asset management plans and funded in Council's Long Term Financial Plan.
7. Asset renewal plans will be prioritised and implemented progressively based on agreed service levels and the effectiveness of the current assets to provide that level of service.
8. Renewal works will use current engineering and construction technology (Modern engineering equivalent), and consider intergenerational equity, current and future population growth and social amenity.
9. Systematic and cyclic reviews will be applied to all asset classes and are to ensure that the assets are managed, valued, and depreciated in accordance with appropriate best practice and applicable Australian Standards, including Australian Accounting Standards (AASB).
10. Future life cycle costs will be reported and considered in all decisions relating to new services and assets or upgrading of existing assets and services.
11. Future service levels will be determined in consultation with the community.
12. Training in asset and financial management will be provided for Councillors and relevant staff.

### **3.5 Responsibility**

Councillors are responsible for adopting the policy and ensuring that sufficient resources are applied to manage the assets.

The General Manager has overall responsibility for developing an asset management strategy, plans and procedures and reporting on the status and effectiveness of asset management within Council.

### **3.6 Review Date**

This policy is scheduled for review in June 2026

## 4 Asset management practices

### 4.1 Asset management information systems

Council's asset knowledge, information and data are corporate assets and are managed as part of the asset management framework. The current applications used by Council include:

- Council's corporate system, "Synergyssoft" - financial module
- Council's asset management system is AssetFinda.

### 4.2 Data collection and validation

In the preparation of this Strategic Asset Management Plan, Council has used the most current and up to date information available. This document will be supported by the Asset Management Plans, including ongoing monitoring, audit and improvement practices, which are to be used to optimise Council's operational and renewal expenditure.

### 4.3 Monitoring and review procedures

Council reports quarterly and annually on activities and outcomes to track the achievement of the CSP and Delivery Program. The asset management service levels and improvement plan actions will be reported to the community through this process.

### 4.4 Confidence in data

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the following below.

Table 11: Asset data confidence scale

Confidence grade	General meaning
Highly reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

Table 12: Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Buildings and Other Structures	Reliable	Acceptable	Uncertain	Acceptable
Transport Assets	Reliable	Acceptable	Uncertain	Acceptable
Sewerage Network	Reliable	Reliable	Uncertain	Reliable
Swimming pools and Open Space and Recreation infrastructure	Reliable	Acceptable	Uncertain	Acceptable

#### 4.5 Funding strategy

Council’s funding strategy aims to align Council’s Long Term Financial Plan, Asset Management Plans and annual budget to accommodate the lifecycle requirements of its assets. By having a unified process, all decision-making numbers can be traced back to the AMPs, thereby informing the Resourcing Strategy, annual budgets, Delivery Program and forward programs providing a degree of certainty for delivery timeframes and resourcing requirements.

In order to ensure value, Council will plan capital upgrade and new projects to meet level of service objectives by:

- planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- undertaking project scoping for all capital upgrade/new projects to identify:
  - the service delivery ‘deficiency’, present risk and required timeline for delivery of the upgrade/new asset
  - the project objectives to rectify the deficiency including value management for major projects
  - the range of options, estimated capital and lifecycle costs for each option that could address the service deficiency
  - the management of risks associated with alternative options
  - evaluate the options against evaluation criteria adopted by Council
  - the best option to be included in capital upgrade/new programs.
- reviewing current and required skills base and implement training and development to meet required construction and project management needs
- reviewing the current resources and capacity of the organisation to deliver the Capital Works Program on an annual basis
- reviewing management of capital project management activities to ensure Council is obtaining best value for resources used.

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal, as shown in the appendices.

**4.6 Asset management roles and functions**

Council is currently facing challenges in providing linkages between long term planning for all asset classes, which is being driven out of Council’s assets division with limited involvement and input from Council’s asset custodians. Council is currently in the process of mapping out its asset management roles and responsibilities to ensure that there is clarity throughout the organisation and that all asset management functions are identified, allocated and being completed.

In the context of asset management, it is essential that the executive show leadership in this regard and support and show their commitment to asset management. This includes cultivating an organisational culture around asset management; ensuring that all personnel involved are aware of the need of asset management to balance value, risk, opportunities, and cost throughout the asset lifecycle. There needs to be a unified vision and intention from the Executive which aligns with the organisation’s values.

Asset management governance will be managed by Council’s Executive who will be reported to bi-annually and monitor and report on the progress of asset improvement plan actions.

The efficient and effective management of Council’s assets is essential to the wellbeing of the community through service delivery functions of Council. There must be a clear definition of the roles and responsibilities for all aspects of the management of assets.

Clearly, for asset management to be effective, there should be a whole of organisational approach and, as such, the traditional engineering fit for asset management is not always the best fit for all organisations and as such should be reviewed at Blayney. As with most council functions at a high level, there is an activity continuum, as shown in the following figure.

Figure 7: Asset management roles



Within these areas, asset management generally has a number of key functions, each with core activity responsibilities, as set out below. While these roles and functions can be combined, better results are typically achieved where there are distinct boundaries within functional areas.

Roles are defined as:

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<b>Asset owner</b>	This position takes ownership responsibility for the management of assets and is usually responsible for policy and overall asset strategy.
<b>Asset custodian</b>	This role is normally the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc.
<b>Asset delivery</b>	This role is responsible for the day-to-day maintenance of assets.

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A summary of current Asset Management Roles and Responsibilities will be provided as part of each asset plan.

## 5 Levels of service

### 5.1 Defining levels of service

There are a variety of ways to describe levels of service (also known as service level). The concept adopted in this plan is that 'levels of service are output descriptions supported by quantifiable performance measures.'

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Service levels may relate to:

- the reliability of an asset
- the quality of an asset
- having the right quantity of assets
- the safety/risk/security of the assets.

The objective of asset management is to enable assets to be managed in the most cost-effective way based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the levels of service.

### 5.2 Performance measures

The level of service statement is supported by performance measure(s), also referred to as performance indicator(s), that indicate how the organisation is performing in relation to that level of service. The performance measure includes targets that are made up of community and technical measures. The customer measure relates to how the community receives the service, whereas technical measures support customer measures to ensure all aspects of organisational performance are being monitored, even those that may not be understood by customers.

In this plan, the level of service is prepared so that they are clearly and directly linked with the performance measures. For some performance measures in this plan, Council will have full control over the outcome, for example 'respond to service requests within seven days'. However, it is important to recognise that some performance measures may be influenced by external factors. For example, the number of fatalities can be influenced by road management, but driver behaviours, police enforcement and a number of other factors also strongly contribute to the overall outcome.

### 5.3 Service level outcomes

The levels of service in this plan have been developed with a customer focus and are grouped into core customer value areas that are referred to as 'service level outcomes'. These service level outcomes (sometimes referred to as service criteria) encompass:

- condition
  - accessibility and/or availability
  - quality/condition

- functionality
  - reliability/responsiveness
  - sustainability
  - customer satisfaction
- capacity
  - affordability
  - health and safety.

**5.3.1 Condition**

**Accessibility**

To ensure the asset base performs as required, it is essential that the asset, no matter which type of asset, is generally available to the community as required. As a service outcome, Council’s customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.

**Quality/condition**

Asset quality is also very important. Council should determine the quality of the assets required. Quality will have more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.

Condition is a measure of an asset’s physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. A copy of a typical condition rating matrix is detailed below.

*Table 13: Asset condition rating matrix*

Condition rating	Condition	Descriptor	Guide	Residual life as a % of total life	Mean percentage residual life
1	Excellent	An asset in excellent overall condition, however, is not new and providing its intended level of service.	Normal maintenance required	>86	95
2	Good	An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues. No indicators of any future obsolescence and providing a good level of service.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80

Condition rating	Condition	Descriptor	Guide	Residual life as a % of total life	Mean percentage residual life
3	Satisfactory	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues. Providing an adequate level of service with no signs of immediate or short-term obsolescence.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Poor	An asset in poor overall condition, moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable. Will need to be renewed, upgraded or disposed of in near future. Is reflected via inclusion in the ten-year Capital Works Plan.	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Very poor	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.	Over 50% of the asset requires renewal	<10	5

### 5.3.2 Function

#### **Responsiveness**

Council will maintain assets in a diligent manner and be responsive to the needs of the community now and into the future. Whilst this may be difficult in some instances, Council places a high emphasis on customer service and its responsiveness to customer enquiries. Strategies will be implemented to ensure that Council maintains a high level of customer support.

#### **Customer satisfaction**

Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

#### **Sustainability**

Council will ensure that its assets are maintained in a manner that will ensure the long term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

### **5.3.3 Capacity**

#### ***Affordability***

Council will maintain its infrastructure assets in a cost-effective, affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to ensure that assets are maintained in their current condition.

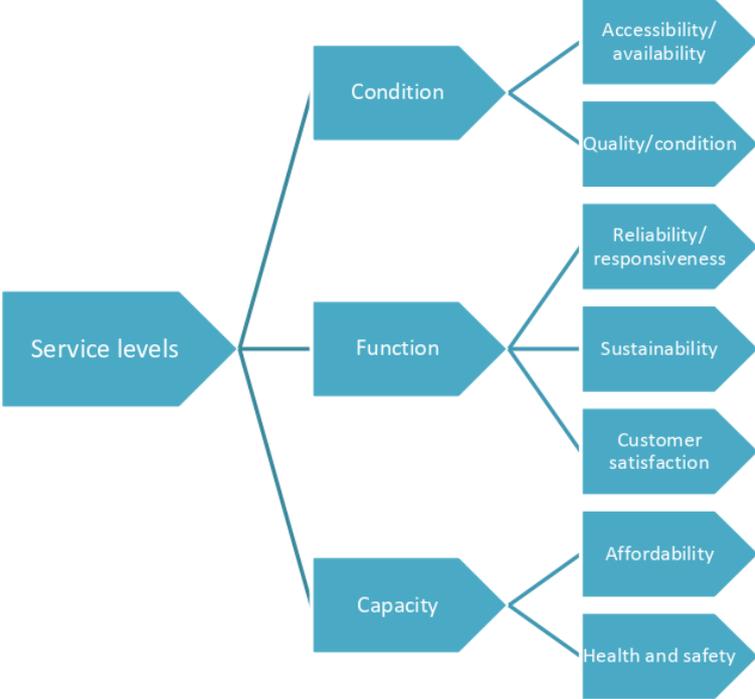
#### ***Health and safety***

Council will endeavour to identify and mitigate all key health and safety risks created by the provision of services. Examples of level of service based on safety might include the following:

- services do not cause a hazard to people
- water is safe for swimming.

Each of the service level outcomes is related directly to the Council's Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council.

Figure 8: Service level framework



**5.4 Financial based service levels**

The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the levels of service for Council’s assets that have been used to provide the basis for the lifecycle management strategies and works program identified within this SAMP.

**5.4.1 Asset backlog ratio**

This ratio shows what proportion the infrastructure backlog is against the total value of a councils infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets (averaged over three years).

**5.4.2 Asset consumption ratio**

The average proportion of ‘as new’ condition remaining for assets. This ratio shows the written down current value of the local government’s depreciable assets relative to their ‘as new’ value. It highlights the aged condition of a local government’s stock of physical assets and the potential magnitude of

capital outlays required in the future to preserve their service potential. It is also a measure of Council's past commitment to renewal of the asset class. A consumption ratio of less than 50% would suggest that past renewal funding has been inadequate or that the asset could expect to decay more rapidly.

#### **5.4.3 Asset renewal and renewals funding ratio**

Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its Long Term Financial Plan to adequately fund asset renewals. The benchmark is 100% (averaged over three years).

#### **5.4.4 Asset maintenance ratio**

This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that Council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100% (averaged over three years).

Table 14: Service levels

Key performance indicator	Level of service	Performance measurement process	Performance target
Accessibility	Provision of quality of assets to meet community needs	Condition of assets are measured and reported annually	No net decrease in condition across all asset classes
	Community has confidence in Council to manage assets	Community satisfaction survey and Community engagement strategy	Increased level of confidence from previous survey
Quality/condition	Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%
Reliability/responsiveness	Provision of sufficient assets to meet community needs	Number of requests for additional/increased level of service	Number of requests for additional/ increased level of service less than rolling previous three-year average
Customer satisfaction	Be responsive to the needs of customers using asset	No customer requests received	85% of requests are completed within Council's service charter
	Opportunity for community involvement in decision making are provided	Asset management plan	All asset management plans are available on the website and for circulation to the public
Sustainability	Assets are managed with respect for future generations	Lifecycle approach to managing assets	Prepare a ten-year asset condition and age-based renewals plan - ensure the plan is approved by Council and updated annually
	Continuous improvement in asset knowledge, systems and processes.	Asset Management Working Group meets regularly to report on performance of strategic asset improvement program	100% of the strategic asset improvement actions completed annually
	Assets are being renewed in a sustainable manner	Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	OLG benchmark >100%
Affordability	Council maintains its assets	Asset maintenance ratio, measured by (actual maintenance expenditure and required maintenance expenditure)	OLG benchmark 100%
Health and safety	Ensure all assets are safe and do not cause a hazard to people	Safety audits	The three-year rolling average of total claims decreases

## 6 Future demand

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).

### 6.1 Demand forecast

The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in:

- population growth
- changes in the demography of the community
- urban planning
- residential occupancy levels
- commercial/industrial demand
- technological changes which impact the asset
- the economic situation
- government policy
- the environment.

Table 15: Future demand impacts

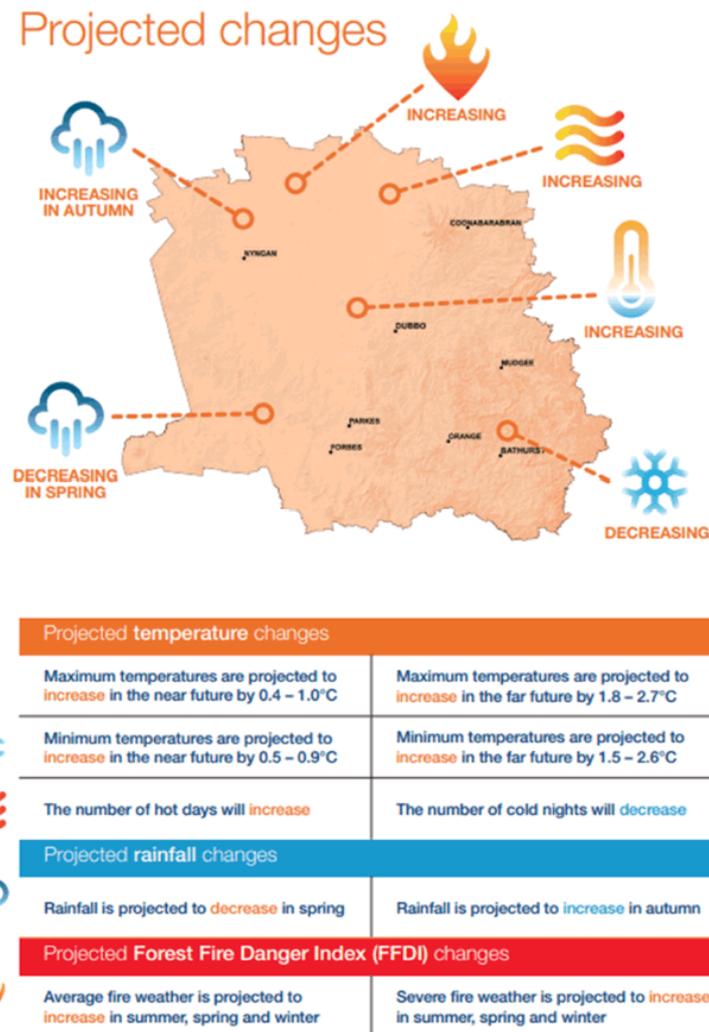
Demand drivers	Present position	Projection	Impact on services
Population growth and residential development	Current estimated population is around 7,500 <sup>1</sup> with approximately 40% of the population over the age of 50.	Growth projections to 8,000 residents by 2036 as well as a continued increase in the age profile of the population.	Anticipated population growth requires new development and supporting infrastructure primarily in Blayney and Milthorpe.

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<sup>1</sup> NSW Department of Regional NSW, Orange, Blayney and Cabonne Regional Economic Development Strategy – 2023 update, <https://www.nsw.gov.au/sites/default/files/2023-03/Orange-Blayney-and-Cabonne-REDS-2023-Update.pdf>

Demand drivers	Present position	Projection	Impact on services
Industry and Critical Infrastructure	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.	Targets include to enable growth in the agriculture, mining and manufacturing industries.	Enabling infrastructure will be required to facilitate these growth industries and ensure adequate linkages to suppliers and markets. Increases in the visitor economy will also require improved and sustainable infrastructure.
Environment	The NSW and ACT Regional Climate Modelling (NARClM) Project has undertaken climate modelling of the region for 2020-2039 and 2060-2079	Expected climatic changes can be found in figure 10. This includes: <ul style="list-style-type: none"> <li>• overall increased temperatures</li> <li>• increased risk and intensity of natural disaster (fire) events</li> <li>• decreasing spring rainfall.</li> </ul>	Increased frequency of significant weather events and natural disaster events will put increase the strain on the existing portfolio.

Figure 9: NARClm Modelling and Expectations



## 6.2 Demand management strategies

Demand management strategies have been developed to effectively manage the change in Blayney Shire. These strategies will need to be monitored to ensure that they capture and are responsive to changing community expectations and demographic profile as the region changes.

Table 16: Demand management strategies

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, Active Movement Strategy, 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., Active Movement Strategy, Master Plans).
Technological changes	Significant demand for larger and heavier vehicles.	Damage to road pavements. Risk to Bridge structures.	Implementation of Blayney Shire Roads 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.	Implementation of Blayney Shire Roads 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.

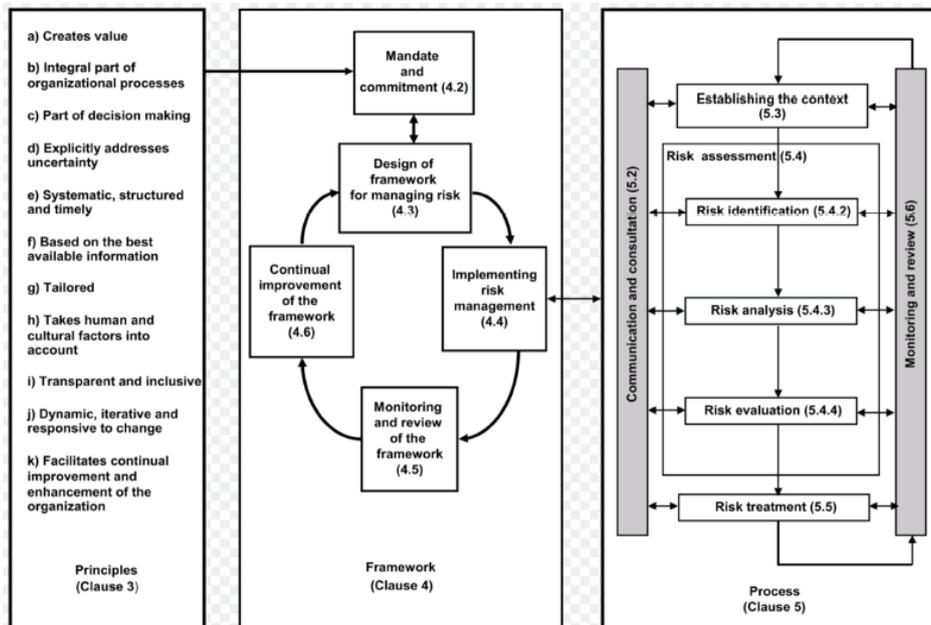
## 7 Risk management

Risk management is defined in 'AS/NZS 4360:2004' as: "the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects".

Council is committed to a structured and systematic approach to the management of risk with Council's enterprise risk management framework aligned with ISO 31000:2018. This aims to embed the principles of risk management in all aspects of Council's operations, which ultimately:

- increases the likelihood of Council achieving its objectives
- creates an environment where all employees have a key role in managing risk
- encourages proactive management
- improves the identification of opportunities and threats
- improves stakeholder confidence and trust
- improves financial stability and minimise losses
- improves organisational performance.

Figure 10: ISO 31000 Framework



This is a structured, best-practice and proven approach that is to be applied Council-wide to support the management of strategic, operational, financial, regulatory, and other risk. Under this approach, there are five key stages to the risk management process:

- **communicate and consult** - with internal and external stakeholders
- **establish context** - the boundaries
- **risk assessment** - identify, analyse and evaluate risks
- **treat risks** - implement and assess controls to address risk
- **monitoring and review** - risks reviews and audit.

#### **7.1 Strategic infrastructure risks**

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 Council's Audit, Risk and Improvement Committee (ARIC).

#### **7.2 Critical assets**

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas.

ISO 55001 Cl 6.2.1.2b requires organisations to 'review the importance of assets related to their intended outcomes, objectives and product or service requirements.' ISO 55002 Cl 6.2.2.1 suggests that 'a key aspect of planning is the identification of events in which the functionality of assets is compromised, including potentially catastrophic events in which function is completely lost'. Council determines the criticality of assets based upon the following criteria:

- complexity
- impact of loss of service
- environmental impact
- health and safety impact
- cost of failure.

Council is currently in the process of identifying its critical assets which will be listed in their respective asset management plans.

## 8 Expenditure projections

### 8.1 Asset values

Council has an infrastructure and asset portfolio with a current replacement cost of approximately \$446.4 million. The asset values are estimates of the value of assets, as at 30 June 2023 based on Council's audited annual financial statements. These values should be updated on an annual basis, in line with the annual financial statements, once completed.

Table 17: Asset classes and values <sup>1</sup>

Asset Class	Gross Replacement Cost \$m	Written Down Value \$m	Annual Depreciation Expense \$m	Asset Management Plan
Buildings and Other Structures	44.5	29.8	0.64	Buildings and Other Structures
Pools	3.4	3.2	0.1	Buildings and Other Structures
Roads	257.5	209.3	3.50	Transportation
Bridges	37.6	26.9	0.35	Transportation
Footpaths	11.5	8	0.14	Transportation
Bulk Earthworks	15.2	15.2	0	Transportation
Stormwater	21.8	16.7	0.20	Transportation
Sewer	35.5	26.3	0.67	Sewer
Open Space and Rec	7.3	5.2	0.17	Parks and Gardens
Land Improvements	10.4	8.6	0.15	Parks and Gardens
<b>Total</b>	<b>444.7</b>	<b>349.2</b>	<b>5.92</b>	

<sup>1</sup> Table 17 includes Land Improvements that are reported as Land assets in C1-7

### 8.2 Asset backlog

In 2022/23, Council had a combined asset backlog of \$19.35 million, with this being the estimated cost to bring assets to a satisfactory standard. The satisfactory standard is currently taken as condition 3. The breakdown of backlog per asset class as of 30 June 2023 is shown in the following table.

Table 18: Asset backlog summary

Estimated cost to satisfactory	Backlog \$m	Backlog ratio % (Backlog / WDV)
Buildings	6.80	21.6%
Transport Assets	12.23	4.4%
Sewerage Network	0.29	1.1%
Swimming pools and Open Space and Recreation infrastructure	0.03	0.4%
<b>Total</b>	<b>19.35</b>	<b>5.7%</b>

In 2022/23, Council’s Sewerage network and Swimming pools and Open Space and Recreation infrastructure met the OLG benchmark of 2%. The other asset classes exceeded this level with an overall Backlog Ratio of council sitting at 5.7%.

### 8.3 Asset condition

Our condition data reflects the significant capital works that council has undertaken in the previous term of council with a significant portion of new assets particularly in the buildings and open space assets classes with significant success in securing grant funding to deliver on the Sport and Recreation Plan. (Table 4; Figure 2). The condition is represented as a percentage of the replacement cost of Council’s assets. Condition is a measure of an asset’s physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. Overall, the quality of Council’s condition data is rated as acceptable.

Table 19: Confidence in condition data

Asset class	Condition
Buildings and Other Structures	Reliable
Transport Assets	Acceptable
Sewerage Network	Reliable
Parks and Gardens	Acceptable

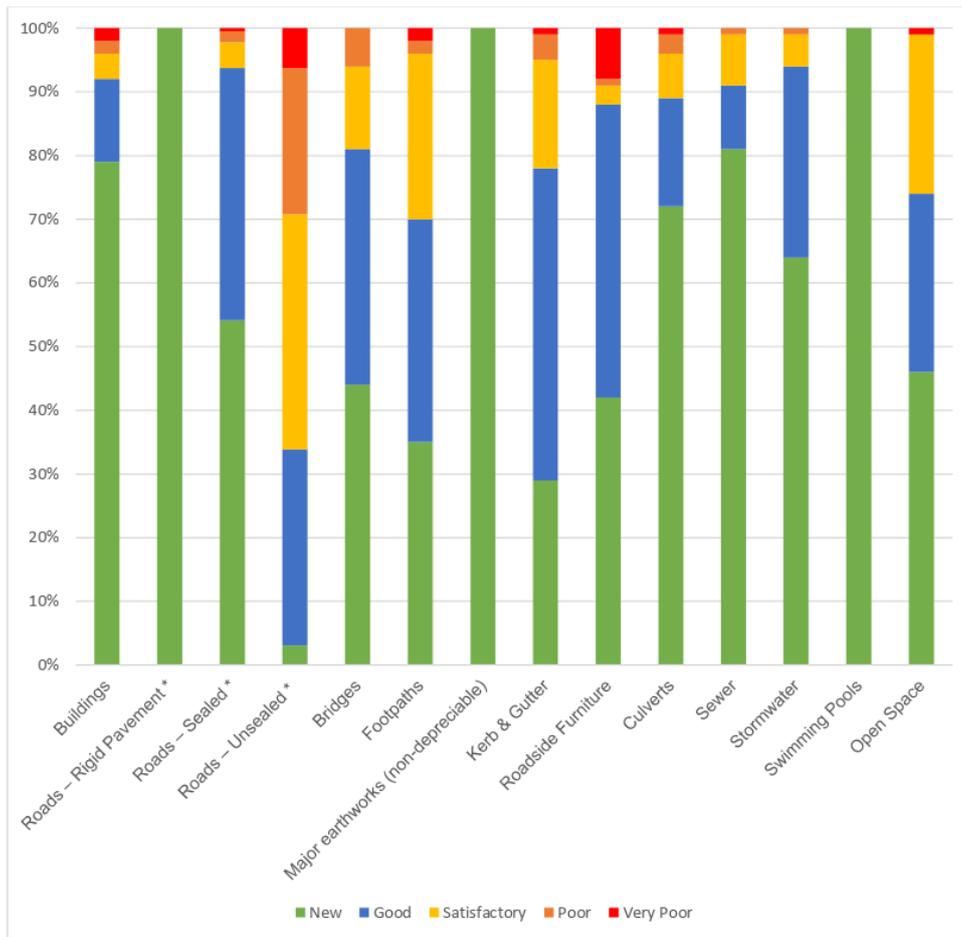
Details of Council’s current asset condition are shown in the table below. The condition is represented as a percentage of the replacement cost of Council’s assets.

Table 20: Asset Condition Data

Asset class	Asset condition (% of CRC)				
	1 - Excellent	2 - Good	3 - Satisfactory	4 - Poor	5 - Very poor
Buildings	14%	54%	18%	10%	5%
Sealed roads	80%	17%	2%	1%	0%
Unsealed roads	54%	15%	17%	11%	3%
Bridges	50%	32%	12%	6%	0%
Footpaths	38%	29%	26%	7%	0%
Major earthworks (non-depreciable)	100%	0%	0%	0%	0%
Kerb & Gutter	30%	47%	18%	4%	1%
Roadside Furniture	45%	43%	3%	1%	9%
Culverts	71%	17%	7%	4%	1%
Sewer	80%	11%	8%	1%	0%
Stormwater	64%	39%	5%	1%	1%
Swimming Pools	100%	0%	0%	0%	0%
Open Space	52%	23%	24%	1%	0%
<b>Combined</b>	<b>64%</b>	<b>23%</b>	<b>9%</b>	<b>3%</b>	<b>1%</b>

\*Formation and Sub-base condition excluded

Figure 11: Condition summary



#### 8.4 Expenditure and reporting

The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$12.1 million per year. This compares to the expenditure which is required to maintain, operate, and renew the asset network as required being \$12.6 million per year.

The projections indicate that Council currently has insufficient funds maintain and improve its portfolio of assets. There is a shortfall in CAPEX (\$2m) and OPEX (\$3m) over the life of the plan and this will result in a likely deterioration in the condition of Council's assets portfolio.

A summary of the projected expenditure requirements can be found in the following tables for Council's consolidated assets, general fund assets as well as its sewer fund assets.

Table 21: Combined asset expenditure projections

Expenditure projections (\$,000s)		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>– combined assets</b>												
Actual	Renewal	\$7,233	\$4,777	\$3,310	\$5,122	\$16,080	\$6,190	\$7,160	\$5,148	\$5,613	\$5,447	\$6,786
	New and expanded assets	\$1,854	\$3,011	\$335	\$635	\$506	\$631	\$399	\$395	\$2,168	\$473	\$467
	Maintenance and operational	\$4,398	\$4,409	\$4,402	\$4,454	\$4,426	\$4,414	\$4,422	\$4,432	\$4,462	\$4,472	\$4,462
	<b>Total expenditure</b>	<b>\$13,485</b>	<b>\$12,197</b>	<b>\$8,047</b>	<b>\$10,211</b>	<b>\$21,012</b>	<b>\$11,235</b>	<b>\$11,981</b>	<b>\$9,975</b>	<b>\$12,243</b>	<b>\$10,392</b>	<b>\$11,715</b>
Required	Required renewal (depreciation)	\$6,082	\$6,241	\$6,417	\$6,564	\$6,718	\$6,874	\$7,035	\$7,197	\$7,362	\$7,552	\$7,726
	New and expanded assets	\$1,854	\$3,011	\$335	\$635	\$506	\$631	\$399	\$395	\$2,168	\$473	\$467
	Required maintenance and operational	\$4,229	\$4,348	\$4,450	\$4,556	\$4,663	\$4,774	\$4,885	\$4,999	\$5,130	\$5,249	\$5,372
	<b>Total</b>	<b>\$12,165</b>	<b>\$13,600</b>	<b>\$11,202</b>	<b>\$11,755</b>	<b>\$11,887</b>	<b>\$12,279</b>	<b>\$12,319</b>	<b>\$12,591</b>	<b>\$14,660</b>	<b>\$13,274</b>	<b>\$13,565</b>
Maintenance gap		\$169	\$61	-\$48	-\$102	-\$237	-\$360	-\$463	-\$567	-\$668	-\$777	-\$910
Renewals gap		\$1,151	-\$1,464	-\$3,107	-\$1,442	\$9,362	-\$684	\$125	-\$2,049	-\$1,749	-\$2,105	-\$940
<b>Overall gap</b>		<b>\$1,320</b>	<b>-\$1,403</b>	<b>-\$3,155</b>	<b>-\$1,544</b>	<b>\$9,125</b>	<b>-\$1,044</b>	<b>-\$338</b>	<b>-\$2,616</b>	<b>-\$2,417</b>	<b>-\$2,882</b>	<b>-\$1,850</b>

Figure 12: Consolidated Fund asset expenditure projections

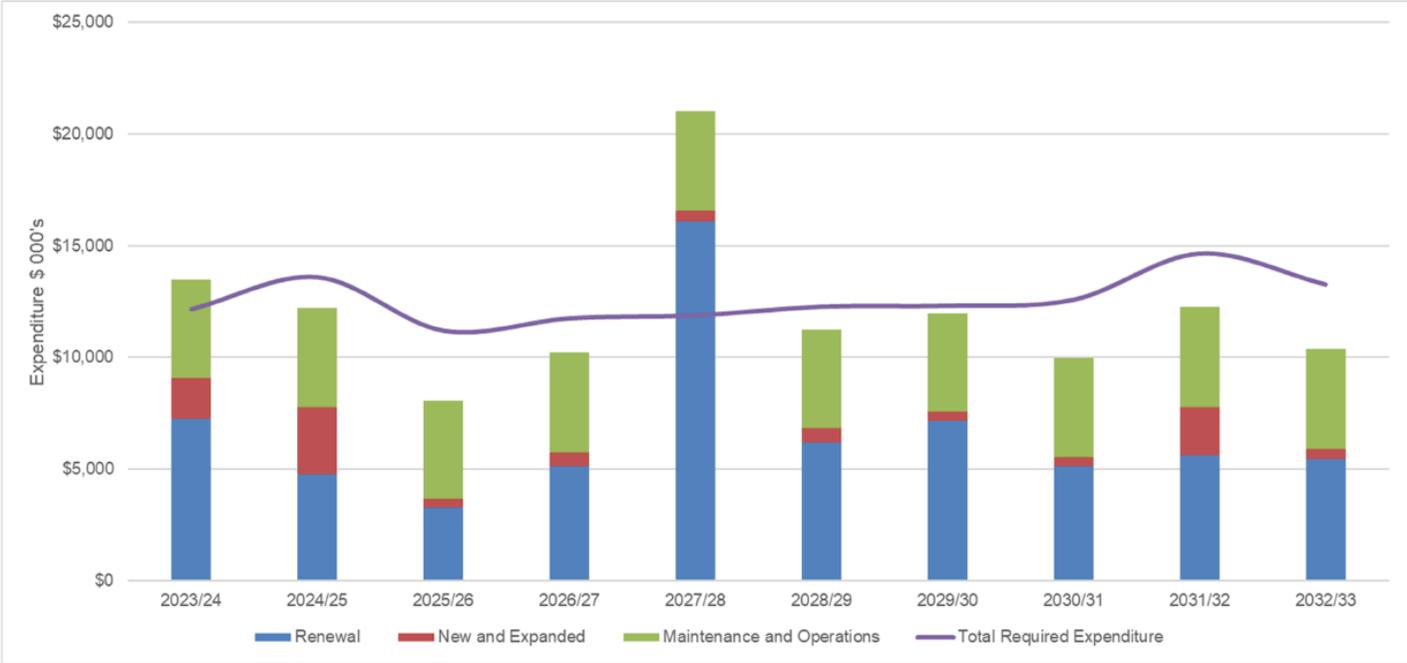


Table 22 General Fund expenditure projections

Expenditure projections (\$,000s)		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
– combined assets												
Actual	Renewal	\$6,499	\$4,457	\$2,829	\$4,827	\$7,162	\$6,114	\$7,160	\$5,148	\$5,613	\$5,447	\$6,176
	New and expanded assets	\$1,841	\$2,961	\$335	\$635	\$506	\$631	\$399	\$395	\$2,168	\$473	\$467
	Maintenance and operational	\$3,153	\$3,161	\$3,169	\$3,177	\$3,185	\$3,194	\$3,203	\$3,212	\$3,221	\$3,231	\$3,221
	<b>Total expenditure</b>	<b>\$11,493</b>	<b>\$10,579</b>	<b>\$6,333</b>	<b>\$8,639</b>	<b>\$10,853</b>	<b>\$9,939</b>	<b>\$10,762</b>	<b>\$8,755</b>	<b>\$11,002</b>	<b>\$9,151</b>	<b>\$9,864</b>
Required	Required renewal (depreciation)	\$5,398	\$5,542	\$5,702	\$5,833	\$5,971	\$6,110	\$6,255	\$6,399	\$6,547	\$6,719	\$6,875
	New and expanded assets	\$1,841	\$2,961	\$335	\$635	\$506	\$631	\$399	\$395	\$2,168	\$473	\$467
	Required maintenance and operational	\$3,823	\$3,933	\$4,025	\$4,122	\$4,220	\$4,321	\$4,422	\$4,526	\$4,646	\$4,755	\$4,867
	<b>Total</b>	<b>\$11,062</b>	<b>\$12,436</b>	<b>\$10,062</b>	<b>\$10,590</b>	<b>\$10,697</b>	<b>\$11,062</b>	<b>\$11,076</b>	<b>\$11,320</b>	<b>\$13,361</b>	<b>\$11,947</b>	<b>\$12,209</b>
Maintenance gap	-\$670	-\$772	-\$856	-\$945	-\$1,035	-\$1,127	-\$1,219	-\$1,314	-\$1,425	-\$1,524	-\$1,646	
Renewals gap	\$1,101	-\$1,085	-\$2,873	-\$1,006	\$1,191	\$4	\$905	-\$1,251	-\$934	-\$1,272	-\$699	
<b>Overall gap</b>	<b>\$431</b>	<b>-\$1,857</b>	<b>-\$3,729</b>	<b>-\$1,951</b>	<b>\$156</b>	<b>-\$1,123</b>	<b>-\$314</b>	<b>-\$2,565</b>	<b>-\$2,359</b>	<b>-\$2,796</b>	<b>-\$2,345</b>	

Figure 13 General Fund Expenditure Projection

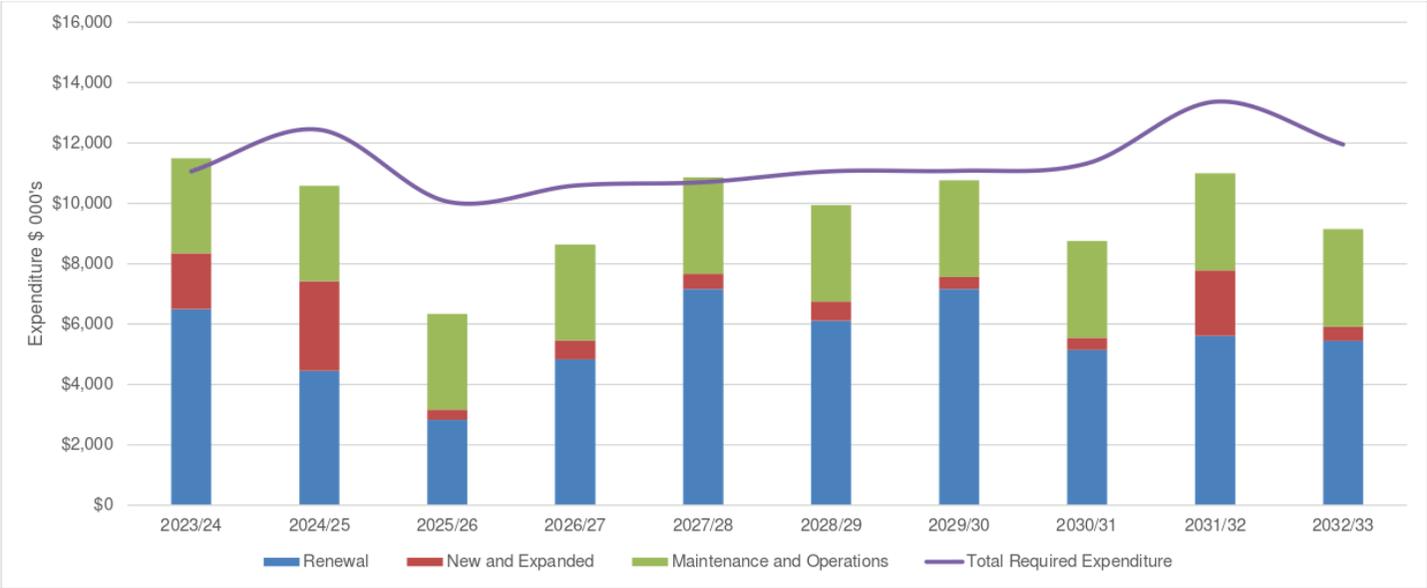
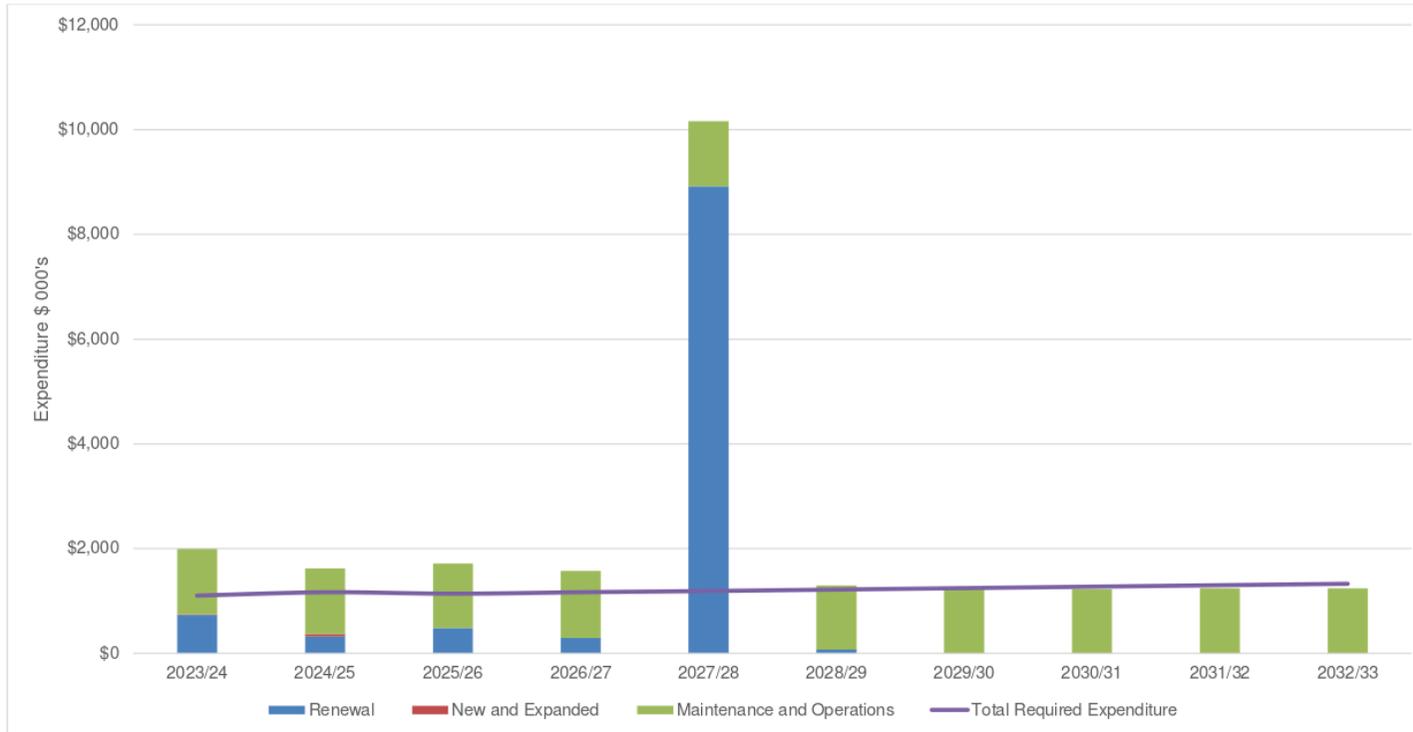


Table 23 Sewer Fund Projections

Expenditure projections (\$,000s)		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
– combined assets												
Actual	Renewal	\$734	\$320	\$481	\$295	\$8,918	\$76	\$0	\$0	\$0	\$0	\$610
	New and expanded assets	\$13	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Maintenance and operational	\$1,245	\$1,248	\$1,233	\$1,277	\$1,241	\$1,220	\$1,219	\$1,220	\$1,241	\$1,241	\$1,241
	<b>Total expenditure</b>	<b>\$1,992</b>	<b>\$1,618</b>	<b>\$1,714</b>	<b>\$1,572</b>	<b>\$10,159</b>	<b>\$1,296</b>	<b>\$1,219</b>	<b>\$1,220</b>	<b>\$1,220</b>	<b>\$1,241</b>	<b>\$1,241</b>
Required	Required renewal (depreciation)	\$684	\$699	\$715	\$731	\$747	\$764	\$780	\$798	\$815	\$833	\$851
	New and expanded assets	\$13	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Required maintenance and operational	\$406	\$415	\$425	\$434	\$443	\$453	\$463	\$473	\$484	\$494	\$505
	<b>Total</b>	<b>\$1,103</b>	<b>\$1,164</b>	<b>\$1,140</b>	<b>\$1,165</b>	<b>\$1,190</b>	<b>\$1,217</b>	<b>\$1,243</b>	<b>\$1,271</b>	<b>\$1,299</b>	<b>\$1,327</b>	<b>\$1,356</b>
Maintenance gap		\$839	\$833	\$808	\$843	\$798	\$767	\$756	\$747	\$757	\$747	\$736
Renewals gap		\$50	-\$379	-\$234	-\$436	\$8,171	-\$688	-\$780	-\$798	-\$815	-\$833	-\$241
<b>Overall gap</b>		<b>\$889</b>	<b>\$454</b>	<b>\$574</b>	<b>\$407</b>	<b>\$8,969</b>	<b>\$79</b>	<b>-\$24</b>	<b>-\$51</b>	<b>-\$58</b>	<b>-\$86</b>	<b>\$495</b>



### 8.5 Financial performance

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council's current financial service levels and the impacts of Council's projected expenditure upon these service levels.

Figure 14: Consolidated Portfolio

Infrastructure Ratios	Budget 2023/24	Estimated 2032/33		Funding Gap \$ 000's
Infrastructure renewals ratio	118.9%	72.1%	Budget year	\$1,151
Benchmark 100%			5-year average	\$900
			10-year average	-\$196
Infrastructure Backlog Ratio <sup>1</sup>	5.2%	3.9%	Budget year	-\$11,849
Benchmark 2%			5-year average	-\$11,619
			10-year average	-\$10,883
Infrastructure Maintenance Ratio	104%	85%	Budget year	\$169
Benchmark 100%			5-year average	-\$31
			10-year average	-\$299
Total Funding Gap			Budget year	-\$10,780
			5-year average	-\$10,750
			10-year average	-\$11,378

<sup>1</sup> The Infrastructure Backlog Ratio Funding Gap is the amount required to reduce Councils 5.2% Backlog Ratio to the OLG benchmark of 2.0%.

Figure 15 General Fund Portfolio

Infrastructure Ratios	Budget 2023/24	Estimated 2032/33		Funding Gap \$ 000's
Infrastructure renewals ratio	120.4%	81.1%	Budget year	\$1,101
Benchmark 100%			5-year average	-\$534
			10-year average	-\$522
Infrastructure Backlog Ratio <sup>1</sup>	5.6%	4.1%	Budget year	-\$12,118
Benchmark 2%			5-year average	-\$11,936
			10-year average	-\$11,232
Infrastructure Maintenance Ratio	82.5%	68%	Budget year	-\$670
Benchmark 100%			5-year average	-\$856
			10-year average	-\$1,089
Total Funding Gap			Budget year	-\$11,687
			5-year average	-\$13,326
			10-year average	-\$12,843

<sup>1</sup> The Infrastructure Backlog Ratio Funding Gap is the amount required to reduce Councils 5.6% Backlog Ratio to the OLG benchmark of 2.0%.

Figure 16 Sewer Fund Portfolio

Infrastructure Ratios	Budget 2023/24	Estimated 2032/33		Funding Gap \$ 000's
Infrastructure renewals ratio	107.4%	0%	Budget year	\$50
Benchmark 100%			5-year average	\$1,434
			10-year average	\$326
Infrastructure Backlog Ratio <sup>1</sup>	1.0%	1.6%	Budget year	\$0
Benchmark 2%			5-year average	\$0
			10-year average	\$0
Infrastructure Maintenance Ratio	306.6%	251%	Budget year	\$839
Benchmark 100%			5-year average	\$824
			10-year average	\$790
Total Funding Gap			Budget year	\$889
			5-year average	\$2,258
			10-year average	\$1,115

<sup>1</sup> Councils Sewer Fund Infrastructure Backlog Ratio is below the OLG benchmark of 2%.

Figure 17: Consolidated OLG asset expenditure ratios

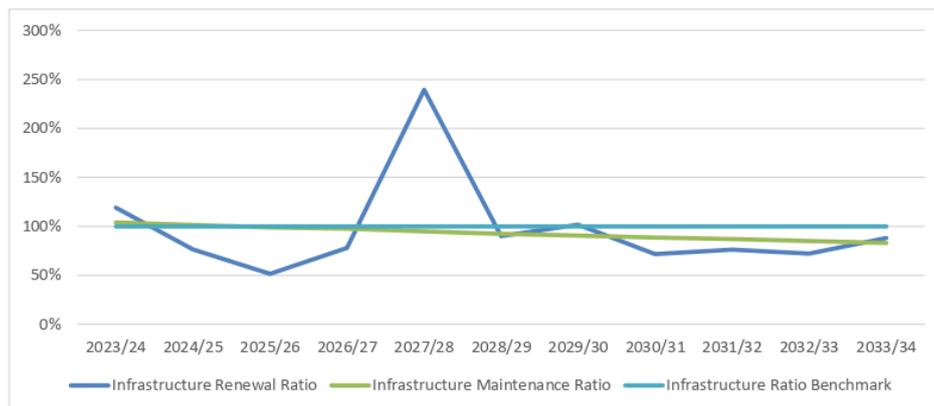


Figure 18: Consolidated OLG backlog ratio

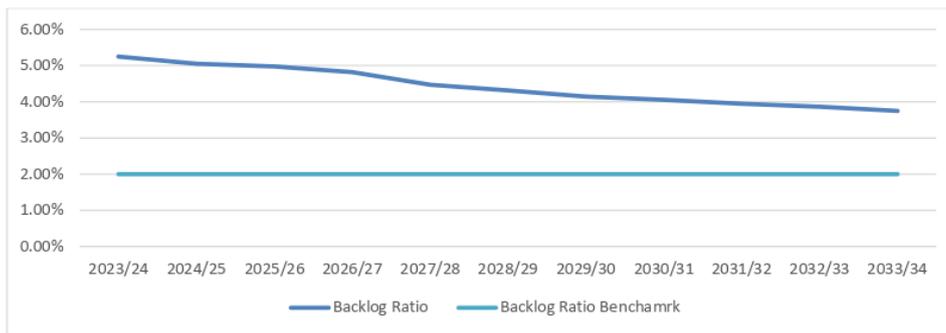


Figure 19 General Fund OLG asset expenditure ratios

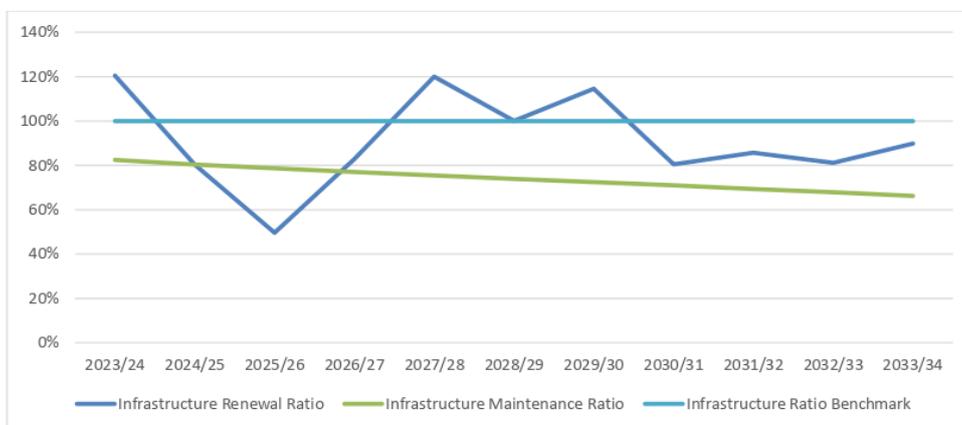


Figure 20 General Fund Backlog Ratio

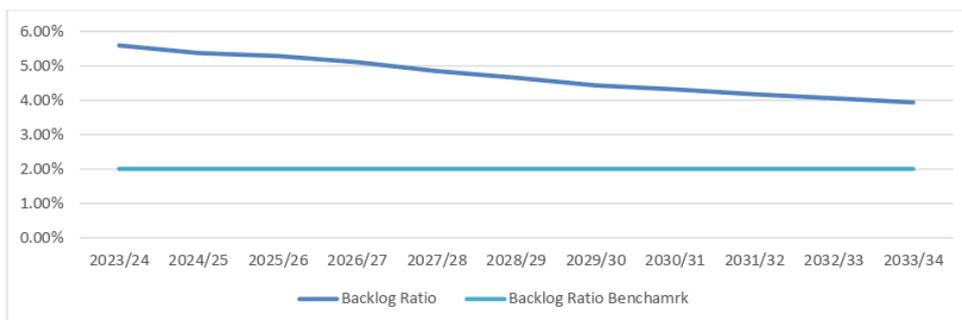


Figure 21 Sewer OLG asset expenditure ratios

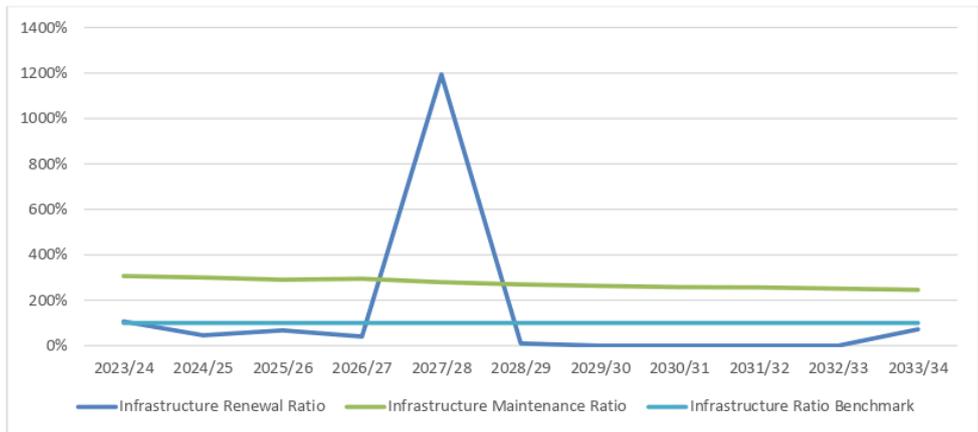
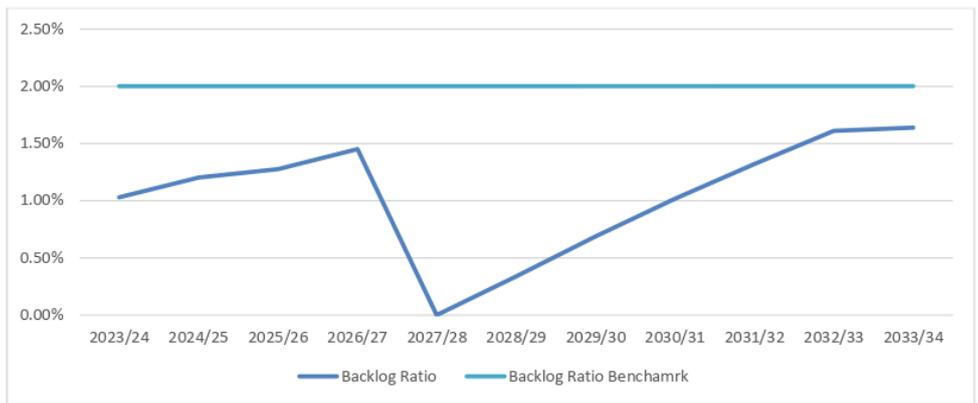


Figure 22 Sewer backlog ratio



## 9 Overarching improvement Plan

The Strategic Asset Management Plan is to enable Council to:

- demonstrate how its asset portfolio will meet the service delivery needs of its community into the future.
- ensure the integration of Council's asset management with its Community Strategic Plan.

The Strategic Asset Management Plan proposes the following strategies to enable the objectives of the Community Strategic Plan to be achieved.

Table 24: Asset management strategic actions

No	Strategy	Desired outcome
1	Continue the move from annual budgeting to long term financial planning for all asset classes.	The long-term implications of Council services are considered in annual budget deliberations.
2	Further develop and review the Long Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide Council services.
3	Review and update asset management plan financial projections and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.
4	Continue to report Council's financial position at fair value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that asset remaining lives are assessed on an annual basis.	Financial sustainability information is available for Council and the community.
5	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs.	Improved decision making and greater value for money.
6	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.
7	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions. Assess whether current resourcing is sufficient to cover all asset management functions for all asset classes.	Responsibility for asset management is defined.
8	Implement an improvement plan to initially realise 'core/good' maturity for the financial and asset management competencies, then progress to 'advanced/better' maturity.	Improved financial and asset management capacity within Council.
9	Report annually to Council on development and implementation of asset management strategy and plan and long-term financial plans.	Oversight of resource allocation and performance.
10	Incorporate resilience into Council's infrastructure risk management approach, particularly in disaster sensitive areas.	Improved ability for Council to build and maintain infrastructure vulnerable to natural disasters.

Table 25: Improvement plan

Ref No.	Improvement Plan tasks	Priority	Suggested Timeframe
<b>0</b>	<b>Existing Data Improvement Plan</b>		
0.1	Calculation and disclosure of data input confidence levels for all assets classes (per AMPs).	Low	2025
0.2	Develop Data improvement plans for all asset classes within individual AMPs.	High	2025
0.3	Assess and include Functionality and Capacity scores (1 to 5) for all relevant assets, as per asset class revaluations.	Low	2025
0.4	Develop age data for assets, were construction date unknown, as per asset class revaluations.	High	Per Revaluation
0.4a	Transportation asset class age data (sealed road surfaces, road pavements, bridges, (some) pathways, and urban stormwater).	High	2025
0.5	Incorporate Geotechnical investigations from works program to improve confidence in road pavement depths	Medium	2024
<b>1.</b>	<b>Asset Management Maturity</b>		
1.1	Implement an improvement plan to initially realise 'core/good' maturity for the financial and asset management competencies, then progress to 'advanced/better' maturity.	High	2024
<b>2.</b>	<b>Asset Data and Knowledge</b>		
2.1	Separate non-depreciable components from reported condition profiles	High	Per Revaluation
<b>3.</b>	<b>Asset Knowledge Processes</b>		
3.1	Undertake an annual desktop review of asset valuations ensuring that there is an annual review of useful life of assets.	High	Ongoing
3.2	Implementation of 1:1 relationship between financial and technical register.	Very High	Ongoing Quarterly
3.3	Develop Asset Accounting Manual to provide guidance on asset accounting policies and functions e.g. (Capitalisation, Thresholds, Valuation etc.)	High	2025
<b>4.</b>	<b>Strategic Asset Planning Processes</b>		
4.1	Ensure that all asset classes have up to date asset management plans.	Very High	2025
4.2	Review and update asset management plans and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Very High	Ongoing
4.3	Review the Asset Management Strategy to ensure that it incorporates the most up to date and relevant information on each asset class.	Very High	2025
<b>5.</b>	<b>Operations and Maintenance Work Practices</b>		
5.1	Identify critical assets and incorporate critical asset risk mitigation plans into Council's emergency response planning procedures.	High	2025
<b>6.</b>	<b>Information Systems</b>		
6.1	Feasibility review of integrated asset management system	High	2024
6.2	Feasibility review of integrated maintenance management/work order system	Medium	2024
<b>7.</b>	<b>Organisational Context</b>		

Ref No.	Improvement Plan tasks	Priority	Suggested Timeframe
7.1	Council is to establish an asset management steering committee for reporting on asset management progress and improvement plan status and create a process for bi-annual reporting to senior management.	Very High	2024
7.2	Council to undertake an in-depth workforce review of asset management roles and responsibilities and ensuring that all functions of asset management are covered and are attached to position descriptions and such that Council has an understanding of current gaps in capacity and capability.	Medium	2024
7.3	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	High	2024
7.4	Develop and document project management framework	High	2024

**[Back Cover]**

## Appendix A – Transportation Asset Management Plan

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This Asset management plan covers the portfolio of transport assets that facilitate the movement of people, vehicles and goods throughout Blayney Shire.

The plan covers councils' management of its Sealed roads, Unsealed roads, its Bridges and Culverts, Stormwater assets, Pathways as well as its ancillary transport assets.

As the owner and manager of transport assets, Council has a responsibility for a number of functions including:

- Operations and Maintenance
- Renewal and Refurbishment
- New Acquisitions and Upgrades
- As well as the Disposal of existing assets.

The planning of these functions is outlined in this asset management plan.



## TRANSPORTATION INFRASTRUCTURE AT A GLANCE

The Transport Infrastructure asset portfolio comprises infrastructures relating to roading and pedestrian travel.

Value & Composition	Importance to the Community	Importance to the Community	Importance to the Community
Transport Infrastructure assets have a total value of: \$343.6m	Community Value of Sealed Roads 3.64	Community Value of Footpaths 3.37	Community Value of Unsealed Roads 2.22
			
			



## Purpose of this Plan

The purpose of this asset management plan is to develop a strategic framework for the maintenance and renewal of transport assets and to provide an agreed level of service in the most effective manner.

This plan includes the following scope of management:

- asset inventory, values and condition
- asset-based levels of service
- demand and service management
- risk management
- development of the long-term financial plan (LTFP) for the maintenance and renewal of transport assets.

Figure 1: Relationship between Council's plans and resourcing strategies

Document	Purpose
Community Strategic Plan	Sets the community's vision for the next 10 years and strategies to achieve the vision
Community Engagement Strategy	Guides how Council engages with the community in all aspects of the IPR Framework and sets actions to be included in the Delivery Program
Delivery Program	Outlines the actions Council will undertake to meet the CSP goals over four years
Resourcing Strategy	Companion documents to the Delivery Program, outlines how Council will resource the actions (addressing Council's finances, assets and workforce)
Operational Plan and Budget	Maps what programs, projects and activities Council will undertake each financial year to fulfil the actions in the Delivery Program and to achieve the goals in the CSP
Strategic documents	Informs the actions in the Delivery Program and Operational Plan e.g. Economic Development Strategy
Quarterly reports, Annual Report and State of the Council Report	Reports Council's progress in achieving the community's vision
Blayney Shire Roads Strategy	The Blayney Shire Council Roads Strategy 2023 (Strategy) sets out a framework for assessing the priority for individual road rehabilitation and upgrade (or expansionary) works.
Road Hierarchy Renewal and Maintenance Policy	The Policy outlines Council's level of service for road renewal and maintenance activities and details procedures for the management of the road network, road related infrastructure and activities.
Pathway Hierarchy Renewal and Maintenance Policy	The Policy outlines Council's level of service for pathway maintenance activities and details procedures for the management of the pathway network and related infrastructure.

## Levels of service

### Community Consultation and Feedback

In 2021 Blayney Shire Council conducted a community survey to inform the Blayney Shire Community Strategic plan. The feedback for sealed and unsealed roads is summarised below.

Challenges with increased heavy vehicle traffic, particularly logging trucks on Hobbys Yards Road, highlight the strain on the road network. The Carcoar Street project faced mixed feedback, likely due to its two-stage delivery, emphasising the importance of continuous communication with residents about project status and timelines. Council's efforts during adverse weather are appreciated, but resource constraints affect pothole and patching works, potentially posing hazards, especially for motorcyclists.

While 45% of respondents express satisfaction with certain road safety aspects, concerns persist, such as inadequate line marking on sealed roads. Traffic conflicts arise at intersections where local roads intersect with state roads like the Mid-Western Highway and Orange Road. Community apprehension surrounds Council's roadside vegetation clearing projects.

Traffic safety concerns range from speeding on country roads to improper truck parking in residential areas, requiring the Road Safety Officer to convey safer driving messages. Residents have mixed responses to unsealed roads, particularly during wet weather, with dissatisfaction over issues like potholes, corrugations, and drainage problems.

For some people, including those bus operators, or residents whose primary access for work, education, transport of goods and primary production is an unsealed road and ongoing repair needed on these roads is not satisfactory.

The community consultation generated a number of recommendations relating to the management of transport assets:

- Ongoing collection and analysis of pothole patching data, coupled with prompt action on customer requests, are crucial. Sections requiring repeated patching should be considered for heavy patching or other necessary works.
- Council should explore innovative pothole patching methods to minimize loose stones and the need for repetitive repairs.
- Allocate a separate budget for repainting lines, installing guide posts, and employing road delineation methods to enhance safety outcomes.
- Continual reference to the Shire Roads Strategy is essential for prioritising reconstruction and new sealing projects.
- Maintain the annual re-sheeting and drainage works program to rehabilitate gravel roads and uphold road infrastructure.

### Levels of Service

Outcome	Level of Service	How will we measure it?	What is our target?	How are we going?
Functionality - Reliability / Responsiveness	Be responsive to the needs of the road and transport asset users	Customer Service Requests	85% of requests are completed within Councils service charter	
Functionality - Reliability / Responsiveness	Planned works completed in accordance with schedules	Completion of scheduled work	90% completion within scheduled service standard	
Functionality - Sustainability	Provide well maintained infrastructure that is affordable to the community	Planned vs. Reactive Maintenance	Greater than 50% of maintenance expenditure is undertaken through planned maintenance schedules	
Functionality - Sustainability	Assets are being renewed in a sustainable manner	Infrastructure asset renewal ratio	OLG benchmark > 100%	

Outcome	Level of Service	How will we measure it?	What is our target?	How are we going?
Capacity - Affordability	The services are affordable and managed using the most cost-effective methods for the required level of service	Annual budget reporting	Maintenance / Operational Expenditure within 5% of Annual budget	
Capacity - Affordability	Council maintains its assets	Infrastructure Asset Maintenance Ratio	OLG benchmark of 100%	
Capacity - Health and Safety	Provide roadways free from hazards	Number of road accidents (annual RMS accident report)	Reduction in 3 year rolling average	
Capacity - Health and Safety	Provide pathways free from hazards	Number of insurance claims received	Reduction in 3 year rolling average	

## Roles and Responsibility

Position	Role	Asset Class	Responsibilities	Functions
Director Infrastructure	Asset Owner	Roads Bridges & Culverts Footpaths Stormwater	This position takes ownership responsibility for the management of assets and is usually responsible for policy and over all asset strategy	Establish long term policy and strategy Establish existing demand for assets Establish future demand for assets (type and standard) Establish long term community expectation Implement policy and strategy for existing assets Establish community asset service level Ensure integration of asset management into Council's community, delivery and operational plans & resourcing Strategy Maintain and develop asset systems and reporting Ensure asset accounting is accurate and maintained, and asset valuation, Develop capital works prioritisation Develop capital works program Liaison with the organisation as a whole on asset matters
Manager Assets	Asset Custodian	Roads Bridges & Culverts Footpaths Stormwater	This position is the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc.	Develop and oversee capital works and maintenance program Handover and documentation Control budgets Develop asset plans Asset condition rating Risk management Data custodian – Hierarchy, level of detail Recommendation of asset disposal and renewal 4yr program
Manager Operations	Asset Delivery – CAPEX/OPEX Service Delivery – Operations	Roads Bridges & Culverts Footpaths Stormwater	Responsible for the day-to-day maintenance, operations and services delivered by assets as well as the delivery of capital works	Controls asset use, in line with policy Deliver programmed and reactive maintenance, internal/external Deliver and / or manage capital works Manage all operations and service delivery functions Manage service user expectations Deliver adopted levels of service

## Future Demand

### Drivers of Change

The future infrastructure demand for transport assets is driven by changes and trends in:

- population growth and changes in the demography of our community
- urban planning
- commercial/industrial demand particularly with respect to freight.
- technological changes which impact our assets and our ability to monitor our assets.
- the environment and changes in our climate



**Demand Management Plan**

*Table with Impact of demand drivers and any high-level mitigating actions*

Demand factor	Impact on services
<b>Population</b>	The population in the region is expected to continue to grow and supporting infrastructure will be required to accommodate this change. Local infrastructure, including roads, will be needed to support additional housing needs and the new industry and development.
<b>Industry</b>	Road and rail infrastructure will continue to improve within the region, including the establishment of the Parkes Intermodal Freight Terminal, this external expenditure requires a corresponding council program to allow growth within Blayney Shire.
<b>Demographics</b>	An increasing and older population will place an increased demand on some assets and increased accessibility requirements for footpaths, aged care facilities, community centres and recreation assets.
<b>Increasing costs</b>	Increases in demand and limited providers is likely to increase the costs of providing road infrastructure projects.
<b>Environment and climate</b>	Road and bridges may be affected by extreme weather and increased variability.
<b>Technology</b>	Increasing connectivity and a diverse economy will retain and establish new residents, businesses and industries in Blayney Shire over the next 20 years. These factors may contribute to more complicated assets with higher maintenance and renewal costs.

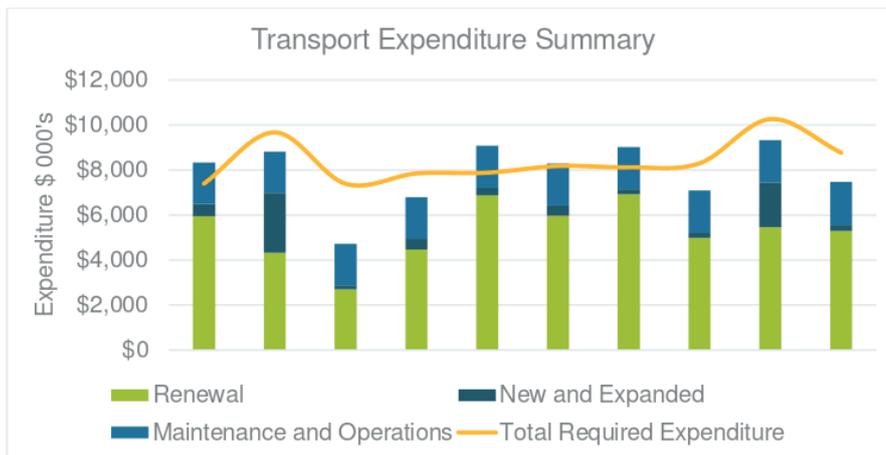
## Lifecycle management

### Assets

Asset class	Asset category	Unit	Quantity
Roads	Local sealed roads	Km	340
Roads	Regional sealed roads	Km	44
Roads	Local unsealed roads	Km	346
Bulk earthworks	Major Earthworks (cut/fill >2m)	No.	29
Roads	Crash Barriers (Guard Rail, Wire Rope)	Km	11
Bridges	Bridges – concrete/steel	No.	74
Bridges	Bridges – timber	No.	2
Roads	Culverts – major (450mm – 6m)	No.	429
Roads	Culverts – minor (<450mm)	No.	993
Roads	Urban Stormwater Pipes	Km	32
Roads	Kerb and Gutter	Km	73
Footpaths	Footpath/Shared	Km	39
Roads	Signs (all road signs)	No.	3,879
Roads	Guide posts	No.	12,399

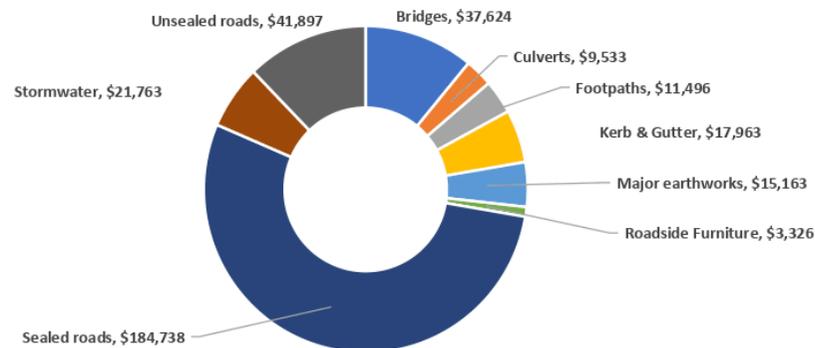
Infrastructure Ratios	Budget 2023/24	Estimated 2032/33	Funding Gap \$ 000's	
<b>Infrastructure renewals ratio</b>	139%	100%	Budget Year	\$1,689
<b>Benchmark 100%</b>			5-year average	\$375
			10-year average	\$528
<b>Infrastructure Backlog Ratio <sup>1</sup></b>	4.1%	2.7%	Budget Year	-\$6,131
<b>Benchmark 2%</b>			5-year average	-\$5,706
			10-year average	-\$4,676
<b>Infrastructure Maintenance Ratio Benchmark 100%</b>	65.4%	55%	Budget Year	-\$986
			5-year average	-\$1,120
			10-year average	-\$1,282
<b>Total Funding Gap</b>			Budget Year	-\$5,428
			5-year average	-\$6,451
			10-year average	-\$5,430

<sup>1</sup> The Infrastructure Backlog Ratio Funding Gap is the amount required to reduce Councils 4.1% Backlog Ratio to the OLG benchmark of 2.0%.

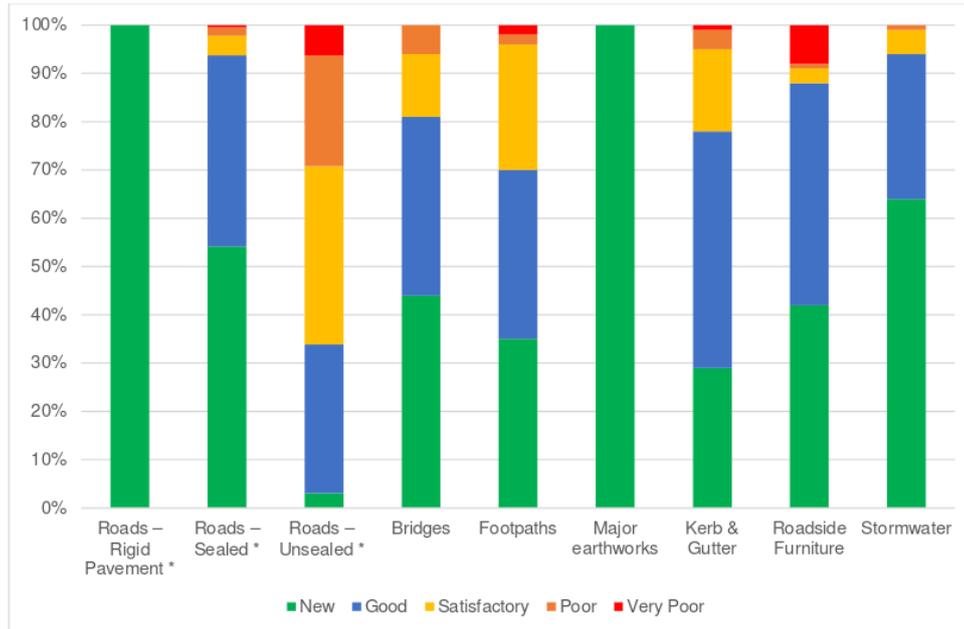


### Asset Values

Asset Category	Gross Replacement Cost (\$ 000's)	Written Down Value (\$ 000's)	Annual Depreciation (\$ 000's)	New	Good	Satisfactory	Poor	Very Poor
Sealed roads	184,738	150,168	2,224	80%	17%	2%	1%	0%
Unsealed roads	41,897	34,057	946	54%	15%	17%	11%	3%
Bridges	37,624	26,915	354	50%	32%	12%	6%	0%
Footpaths	11,496	8,013	144	38%	29%	26%	7%	0%
Major earthworks	15,163	15,163	0	100%	0%	0%	0%	0%
Kerb & Gutter	17,963	14,602	183	30%	47%	18%	4%	1%
Roadside Furniture	3,326	2,704	92	45%	43%	3%	1%	9%
Culverts	9,533	7,749	86	71%	17%	7%	4%	1%
Stormwater	21,763	16,725	200	64%	39%	5%	1%	1%



### Condition



## Inspection Schedule

Asset Category	Inspection Intervals
Local & Regional Sealed Roads	Formal Inspection every 5 years Ad-hoc & informal inspections in between
Local Unsealed Roads	3 to 12 monthly based on road hierarchy
Bridges – Concrete/Steel	Ad hoc / after major wet weather events
Bridges – Timber	Formal every 2 to 5 years based on known issues
Culverts – all	Ad hoc / after major wet weather events
Urban Stormwater – Pits & Pipes	Ad hoc / after major wet weather events Formal inspection undertaken as part of 2019/20 Transportation revaluation
Footpath / Shared	6 monthly (Blayney and Millthorpe CBD's) 12 monthly for rest of Blayney & Villages
Kerb and Gutter	12 monthly
Other (major earthworks, crash barriers, signs, etc)	Formal Inspection every 5 years Ad-hoc & informal inspections in between

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the following below.

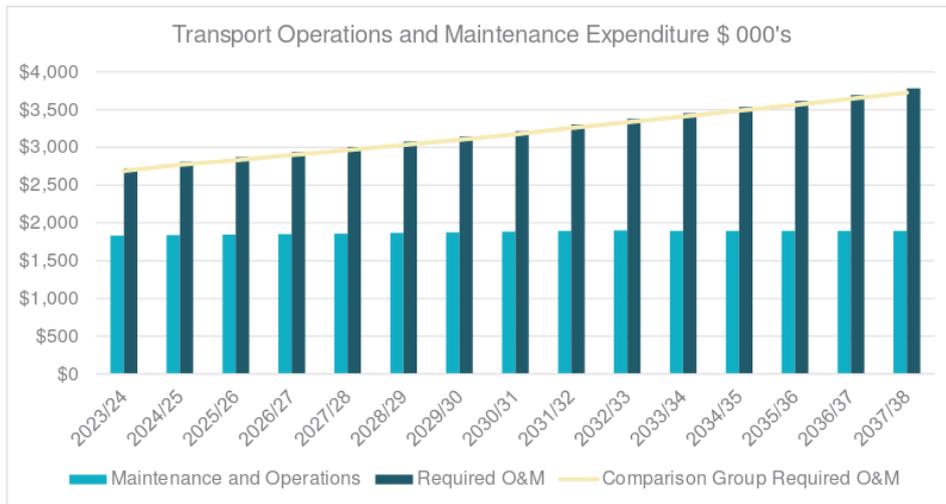
Confidence grade	General meaning
Highly reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

Asset class	Inventory	Condition	Age	Overall
Transport (Roads, Bridges, Footpaths, stormwater)	Reliable	Acceptable	Reliable	Reliable

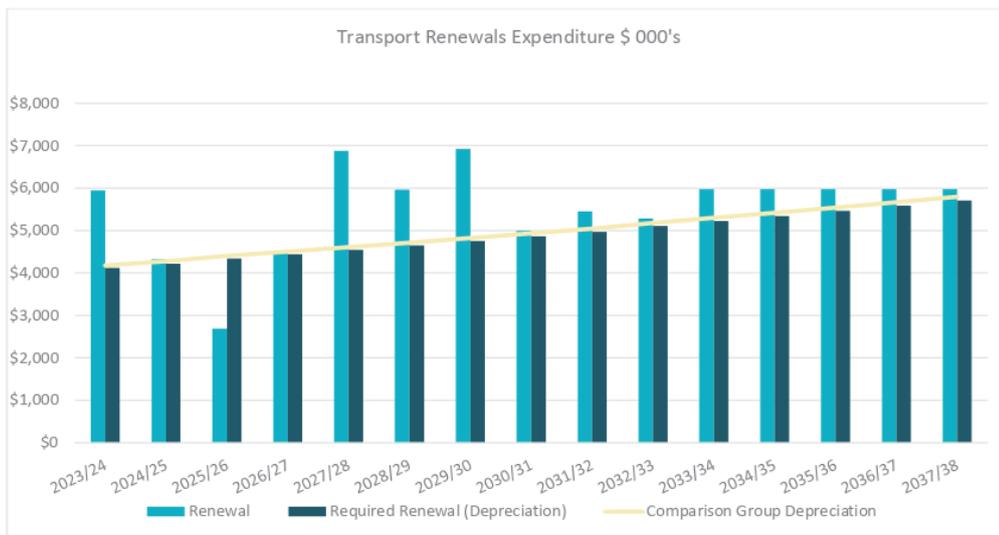
**Operations and Maintenance Plan**

Councils has detailed its transport maintenance strategy in its Road Hierarchy Renewal and Maintenance Policy as well as in the Pathway Hierarchy Renewal and Maintenance Policy.



### 1.1. Renewal Plan (Capital)

Councils has detailed its transport renewal and replacement strategy in its Road Hierarchy Renewal and Maintenance Policy as well as in the Pathway Hierarchy Renewal and Maintenance Policy.



## Risk Management

### Risk Assessment

Council utilises a corporate risk framework which aligns with ISO 31000:2018. The framework has been adopted for Council's transport assets and highlights the strategic risks which impact Council's asset portfolio.

Service or Asset at risk	What can happen	Risk rating (V,H,H)	Risk treatment plan	Residual risk*	Treatment costs
Road pavement	Flooding/Inundation leading to pavement failure	H	Adequate drainage maintenance, initial pavement design considerations	M	\$250,000/km
Footpath	Concrete slab failure creating trip hazard	H	Regular inspections and funding renewal works	M	\$150/sq m
Bridge	Flooding/Inundation leading to structural damage	H	Inspections and specific inspections following large rain events.	M	Issue specific

\* The residual risk is the risk remaining after the selected risk treatment plan is operational.



**Critical Assets**

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences. Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

Critical Asset(s)	Failure mode	Impact
All Bridges on roads providing 'only' access	Structural failure / Flooding	Complete removal of access
Hobbys Yards Road	Flooding/Inundation	Complete removal of access
Belubula Way	Flooding/Inundation	Complete removal of access
Newbridge Road	Flooding/Inundation	Complete removal of access

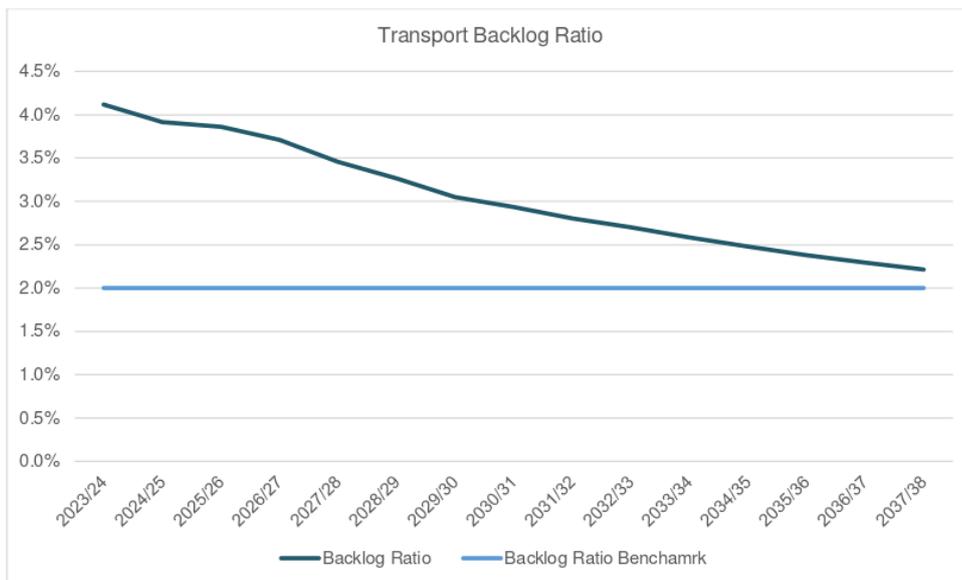
The following attributes are currently being considered as part of this analysis:

	High	Medium	Low
Road classification	Arterial	Primary Collector/Local Collector	Local Access
Emergency services	Police Ambulance	RFS, NSWFB, SES	Airfield, Council Depot
Schools	40km zones		
Accident history	Fatality	Accidents >5	
Isolated communities	Only one road providing access to or from a community		

### Expenditure Forecast

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Actual (Budgeted) Expenditure											
Renewal	\$6,011	\$4,394	\$2,763	\$4,540	\$6,952	\$6,042	\$7,001	\$5,071	\$5,533	\$5,365	\$6,056
New and expanded	\$1,666	\$2,810	\$177	\$471	\$334	\$455	\$223	\$217	\$1,988	\$289	\$289
Maintenance and Operations	\$1,861	\$1,868	\$1,876	\$1,884	\$1,893	\$1,902	\$1,910	\$1,919	\$1,929	\$1,938	\$1,929
<b>Total Expenditure</b>	<b>\$9,538</b>	<b>\$9,072</b>	<b>\$4,816</b>	<b>\$6,895</b>	<b>\$9,179</b>	<b>\$8,399</b>	<b>\$9,134</b>	<b>\$7,207</b>	<b>\$9,450</b>	<b>\$7,592</b>	<b>\$8,274</b>
Required Expenditure											
Required Renewal (Depreciation)	\$4,322	\$4,438	\$4,570	\$4,672	\$4,781	\$4,890	\$5,003	\$5,116	\$5,231	\$5,371	\$5,493
New and expanded	\$1,666	\$2,810	\$177	\$471	\$334	\$455	\$223	\$217	\$1,988	\$289	\$289
Required O&M	\$2,846	\$2,932	\$2,998	\$3,067	\$3,138	\$3,210	\$3,283	\$3,357	\$3,447	\$3,525	\$3,605
<b>Total Required Expenditure</b>	<b>\$8,834</b>	<b>\$10,180</b>	<b>\$7,745</b>	<b>\$8,210</b>	<b>\$8,253</b>	<b>\$8,555</b>	<b>\$8,509</b>	<b>\$8,690</b>	<b>\$10,666</b>	<b>\$9,185</b>	<b>\$9,387</b>
OPEX Balance (GAP)	-\$986	-\$1,063	-\$1,121	-\$1,183	-\$1,245	-\$1,309	-\$1,372	-\$1,437	-\$1,518	-\$1,586	-\$1,676
RENEWAL Balance (GAP)	\$1,689	-\$44	-\$1,806	-\$133	\$2,171	\$1,152	\$1,997	-\$45	\$301	-\$6	\$564
<b>TOTAL Balance (GAP)</b>	<b>\$703</b>	<b>-\$1,107</b>	<b>-\$2,927</b>	<b>-\$1,316</b>	<b>\$926</b>	<b>-\$157</b>	<b>\$625</b>	<b>-\$1,482</b>	<b>-\$1,217</b>	<b>-\$1,592</b>	<b>-\$1,112</b>

**OLG Financial Ratios**



## 2. Improvement and Monitoring

### Improvement Plan

*Improvement actions including who and by when.*

Ref No.	Improvement Plan tasks	Priority	Suggested Timeframe
0	<b>Existing Data Improvement Plan</b>		
0.1	Calculation and disclosure of data input confidence levels for all assets classes (per AMPs).	Low	6/25
0.3	Assess and include Functionality and Capacity scores (1 to 5) for all relevant assets, as per asset class revaluations.	Low	6/25
0.4	Transportation asset class age data (sealed road surfaces, road pavements, bridges, (some) pathways, and urban stormwater).	High	6/25
0.5	Incorporate Geotechnical investigations from works program to improve confidence in road pavement depths	Medium	6/25
2.	<b>Asset Data and Knowledge</b>		
2.1	Separate non-depreciable components from reported condition profiles	High	2025
3.	<b>Asset Knowledge Processes</b>		
3.1	Undertake an annual desktop review of asset valuations ensuring that there is an annual review of useful life of assets.	High	Ongoing
3.2	Implementation of 1:1 relationship between financial and technical register.	Very High	Ongoing Quarterly
3.3	Develop maintenance and renewal policy for councils' bridges and stormwater assets	Very High	3/24
4.	<b>Strategic Asset Planning Processes</b>		
4.1	Undertake annual review of Asset Management Plan	Very High	Ongoing
5.	<b>Operations and Maintenance Work Practices</b>		
5.1	Identify critical assets and incorporate critical asset risk mitigation plans into Council's emergency response planning procedures.	High	2025
6.	<b>Information Systems</b>		
6.3	Ensure integration and access between spatial system and current technical asset register	High	Ongoing

### Monitoring and Review Procedure

This AMP will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions. The AMP will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long-term financial plan. The AMP has a life of 4

years and is due for complete revision and updating within 12 months of each Blayney Shire Council election.

## **Appendix B – Buildings and Other Structures Asset Management Plan**

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This Asset management plan covers the portfolio of buildings assets that provide operational, recreational and business services throughout Blayney Shire.

The plan covers councils' management of its Specialised and Non-Specialised Buildings.

As the owner and manager of buildings assets, Council has a responsibility for a number of functions including:

- Operations and Maintenance
- Renewal and Refurbishment
- New Acquisitions and Upgrades
- As well as the Disposal of existing assets.

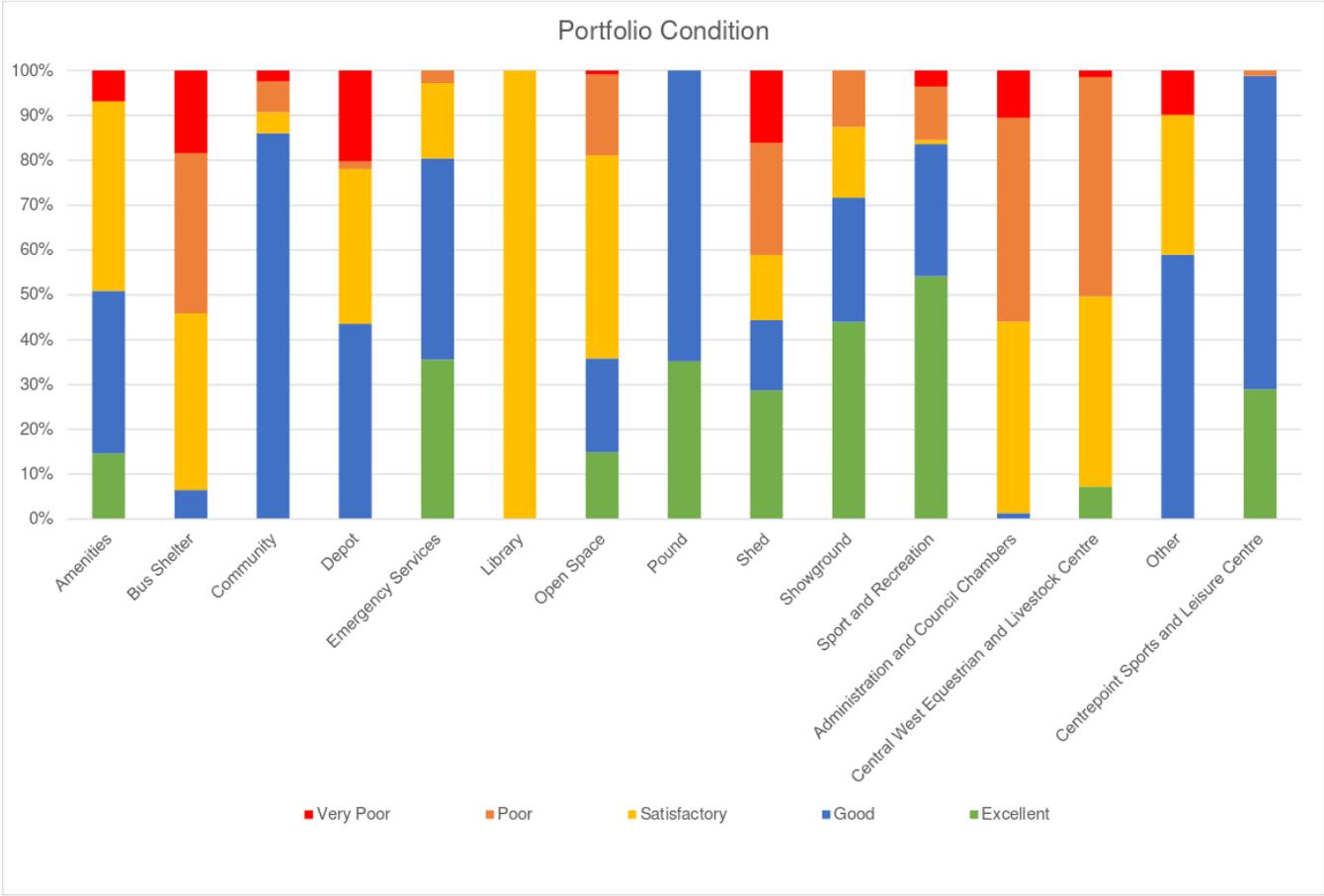
The planning of these functions is outlined in this asset management plan.



BUILDINGS INFRASTRUCTURE AT A GLANCE	
Value & Composition	Importance to the Community – Value of Councils Services
Buildings Infrastructure assets have a total value of \$44.5m*	<ul style="list-style-type: none"> <li>• Public Toilets – 3.64</li> <li>• Centrepont Sports and Leisure Centre – 3.61</li> <li>• Blayney Shire Community Centre – 3.24</li> <li>• Visitor Information Centre – 3.07</li> <li>• Blayney Library – 2.98</li> </ul>



\* Council Audited Annual Financial Statements 22/23



## Purpose of this Plan

The purpose of this asset management plan is to develop a strategic framework for the maintenance and renewal of buildings assets and to provide an agreed level of service in the most effective manner.

This plan includes the following scope of management:

- asset inventory, values and condition
- asset-based levels of service
- demand and service management
- risk management
- development of the long-term financial plan (LTFP) for the maintenance and renewal of its buildings.

Figure 1: Relationship between Council's plans and resourcing strategies

Document	Purpose
Community Strategic Plan	Sets the community's vision for the next 10 years and strategies to achieve the vision
Community Engagement Strategy	Guides how Council engages with the community in all aspects of the IPR Framework and sets actions to be included in the Delivery Program
Delivery Program	Outlines the actions Council will undertake to meet the CSP goals over four years
Resourcing Strategy	Companion documents to the Delivery Program, outlines how Council will resource the actions (addressing Council's finances, assets and workforce)
Operational Plan and Budget	Maps what programs, projects and activities Council will undertake each financial year to fulfil the actions in the Delivery Program and to achieve the goals in the CSP
Strategic documents	Informs the actions in the Delivery Program and Operational Plan e.g. Economic Development Strategy
Quarterly reports, Annual Report and State of the Council Report	Reports Council's progress in achieving the community's vision
Blayney Town and Village community plans	Provide the master planning and vision for each of council's towns and villages.
Blayney Shire Sport and Recreation Plan	Provides the planning and needs assessment for sport and recreational activities within the shire.

## Levels of service

### Community Consultation and Feedback

Blayney Shire Council's Buildings portfolio provides facilities so that the local community and visitors can participate in a wide variety of recreational, cultural, educational, and social activities. The Council's administration building, and depot are the base for Council's employees who deliver essential services to the community. In 2021 Blayney Shire Council conducted a community survey to inform the Blayney Shire Community Strategic plan. The value (out of 5) that the community placed on councils' buildings assets was:

- Public Toilets – 3.64
- Centrepoint Sport and Leisure Centre – 3.61
- Blayney Shire Community Centre – 3.24
- Showgrounds – 3.23
- Visitor Information Centre – 3.07
- Blayney Library – 2.98



### Levels of Service

Outcome	Level of Service	How will we measure it?	What is our target?	How are we going?
Accessibility	Provision of quality of assets to meet community needs	Condition of assets are measured and reported annually	No net decrease in condition across all asset classes	
	Community has confidence in Council to manage assets	Community satisfaction survey and Community engagement strategy	Increased level of confidence from previous survey	
Quality/ condition	Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%	
Reliability/ responsiveness	Provision of sufficient assets to meet community needs	Number of requests for additional/ increased level of service	Number of requests for additional/ increased level of service less than rolling previous three-year average	

Outcome	Level of Service	How will we measure it?	What is our target?	How are we going?
Customer satisfaction	Be responsive to the needs of customers using asset	No customer requests received	85% of requests are completed within Council's service charter	
	Opportunity for community involvement in decision making are provided	Asset management plan	All asset management plans are available on the website and for circulation to the public	
Sustainability	Assets are managed with respect for future generations	Lifecycle approach to managing assets	Prepare a ten-year asset condition and age-based renewals plan - ensure the plan is approved by Council and updated annually	
	Assets are being renewed in a sustainable manner	Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	OLG benchmark >100%	

## Roles and Responsibility

Position	Role	Asset Class	Responsibilities	Functions
Director Infrastructure  Director Planning and Environmental Services	Asset Owner	Buildings	This position takes ownership responsibility for the management of assets and is usually responsible for policy and over all asset strategy	<ul style="list-style-type: none"> <li>Establish long term policy and strategy</li> <li>Establish existing demand for assets</li> <li>Establish future demand for assets (type and standard)</li> <li>Establish long term community expectation</li> <li>Implement policy and strategy for existing assets</li> <li>Establish community asset service level</li> <li>Ensure integration of asset management into Council's community, delivery and operational plans &amp; resourcing Strategy</li> <li>Maintain and develop asset systems and reporting</li> <li>Ensure asset accounting is accurate and maintained, and asset valuation,</li> <li>Develop capital works prioritisation</li> <li>Develop capital works program</li> <li>Liaison with the organisation as a whole on asset matters</li> </ul>
Manager Assets	Asset Custodian	Buildings	This position is the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc.	<ul style="list-style-type: none"> <li>Develop and oversee capital works and maintenance program</li> <li>Handover and documentation</li> <li>Control budgets</li> <li>Develop asset plans</li> <li>Asset condition rating</li> <li>Risk management</li> <li>Data custodian – Hierarchy, level of detail</li> <li>Recommendation of asset disposal and renewal 4yr program</li> </ul>
Manager Operations	Asset Delivery – CAPEX/OPEX  Service Delivery – Operations	Buildings	Responsible for the day-to-day maintenance, operations and services delivered by assets as well as the delivery of capital works	<ul style="list-style-type: none"> <li>Controls asset use, in line with policy</li> <li>Deliver programmed and reactive maintenance, internal/external</li> <li>Deliver and / or manage capital works</li> <li>Manage all operations and service delivery functions</li> <li>Manage service user expectations</li> <li>Deliver adopted levels of service</li> </ul>

## Future Demand

### Drivers of Change

The future infrastructure demand for building assets is driven by changes and trends in:

- population growth and changes in the demography of our community
- urban planning
- commercial/industrial demand
- technological changes which impact our assets and our ability to monitor our assets.
- the environment and changes in our climate
- changes in behavior and utilisation of service due to the COVID-19 Pandemic



**Demand Management Plan**

<b>Demand factor</b>	<b>Impact on services</b>
<b>Population</b>	The population in the region is expected to continue to grow and supporting infrastructure will be required to accommodate this change. Local infrastructure, including buildings, will be needed to support additional housing needs and the new industry and development.
<b>Industry</b>	Road and rail infrastructure will continue to improve within the region, including the establishment of the Parkes Intermodal Freight Terminal, this external expenditure requires a corresponding council program to allow growth within Blayney Shire.
<b>Demographics</b>	An increasing and older population will place an increased demand on some assets and increased accessibility requirements for footpaths, aged care facilities, community centres and recreation assets.
<b>Increasing costs</b>	Increases in demand and limited providers is likely to increase the costs of providing road infrastructure projects.
<b>Environment and climate</b>	Buildings may be affected by extreme weather and increased variability.
<b>Technology</b>	Increasing connectivity and a diverse economy will retain and establish new residents, businesses and industries in Blayney Shire over the next 20 years. These factors may contribute to more complicated assets with higher maintenance and renewal costs.

## Lifecycle management

### Assets <sup>1</sup>

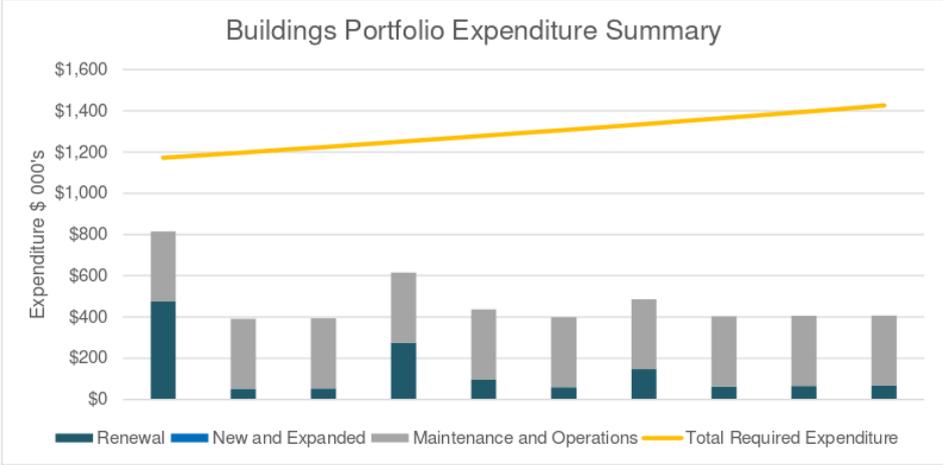
Facilities	Current Value
Administration and Council Chambers	\$6m
Amenities	\$3.8m
Bus Shelters	\$0.125m
Emergency Services	\$2.2m
Centrepoint Sports and Leisure Centre	\$17.3m
Community	\$7.1m
Central West Equestrian and Livestock Centre	\$1.8m
Depot	\$3.5m
Library	\$0.9m
Open Space	\$0.7m
Pound	\$0.325m
Other	\$0.5m
Sheds	\$0.88m
Showgrounds	\$0.35m
Sport and Recreation	\$2.2m

<sup>1</sup> Values based on 30 September 2023 Data



Infrastructure Ratios	Budget 2023/24	Estimated 2032/33	Funding Gap \$ 000's	
<b>Infrastructure renewals ratio</b> Benchmark 100%	72.9%	8.5%	Budget Year	-\$177
			5-year average	-\$491
			10-year average	-\$586
<b>Infrastructure Backlog Ratio <sup>1</sup></b> Benchmark 2%	20.6%	15.7%	Budget Year	-\$6,168
			5-year average	-\$6,302
			10-year average	-\$6,481
<b>Infrastructure Maintenance Ratio</b> Benchmark 100%	65.4%	54%	Budget Year	-\$180
			5-year average	-\$203
			10-year average	-\$235
<b>Total Funding Gap</b>			Budget Year	-\$6,525
			5-year average	-\$6,996
			10-year average	-\$7,302

<sup>1</sup> The Infrastructure Backlog Ratio Funding Gap is the amount required to reduce Councils 20.6% Backlog Ratio to the OLG benchmark of 2.0%.

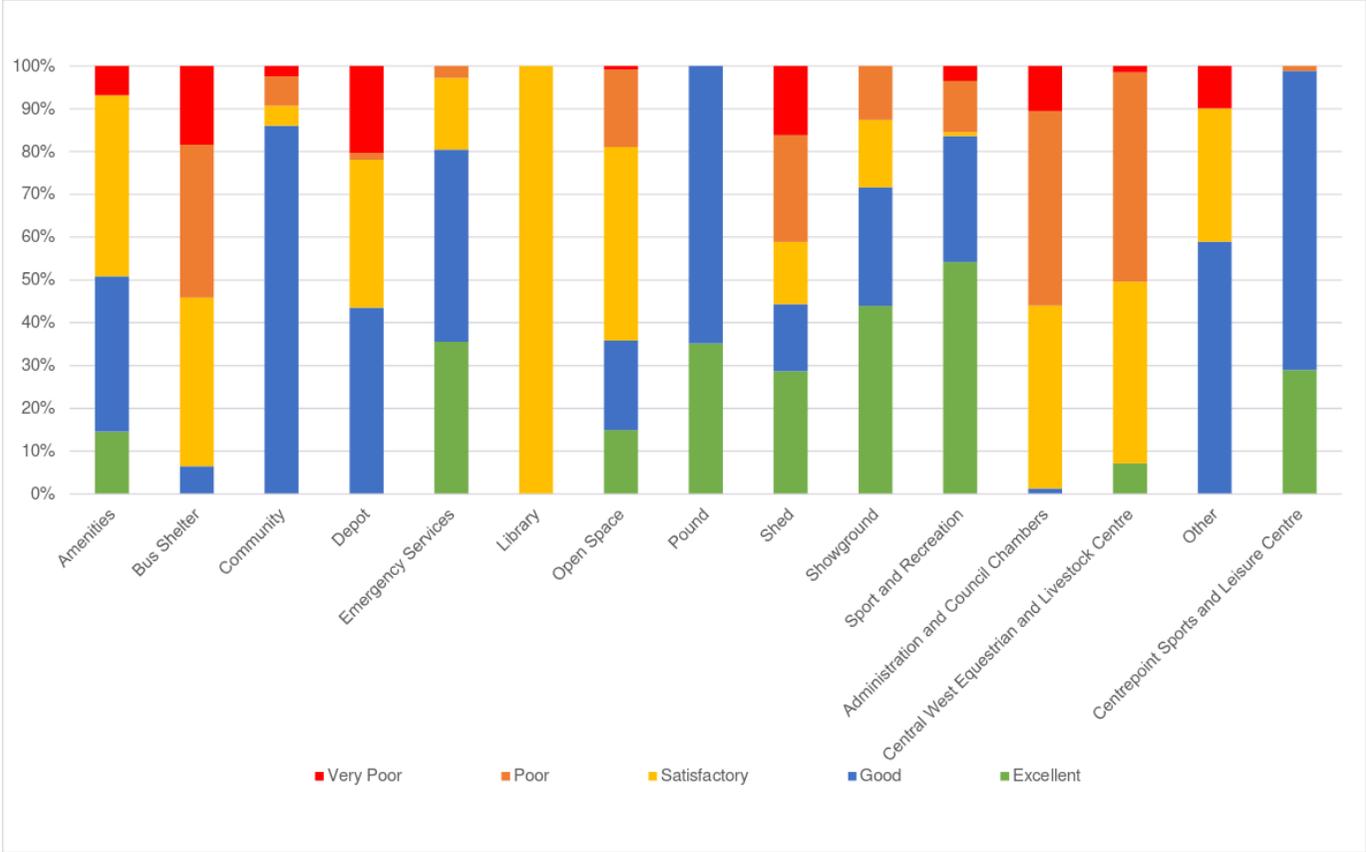


### Asset Values <sup>1</sup>

Asset Category	Gross Replacement Cost (\$ m)	Written Down Value (\$ m)	Annual Depreciation (\$ m)	New	Good	Satisfactory	Poor	Very Poor
Administration and Council Chambers	6.06	2.83	0.120	0.0%	1.3%	42.7%	45.4%	10.6%
Amenities	3.83	2.55	0.081	14.6%	36.3%	42.3%	0.0%	6.8%
Bus Shelter	0.13	0.06	0.003	0.0%	6.5%	39.4%	35.7%	18.4%
Central West Equestrian and Livestock Centre	1.76	1.53	0.025	7.2%	0.0%	42.4%	48.9%	1.5%
Centrepoint Sports and Leisure Centre	17.29	12.84	0.378	29.0%	69.9%	0.0%	1.2%	0.0%
Community	7.19	4.94	0.141	0.0%	86.0%	4.7%	6.9%	2.4%
Depot	3.46	1.91	0.068	0.0%	43.5%	34.5%	1.6%	20.3%
Emergency Services	2.18	1.68	0.041	35.5%	44.9%	16.7%	2.8%	0.0%
Library	0.93	0.55	0.019	0.0%	0.0%	100.0%	0.0%	0.0%
Open Space	0.70	0.43	0.013	14.9%	20.9%	45.2%	18.1%	0.9%
Other	0.54	0.33	0.015	0.0%	59.0%	31.2%	0.0%	9.9%
Pound	0.32	0.27	0.004	35.2%	64.8%	0.0%	0.0%	0.0%
Shed	0.88	0.53	0.017	28.7%	15.6%	14.6%	24.9%	16.2%
Showground	0.35	0.26	0.008	44.0%	27.7%	15.8%	12.6%	0.0%
Sport and Recreation	2.17	1.69	0.035	54.2%	29.5%	0.9%	11.9%	3.6%
<b>Grand Total</b>	<b>47.76</b>	<b>32.40</b>	<b>0.969</b>	<b>17.6%</b>	<b>51.2%</b>	<b>17.1%</b>	<b>9.6%</b>	<b>4.5%</b>

<sup>1</sup> Values based on 30 September 2023 Data

**Condition**



### Inspection Schedule

Inspection Type	Inspection intervals
Condition Inspection	Council inspects the condition of its Buildings Portfolio in accordance with its Buildings Revaluations. These are programmed every 3 – 5 years depending on inflationary environment.
Defect Inspection	Defects are currently captured reactively by property managers and through customer requests
Cyclical Inspection	Assets which are on a cyclical maintenance schedule (e.g. HVAC) are inspected inline with their programmed maintenance schedule.

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the following below.

Confidence grade	General meaning
Highly reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

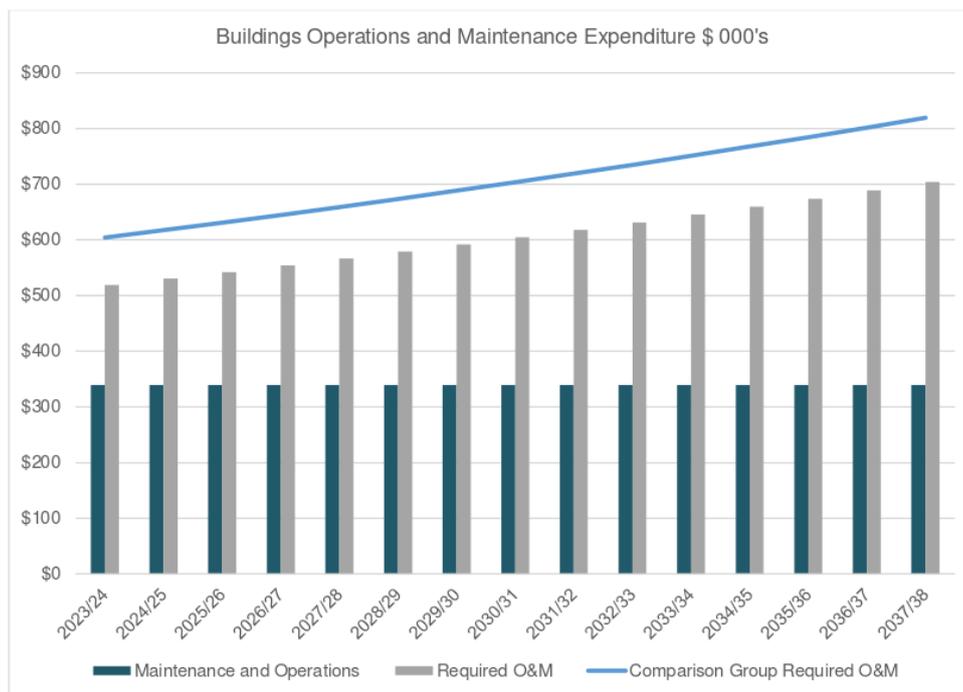
Asset class	Inventory	Condition	Age	Overall
Buildings	Reliable	Acceptable	Uncertain	Acceptable

### Operations and Maintenance Plan

Councils currently manages defects in its Building portfolio in a reactive manner with no scheduled defect inspection program and relying upon property manager / customer requests on any issues which may arise.

Key Building components such as mechanical (HVAC), electrical and fire safety equipment are on cyclical maintenance and inspection schedules in accordance with legislation and have been programmed in.

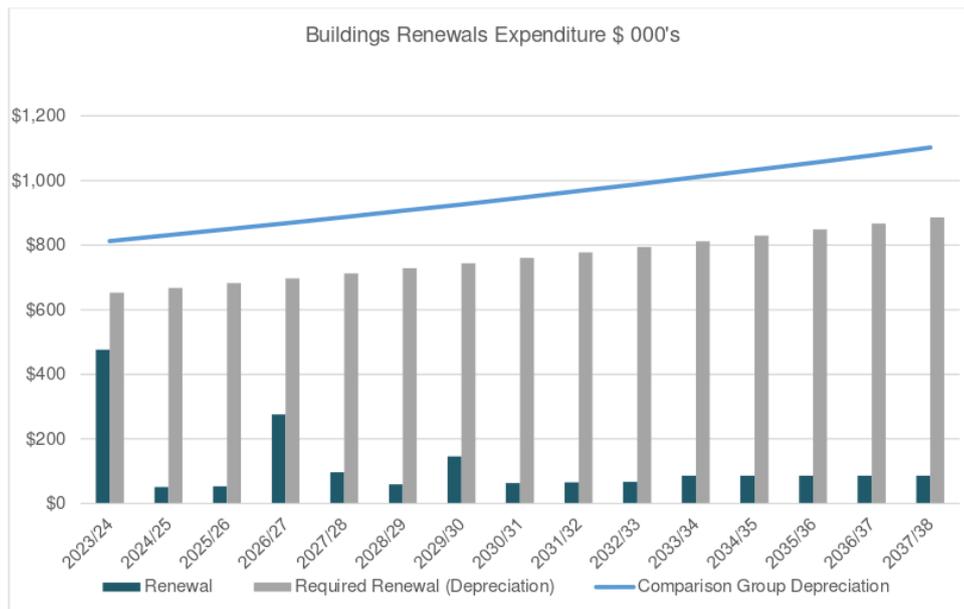
It should be noted that due to recent grant funding, a significant portion of councils buildings assets are currently in good condition and as such carry a reduced maintenance burden. As council’s portfolio ages a cyclical defect inspection program will be implemented to optimise the cost of maintaining the network against the level of service delivered to the community.



Council undertook a high-level comparison of its maintenance and operations expenditure against similar NSW councils relative to the value of its portfolio. The analysis showed that Council has budgeted approximately 60% of the required funding for operations and maintenance in the current long term financial plan. While there is a significant portion of assets in ‘New and Good’ condition (68%), a continued shortfall here will accelerate the degradation of the condition of the portfolio and result in an increase in backlog over the 10 – year period.

### 1.1. Renewal Plan (Capital)

Historically, council's asset replacement and renewals for its Building portfolio has been reactive and opportunistic to the availability of state and federal grant funding. However, having completed a full condition assessment of its portfolio as part of a revaluation in 2023, council is in the process of developing a long-term program of works for its assets. A key consideration as part of the program is the functionality (are the buildings still fit for purpose) and utilisation (have the buildings reached their usage capacity and are in need of expansion) of its Buildings in conjunction with the condition of its assets i.e. the program of renewal works will focus on the services delivered to the community and not just the physical assets themselves.



Currently, over the life of the plan, there is a significant shortfall in budgeted capital expenditure in the long-term financial plan relative to the consumption (i.e. the depreciation) of the portfolio. Less than 20% of the renewal requirements are funded in the later years of the Long Term Financial Plan and while there is a significant portion of assets currently in good condition, the consistent shortfall will result in a condition decay across the portfolio and an increase in backlog.

## Risk Management

### Risk Assessment

Council utilises a corporate risk framework which aligns with ISO 31000:2018. The framework has been adopted for Council's buildings assets and highlights the strategic risks which impact Council's asset portfolio.

Service or Asset at risk	What can happen	Risk rating (VH,H)	Risk treatment plan	Residual risk*	Treatment costs
	Collapse or major failure of building structure resulting in injury or loss of service	H	Improved maintenance and renewal planning	L	
	Unplanned expansion of asset inventory	H	Develop and implement master plans	L	
	Low asset usage or inequity of facility provision	H	Implement master plans. E.g. Village Plans	M	
	Unauthorised entry/vandalism to buildings	H	Supply and Install new key system (As per Parks and Recreation AMP)	M	
	Injuries and Insurance Claims	H	Improved signage and compliance. E.g. Non Potable Water Signage	M	

\* The residual risk is the risk remaining after the selected risk treatment plan is operational.

### Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences. Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

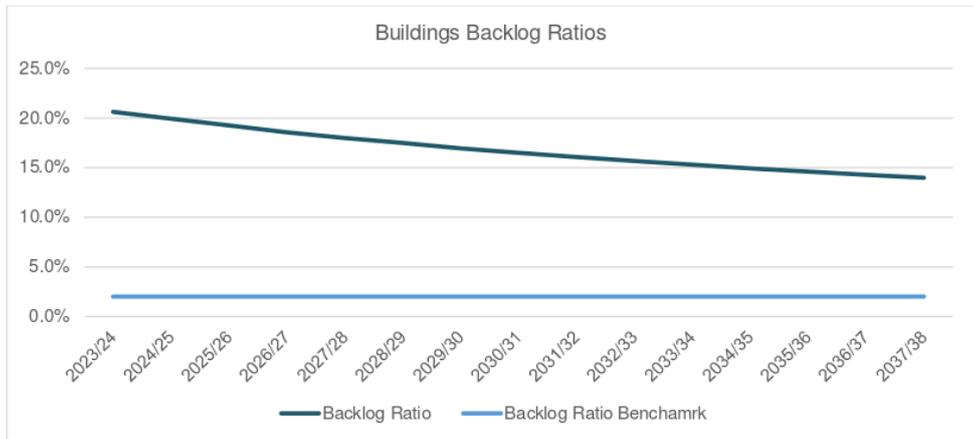
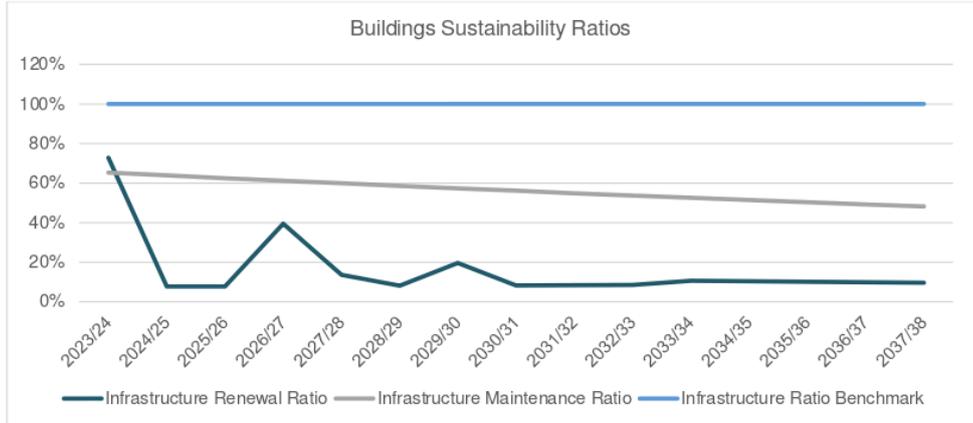
Critical Asset(s)	Failure mode	Impact
CentrePoint Sport and Leisure Centre	Failure of structural building components due to corrosive environment	Serious injury and reputation damage through closure of facility



### Expenditure Forecast

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Actual (Budgeted) Expenditure											
Renewal	\$476	\$52	\$54	\$275	\$97	\$59	\$146	\$64	\$66	\$67	\$87
New and expanded	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance and Operations	\$339	\$339	\$339	\$339	\$339	\$339	\$339	\$339	\$339	\$339	\$339
Total Expenditure	\$815	\$391	\$393	\$614	\$436	\$398	\$485	\$403	\$405	\$406	\$426
Required Expenditure											
Required Renewal (Depreciation)	\$653	\$667	\$682	\$697	\$712	\$728	\$744	\$761	\$777	\$794	\$812
New and expanded	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Required O&M	\$519	\$531	\$542	\$554	\$566	\$579	\$592	\$605	\$618	\$631	\$645
Total Required Expenditure	\$1,172	\$1,198	\$1,224	\$1,251	\$1,278	\$1,307	\$1,336	\$1,366	\$1,395	\$1,425	\$1,457
OPEX Balance (GAP)	-\$180	-\$192	-\$203	-\$215	-\$227	-\$240	-\$253	-\$266	-\$279	-\$292	-\$306
RENEWAL Balance (GAP)	-\$177	-\$615	-\$628	-\$422	-\$615	-\$669	-\$598	-\$697	-\$711	-\$727	-\$725
TOTAL Balance (GAP)	-\$357	-\$807	-\$831	-\$636	-\$842	-\$909	-\$851	-\$963	-\$990	-\$1,019	-\$1,031

**OLG Financial Ratios**



## 2. Improvement and Monitoring

### Improvement Plan

*Improvement actions including who and by when.*

Ref No.	Improvement Plan tasks	Priority	Suggested Timeframe
0	<b>Existing Data Improvement Plan</b>		
0.1	Calculation and disclosure of data input confidence levels for all assets classes (per AMPs).	Low	9/23
0.3	Assess and include Functionality and Capacity scores (1 to 5) for all relevant assets, as per asset class revaluations.	Low	12/24
0.4	Develop age data for assets, were construction date unknown, as per asset class revaluations.	High	3/24
2.	<b>Asset Data and Knowledge</b>		
2.1	Clean asset data to ensure that asset condition is measured consistently across the various asset classes and sub classes.	High	2024
2.2	Develop an asset condition inspection strategy that ensures all assets are inspected on a regular basis. Consider cyclical collection over a number of years.	High	2023
2.3	Separate non-depreciable components from reported condition profiles	High	2023
3.	<b>Asset Knowledge Processes</b>		
3.2	Undertake an annual desktop review of asset valuations ensuring that there is an annual review of useful life of assets.	High	2023
3.3	Implementation of 1:1 relationship between financial and technical register.	Very High	2025
3.3	Develop maintenance and renewal policy for councils' bridges and stormwater assets	Very High	2024
4.	<b>Strategic Asset Planning Processes</b>		
4.3	Undertake annual review of Asset Management Plan	Very High	2024
5.	<b>Operations and Maintenance Work Practices</b>		
5.2	Identify critical assets and incorporate critical asset risk mitigation plans into Council's emergency response planning procedures.	High	2024
6.	<b>Information Systems</b>		
6.3	Ensure integration and access between spatial system and current technical asset register	High	2024

### **Monitoring and Review Procedure**

This AMP will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions. The AMP will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long-term financial plan. The AMP has a life of 4 years and is due for complete revision and updating within 12 months of each Blayney Shire Council election.



# Capacity to Pay Report

Blayney Shire Council

October 2023



**Document status**

Job #	Version	Written	Reviewed	Approved	Report Date
7726	1 - Draft	M. Drummond/L. Baloi	G. Smith	G. Smith	October 2023
7726	2-Final	L. Baloi	G. Smith	G. Smith	October 2023

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## Executive summary

Blayney Shire Council ('Council') is currently considering a special variation (SV) to ensure it has the financial capacity to maintain service levels into the future. Therefore, Council is currently reviewing the potential impact on the community of an SV. This report puts due emphasis on the capacity to pay principle; given that some ratepayers have more ability to pay rates than others.

This report provides an analysis and evaluation of relative wealth and financial capacity; it looks at the financial vulnerability and exposure of different community groups within the local government area (LGA). The key findings are summarised in table one below.

**Table 1 Grouping summary**

Grouping	Findings
'Blayney and Carcoar'	<ul style="list-style-type: none"> <li>42% of the LGA's population and 55% of Council's rates pensioners</li> <li>the most disadvantaged area in the LGA with the lowest SEIFA indices</li> <li>ranks second for proportion of each age profile type (dependents, working age and retirees)</li> <li>the lowest percentage of resident ratepayers (64%) and the highest proportion of renters (27% or 344 households) and social housing (5% or 65 households)</li> <li>the highest proportion of vulnerable households, at 44%, at 574 households</li> <li>highest percentage of one-parent families (14%)</li> <li>the highest percentage of the low income households and the lowest median income of \$1,299</li> <li>highest percentage of unemployment (7%) and lowest proportion employed full-time (93%)</li> <li>the lowest median weekly household income of \$1,299</li> <li>highest proportion of residential ratepayers assessed as pensioners (18%)</li> <li>highest proportion of persons requiring assistance at 8%.</li> </ul>
'Milthorpe and Surrounds'	<ul style="list-style-type: none"> <li>the highest proportion of dependents (28%) and the lowest proportion of working age</li> <li>the second lowest proportion of vulnerable households (26%)</li> <li>equally lowest with 'Rural North-East and North-West' area for required assistance (4%)</li> <li>the second highest weekly median income of \$1,959</li> <li>the lowest unemployment rate of 2% and highest employment rate of 98%</li> </ul>



Grouping	Findings
'Rural North-East and North-West'	<ul style="list-style-type: none"> <li>the highest proportion of working age (50%) and the lowest proportion of retirees (25%)</li> <li>the lowest percentage of vulnerable households (21%)</li> <li>the lowest percentage of ratepayers receiving statutory rebate (13% - residential and farmland)</li> <li>equally lowest with 'Milthorpe and Surrounds' area of required assistance (4%)</li> <li>the highest percentage of ownership (79%) with the highest mortgage of 37% and highest mortgage costs more than 30% of income (about 15% of mortgages)</li> <li>the highest median weekly income of \$2,220.</li> </ul>
'Rural South'	<ul style="list-style-type: none"> <li>the highest proportion of retirees (32%) and the second lowest proportion of working age (47%)</li> <li>the second highest percentage of vulnerable households (33%)</li> <li>the highest percentage of ratepayers receiving statutory rebate (19% - residential and farmland)</li> <li>the second lowest median weekly household income of \$1,406</li> <li>the highest fully ownership of 45%</li> <li>the second lowest SEIFA indices.</li> </ul>

It is apparent, from our analysis, that the LGA has reasonably significant levels of disadvantage, mixed with some pockets of significant advantage. This inequity is highlighted by the grouping and locality level Socio-Economic Indexes for Areas (SEIFA) rankings, which vary quite substantially. Overall, the LGA is in the 36th percentile for Index of Relative Socio-economic Disadvantage (IRSD) and 37th for Index of Relative Socio-economic Advantage and Disadvantage (IRSAD). This is notably comparable with the Regional NSW averages of 36th and 32nd, and Central West Region averages of 38th and 35th. It is important that Council acknowledges the levels of disadvantage within the community, and that it does not significantly marginalise particularly vulnerable individuals and households, especially in the 'Blayney and Carcoar' and 'Rural South' groupings.

The 'Rural North-East and North-West' area has the highest weekly increase. This area has a significant level of advantage, as demonstrated by high levels of equivalised income, high socioeconomic scores and high levels of home ownership. At the end of the three-year period, residential ratepayers in this area will be paying in average \$190 per year more than they would have under the normal rate increases; therefore, it is considered that there is capacity to pay.

'Blayney and Carcoar' area has 49% of the LGA's residential ratepayers. The ratepayers will receive a lower increase in average rates. It is therefore important for Council to consider the impact on individual ratepayers, such as through hardship policies. Therefore, given an appropriate hardship policy, it is considered there is capacity to pay.

For farmland ratepayers, due to higher average land values in 'Rural South', this grouping is likely to see a larger increase in rates. Overall, for residential and farmland, this grouping has an IRSAD ranking in the 37th percentile and, due to slightly lower household income levels within this grouping as a whole, farmland ratepayers in this area may have a reduced capacity to pay. However, it is important to note that this area has 288 farmland ratepayers, and only 5 farmland ratepayers have been assessed as pensioners. Although, Council should still ensure that it considers any other vulnerable ratepayers within this grouping.



'Rural North-East and North-West', which has the largest number of farmland ratepayers at 371, will see the next highest increase in average rates, due to slightly lower land values. As mentioned previously, this can be considered a more advantaged grouping, with a higher potential capacity to pay.

In 'Milthorpe and Surrounds', which has a lower number of farmland ratepayers (54), the impact is lower, and it will therefore see the smallest increase to average rates.

Business ratepayers of 'Rural North-East and North-West' will see the highest average increase in rates across all SV options, followed by 'Blayney and Carcoar', these groupings contain 71% of the LGA's business ratepayers. Due to the proposed increases, it is considered that for business ratepayers there is capacity to pay.



## Introduction

This report provides an analysis and evaluation of relative wealth and financial capacity; it looks at the financial vulnerability and exposure of different community groups within the LGA, including both residential and farmland populations.

Key considerations include:

- regions of social disadvantage
- particularly vulnerable groups of individuals
- patterns of household expenditure.

These findings will then be compared to proposed changes in rates to identify whether there are any groups or individuals that are being particularly impacted and/or marginalised.

Data for this review was obtained from the following sources:

- Australian Bureau of Statistics 2016 and 2021 Census Data – Data by Regions.
- Housing and Homelessness Policy Consortium (ACT Shelter, ACTCOSS, Women’s Centre for Health Matters, Youth Coalition of Act) – Snapshot: Housing stress and its effects, February 2016.
- Informed Decisions (.id) - community and social atlas - Central West Regional Libraries profile.

## Background

Blayney Shire Council has been divided into four area groupings for this analysis. Council is looking to ensure that equity is maintained between areas, as each grouping has differing economic and socio-economic profiles. A summary of the groupings and the areas/localities that they encompass has been provided in the following table and figure.

**Table 2 Blayney Shire Council grouping breakdown**

Grouping	Population (2021)	Areas included <sup>1</sup>
Blayney and Carcoar	3,151	Blayney (8 collection areas), Carcoar
Milthorpe and Surrounds	1,270	Millthorpe - West, Millthorpe - East, Millthorpe surrounds
Rural North-East and North-West	1,560	Forest Reefs and surrounds, Errowanbang, Panuara, Tallwood, Burnt Yards and surrounds, South Blayney surrounds, Kings Plains and surrounds
Rural South	1,485	Lyndhurst, Mandurama, Garland and southwest, Neville and surrounds, Barry, Hobbys Yard and surrounds, Newbridge, Moorilda and surrounds
<b>Blayney Shire Council</b>	<b>7,508</b>	

<sup>1</sup> Please note that the area names have been defined from the Australian Bureau of Statistics (ABS) ‘Significant Area 1’ (SA1) breakdowns, therefore the SA1 identifiers have also been included alongside for reference.





## Methodology

Our methodology in examining the relative wealth between the different groupings focuses on the following:

- **Areas of social advantage and disadvantage**

We will first look into the different characteristics and make up of each grouping to determine whether there are any particular areas of social disadvantage. This will include an investigation into:

- the age structure of each region
- the typical make up of each household
- housing tenure type
- weekly household income
- SEIFA rankings, which allow for effects of dependents on household income.

- **Particularly vulnerable groups of individuals**

We will then investigate whether there are any particular groups within each grouping that, despite the overall wealth of the area, would be particularly vulnerable and affected by a change in rates. These include:

- persons who have or need core assistance
- individuals who are currently unemployed
- households currently under mortgage stress
- pensioners.

- **Household expenditure**

We will examine household expenditure and the impact this may have on an individual's ability to pay.

- **Industry**

We will then compare employment by industry type, as well as value added by industry sector and the key propulsive sectors.

We will then compare these findings to the proposed rating changes to determine whether there are any particular groups or individuals that would be significantly impacted.



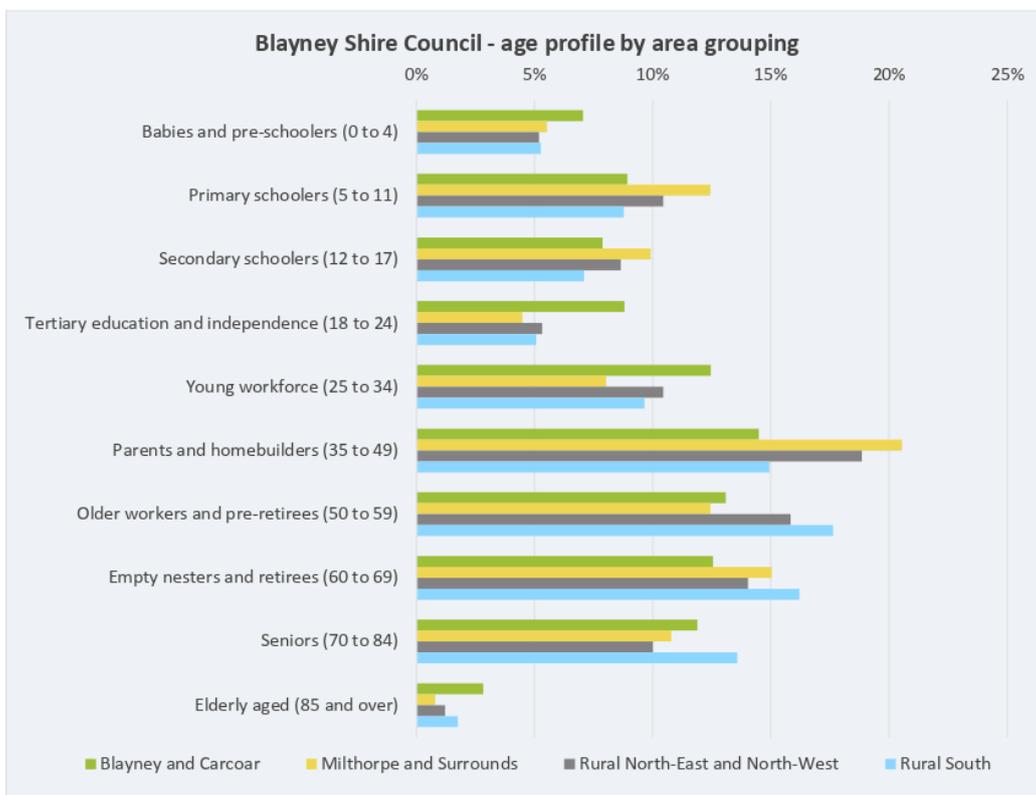
## Areas of social advantage and disadvantage

Each grouping has differing demographic characteristics, and we first want to identify ‘who are the people’ that make up each area, ‘what do they do’ and ‘how do they live’.

### Service age groups

Age profiles are used to understand the demand for aged-based services as well as the income earning status of the population. Data has been broken into groups that are reflective of typical life stages. This provides insight into the number of dependants, size of the workforce and number of retirees in each grouping.

Figure 2 Service age groups



Combining these results in terms of the following categories (dependants, workforce, and retirees) and ranking them in terms of proportion of population (with one representing the largest proportion) generates the following results.



**Table 3 Service age rankings**

Rank	Blayney and Carcoar	Milthorpe and Surrounds	Rural North-East and North-West	Rural South
Dependents	3	1	2	4
Working age	2	4	1	3
Retirees	2	3	4	1

At an LGA level, the age profiles are relatively consistent with Central West Region and Regional NSW averages:

- 24% of the population are dependents, in line with Central West (24%) and Regional NSW (21%).
- Working age population represents 48% of the population, in line with Central West (49%) and Regional NSW (49%).
- The proportion of population that are retirees (28%) is also in line with Central West (27%) and Regional NSW (29%).

Looking into specific groupings, we observe the following:

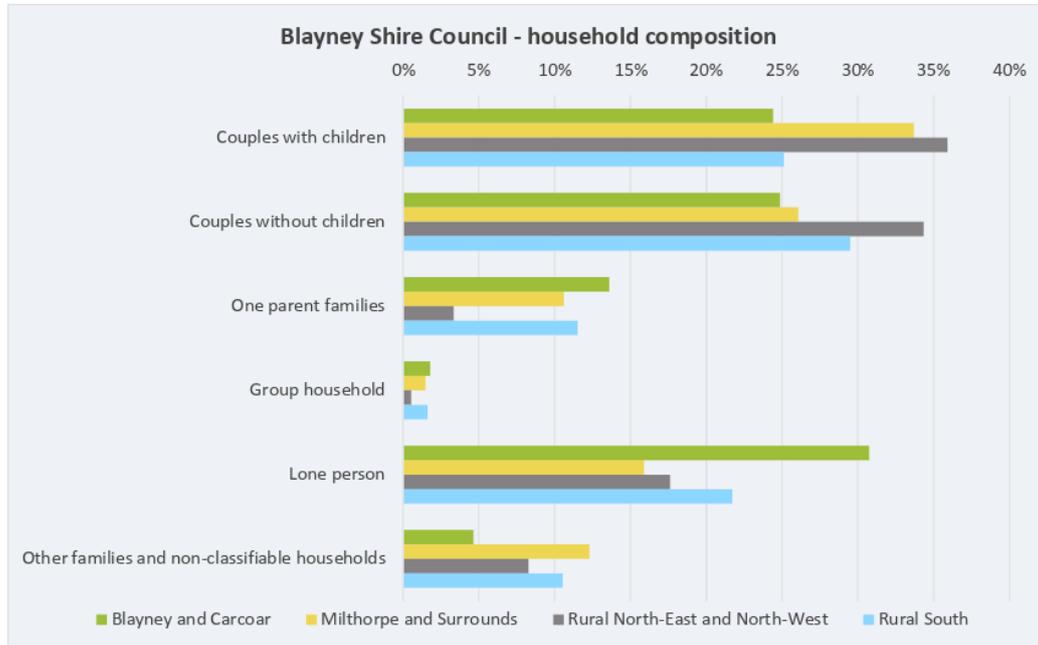
- ‘Milthorpe and Surrounds’ has the highest proportion of dependents (28%) but the lowest proportion of working age (46%).
- ‘Rural North-East and North-West’ has the highest percentage of working age (50%) and the lowest proportion of retirees (25%).
- ‘Rural South’ has the lowest proportion of dependents (21%) and the highest percentage of retirees (32%).
- ‘Blayney and Carcoar’ has the second lowest proportion of dependents (24%) and the second highest proportion of working age (49%).

### Household types

Alongside the age structure of each region, it is important to determine the typical trends in the make-up of households. This provides a more complete picture of the people, families, and communities in each area. A summary of household type is provided in the following figure.



Figure 3 Household composition



The proportion of one parent families in the LGA (10%) is in line with the averages for the Central West Region (11%), Cowra Council (10%) and Regional NSW (11%). Blayney Shire Council’s percentages of couples with children and couples without children (both at 28%), are in line with Central West Region and Regional NSW region averages (27% and 28% respectively).

The ‘lone person’ and ‘one parent family’ households are considered to be more vulnerable to the impacts of rate increases due to a reduced/singular income stream. Combining these categories together into the ‘at risk’ group shows that across the LGA as a whole, the at-risk group makes up 34% of the population, which is below the Regional NSW and Central West averages, both at 37%. ‘Blayney and Carcoar’ however has a much higher proportion, with 44% of households considered to be ‘at risk’ due to 31% lone person households and 14% one-parent families. It is important to note that of the 1,017 vulnerable households identified, 574 are within ‘Blayney and Carcoar’, making up 56% of the LGA’s proportion of vulnerable households.



## Housing tenure

Analysis of housing tenure levels within the LGA allows us to identify which areas would be most impacted by changes in council rates, i.e., the direct impact of a change in rates will be felt by homeowners, whereas renters may experience an indirect increase/decrease depending on their lease agreement/decisions of their landlord. Furthermore, individuals in social housing are unlikely to be impacted by a change in rates.

**Table 4 Housing tenure**

Housing Tenure - % of households	Blayney and Carcoar	Milthorpe and Surrounds	Rural North-East and North-West	Rural South	Blayney Shire Council
Fully owned	34%	40%	42%	45%	38%
Mortgage	30%	35%	37%	32%	32%
Renting - Total	32%	11%	11%	13%	21%
Renting - Social housing	5%	1%	0%	0%	2%
Renting - Private	27%	10%	11%	13%	18%
Other tenure type/not stated	4%	14%	10%	10%	9%

The Blayney Shire LGA home ownership average of 70% is just below Regional NSW (73%) and slightly above Central West Region (69%) averages. Home ownership levels vary throughout the LGA, with 'Rural North-East and North-West' (79%) having the highest proportion of resident ratepayers, followed by 'Rural South' (77%) and 'Milthorpe and Surrounds' (75%). 'Blayney and Carcoar' is lower with a proportion of 64% (or 824 households), however noting this grouping does contain a substantial majority of the population of the LGA. The lower proportion is reflective of a high percentage of people renting (32%) possible to high number of lone person households, one-parent families, which make up just over 574 households in the 'Blayney and Carcoar' grouping.

38% of households fully own their homes within the LGA, higher than the average for Central West Region (34%), Regional NSW (36%) and the whole of NSW average (30%). 'Rural South' (45%), 'Rural North-East and North-West' (42%) and 'Milthorpe and Surrounds' (40%) have very high levels of fully owned homes, in contrast with 'Blayney and Carcoar' at 34%. The proportion of owners with mortgages is highest in 'Rural North-East and North-West' (37%), compared with 30% in 'Blayney and Carcoar'.

The LGA has low levels of renters (21% overall) compared to the Regional NSW average of 26%, with both 'Milthorpe and Surrounds' and 'Rural North-East and North-West' at 11% and 'Rural South' at 13%. 'Blayney and Carcoar', however, contains 66% of the LGA's renters. It is important to note that whilst renters are not directly impacted by an increase in rates, these increases can be passed on by landlords or accommodation providers.

'Blayney and Carcoar' also contains the majority of the LGA's social housing (89% of the LGA's social housing is in this grouping) as 5% of its households fall into this category. Residents in social housing do not pay rates, and therefore are not impacted by the proposed SV.



### Household income

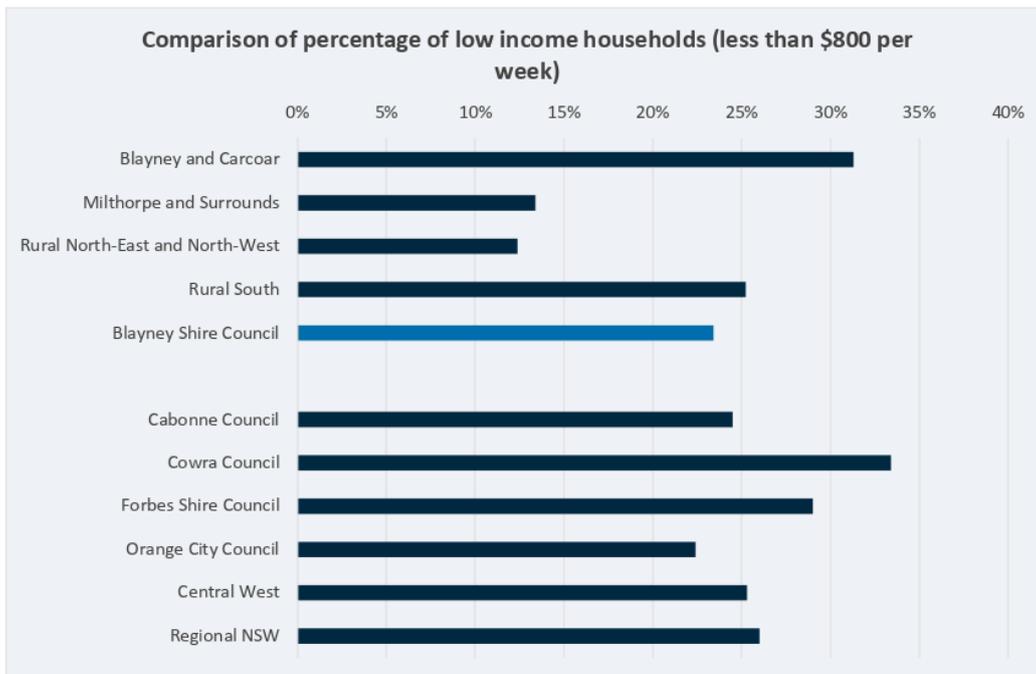
Analysing household income allows us to develop a picture of the levels of advantage and disadvantage within each area and where there may potentially be higher levels of risk for financial stress. Please note that this data has not been equivalised and therefore does not take into account the number of working adults and dependents in each home. For equivalised household income, please see the section ‘Socio-economic index’, which includes equivalised household income as part of the ranking.

Household income is calculated by summing the personal incomes reported by all household members aged 15 years and over. For combined household weekly income, please note the following:

- low-income households refer to those receiving less than \$800 per week.
- high-income households refer to those receiving more than \$3,000 per week.

Figure 4 compares the percentages of households with a low weekly household income (less than \$800 per week).

**Figure 4 Comparison of percentages of households with a low weekly household income**



When looking at combined weekly household income, the picture of the LGA overall does improve, with a lower proportion sitting in the lowest grouping (23%), however this is still slightly lower than the Regional NSW (26%) and Central West Region (25%) averages. This is mainly due to ‘Blayney and Carcoar’ (31%) and ‘Rural South’ (25%) high averages.



Overall, the LGA has 17% sitting in the highest category (same as the Regional NSW average) which is just below the Central West Region average (18%). 'Blayney and Carcoar' and 'Rural South' are sitting at 10% in the highest income category, significantly lower than both the Regional NSW and Central West Region averages of 17%, while 'Milthorpe and Surrounds' (23%) and 'Rural North-East and North-West' (29%) significant higher.

LGA and all the individual groupings have middle income average between 59% and 65% of households, higher than the Central West Region and Regional NSW average of 57%.

**Table 5 Comparison of weekly household income**

Household income	Blayney and Carcoar	Milthorpe and Surrounds	Rural North-East and North-West	Rural South	Blayney Shire Council
Low-income households	31%	13%	12%	25%	23%
High-income households	10%	23%	29%	10%	17%
Median income	\$1,299	\$1,959	\$2,220	\$1,406	\$1,613

It is also worth noting the median weekly income for the Blayney and Carcoar of \$1,299 is 11.4% lower than the Regional NSW average of \$1,466. This is possible due to the higher number of social housing households which represents 5% of the total households in the area.

### Socio-economic index

The Socio-Economic Indexes for Areas (SEIFA) is an economic tool developed by the ABS to rank areas in Australia according to their relative socio-economic advantage and disadvantage. It takes into consideration a broad range of variables such as income, education, employment, occupation, housing, etc and is standardised such that the average Australian represents a score of 1000.

In our research we explored two of the indexes published by the ABS:

- Index of Relative Socio-Economic Disadvantage (IRSD)**  
 This index ranks areas from most disadvantaged to least disadvantaged, i.e., a lower score will have a greater proportion of relatively disadvantaged people in the area.  
 From this score however you cannot conclude whether a high-ranking area will have a large portion of relatively advantaged people, just that it has a low proportion of disadvantage.
- Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)**  
 This index considers variables of both advantage and disadvantage and, as such, scores and ranks areas from most disadvantaged to most advantage.

The ABS has also published the variables which have the most impact on both indices, these include:

- IRSD variables of disadvantage:
  - low equivalised household incomes (see below for definition)
  - households with children and unemployed parents
  - percentage of occupied dwellings with no internet connection
  - percentage of employed people classified as labourers.



- IRSAD variables of advantage only (disadvantage similar to IRSD):
  - high equivalised household incomes
  - percentage of households making high mortgage repayments
  - percentage of employed people classified as professionals
  - percentage of employed people classified as managers.

**Equivalised household income**

- Equivalised household income can be viewed as an indicator of the economic resources available to a standardised household. It is calculated by dividing total household income by an equivalence factor. The factor is calculated in the following way:
  - first adult = 1
  - each additional adult + child over 15 = + 0.5
  - each child under 15 = + 0.3.
- Dividing by the equivalence factor, household income becomes comparable to that of a lone individual, thereby making households with dependants and multiple occupants comparable to those without. By factoring in dependants into household incomes we are provided with a better indicator of the resources available to a household.

A regional summary of SIEFA scores, including national percentiles, is provided in the following table.

**Table 6 Regional SEIFA scores and percentiles**

Region	SEIFA IRSD index 2021	Percentile	SEIFA IRSD index 2021	Percentile
New South Wales	1,016.0	67	1,000.0	42
Australia	1,002.6	60	1,001.2	42
Cabonne Council	994.6	55	1,022.9	55
Orange City	979.2	46	997.2	41
Central West Region	965.7	38	988.1	35
<b>Blayney Shire</b>	<b>962.5</b>	<b>36</b>	<b>991.2</b>	<b>37</b>
Regional NSW	962.0	36	982.0	32
Forbes Shire	941.4	26	968.5	26
Cowra Shire	908.1	14	931.8	15

Blaney Shire Council’s IRSD score of 962.5 is just above the Regional NSW, but well below NSW, and Australia rankings. The ranking places the LGA in the 36th percentile, meaning approximately 64% of Australian suburbs have a SEIFA IRSD ranking higher than this area (less disadvantaged), while 36% are lower.

IRSD includes levels of both advantage and disadvantage. Blaney Shire Council’s score of 991.2 places the LGA into the 37th percentile. A higher IRSD score compared to IRSD score may be indicative of more opportunities within the LGA, higher equivalised incomes, higher education levels, more employment opportunities within the area or more skilled jobs.

A grouping-level summary is provided in the table below.



**Table 7 Grouping-level SEIFA scores and percentiles**

Grouping	SEIFA IRSD	Percentile	SEIFA IRSAD	Percentile
Blayney and Carcoar	894.7	14	922.7	20
Milthorpe and Surrounds	1,030.3	59	1,058.0	68
Rural North-East and North-West	1,038.8	63	1,063.0	72
Rural South	966.4	37	1,004.4	46

Analysis at the grouping level demonstrates significant inequity between different parts of the LGA. On the one hand, ‘Rural North-East and North-West’ and ‘Milthorpe and Surrounds’ (IRSD in the 63rd and 59th percentile respectively and IRSAD in the 72nd and 68th percentile respectively) have levels of disadvantage below the average levels in the Central West Region, NSW, and Regional NSW. On the other hand, ‘Blayney and Carcoar’ shows significant disadvantage, with the grouping scoring significantly lower.

**Table 8 Suburb/area level SEIFA scores and percentiles**

Locality	ABS SA1 identifier	SEIFA IRSD	Percentile	SEIFA IRSAD	Percentile
Millthorpe surrounds	10304107614	1099	84	1120	97
Forest Reefs and surrounds	10304107615	1075	77	1089	85
Errowanbang, Panuara, Tallwood, Burnt Yards and surrounds	10304107616	1059	71	1076	79
South Blayney surrounds	10304107601	1020	56	1060	70
Barry, Hobbys Yard and surrounds	10304107619	1012	53	1040	60
Millthorpe (West)	10304107602	1009	52	1037	58
Newbridge, Moorilda and surrounds	10304107620	1003	49	1049	64
Kings Plains and surrounds	10304107621	1001	48	1027	53
Millthorpe (East)	10304107603	983	42	1017	48
Neville and surrounds	10304107618	972	37	1021	50
Mandurama, Garland and south west	10304107617	960	33	977	33
Carcoar	10304107611	943	28	940	22
Blayney	10304107605	924	22	948	24
Blayney	10304107609	924	22	968	30
Blayney	10304107610	920	21	963	28
Blayney	10304107613	915	20	960	27
Lyndhurst	10304107612	885	13	935	21
Blayney	10304107604	872	11	915	17
Blayney	10304107607	865	10	867	10
Blayney	10304107606	856	8	870	10
Blayney	10304107608	833	6	873	11



At a suburb profile level, Blayney, Lyndhurst and Carcoar can be considered very disadvantaged, with IRSAD rankings between the tenth and 30th percentile. This is most likely due to lower levels of household income and higher levels of unemployment, which can be seen through our analysis. There are higher levels of lone-parent households within both Blayney and Carcoar, which can be considered to be more vulnerable to rating increases, and therefore this potential inequity should be considered by Council, for example through reviewing its hardship policy or other forms of subsidy/relief. In addition to these factors, both suburbs have similar proportions of households utilising social housing, which although a marker of disadvantage does mean that this proportion of the community will not be directly affected by any potential rise in rates.

Millthorpe surrounds and Forest Reefs and surrounds can be considered particularly advantaged, all with IRSAD scores in either the 97th or 85th percentile. However, they do only account for a small percentage of the total population, with 42% residing in the significantly more disadvantaged suburbs of Blayney, Lyndhurst and Carcoar. It is therefore extremely important that this inequality is considered by Council, for example, through appropriate hardship policies.

## Vulnerable groups or individuals

This section of the report considers whether there are any spatial patterns of individuals or groups who either need additional community services or are more sensitive to a change in rates.

### Workforce status

The levels of full or part-time employment and unemployment are indicative of the strength of the local economy and social characteristics of the population.

**Table 9 Community workforce status – 2021**

Workforce status	Blayney and Carcoar	Milthorpe and Surrounds	Rural North-East and North-West	Rural South	Blayney Shire Council
Employed	93%	98%	97%	96%	96%
Employed full-time	58%	59%	62%	59%	59%
Employed part-time	28%	36%	28%	30%	30%
Employed, away from work	4%	4%	6%	5%	6%
Unemployed (Unemployment rate)	7%	2%	3%	4%	4%
Looking for full-time work	5%	0%	1%	3%	3%
Looking for part-time work	2%	1%	2%	1%	2%
<b>Total labour force</b>	<b>1,471</b>	<b>614</b>	<b>856</b>	<b>740</b>	<b>3,657</b>

Note: Pensioners, overseas visitors and other non-participants are not included in the total labour force.

In 2021, unemployment within the LGA (4%) was below the averages for Regional NSW and NSW (both 5%) but equivalent to Central West Region (4%). It is noted that ‘Blayney and Carcoar’ (7%, representing 109 people) has the highest levels. ‘Blayney and Carcoar’ also has the lowest levels of the workforce in full-time employment (58%); however, this is slightly higher than the NSW average of 55%.



## Pensioners

A distinction is made between retirees, and eligible pensioners. To be classified as a pensioner for the purposes of receiving rates rebates, ratepayers must be receiving Centrelink payments such as the age pension or have partial capacity to work such as having a disability, being a carer or being a low-income parent. These individuals have reduced income streams and can be vulnerable to financial shocks and price rises.

**Table 10** Number of residential pensioner assessments

Grouping	Total number of residential assessments	Number of pensioner assessments	Percentage of pensioner assessments
Blayney and Carcoar	1,466	260	18%
Milthorpe and Surrounds	494	67	14%
Rural North-East and North-West	411	37	9%
Rural South	625	109	17%
<b>Blayney Shire Council</b>	<b>2,996</b>	<b>473</b>	<b>16%</b>

It is observed that both 'Blayney and Carcoar' and 'Rural South' have the highest proportion of residential pensioners (18% and 17% respectively), with 'Rural North-East and North-West' substantially lower at 9%. The largest number of residential pensioner assessments are within 'Blayney and Carcoar' (260).

**Table 11** Number of farmland pensioner assessments

Grouping	Total number of farmland assessments	Number of pensioner assessments	Percentage of pensioner assessments
Blayney and Carcoar	0	0	0%
Milthorpe and Surrounds	54	0	0%
Rural North-East and North-West	371	13	4%
Rural South	288	5	2%
<b>Blayney Shire Council</b>	<b>713</b>	<b>18</b>	<b>3%</b>

'Rural North-East and North-West' has the largest proportion of farmland pensioner assessments (4%). 'Rural North-East and North-West' grouping and 'Rural South' grouping are the only groupings with farmland pensioners (13 and respectively 5), totalling 18 for the whole LGA.

These eligible pensioners (residential and farmland) have access to mandatory rebates (up to a maximum of \$250 per year) on their rates.



### Core assistance

Table 12 highlights the areas within the LGA that have higher concentrations of people who need assistance in their day-to-day lives with self-care, body movements or communication – because of a disability, long-term health condition or old age.

**Table 12** Number of people requiring core assistance

Assistance required (2021)	Number	Percentage
Blayney and Carcoar	240	8%
Milthorpe and Surrounds	47	4%
Rural North-East and North-West	59	4%
Rural South	78	5%
<b>Blayney Shire</b>	<b>421</b>	<b>6%</b>

We observe that those needing assistance are concentrated in the ‘Blayney and Carcoar’ area. All the other groupings have a low proportion (between 4% to 5%) of the population requiring assistance. Overall, the LGA is sitting at the same level as Central West Region (6%) and slightly lower than the Regional NSW (7%) and NSW (6%) averages.

### Housing stress

The National Centre for Social and Economic Modelling (NATSEM) defines households experiencing ‘housing stress’ as those that satisfy both of the following criteria:

- equivalised household income is within the lowest 40% of the state’s income distribution.
- housing costs (i.e., mortgage and/or rent repayments) are greater than 30% of household income.

Research funded by the ACT Government on housing and homelessness issues in the ACT found that due to financial pressures:

- 19% of households facing housing stress compromised a lot on their grocery spend over a 12-month period.
- 24% of households facing housing stress found rent/mortgage repayments quite/very difficult in the last three months.

Households facing housing stress are highly likely to be under significant financial stress and vulnerable to sudden increases in council rates. A comparison of the percentage of households where mortgage costs are greater than 30% of household income, is provided on the following page.



**Table 13 Comparison of households with mortgage payments greater than 30% of income**

Mortgage costs >30% of income, 2021	Number of households with mortgage	Number of households where mortgage costs >30% income	Percentage where mortgage costs >30% income
Blayney and Carcoar	380	36	9%
Milthorpe and Surrounds	169	18	11%
Rural North-East and North-West	201	30	15%
Rural South	213	29	14%
<b>Blayney Shire Council</b>	<b>959</b>	<b>104</b>	<b>11%</b>

The table above, while not specifically identifying mortgage stress, does give an indication of areas where mortgage stress may be more likely. At an LGA level, 104 households with mortgages (11%) have mortgage costs exceeding 30% of income. This is in line with Central West Region (10%), but lower than Regional NSW (13%) and NSW (17%) levels.

The 'Rural North-East and North-West' has the highest levels at 15%, however, it must also be considered that this area also has the highest levels of household income, therefore reducing the likelihood of mortgage stress.

Rural South also has a relatively high proportion at 14%, represented by 29 households. This area has 25% of households in the lowest income quartile, therefore indicating that some of these households are likely to experience mortgage stress.



## Trends in cost of living

As data is not available for Blayney, the following table presents the average changes in typical household expenditure across three neighbouring councils (Bathurst Regional, Cowra Shire and Upper Lachlan Shire - similar SIEFA IRSD and IRSAD rankings), over a five-year period. From our analysis, we can see consistent trends in the analysis of the neighbouring LGAs. This analysis will be an indication of the trends and cost of living impact on Blayney Shire Council.

**Table 14 Five-year comparison of average cost of living in three neighbouring LGAs to Blayney Shire Council<sup>2</sup>**

Household expenditure (totals)	2021/22		2016/17		Change		
	\$ per household	% of expenditure	\$ per household	% of expenditure	\$ per household	% of expenditure	%
Food	\$13,040	11%	\$11,269	10%	\$1,771	1%	16%
Alcoholic beverages and tobacco	\$5,976	5%	\$6,214	5%	-\$238	0%	-4%
Clothing and footwear	\$5,354	5%	\$4,464	4%	\$890	1%	20%
Furnishings and equipment	\$6,561	6%	\$5,637	5%	\$924	1%	16%
Health	\$8,146	7%	\$7,081	6%	\$1,065	1%	15%
Transport	\$9,895	8%	\$12,006	11%	-\$2,111	-2%	-18%
Communications	\$2,758	2%	\$2,138	2%	\$621	0%	29%
Recreation and culture	\$14,489	12%	\$13,020	11%	\$1,469	1%	11%
Education	\$4,569	4%	\$4,042	4%	\$528	0%	13%
Hotels, cafes and restaurants	\$8,624	7%	\$9,991	9%	-\$1,367	-1%	-14%
Miscellaneous goods and services	\$19,997	17%	\$18,927	17%	\$1,071	1%	6%
Housing	\$12,912	11%	\$15,269	14%	-\$2,357	-2%	-15%
Utilities	\$4,019	3%	\$3,870	3%	\$149	0%	4%
<b>Total expenditure</b>	<b>\$116,341</b>	<b>100%</b>	<b>\$113,926</b>	<b>100%</b>	<b>\$2,416</b>	<b>0%</b>	<b>2%</b>
Net savings	\$28,367	20%	\$12,890	10%	\$15,477	10%	120%
<b>Total disposable income</b>	<b>\$144,709</b>		<b>\$126,817</b>		<b>\$17,892</b>		<b>14%</b>
Non-discretionary	\$56,125	48%	\$56,096	49%	\$28	-1%	0%
Discretionary	\$60,217	52%	\$57,830	51%	\$2,387	1%	4%

\*Non-discretionary spending includes the following categories: food, clothing and footwear, health, transport, communications, housing, and utilities.

Table 14 shows that, over the five-year period, average total disposable income has increased by an average of \$17,892 (14%) with a net annual savings increase of \$15,477, which generally indicates potential capacity to absorb increased rates. Discretionary spending has increased by 4%, with non-discretionary spending unchanged. Total expenditure has increased by 2%, which contrasts with the average for Regional NSW, which has decreased by 1%.

<sup>2</sup> National Institute of Economic and Industry Research (NIEIR), 2023. Average of data compiled and presented in economy.id for three neighbouring councils (Bathurst Regional, Cowra Shire and Upper Lachlan Shire). Data based on 2020–21 price base for all years. NIEIR ID data is inflation adjusted each year to allow direct comparison and annual data releases adjust previous years' figures to a new base year.



## Industry

In 2021, the main industries in order of employment (as number of persons employed) were Health Care and Social Assistance (13.9%), Agriculture, Forestry and Fishing (11.7%), Retail trade (8.3%) and Education and Training (8.0%). This is generally in line with the Central West region averages, however with a higher dependence on Agriculture, Forestry and Fishing and a lower dependence on Health Care and Social Assistance.

The industries which have seen the largest percentage increase in persons employed since 2016, are Arts and Recreation Services (52% increase or 13 persons) Public Administration and Safety (23.7% increase or 46 persons) and Health Care and Social Assistance (20.7% increase or 84 persons). Agriculture, Forestry and Fishing has seen a small increase in number of persons employed (3 people), however it's percentage share of the employed workforce of the LGA has slightly dropped, from 12.6% to 11.7%.

**Table 15** Number of persons employed by industry

Blayney Shire - employed persons (usual residence)	2021			2016			Blayney Shire Council change	
	Number	%	Central West Region %	Number	%	Central West Region %	Number	%
Health Care and Social Assistance	489	13.9%	17.2%	405	12.5%	15.6%	84	20.7%
Agriculture, Forestry and Fishing	411	11.7%	8.9%	408	12.6%	9.6%	3	0.7%
Retail Trade	290	8.3%	8.9%	279	8.6%	10.0%	11	3.9%
Education and Training	281	8.0%	9.2%	248	7.7%	9.1%	33	13.3%
Construction	263	7.5%	7.8%	222	6.9%	7.3%	41	18.5%
Mining	253	7.2%	4.8%	210	6.5%	4.0%	43	20.5%
Public Administration and Safety	240	6.8%	7.0%	194	6.0%	6.7%	46	23.7%
Manufacturing	232	6.6%	5.3%	212	6.6%	6.1%	20	9.4%
Accommodation and Food Services	155	4.4%	6.3%	180	5.6%	6.3%	-25	-13.9%
Professional, Scientific and Technical Services	152	4.3%	3.9%	129	4.0%	3.8%	23	17.8%
Inadequately described or not stated	134	3.8%	3.6%	135	4.2%	3.6%	-1	-0.7%
Other Services	130	3.7%	4.0%	139	4.3%	4.0%	-9	-6.5%
Transport, Postal and Warehousing	127	3.6%	3.5%	132	4.1%	3.7%	-5	-3.8%
Wholesale trade	108	3.1%	2.3%	92	2.8%	2.3%	16	17.4%
Administrative and Support Services	86	2.4%	2.5%	89	2.8%	2.7%	-3	-3.4%
Electricity, Gas, Water and Waste Services	40	1.1%	1.0%	49	1.5%	1.0%	-9	-18.4%
Arts and Recreation Services	38	1.1%	0.8%	25	0.8%	0.8%	13	52.0%



Blayney Shire - employed persons (usual residence)	2021			2016			Blayney Shire Council change	
Industry sector	Number	%	Central West Region %	Number	%	Central West Region %	Number	%
Rental, Hiring and Real Estate Services	37	1.1%	1.0%	33	1.0%	1.1%	4	12.1%
Financial and Insurance Services	29	0.8%	1.3%	29	0.9%	1.5%	0	0.0%
Information Media and Telecommunications	19	0.5%	0.6%	19	0.6%	0.7%	0	0.0%
<b>Total employed persons aged 15+</b>	<b>3,514</b>	<b>100%</b>	<b>100%</b>	<b>3,229</b>	<b>100%</b>	<b>100%</b>	<b>285</b>	<b>8.8%</b>

The LGA contains 356 businesses within the Agriculture, Forestry and Fishing industry, with a total gross value of agricultural production at \$64 million.



## Discussion

The Blayney Shire LGA, as a whole, can be considered to be a relatively disadvantaged socio-economic area; however, there are significant differences emerging between the different groupings, and this is also evident when reviewing SEIFA rankings. Overall, we observe greater levels of advantage in ‘Milthorpe and Surrounds’ and ‘Rural North-East and North-West’ when compared to ‘Blayney and Carcoar’ and ‘Rural South’.

It is important to note that this is likely due to higher levels of social housing, unemployment and lower income values in both ‘Blayney and Carcoar’ and ‘Rural South’, as well as a greater proportion of residents requiring core assistance. Whilst those living in social housing are unlikely to be affected by increasing rates, it is important for Council to ensure it considers other vulnerable resident ratepayers, such as through appropriate hardship policies.

A summary for all the areas is shown in the table below.

**Table 16 Summary of key areas**

	Blayney and Carcoar	Milthorpe and Surrounds	Rural North-East and North-West	Rural South
Population	3,151	1,270	1,560	1,485
Dependents	24%	28%	24%	21%
Working age	49%	46%	50%	47%
Retirees	27%	27%	25%	32%
Vulnerable households %	44%	26%	21%	33%
Percentage of residential ratepayers receiving statutory pensioner rebate	18%	14%	9%	17%
Percentage of farmland ratepayers receiving statutory pensioner rebate	0%	0%	4%	2%
Assistance required (2021)	8%	4%	4%	5%
Fully Owned + mortgage	64%	75%	79%	77%
Mortgage	30%	35%	37%	32%
Percentage where mortgage costs >30% income	9%	11%	15%	14%
Renting - Social housing	5%	1%	0%	0%
Renting - Private	27%	10%	11%	13%
Low income households	31%	13%	12%	25%
High income households	10%	23%	29%	10%
Median income	\$1,299	\$1,959	\$2,220	\$1,406
SEIFA IRSD index 2021 (percentiles)	14	59	63	37
SEIFA IRSAD index 2021 (percentiles)	20	68	72	46
Total labour force	1,471	614	856	740
Unemployed (Unemployment rate)	7%	2%	3%	4%



Key aspects of the 'Blayney and Carcoar' grouping, which has an IRSD ranking in the 14th percentile and an IRSAD ranking (including factors of advantage) also in the 20th percentile (the most disadvantaged area in the LGA), include:

- 42% of the LGA's population and 55% of Council's rates pensioners
- ranks second for proportion of each age profile type (dependents, working age and retirees)
- the lowest percentage of resident ratepayers (64%) and the highest proportion of renters (27% or 344 households) and social housing (5% or 65 households)
- the highest proportion of vulnerable households, at 44%, at 574 households
- highest percentage of one-parent families (14%)
- the highest percentage of the low-income households and the lowest median income of \$1,299
- highest percentage of unemployment (7%) and lowest proportion employed full-time (93%)
- the lowest median weekly household income of \$1,299
- highest proportion of residential ratepayers assessed as pensioners (18%)
- highest proportion of persons requiring assistance at 8%.

Attributes of the 'Milthorpe and Surrounds' area, which has IRSD and IRSAD rankings in the 59th percentile and 68th respectively, include:

- the highest proportion of dependents (28%) and lowest proportion of working age
- the second lowest proportion of vulnerable households (26%)
- equally lowest with 'Rural North-East and North-West' area for required assistance (4%)
- the second highest weekly median income of \$1,959
- the lowest unemployment rate of 2% and highest employment rate of 98%

Attributes of the 'Rural North-East and North-West' area, which has IRSD and IRSAD rankings in the 63rd percentile and 72nd respectively, include:

- the highest proportion of working age (50%) and the lowest proportion of retirees (25%)
- the lowest percentage of vulnerable households (21%)
- the lowest percentage of ratepayers receiving statutory rebate (13% - residential and farmland)
- equally lowest with 'Milthorpe and Surrounds' area of required assistance (4%)
- the highest percentage of ownership (79%) with the highest mortgage of 37% and highest mortgage costs more than 30% of income (about 15% of mortgages)
- the highest median weekly income of \$2,220.

Attributes of the 'Rural South' area, which has IRSD and IRSAD rankings in the 37th percentile and 46th respectively, include:

- the highest proportion of retirees (32%) and the second lowest proportion of working age (47%)
- the second highest percentage of vulnerable households (33%)
- the highest percentage of ratepayers receiving statutory rebate (19% - residential and farmland)
- the second lowest median weekly household income of \$1,406
- the highest fully ownership of 45%
- the second lowest SEIFA indices.



## Proposed rating changes

Blayney Shire Council is considering three options in relation to a special variation, in addition to not applying for an SV. These options are all permanent, and all assume a rate peg for 2024/25 of 3.5%, and a rate peg of 2.5% in all following years:

- Option 1 – apply a one-year special variation to all categories of 26.5% including the normal annual rate peg increase of 3.5% (cumulative increase over the one-year SV period is 26.5%).
- Option 2 – apply a two-year special variation to all categories of 14% in the first year and 14% in the second year, including the normal annual rate peg increases of 3.5% and 2.5% per year (cumulative increase over the two-year SV period is 30%).
- Option 3 – apply a three-year special variation to all categories of 10% for each year of the three-year SV including the normal annual rate peg increases of 3.5% and 2.5% per year afterwards (cumulative increase over the two-year SV period is 33.1%).
- Base case – apply only the normal annual rate peg increases, of 3.5% in the first year and 2.5% in the following years, to all rate categories. The rate peg has been estimated by using IPART approach and guidelines.

We have reviewed Council’s average rates by area grouping, across each of the rating categories. We have compared the averages for each option against the base case option (applying only the rate peg and no SV). The following table summarises the options and our analysis of each scenario follows.

**Table 17 Proposed special variation options**

SV Option	2024/25	2025/26	2026/27	Cumulative increase over SV period	Comparison rate - over 3 years
Base case – rate peg only	3.5%	2.5%	2.5%		8.7%
Option 1 – one-year SV	26.5%	2.5%	2.5%	26.5%	32.9%
Option 2 – two-year SV	14.0%	14.0%	2.5%	30.0%	33.2%
Option 3 – three-year SV	10.0%	10.0%	10.0%	33.1%	33.1%

**Note:** Cumulative amounts are expressed as required by IPART and only go to the end year of the SV – therefore, they are not comparable. A three-year comparison cumulative rate is also provided for reference.

In the following analysis, we have compared the average rate at the end of the proposed SV period (either one, two or three years – as outlined above) for the relevant scenario and the base case over the same period. We then outline the average annual and weekly increases during the proposed SV period. The rates increase calculations are the difference between the 2023/24 average rates to each year of the SV options. Finally, we have included columns to show each of the scenarios after two years (the longest proposed SV option) to allow for further comparison of the proposed options.



## Residential rates – impact analysis by scenario

### Option 1

Table 18 Estimated 2024/25 average residential rates – option 1 and base case

Residential ratepayers - comparison of average rates	Average 2024/25 rate (\$) - Base case	Average 2024/25 rate (\$) - Option 1 – one-year SV	Average annual increase (\$) by end of 2024/25	Average weekly increase (\$)	Comparative rate after 3 years - Option 1 – one-year SV	Comparative rate after 3 years - Base case
Blayney and Carcoar	\$785	\$960	\$201	\$3.87	\$1,008	\$825
Milthorpe and Surrounds	\$807	\$987	\$207	\$3.97	\$1,036	\$848
Rural North-East and North-West	\$864	\$1,056	\$221	\$4.25	\$1,109	\$908
Rural South	\$710	\$868	\$182	\$3.49	\$911	\$746
<b>Blayney Shire Council</b>	<b>\$784</b>	<b>\$958</b>	<b>\$201</b>	<b>\$3.86</b>	<b>\$1,007</b>	<b>\$824</b>

The impact of increases in rates will be unequal across the LGA due to the variance in residential land value from area to area and within each area, with those in the higher land value area of ‘Rural North-East and North-West’ (average rate to increase to \$1,056, an increase of \$4.25 per week, by the end of 2024/25 the proposed SV period) expected to see a larger increase in average rates compared to the lower land value area of ‘Rural South’ (average to increase to \$868, an increase of \$3.49 per week). It is noted that the majority of ratepayers, 1,466 or 49% of the LGA’s ratepayers, live within the ‘Blayney and Carcoar’ grouping (average to increase to \$960, an increase of \$3.87 per week).

For comparison with option 2 and 3, the three-year estimated average rate for option 1, which includes rate peg in addition to the proposed SV option, has been included.

### Option 2

Table 19 Estimated 2025/26 average residential rates – option 2 and base case

Residential ratepayers - comparison of average rates	Average 2025/26 rate (\$) - Base case	Average 2025/26 rate (\$) - Option 2 – two-year SV	Average annual increase (\$) by end of 2025/26	Average weekly increase (\$)	Comparative rate after 3 years - Option 2 – two-year SV	Comparative rate after 3 years - Base case
Blayney and Carcoar	\$805	\$986	\$114	\$2.19	\$1,011	\$825
Milthorpe and Surrounds	\$827	\$1,014	\$117	\$2.25	\$1,039	\$848
Rural North-East and North-West	\$885	\$1,085	\$125	\$2.40	\$1,112	\$908
Rural South	\$728	\$891	\$103	\$1.98	\$914	\$746
<b>Blayney Shire Council</b>	<b>\$803</b>	<b>\$984</b>	<b>\$113</b>	<b>\$2.18</b>	<b>\$1,009</b>	<b>\$824</b>



As with option 1, residential ratepayers in the higher land value area of ‘Rural North-East and North-West’ (average to increase to \$1,085, an increase of \$2.40 per week, by the end of 2025/26 the proposed SV period) are expected to see a larger increase in average rates compared to the lower land value areas of ‘Rural South’ (average to increase to \$891, an increase of \$1.98 per week) and ‘Blayney and Carcoar’ (average to increase to \$986, an increase of \$2.19 per week).

For comparison with option 1 and 3, the three-year estimated average rate for option 2, which includes rate peg in addition to the proposed SV option, has been included.

**Option 3**

**Table 20 Estimated 2026/27 average residential rates – option 3 and base case**

Residential ratepayers - comparison of average rates	Average 2026/27 rate (\$) - Base case	Average 2026/27 rate (\$) - Option 3 – three-year SV	Average annual increase (\$) by end of 2026/27	Average weekly increase (\$)	Comparative rate after 3 years - Option 3 – three-year SV	Comparative rate after 3 years - Base case
Blayney and Carcoar	\$825	\$1,010	\$84	\$1.61	\$1,010	\$825
Milthorpe and Surrounds	\$848	\$1,038	\$86	\$1.65	\$1,038	\$848
Rural North-East and North-West	\$908	\$1,111	\$92	\$1.77	\$1,111	\$908
Rural South	\$746	\$913	\$76	\$1.46	\$913	\$746
<b>Blayney Shire Council</b>	<b>\$824</b>	<b>\$1,008</b>	<b>\$84</b>	<b>\$1.61</b>	<b>\$1,008</b>	<b>\$824</b>

As with option 1 and 2, residential ratepayers in the higher land value area of ‘Rural North-East and North-West’ (average to increase to \$1,111 an increase of \$1.77 per week, by the end of 2026/27 the proposed SV period) are expected to see a larger increase in average rates compared to the lower land value areas of ‘Rural South’ (average to increase to \$913, an increase of \$1.46 per week) and ‘Blayney and Carcoar’ (average to increase to \$1,010 an increase of \$1.61 per week).

For comparison with option 2 and 3, the three-year estimated average rate for option 1, which includes rate peg in addition to the proposed SV option, has been included.

**Summary**

As a result of higher average land values in ‘Rural North-East and North-West’, residential ratepayers in this grouping are likely to see a larger increase in rates. This area has the highest levels of individual and household income within the LGA and some of the highest levels of advantage. For ‘Milthorpe and Surrounds’, residential ratepayers in this grouping are seeing the second largest increase in rates. This area has the second highest levels of individual and household income within the LGA and some of the highest levels of advantage. These groupings can therefore be considered to have a potential capacity to pay increased rates.



‘Blayney and Carcoar’ contains the 49% of the LGA’s residential ratepayers. The ratepayers will receive a lower increase in average rates. It is therefore important for Council to consider the impact on individual ratepayers, such as through hardship policies. Therefore, given an appropriate hardship policy, it is considered there is capacity to pay.

This compares to ‘Rural South’, where ratepayers will see the lowest increase in average rates, due to lower residential land values, however this is considered to be a slightly more advantaged grouping than ‘Blayney and Carcoar’, with much lower levels of disadvantage and slightly higher levels of resident ratepayers. This grouping can therefore be considered to have a potential capacity to pay increased rates.

**Farmland rates – impact analysis by scenario**

‘Blayney and Carcoar’ area has no farmland rate payers and therefore it was excluded from this section’s tables.

**Option 1**

**Table 21 Estimated 2024/25 average farmland rates – option 1 and base case**

Farmland ratepayers - comparison of average rates	Average 2024/25 rate (\$) - Base case	Average 2024/25 rate (\$) - Option 1 – one-year SV	Average annual increase (\$) by end of 2024/25	Average weekly increase (\$)	Comparative rate after 3 years - Option 1 – one-year SV	Comparative rate after 3 years - Base case
Milthorpe and Surrounds	\$2,984	\$3,647	\$764	\$14.69	\$3,831	\$3,135
Rural North-East and North-West	\$3,402	\$4,158	\$871	\$16.75	\$4,368	\$3,574
Rural South	\$3,573	\$4,367	\$915	\$17.59	\$4,588	\$3,754
<b>Blayney Shire Council</b>	<b>\$3,439</b>	<b>\$4,204</b>	<b>\$881</b>	<b>\$16.93</b>	<b>\$4,416</b>	<b>\$3,613</b>

As with the residential category, the impact will vary from area to area, due to the variance in farming land values (as determined by the NSW Valuer General). ‘Rural North-East and North-West’, which has the highest number of farmland ratepayers at 371, will see average rates increase to \$4,158 in 2024/25 (an increase of \$16.75 per week for the duration of the SV period). Those in the higher land value area of ‘Rural South’ (average to increase to \$4,367 an increase of \$17.59 per week) are expected to see larger increases in average rates compared to the lower land value area of ‘Milthorpe and Surrounds’ (average to increase to \$3,647, an increase of \$14.69 per week).

For comparison with option 2 and 3, the three-year estimated average rate for option 1, which includes rate peg in addition to the proposed SV option, has been included.



**Option 2**

**Table 22 Estimated 2025/26 average farmland rates – option 2 and base case**

Farmland ratepayers - comparison of average rates	Average 2025/26 rate (\$) - Base case	Average 2025/26 rate (\$) - Option 2 – two-year SV	Average annual increase (\$) by end of 2025/26	Average weekly increase (\$)	Comparative rate after 3 years - Option 2 – two-year SV	Comparative rate after 3 years - Base case
Milthorpe and Surrounds	\$3,058	\$3,746	\$432	\$8.30	\$3,840	\$3,135
Rural North-East and North-West	\$3,487	\$4,272	\$492	\$9.47	\$4,378	\$3,574
Rural South	\$3,662	\$4,487	\$517	\$9.95	\$4,599	\$3,754
<b>Blayney Shire Council</b>	<b>\$3,525</b>	<b>\$4,319</b>	<b>\$498</b>	<b>\$9.57</b>	<b>\$4,427</b>	<b>\$3,613</b>

As with option 1, farmland ratepayers in the higher land value area of ‘Rural South’, (average to increase to \$4,487, an increase of \$9.95 per week for the duration of the SV period) are expected to see larger increases in average rates compared to the lower land value areas of ‘Milthorpe and Surrounds’ (average to increase to \$3,745, an increase of \$8.30 per week) and ‘Rural North-East and North-West’ (average to increase to \$4,272 an increase of \$9.47 per week).

For comparison with option 1 and 3, the three-year estimated average rate for option 2, which includes rate peg in addition to the proposed SV option, has been included.

**Option 3**

**Table 23 Estimated 2026/27 average farmland rates – option 3 and base case**

Farmland ratepayers - comparison of average rates	Average 2026/27 rate (\$) - Base case	Average 2026/27 rate (\$) - Option 3 – three-year SV	Average annual increase (\$) by end of 2026/27	Average weekly increase (\$)	Comparative rate after 3 years - Option 3 – three-year SV	Comparative rate after 3 years - Base case
Milthorpe and Surrounds	\$3,135	\$3,837	\$318	\$6.12	\$3,837	\$3,135
Rural North-East and North-West	\$3,574	\$4,375	\$363	\$6.97	\$4,375	\$3,574
Rural South	\$3,754	\$4,595	\$381	\$7.33	\$4,595	\$3,754
<b>Blayney Shire Council</b>	<b>\$3,613</b>	<b>\$4,423</b>	<b>\$367</b>	<b>\$7.05</b>	<b>\$4,423</b>	<b>\$3,613</b>

As with option 1, farmland ratepayers in the higher land value area of ‘Rural South’, (average to increase to \$4,595, an increase of \$7.33 per week for the duration of the SV period) are expected to see larger increases in average rates compared to the lower land value areas of ‘Milthorpe and Surrounds’ (average to increase to \$3,837 an increase of \$6.12 per week) and ‘Rural North-East and North-West’ (average to increase to \$4,375, an increase of \$6.97 per week).

For comparison with option 1 and 2, the three-year estimated average rate for option 3, which includes rate peg in addition to the proposed SV option, has been included.



**Summary**

Due to higher average land values in ‘Rural South’, farmland ratepayers in this grouping are likely to see a larger increase in rates. Overall, for residential and farmland, this grouping has an IRSAD ranking in the 37th percentile and, due to slightly lower household income levels within this grouping as a whole, farmland ratepayers in this area may have a reduced capacity to pay. However, it is important to note that this area has 288 farmland ratepayers, and only 5 farmland ratepayers have been assessed as pensioners. Although, Council should still ensure that it considers any other vulnerable ratepayers within this grouping.

‘Rural North-East and North-West’, which has the largest number of farmland ratepayers at 371, will see the next highest increase in average rates, due to slightly lower land values. As mentioned previously, this can be considered a more advantaged grouping, with a higher potential capacity to pay.

In ‘Milthorpe and Surrounds’, which has a lower number of farmland ratepayers (54), the impact is lower, and it will therefore see the smallest increase to average rates.

**Business – impact analysis by scenario**

**Option 1**

**Table 24 Estimated 2024/25 average business rates – option 1 and base case**

Business ratepayers - comparison of average rates	Average 2024/25 rate (\$) - Base case	Average 2024/25 rate (\$) - Option 1 – one-year SV	Average annual increase (\$) by end of 2024/25	Average weekly increase (\$)	Comparative rate after 3 years - Option 1 – one-year SV	Comparative rate after 3 years - Base case
Blayney and Carcoar	\$1,369	\$1,673	\$350	\$6.74	\$1,758	\$1,438
Milthorpe and Surrounds	\$1,347	\$1,647	\$345	\$6.63	\$1,730	\$1,416
Rural North-East and North-West	\$1,707	\$2,087	\$437	\$8.41	\$2,192	\$1,794
Rural South	\$628	\$767	\$161	\$3.09	\$806	\$660
<b>Blayney Shire Council</b>	<b>\$1,330</b>	<b>\$1,626</b>	<b>\$341</b>	<b>\$6.55</b>	<b>\$1,708</b>	<b>\$1,398</b>

Table 24 sets out the average impact of applying SV option 1 compared with increasing rates by the normal annual rate peg increase (base case) for business ratepayers.

Across the Blayney Shire Council LGA, business ratepayers would pay, on average, an additional \$6.55 per week, for the duration of the proposed SV period (to end of 2024/25), under option 1. The impact of increases in rates, however, will be unequal across the LGA due to the large variance in land values (as determined by the NSW Valuer General).

‘Rural North-East and North-West’ (average to increase to \$2,087, an increase of \$8.41 per week for duration of SV period) will see the largest increase for the business category. This compares to ‘Rural South’ (average to increase to \$767, an increase of \$3.09 per week) and ‘Milthorpe and Surrounds’ (average to increase to \$1,647, an increase of \$6.63 per week) which will see lower increases.

It is important to note that the majority of business ratepayers are within either the ‘Blayney and Carcoar’ grouping (189 ratepayers) and the ‘Rural North-East and North-West’ grouping (80 ratepayers).



For comparison with option 2 and 3, the three-year estimated average rate for option 1, which includes rate peg in addition to the proposed SV option, has been included.

**Option 2**

**Table 25 Estimated 2025/26 average business rates – option 2 and base case**

Business ratepayers - comparison of average rates	Average 2025/26 rate (\$) - Base case	Average 2025/26 rate (\$) - Option 2 – two-year SV	Average annual increase (\$) by end of 2025/26	Average weekly increase (\$)	Comparative rate after 3 years - Option 2 – two-year SV	Comparative rate after 3 years - Base case
Blayney and Carcoar	\$1,403	\$1,719	\$198	\$3.81	\$1,762	\$1,438
Milthorpe and Surrounds	\$1,381	\$1,692	\$195	\$3.75	\$1,734	\$1,416
Rural North-East and North-West	\$1,750	\$2,144	\$247	\$4.75	\$2,197	\$1,794
Rural South	\$644	\$788	\$91	\$1.75	\$808	\$660
<b>Blayney Shire Council</b>	<b>\$1,364</b>	<b>\$1,671</b>	<b>\$193</b>	<b>\$3.70</b>	<b>\$1,712</b>	<b>\$1,398</b>

For SV option 2, across the Blayney Shire Council LGA, business ratepayers would pay, on average, \$3.66 per week for the duration of the SV period (to end of 2025/26).

As with option 1, business ratepayers in the middle of the range land value area of ‘Blayney and Carcoar’ (average to increase to \$1,719, an increase of \$3.81 per week) are expected to see lower increases in average rates compared to the higher land value area of ‘Rural North-East and North-West’ (average to increase to \$2,144, an increase of \$4.75 per week for duration of SV period).

For comparison with option 1 and 3, the three-year estimated average rate for option 2, which includes rate peg in addition to the proposed SV option, has been included.

**Option 3**

**Table 26 Estimated 2026/27 average business rates – option 3 and base case**

Business ratepayers - comparison of average rates	Average 2026/27 rate (\$) - Base case	Average 2026/27 rate (\$) - Option 3 – three-year SV	Average annual increase (\$) by end of 2026/27	Average weekly increase (\$)	Comparative rate after 3 years - Option 3 – three-year SV	Comparative rate after 3 years - Base case
Blayney and Carcoar	\$1,438	\$1,760	\$146	\$2.81	\$1,760	\$1,438
Milthorpe and Surrounds	\$1,416	\$1,733	\$144	\$2.76	\$1,733	\$1,416
Rural North-East and North-West	\$1,794	\$2,196	\$182	\$3.50	\$2,196	\$1,794
Rural South	\$660	\$807	\$67	\$1.29	\$807	\$660
<b>Blayney Shire Council</b>	<b>\$1,398</b>	<b>\$1,711</b>	<b>\$142</b>	<b>\$2.73</b>	<b>\$1,711</b>	<b>\$1,398</b>

For SV option 3, across the Blayney Shire Council LGA, business ratepayers would pay, on average, \$2.70 per week for the duration of the SV period (to end of 2026/27).



As with option 1, business ratepayers in the middle of the range land value area of 'Blayney and Carcoar' (average to increase to \$1,760, an increase of \$2.81 per week) are expected to see lower increases in average rates compared to the higher land value area of 'Rural North-East and North-West' (average to increase to \$2,196 an increase of \$3.50 per week for duration of SV period).

For comparison with option 1 and 2, the three-year estimated average rate for option 3, which includes rate peg in addition to the proposed SV option, has been included.

***Summary***

'Rural North-East and North-West' will see the highest average increase in rates across all SV options, followed by 'Blayney and Carcoar', these groupings contain 71% of the LGA's business ratepayers.



## Other rating considerations

Table 27 Estimated 2026/27 rates for OLG Group 10 large rural councils

Estimated average rates for 20+Y2:AE3326/27						
Group 10 LGA	Est. average residential (\$)	Residential rank	Est. average farmland (\$)	Farmland rank	Est. average business (\$)	Business rank
Berrigan	886	12	2,705	15	1,642	13
Bland	Not provided	--	Not provided	--	Not provided	--
Blayney (base case)	824	16	3,613	13	1,398	17
Blayney Shire - SV option 1 yr	1,007	10	4,416	7	1,708	11
Blayney Shire - SV option 2 yr	1,009	10	4,427	7	1,712	11
Blayney Shire - SV option 3 yr	1,008	10	4,423	7	1,711	11
Cobar	1,763	1	1,912	22	1,323	18
Dungog	1,455	2	3,720	10	1,508	15
Edward River	1,217	4	3,843	9	2,419	4
Forbes	1,030	8	3,040	14	3,265	2
Glen Innes Severn	1,014	9	3,667	12	1,836	10
Gwydir	876	14	6,579	2	1,940	9
Junee	1,180	5	4,702	5	2,997	3
Kyogle	1,293	3	2,250	19	1,621	14
Lachlan	654	20	3,959	8	844	21
Liverpool Plains	1,136	6	6,621	1	1,988	7
Narrandera	791	17	4,220	7	1,418	16
Narromine	883	13	4,809	4	2,212	5
Oberon	1,104	7	2,324	18	1,260	19
Temora	760	18	2,563	16	1,703	a
Tenterfield	997	10	2,550	17	2,173	6
Upper Lachlan	653	21	2,169	20	1,647	12
Uralla	826	15	4,655	6	786	22
Walgett	458	22	5,567	3	881	20
Warrumbungle	722	19	3,683	11	1,984	8
Wentworth	901	11	2,018	21	7,083	1
Average Group 10	974		3,689		1,997	
Median Group 10	894		3,675		1,675	
<i>Cabonne</i>	877		3,132		711	
<i>Cowra</i>	586		2,314		3,929	

Table 27 shows estimated average rates for the 2026/27 financial year (calculated by forecasting OLG time series reported year for group 10 regional town/city councils starting with 2021/22 actual average rates). These councils are similar in size to Blayney and are used for comparison. *Cabonne and Cowra* (both group 11) are also included for comparison as neighbouring councils.



Within group 10, Blayney’s average rates for residential, farmland and business sit well below the average and median levels and towards the middle of the range for comparable councils. When allowing for the proposed SV options, Blayney’s average residential rates will be slightly above the average for group 10 large rural councils (estimated to rank 10th, for each of the SV scenarios, when the other scenarios are excluded). Average farmland rates will move towards the top end of the range (estimated 7th for each SV option) and business will sit below average (estimated 12th for each SV option).

**Figure 5 Actual (2022) rates as a percentage of operating expenses for OLG Group 10 large rural councils**

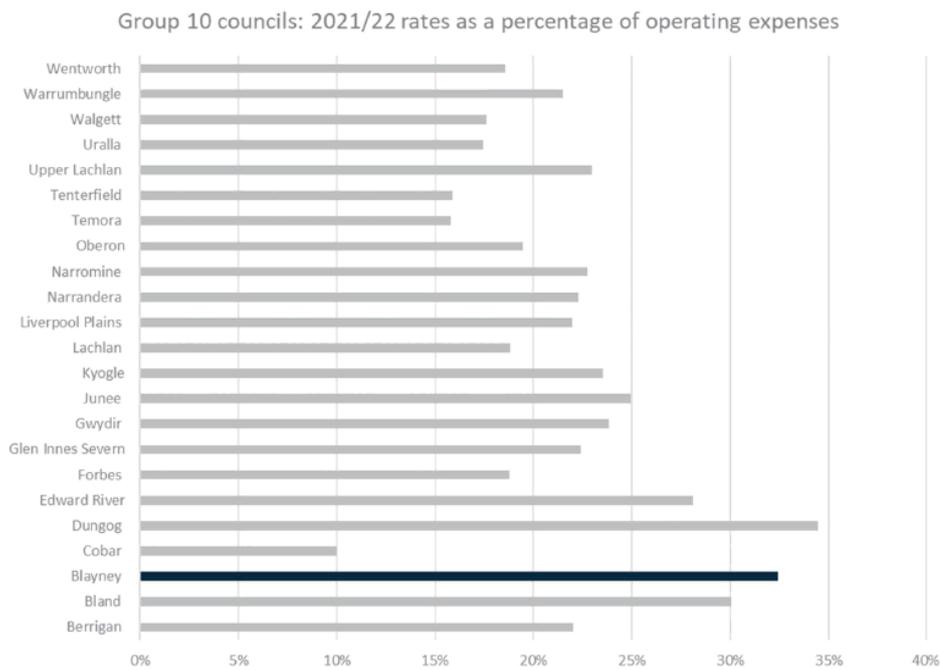


Figure 5 shows total council rates as a percentage of operating expenditure for group 10 large rural councils. For the 2021/22 financial year Dungog had the highest level of rates as a percentage of operating expenses (at 34%), and at the lower end was Cobar at 10%. The average for group 10 large rural councils was 22%. Blayney ranked second out of 23 councils, with rates income representing 32% of total operating expenditure in 2021/22. This has increased from 24% in 2019/20. A higher percentage is an indication that Council’s rates are at about the level required to service the community.



## Willingness to pay

Table 28 Actual outstanding rates and charges for OLG Group 10 large rural councils

Rates and annual charges outstanding (%)	2021/22	2020/21	2019/20
Berrigan	4.1%	4.1%	5.1%
Bland	4.6%	5.8%	9.9%
<b>Blayney</b>	<b>1.6%</b>	<b>1.5%</b>	<b>2.8%</b>
Cobar	12.8%	9.8%	10.1%
Dungog	6.9%	6.2%	6.2%
Edward River	6.2%	7.0%	10.6%
Forbes	7.2%	7.2%	7.9%
Glen Innes Severn	5.2%	5.2%	8.4%
Gwydir	5.5%	4.7%	4.0%
Junee	7.4%	9.8%	8.1%
Kyogle	6.2%	6.7%	5.7%
Lachlan	9.3%	8.9%	10.4%
Liverpool Plains	7.8%	10.0%	10.4%
Narrandera	7.7%	9.3%	8.3%
Narromine	6.4%	7.9%	8.7%
Oberon	6.4%	7.6%	10.1%
Temora	3.0%	3.3%	3.9%
Tenterfield	4.0%	4.4%	7.6%
Upper Lachlan	3.2%	2.4%	2.7%
Uralla	10.5%	9.0%	11.8%
Walgett	14.2%	11.4%	10.8%
Warrumbungle	10.0%	14.9%	10.9%
Wentworth	12.2%	9.7%	12.1%
<i>Cabonne</i>	4.3%		
<i>Cowra</i>	14.7%		

Table 28 shows outstanding rates and charges ratios over the past three reporting years for NSW large rural (group 10) councils. Blayney's percentage for 2022/23 is 1.24%. The NSW benchmark for rural councils is 10%, and Blayney has consistently been significantly below this percentage for the past four financial years – this is therefore an indicator of capacity and willingness to pay.



## Conclusion

It is apparent, from our analysis, that the LGA has reasonably significant levels of disadvantage, mixed with some pockets of significant advantage. This inequity is highlighted by the grouping and locality level SIEFA rankings, which vary quite substantially. Overall, the LGA is in the 36th percentile for IRSD and 37th for IRSAD. This is notably comparable with the Regional NSW averages of 36th and 32nd, and Central West Region averages of 38th and 35th. It is important that Council acknowledges the levels of disadvantage within the community, and that it does not significantly marginalise particularly vulnerable individuals and households, especially in the 'Blayney and Carcoar' and 'Rural South' groupings.

The 'Rural North-East and North-West' area has the highest weekly increase. This area has a significant level of advantage, as demonstrated by high levels of equivalised income, high socioeconomic scores and high levels of home ownership. At the end of the three-year period, residential ratepayers in this area will be paying in average \$190 per year more than they would have under the normal rate increases; therefore, it is considered that there is capacity to pay.

'Blayney and Carcoar' contains the 49% of the LGA's residential ratepayers. The ratepayers will receive a lower increase in average rates. It is therefore important for Council to consider the impact on individual ratepayers, such as through hardship policies. Therefore, given an appropriate hardship policy, it is considered there is capacity to pay.

For farmland ratepayers, due to higher average land values in 'Rural South', this grouping is likely to see a larger increase in rates. Overall, for residential and farmland, this grouping has an IRSAD ranking in the 37th percentile and, due to slightly lower household income levels within this grouping as a whole, farmland ratepayers in this area may have a reduced capacity to pay. However, it is important to note that this area has 288 farmland ratepayers, and only 5 farmland ratepayers have been assessed as pensioners. Although, Council should still ensure that it considers any other vulnerable ratepayers within this grouping.

'Rural North-East and North-West', which has the largest number of farmland ratepayers at 371, will see the next highest increase in average rates, due to slightly lower land values. As mentioned previously, this can be considered a more advantaged grouping, with a higher potential capacity to pay.

In 'Milthorpe and Surrounds', which has a lower number of farmland ratepayers (54), the impact is lower, and it will therefore see the smallest increase to average rates.

Business ratepayers of 'Rural North-East and North-West' will see the highest average increase in rates across all SV options, followed by 'Blayney and Carcoar', these groupings contain 71% of the LGA's business ratepayers. Due to the proposed increases, it is considered that for business ratepayers there is capacity to pay.



# Organisational Sustainability Review and Improvement Plan

Blayney Shire Council

October 2023



**Document status**

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## 1 Introduction

Blayney Shire Council ('Council') is undertaking an organisational sustainability review to identify financial and operational opportunities that can guide Council through an improvement plan, outlining productivity gains, cost savings, increased income and/or additional resource needs for long-term operational sustainability. This sustainability review may also be used to form one of the key elements to support a potential special variation (SV) application to be implemented from 1 July 2024.

Council has already been on a long-term improvement journey and remains committed to continuing with saving initiatives as part of a whole-of-organisation improvement plan. This review and improvement plan seeks to focus on cost containment strategies, revenue increases and productivity improvements that have been utilised by Council in the past and present, as well as opportunities for improvement in the future.

The objectives of a sustainability review and undertaking an improvement journey are:

- Long-term financial and operational sustainability and viability across the organisation with a collaborative approach to solutions.
- Utilising the combined knowledge of the organisation to create a range of productivity improvements.
- Providing an improvement plan for future decision-making that embeds 'sustainability' principles in decisions at all levels.
- Enable engagement with the community on the alternative options and choices to an SV.
- Demonstrate to IPART that Council has considered and consulted on a range of improvements prior to making any application.
- Demonstrate to IPART and the Office of Local Government (OLG) that Council has a prioritised program of ongoing service reviews aimed at continuous improvement and optimisation of its services.
- Cost savings, revenue increases and productivity improvements as a means of reducing the amount of any SV.

This improvement plan summarises the outcomes of the review and improvement journey process that has been undertaken, what is proposed as part of an SV application and identification of potential future improvements.



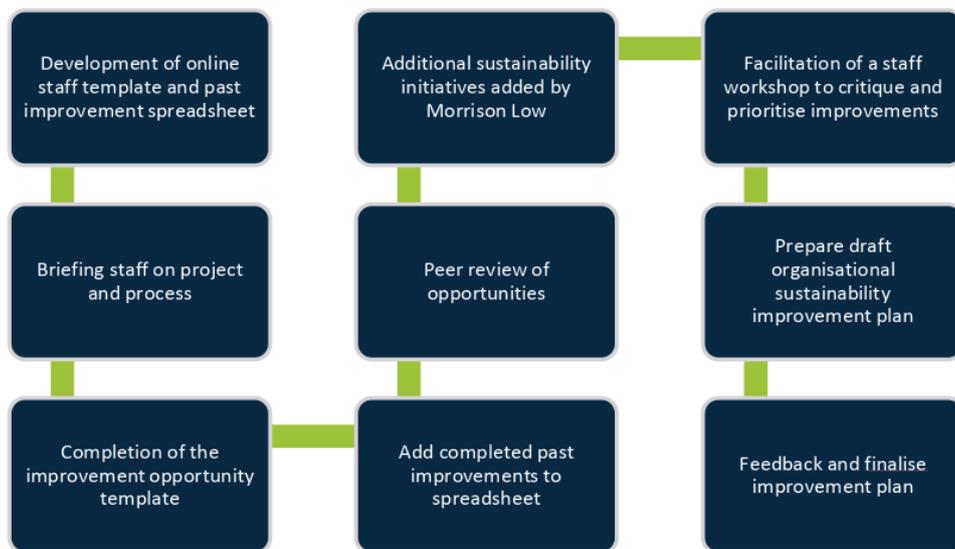
## 2 Methodology for organisational sustainability review and improvement plan

This project covers two elements:

- An organisation-wide review aimed at identifying improvements to Council's financial position, operational productivity or efficiencies and/or resource needs.
- Creating an improvement plan or program for community information as part of the sustainability journey and a potential SV application for community engagement and an application to IPART.

The following diagram outlines the process Council followed for this organisational sustainability review.

Figure 1 Process for organisational service review





### 3 Background

#### 3.1 Organisational sustainability review

There are several components for achieving a sustainable organisation. Financial sustainability is not the only component to provide organisational sustainability. For an organisation to be sustainable, its strategy, services, capability, capacity and resources must integrate to guide sustainable decision-making. The Integrated Planning and Reporting (IP&R) framework aims to guide the pathway to organisational sustainability with integration between the key resourcing strategies, instead of ad hoc decisions made in isolation, which may threaten an organisation's sustainability.

If Council decides to apply for an SV, IPART will focus on whether Council's application satisfies criterion five of the application: where Council must explain and quantify productivity improvements and cost containment strategies that it has realised in past years and plans to realise over the proposed SV period. IPART will look for evidence of strategies and activities the Council has adopted in the past, robust data quantifying the efficiency gains achieved and confirmation if any gains have been incorporated into Council's Long Term Financial Plan. Council is addressing these challenges through a number of initiatives, including this improvement plan.

#### 3.2 Elements of organisational sustainability

Financial and operational sustainability can only be achieved if the organisation itself is aligned to be sustainable. This includes the following main elements:

- Planned strategic direction
- Clear direction for services
- Council assets are maintained and renewed appropriately
- Council is able to retain and attract a quality workforce
- Long-term financial sustainability and capacity
- Integrated resourcing strategy – adequate resources
- Review/develop/align policies, strategies, systems and processes to support and improve sustainability
- Consistency of decision-making.



Figure 2 Organisational sustainability: the relationship between long term plans and sustainable decisions

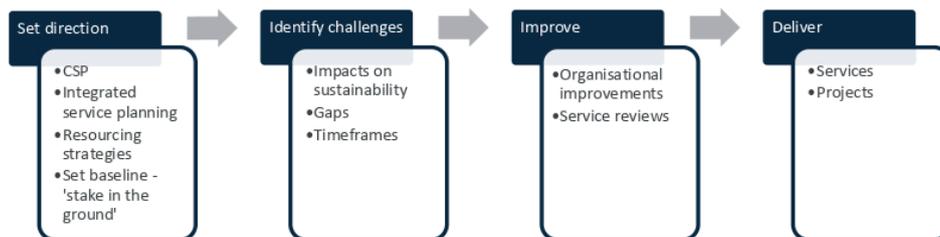


### 3.3 Long-term improvement and sustainable decision making

For prolonged sustainability, Council is taking a longer-term direction, so it can plan how to get there. One of the challenges for local government is that service planning may take a short-term view, leading to temporary solutions that try to solve specific problems. These may not be sustainable over the longer term, or appropriate when integrated with other organisational priorities.

Council is ensuring that this improvement journey will support Council's strategic direction on service planning to enhance its organisational sustainability. The following high-level diagram outlines the steps in this sustainability and improvement journey.

Figure 3 Improvement journey steps

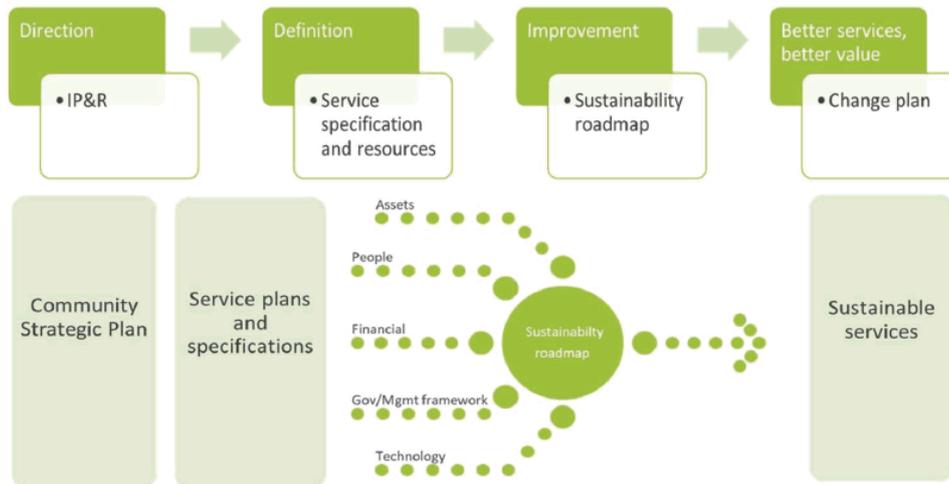




## 4 Improvement framework

We used the following framework as the basis for our approach.

Figure 4 Sustainability improvement framework



The foundation of this improvement plan is building organisational capacity and capability through a range of improvement initiatives that will require investment as well as provide savings/improvement in a financial capacity.

Details of all improvement initiatives, containing past, present and future improvements, are identified in section seven, reflecting the following strategic objectives:

- Cost containment strategies
- Productivity and process improvements and efficiencies
- Long-term organisational and operational sustainability
- Additional revenue generation.

These will ensure Council is able to achieve organisational sustainability through enhanced financial and operational savings, efficiency gains and resource needs. The improvement plan contains the following key themes or categories to achieve the strategic objectives for delivering the sustainability, saving and efficiency outcomes:

- Strategic implementation of technology
- Resource sharing
- Internal process and procedure review
- Reviewing fees and charges
- Reviewing opening hours
- Reviewing use of fleet.



## 5 Sustainability review process

The organisational sustainability review process included:

- a senior staff information session
- a survey and spreadsheet to collect, collate and analyse improvement opportunities across the entire organisation
- a senior staff workshop.

As part of finalising the plan, Council will consider the improvement opportunities and resource needs as part of the SV process, including the adoption of a revised LTFP document incorporating these improvements.

### 5.1 Gathering opportunities

The first step was a virtual information session held on the review process and overall organisational sustainability, to bring leadership collaboration and organisational participation. The session looked at:

- long-term sustainability
- organisational capacity to deliver
- process for the organisational service review
- a potential special rate variation.

The next step involved the gathering of opportunities using a survey template tailored for Council to collect and collate improvement opportunities across the entire organisation. This covered all services and identified cost savings, productivity and process improvements, revenue-generating opportunities and any resourcing or operational shortfalls. This initiative required a higher-level scan across all services, as opposed to a detailed service-by-service review (which may be one of the opportunities identified). This initial step in the service improvement journey is designed for banking quick wins, identifying future opportunities and embedding the need for organisational sustainability.

The process included:

- revisiting financial savings, organisational improvements or revenue opportunities that have previously been considered and/or discarded but need to be reconsidered alongside other opportunities.
- developing further opportunities and improvements.
- providing Council with a list of opportunities that can be considered and prioritised to create financial savings.
- providing a list of the other organisational improvements (technology, processes, policies etc) that will enable the organisation to operate more efficiently and be more sustainable.

Survey respondents considered the efficiency and effectiveness of each opportunity, as well as the following factors:

- Reasons for pursuing the opportunity
- Ease of implementation
- Productivity, process and other non-financial gains



- Implementation costs
- Ongoing expenditure/costs
- Ongoing savings/reduction in expenditure
- Ongoing increase in and new income/revenue.

Past improvements, that have previously been undertaken by Council, were also collated in an Excel spreadsheet, with details of the improvement, whether it resulted in ongoing or one-off savings, figures on any cost savings resulting from the improvement, as well as details on efficiencies and productivity gains.

## 5.2 Prioritisation of opportunities

An in-person workshop was then held with senior staff to discuss all potential improvement opportunities submitted, as well as any previously completed past improvements that had also been collected alongside these. Improvements were feasibility tested, figures checked and then ranked to be either low (3), medium (2) or high (1) priority for Council to undertake. As part of the workshop, staff also identified their overall top seven initiatives, and these have been outlined in section 6.2.

## 5.3 Building the improvement plan

Following the workshop, the fully prioritised improvement plan was created, and this is included as section seven. A summary of the improvement plan total benefits and analysis is included as section six. Full details of each improvement have been provided under separate cover in Excel format.

The improvement plan details the following:

- past improvements that have been incorporated into Council's previous LTFPs (section 7.1)
- present improvements that are high and medium priority and have now been built into and accounted for within Council's updated LTFP, which will feed into Council's sustainability journey and any potential SV application (section 7.2)
- lower priority future improvements that have not been fully analysed but may create additional operational benefits, cost savings or productivity improvements for Council in the future and as such have not been included within the updated LTFP or allowed for as part of any SV application (section 7.3).



## 6 Summary of improvements

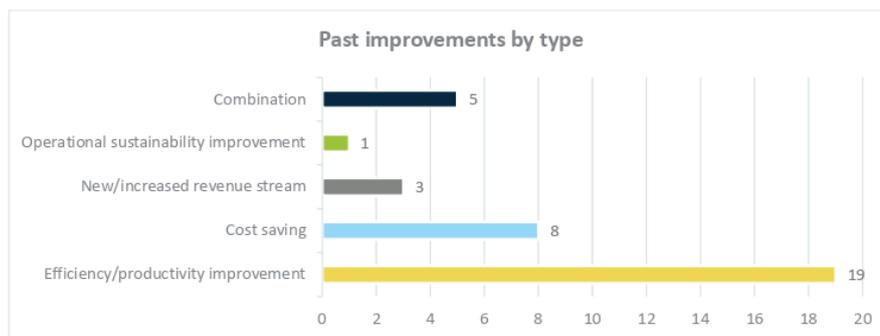
### 6.1 Past improvements

Throughout the review, staff identified and costed 36 past improvements, which Council has already completed in order to continually strive for organisational sustainability. These past improvements often involve ongoing cost savings, as well as productivity gains and process improvements, and these have already been accounted for within Council's LTFP.

Some of the biggest cost savings made by Council have been from the introduction of LED street and facility lighting, which has significantly reduced Council's electricity expenditure by \$60,000 per year, as well as reducing the number of public litter bins and standardising the type, which has reduced yearly recovery costs by \$30,000.

Further \$100,000 benefits from using material from Councils quarries rather than external purchasing and some \$4 million in grant funded renewal projects. Of the identified past improvements, sixteen have increased cost savings, 14 encouraged productivity and efficiency gains, three increased revenue generation and three improved operational sustainability.

Figure 5 Past improvements by type



Details of all of the identified past improvements are included in the past improvement plan at section 7.1. These past improvements total \$690,000 per year in financial benefits to Council, one off benefit of \$1 million and a cashflow benefit of some \$4 million in grant funds for asset renewal projects previously allocated in the Long Term Financial Plan to be funded from General Fund revenue, in addition to extensive additional efficiency and productivity gains and improvements in operational sustainability.

In addition, a Strategic Financial Review was undertaken by external consultants with a particular focus on 2021/22 Budget and Actual results, Long Term Financial Plan and Asset Management Plans with many recommendations for policy and process improvements that have been implemented and actions to assist Council's financial sustainability.

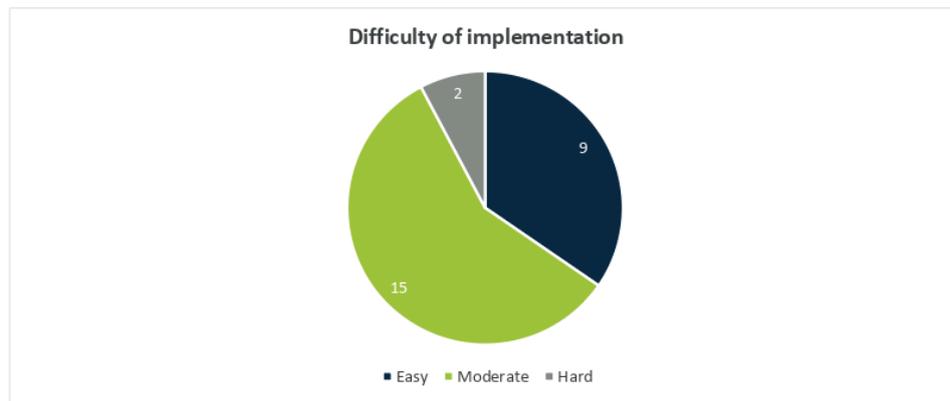


## 6.2 Present improvements

As part of the review, Council's senior management team identified, costed and prioritised 26 present improvements, which Council will be implementing over the next three to four financial years (with some having a slightly longer implementation timeframe). These will be included within Council's revised LTFP and any SV application. The present improvements include cost savings, efficiency gains, revenue increases and key items that are necessary for long-term operational sustainability.

The implementation difficulty of all the opportunities was considered by Council senior staff, with nine of the present improvements considered easy to implement, 15 moderate and two hard.

Figure 6 Present improvements - difficulty of implementation



Council's present improvement list has been kept succinct to ensure the present improvements captured within its LTFP are viable and accurate. Any improvements that require additional verification have been included within the future improvement plan for further consideration.

Council has identified 13 present improvements that will result in cost savings, five that will increase revenue (two are one-off benefits), 13 that will see productivity and efficiency gains and three that will also improve operational sustainability. (Please note that some opportunities provide more than one type of benefit.) Of these present improvements, the following financial benefits have been identified.

Table 1 Present improvements - implementation difficulty and estimated benefits

Improvement implementation difficulty	One-off financial net benefit in implementation year	Estimated potential yearly net benefit
Easy	-\$35,000	\$56,000
Moderate	-\$29,000	\$97,000
Hard	-\$20,000	\$50,000
<b>Total benefits</b>	<b>-\$84,000</b>	<b>\$203,000</b>



The following present improvements, focused on cost savings and productivity/efficiency gains, were considered to be some of the highest priority for Council:

- further review of CentrePoint sport and leisure centre management model and future with current provider
- review into additional solar and battery storage facilities at current and new sites
- investigate expansion of Council's quarry
- ongoing review and assessment of workforce needs
- review plant utilisation and dispose of underutilised plant
- review how future capital grants are assessed and taken up.

### 6.3 Future improvements

Following the improvement gathering process, 13 of the improvement opportunities were considered to be lower priority and/or needing substantial analysis, investigation or further review. These form Council's future improvements and full details are included in section 7.3.

These improvements require significant further assessment to determine if they will provide any additional sustainability and/or operational benefits for Council and have therefore not been incorporated into Council's LTFP at this stage.

The total value of the future improvements is initially estimated to have a negative benefit of \$23,000 in yearly net benefit with an additional cost of \$11.151 million in the implementation year, along with further productivity, efficiency and operational gains. These figures, however, will require considerable verification and testing by Council and therefore will be subject to change.

In addition to the future improvements incorporated within the improvement plan, Council will also undertake the mandatory yearly service review process, as defined by the Office of Local Government. There will likely be further long-term benefits from these reviews, although these will most likely be productivity improvements rather than cost savings.



**7 Improvement plan**

**7.1 Past improvements**

Past improvement summary	Yearly net financial benefit commencing prior to 2022/23 - ongoing	Efficiency and/or productivity gain	Operational sustainability improvement
Change in debt recovery procedure to include early and late-stage interventions before commencing legal action.	\$20,000	✓	
Completed transfer pricing review to ensure costs in General Fund are accurately attributed to Sewer Fund and Domestic Waste Management Service. Review identified areas in need of review since last undertaken and uncovered expenditure not accurately attributed.	\$80,000		
GPS installation in fleet which provides information on location, usage and areas for improvement to operation of fleet.		✓	
Greenlight Development Application module helping to streamline DA lodgement. All applications (DA, CC, CDC, s68) now required to be lodged through the NSW planning portal (NSW Statewide mandate). Positive outcomes include: <ul style="list-style-type: none"> <li>Elimination of scanning paper documents for registration into Council Records.</li> <li>A central portal for staff members to process development applications.</li> <li>Linking of NSW Planning Portal to Council internal processes.</li> <li>Streamlining systems for consistent use of templates and reports.</li> <li>Online payment facilities to facilitate payment at lodgement.</li> <li>Improved efficiency with a reduction in administration for preparation of planning documentation.</li> </ul>		✓	✓
Implementation of water harvesting at Blayney Showground and other locations through stormwater retention basin that has decreased use of town water for watering parks and gardens and open spaces, which has increased water security.		✓	
Increased quantities of quarry material extracted from Council quarries rather than purchase of material on the open market. This has helped to reduce the costs on road projects where such materials are integral.	\$100,000	✓	
Introduction of a four-day work week for outdoor workforce as an attraction and retention strategy. This has resulted in a number of benefits to Council including: <ul style="list-style-type: none"> <li>The increased coverage of staff on all business days. Notably, reactive works in response to trees on roads have been able to be facilitated by crews working their normal hours rather than utilising Council's on-call service (which incurs additional costs).</li> <li>A reduction of overtime.</li> <li>Increased utilisation and availability of plant by other departments in lieu of need for hire of such equipment.</li> </ul> Greater flexibility and availability for fleet to be maintained or serviced without overtime or disruption of works programs.		✓	✓
LED street lighting and facilities upgrade resulting in reduced maintenance and energy consumption	\$50,000		
Reduction of online tender procurement platforms to one.	\$10,000	✓	
MS Teams as a content collation and communication tool and for use by cross sector staff to capture photos, reporting damage and channel for FB and community updates. This facilitated streamlining of administration and instant access enabling better responsiveness.		✓	
Online services and e-forms on Council's website, plus shared calendar (PUBLIC???) for booking information		✓	
Non-statutory fees review (including DA contributions) increased by 8% in 2022/23	\$8,000 (revenue)		
Review of collection operation and number of public street litter bins from 120 to 60 including introduction of standardised types of bins to streamline process and utilise existing contractor.	\$42,000		
Reviewed cemetery mowing and weed management. This has resulted in reduced mowing and weed management resources by 30%. Promoting native vegetation growth and cultural burnings working with the Orange Local Aboriginal Lands Council.	\$20,000	✓	✓
Review of Council office operations as part of the 2020 Organisational Review to deliver efficiencies and streamline work with minimal disruptions. Outcomes included: <ul style="list-style-type: none"> <li>educated office opening hours of administration building</li> <li>No more walk in enquiries for professional staff (in particular planners). Similar to other professionals an appointment is needed. Appointment timeframe for professional being between 1pm and 3pm each day.</li> <li>Admin staff attend counter to initially screen enquiries and answer or seek the customer to complete a pre planning enquiry form.</li> <li>Phone calls for planners between 8:30am and 12 noon, a message is now taken, with calls to be returned before 11am the next day (preferably COB the same day)</li> </ul>		✓	
Review of Council's digital services contract (printers / photocopiers) and through this process a review of needs and improvements was identified. The new contract resulted in retention of a large print machine with low usage, replacement of a lesser number of printers and new maintenance charges negotiated. It was also identified that the new equipment, fitted with new enhancements, has the potential to replace some print services sought by Council and streamline bulk mail processes currently established.	\$20,000	✓	
Review of communication lines and associated rental costs – resulting in five excess lines being disconnected and integration of one line (remote site) into Council's Cloud phone system.	\$7,000	✓	
Review of sanitation bin services annual contract to align the service to need and implement solutions to reduce unnecessary services.	\$10,000	✓	



Past improvement summary	Yearly net financial benefit commencing prior to 2022/23 - ongoing	Efficiency and/or productivity gain	Operational sustainability improvement
Efficiency review of Council operations within footpath construction through benchmarking against contractor performance with a program of works. Council was able to identify works delivered more efficiently and areas for improvement.		✓	
Joint procurement initiative through Council's involvement with the Blayney, Cabonne and Orange (BCO) Alliance has enabled Council to access a bulk gas supply contract resulting in a reduction in gas charges of almost 30%.	\$40,000	✓	
Use of an App, Manic Time, for capturing time spent on projects for non-timesheet staff and to assist with assessment of time expended on activities, e.g. project design. This will assist with more reliable attribution of overhead costs and better understanding of time expended.		✓	
Review of the amenities cleaning schedule throughout the shire. This review has resulted in streamlining of services with hours saved and a reduction in the number of times amenities buildings are serviced weekly. This will enable the staff member to assist the other Parks and Gardens crews in completing works, less fuel consumption in the amenities truck, extra coverage and assistance for cleaning Council's premier facilities and quicker response to vandalism on amenity blocks to the clean and get the amenities back open.	\$5,000	✓	
Data plans for Council tablet devices reviewed. Devices migrated onto a cheaper plan with more data.	\$3,000		
Roll out of the Smart Hub platform to integrate Building Management System (including locking of facilities and introduction of people counters) with potential to inform maintenance regimes.		✓	
Savings on electricity due to solar implementation on Council buildings including Community Centre, Council Works Depot and Sewer Treatment Plant (excludes CentrePoint Sport and Leisure Centre reported elsewhere).	\$75,000 \$40,000 (Sewer Fund)		
Sale of Inala self-care units. Sold to an affordable housing provider—resulting in reduced administration, depreciation and maintenance costs. It also mitigated risk to Council with operation of a non-core activity with legislative compliance obligations that was not producing the best financial outcomes to the ratepayer. A better community outcome was achieved with a specialist housing provider, that possesses a portfolio of property and waiting lists, in control and improved occupancy.	\$20,000 \$1m (one-off)		
Fleet review undertaken with underutilised plant sold and assessment of fleet externally hired.		✓	
Tablet roll out program in outdoor operations (Parks, Road and Concrete crews) resulting in streamlining of data capture and reporting. Reducing time for Project Managers to inspect sites, progressively gather evidence for reporting to funding bodies and mitigates risk with gathering daily evidence of site safety in public areas in a central location. Practice replaces manual system of recording, capture and reporting.		✓	
Utilisation of drone in Waste Operations and Quarry Operations to undertake quarterly volumetric surveys. Drones have also been used to assist with site preparation / inspections / scoping; aerial imagery of projects negating need for expensive alternative solutions.	\$60,000	✓	
Use of internal borrowings and government funded loan programs for funding of capital works programs			
Verge maintenance review to identify locations of verge maintenance and to establish principles to mitigate the risk of 'creep or over servicing'. Review has highlighted practices whereby Council had been maintaining verges not owned or controlled by Council. This has contributed to streamlining of services and freeing up of resources for maintenance of newly assets established and detention basins in subdivisions.	\$50,000	✓	✓
Implementation of Waste Management software and IT solution to access real time data and streamline access to information for compliance reporting and invoicing.		✓	
2020 Operational Review of CentrePoint Sport & Leisure Centre. Engagement of industry specialist to manage operations at CentrePoint. Whilst incurring a monthly management fee, it created efficiencies for Council by reducing Councils; Governance, Risk, HR, Finance, Debtors, Creditors, Building Maintenance and Administration resource impact and liability. Further it has helped Council mitigate significant risks through engagement of such a specialist.	Cost neutral but efficiencies created.	✓	
CentrePoint Sport and Leisure Centre Stage 2 Upgrades including insulated roof panel, stormwater harvesting and solar PV panels.	\$70,000		
Utilisation of grant funding for prioritisation of asset renewal and reduction of Councils asset backlog, reducing commitment by Council of funds for capital works program (one-off cashflow benefit)	\$4m		
Rolling registers of ongoing maintenance for maintenance of sealed and unsealed roads. It helps to inform progress of works undertaken and to respond to customer requests.		✓	



7.2 Present improvements

Present improvement detail	Difficulty	Priority	Implementation year in LTFP	Efficiency/productivity gains	Operational sustainability improvement	One-off implementation costs - may be spread over multiple years	Yearly net financial benefit - ongoing
Remove village recycling stations - consultant's report on investigating removal already received	Moderate	2 - underway	2			\$2,000	\$6,000
Further review and tender of Centrepoint Sport and Leisure Centre management with a view to a long term contract and improved financial sustainability and community outcomes	Moderate	1	2			\$5,000	\$20,000 (part revenue)
On-charging of merchant fees for EFTPOS transactions	Easy	1	3				\$4,000
Construction of the Recycled Water Treatment Plant to drought proof and enable sporting fields to use recycled water.	Easy	1	2	✓			-\$55,000 (Sewer Fund)
Review of fees within Planning and Environmental Services to consider implementing additional fees (including for pre planning advice and Heritage Advice, increasing engineering inspections per allotment, introducing tree removal and pruning fee, pre lodgement advice fees).	Moderate	1	3				\$5,000 (revenue)
Installation of additional solar PV at current and new sites	Moderate	1	4	✓		\$80,000	\$17,500
Further staff training on new technologies that are being developed to assist streamlining of current practices	Easy	3	2	✓	✓	\$5,000	
Implement online timesheets for outdoor staff to remove the burden of paper-based timesheets, manual sign off, etc	Moderate	2	4	✓	✓	\$25,000	
Introduce a Storm Water Levy under s496A for all residential, village, business and industrial land. (All income derived to be applied to Stormwater capital program)	Moderate	2	3			\$40,000	\$52,000 (revenue)
Investigate expansion of Council's quarry and undertake business case	Hard	2	6			\$500,000	\$30,000
Investigate opportunities for revenue gains from commercial waste	Hard	2	7			\$20,000	\$30,000 (revenue)
Review and potential implementation of electronic forms for inspections	Moderate	2	4	✓			
Review Community Participation Plan for planning activities	Easy	2	1	✓	✓		
Review of third party payment options	Moderate	2	4				\$6,000
Review roadside slashing program	Moderate	2	5	✓			
SMS or email delivery of instalment notices & reminder notices	Moderate	2	4	✓			\$2,000
Continued review of plant utilisation and disposal of underutilised plant	Moderate	1	1	✓			
Continue prioritisation of capital grants for asset renewal and reduction of Councils asset backlog	Easy	1	1		✓		
Formalise and continue service review program (4 years and service planning)	Moderate	1	2	✓	✓		
Auto-lighting at all Council facilities	Moderate	2	3	✓	✓	\$15,000	
Increase cost recovery at Centrepoint Sport and Leisure Centre and Equestrian and Livestock Centre by increasing fees for non-residents/ratepayers	Easy	1	2				\$8,000
Further Solar and battery storage installation at CentrePoint Sport & Leisure Centre	Moderate	1	4			(\$400,000 – offset by grants)	\$10,000
Ongoing review and assessment of workforce needs etc	Moderate	1	1		✓		
Review of resourcing requirements in the expanding operational area of Parks, sports grounds and open space to achieve efficiency improvements without the need for expanding the workforce	Easy	1	1	✓			\$50,000
Review of Workforce - delays on recruitment and appointment based on Works Program assessment and needs.	Easy	1	1				\$50,000 (one off)
Review of Workforce - Replacement of Senior Town Planner with Trainee Town Planning position	Easy	1	1				\$25,000 (revenue – one off)
		1 - 6					\$51,000



### 7.3 Future improvements

Future improvement detail	Difficulty	Priority	Efficiency/ productivity gains or operational sustainability benefits	One-off implementation costs - may be spread over multiple years	Yearly net financial benefit - ongoing
Alliance with Orange City Council for job sharing/resource sharing opportunities	Moderate	3	✓		
Animal shelter improvements and potential MOU with neighbouring Council	Hard	3	✓	\$150,000	\$15,000 (\$10,000 revenue)
Blayney Renewable Energy Project - construct the Blayney Solar Farm/battery storage facility.	Hard	3		\$11 million	\$1 million (half revenue)
Consider implementation of an automated parks/ovals/community booking and payment system	Moderate	3	✓	\$70,000	
Consider Council no longer accepting cash as a payment method	Moderate	3	✓		\$7,000
On-site waste management and inspection program	Hard	3			-\$40,000
Review food inspections program	Easy	3			-\$10,000
Liquid Trade Waste program of monitoring and compliance including resourcing.	Moderate	3	✓		-\$80,000 (Sewer Fund)
Review and benchmark fees for Building Certification Services	Moderate	3		\$0	\$7,000
Review library operations to ensure opening hours fit for purpose. Potentially seek to implement a mobile library service	Hard	3	✓	\$0	\$50,000
Review of offsite physical records storage	Moderate	3	✓		\$3,000
Consider self-service solution for companion animals – including change of ownership and IDs	Moderate	3	✓	\$20,000	\$10,000 (includes \$8,000 reduction in revenue)
Review uniform costs/allocation and replacement procedure	Easy	3			\$2,000

# Engaging with IPART about special variation applications for 2024-25

23 October 2023

IPART assesses special variations (SV) applications made by councils. We assess SV applications against criteria set by the NSW Office of Local Government (OLG) (see below). Your submission can help us better understand whether a council's application meets OLG's criteria.

This fact sheet can help you better understand what we can and cannot consider as part of our assessment. This will help your submission to be more effective.

## 1 What is a special variation?

Each year, we set the percentage amount each council may increase its general income for a financial year. This is called the [rate peg](#). For most councils, general income is the total income the council receives from ordinary and some (but not all) special rates.

If elected councillors resolve that a council needs more income, a council can apply to IPART for an SV to increase its general income by more than the rate peg.

### 1.1 How do we assess a special variation application?

We assess councils' applications against the OLG's criteria. These are set out in OLG's guidelines [here](#).

The OLG criteria require councils to:

- demonstrate the need for the additional income
- provide evidence that the community is aware of the need for and extent of a rate rise
- establish that the impact on affected ratepayers is reasonable
- exhibit, approve and adopt relevant planning documents
- explain and quantify the council's productivity improvements and cost containment strategies.

We may also consider anything else we consider relevant.

## 2 How to tell us what you think

We are keen to hear from you to better understand whether a council's application has or has not demonstrated these criteria.

Council applications are due on 5 February 2024. After this deadline, we will publish the applications and supporting materials we received.

We will have a 3-week consultation period starting in February 2024.

Councils that think they might apply to IPART for an SV must first consult with their communities. This happens **before** they apply to IPART and informs their application. Prior to the closing date for applications, we encourage ratepayers to engage with their council in the first instance. The timeline below shows where community consultation fits in our SV assessment process.



### 2.1 What is a good submission?

A good submission helps the Tribunal to make an informed decision about whether a council's application meets the OLG's criteria.

IPART appreciates the effort that goes into making a submission. To ensure your submission is most effective, we encourage you to directly address one or more of OLG's criteria in your submission (see section 1.1) and explain why you consider a council's SV application does or does not demonstrate the relevant OLG criterion.

To assist you in making your submission, this Fact Sheet:

- describes some of the matters that IPART does not assess when determining an SV application (see section 3)
- provides information to address some misconceptions that can arise about SVs (see section 4).

We also encourage you to read our [Submissions Policy](#). The policy explains:

- how your submission will be treated and how we use information provided in submissions
- how to make a confidential submission or ask us not to publish your name.

## 2.2 What you can do now (before our submission period opens)

Directly talk to your council about its proposed SV

We encourage you to raise your concerns directly with your council. Usually, there will be a few opportunities for ratepayers to have their say. We have outlined the main ways that this can happen below.

### **Engage with council consultation and exhibition under the Integrated Planning and Reporting (IP&R) Framework**

All councils in NSW use the IP&R Framework to guide their planning and reporting activities. It includes a suite of integrated plans that set out a vision and goals for the community and strategic actions to achieve them.

A council's IP&R documents include the Community Strategic Plan, Delivery Program and Long-Term Financial Plan.

For some documents, the council must exhibit and allow for submissions when reviewing and updating the document.

If a council is applying for an SV, the relevant IP&R documents, such as the Community Strategic Plan, Delivery Program and Long-Term Financial Plan, will need to include some details about the proposed SV.

During the exhibition process, ratepayers will have an opportunity to directly comment on these IP&R documents, which would include information about the proposed SV.

[This page](#) provides more information about the IP&R process.

### **Engage with the council's consultation about the proposed SV**

If a council applies to IPART, it must also provide evidence that its community is aware of the need for and extent of the rate rise, which typically involves further consultation with its community. Ratepayers will have opportunities to have their say directly to their councils through these processes. A council may seek your views about its proposed SV in a variety of ways, such as:

- community information sessions
- drop-in booths
- a dedicated webpage about the proposed SV
- social media
- accepting posted letters and emails.

Read OLG's SV criteria

We encourage you to familiarise yourself with the assessment criteria set out in [OLG's guidelines](#) (see section 1.1). This is what IPART uses to assess the councils' applications.

Fact Sheet

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## Subscribe to receive updates from IPART

Consider subscribing to receive updates about SV applications and assessments from IPART by clicking [here](#) and ticking the box next to Local Government as shown in the picture below. This is to ensure that you are kept in the loop about consultation opportunities.

### Subscribe for updates

Register to receive information from IPART.

If you only want to subscribe to one individual review, please email the key contact on that review's web page.

Name \*

Email \*

Area of interests \*

- Major news, reviews and updates
- Energy
- Water
- Transport
- Local Government

I agree to receive updates & information from IPART \*

Subscribe

## 3 What don't we assess?

There are some things that you may wish to raise, that we may not be able to consider in our assessment.

### 3.1 Water, sewerage and waste rates and charges

There are many different rates on your rate notice. Only income from certain rates and charges are subject to the rate peg or SV. In most cases, it is income from 'ordinary rates' and some (but not all) 'special rates'.

When determining an SV application, we do not assess or set the rates and charges that you pay for services such as water supply and sewerage or domestic waste management services.

### 3.2 Spending priorities

Ratepayers often tell us that:

- their council has been inefficient with its funds
- they disagree with how a council has decided to allocate its funds for future projects.

While we consider whether a council has found and implemented efficiencies and cost containment strategies, as well as the financial impact on a council and ratepayers of the council's proposed SV, we do not assess the merits of council spending decisions.

We also cannot audit council finances as part of our assessment process as this is not part of our delegated functions.

## 4 Common misconceptions

### 4.1 Misconception: If the SV is approved, my rates will increase by the same percentage as the SV

This is not always the case.

An SV limits the percentage by which a council may increase the total general income they can recover from ratepayers in any given year.

An SV does not apply to individual rates. It is up to the council, as the democratically elected body, to decide whether to implement the full percentage increase permitted by an SV and how to allocate that increase across its ratepayer base.

This means your rates may increase by more than the SV percentage in a given year. This may occur in a number of circumstances, including:

- your land has increased in value by more than other ratepayers in your local government area
- the council has restructured its rates.

Your rates may also go up by less than the SV percentage, stay the same or be reduced, at the discretion of your council.

### 4.2 Misconception: The SV increase is on top of my land revaluation

For instance, if your land doubled in value (100%) and your council was approved for a 20% SV, this does not mean that your rates will increase by 120%.

A routine increase in a ratepayer's land value by the Valuer-General does not mean that a ratepayer's rates will automatically increase. The impact on rates depends on whether the land value has increased or decreased compared to others in the ratepayer's local government area.

For instance, if your land has increased in value by more than the average in your local government area, you may be liable to pay a larger portion of the council's total general income.

### 4.3 Misconception: If the community doesn't support the SV, it can't be approved

In the past, ratepayers have written to us noting that the lack of community support for an SV should mean that an SV application should not be approved. Community support is not required for us to approve an SV application.

To demonstrate it has met the OLG criterion about community awareness, the council must show IPART that the community is **aware** of the need and extent of a proposed rate rise. Our assessment considers the effectiveness of the council's consultation with ratepayers, rather than whether most ratepayers support the proposed SV.

In the past, community submissions have brought to our attention deficiencies in a council's consultation materials that have contributed to council applications being declined, or approved for a lesser percentage than applied for, based on whether the community is aware of the proposed rate rise. For instance, the council may have applied for a higher increase than they informed the community about, meaning the community was likely not aware of the increase that was applied for.

## 5 Who to contact for more information

If you have any questions about the **SV assessment process**, please reach out to Jisoo Mok via [jisoo.mok@ipart.nsw.gov.au](mailto:jisoo.mok@ipart.nsw.gov.au) or on 02 9019 1955.

For queries about **your individual rates**, please contact your council. You may also find relevant information about this on:

- OLG's website: [Rates, Charges and Pensioner Concession](#)
- NSW Ombudsman's website: [Having trouble with your rates and charges?](#)

If you have enquiries regarding **your land valuation**, please contact your council or the NSW Valuer-General [here](#).

You may also find **IPART's local government FAQ page** helpful (see [here](#)).

## **Deed**

# **1279 Millthorpe Road, Millthorpe - Planning Agreement**

Under s 7.4 of the *Environmental Planning and Assessment Act 1979*

**Blayney Shire Council**

**&**

**Charms Developments Pty Ltd**

**&**

**Fenlor Group Pty Ltd**

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**1279 MILLTHORPE ROAD, MILLTHORPE**

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**Summary of requirements (section 7.4 of the Act)**

<b>Subject and subsection of the Act</b>	<b>Planning Agreement</b>
<b>Description of the land to which the planning Agreement applies –</b> Section 7.4(3)(a)	The land comprised in Lot 101 DP872377 known as 1279 Millthorpe Road
<b>Description of the application to which the agreement applies –</b> Section 7.4(3)(b)(ii)	Development Application DA146/2021 subdivision of the Land into 56 lots (containing 52 urban residential lots) over three stages, being the stages herein defined as Stage 1, Stage 2 and Stage 3.
<b>The nature and extent of the provision to be made by the developer under the agreement, the time or times by which the provision is to be made and the manner by which the provision is to be made –</b> Section 7.4(3)(c)	See clauses 7-8 of this Deed.
<b>Applicability of section 7.11 of the Act –</b> Section 7.4(3)(d) & (e)	Section 7.11 is not excluded by this agreement. See clause 6 of this Deed.
<b>Applicability of section 7.12 of the Act –</b> Section 7.4(3)(d)	Section 7.12 is not excluded by this agreement. See clause 6 of this Deed.
<b>Applicability of section 7.24 of the Act –</b> Section 7.4(3)(d)	Section 7.24 is not excluded by this Deed. See clause 6 of this Deed.
<b>Mechanism for dispute resolution –</b> Section 7.4(3)(f)	See clause 9 - 11 of this Deed.
<b>Enforcement of the Planning Agreement –</b> Section 7.4(3)(g)	See clause 14 of this Deed.
<b>No obligation to grant consent or exercise functions –</b> Section 7.4(9)	See clause 23 of this Deed.

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## 1279 MILLTHORPE ROAD, MILLTHORPE

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### Date

### Parties

**Blayney Shire Council** of 91 Adelaide Street, Blayney (**Council**)

**AND**

Parties collectively known as the **Developers**:

**Charms Developments Pty Ltd (ACN 147 580 149)** of 171 Margaret Street, Orange NSW 2800.

**Fenlor Group Pty Ltd (ACN 93 072 632 430)** of 1 Borrodell Drive, Orange NSW 2800.

### Recitals

- A The Developers have lodged the Application with Council seeking approval for the Development on the property known as 1279 Millthorpe Road, Millthorpe.
- B Council granted development consent at its meeting of 13 December 2023.
- C The Developers wish to carry out the Development.
- D Subject to the terms of this Deed, the Developers agree to dedicate certain land.

The Parties agree, in consideration of, among other things, the mutual promises contained in this Deed as follows:

## 1 Definitions and interpretation

### 1.1 Definitions

In this Deed the following definitions apply:

**Act** means the *Environmental Planning and Assessment Act 1979*.

**Application** means Development Application DA146/2021 seeking approval for the Development.

**Council** means Blayney Shire Council.

**Deed** means this deed and includes all Schedules, annexures and other documents attached, or referred to, in it.

**Determination Notice** has the meaning given to that term in clause 9.4.

**Developers** means Charms Developments Pty Ltd and Fenlor Group Pty Ltd.

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## 1279 MILLTHORPE ROAD, MILLTHORPE

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**Development** means the subdivision of the Land into 56 lots (containing 52 urban residential lots) over three stages, being the stages herein defined as Stage 1, Stage 2 and Stage 3.

**Development Consent** has the same meaning as in the Act.

**Development Contributions** means the dedication of land to Council free of cost.

**Dispute** means a dispute or difference between the Parties under or in relation to this Deed described in a Notice of Dispute.

**Drainage Reserve Lot** means the portion of the Land identified as Lot 231 marked "231 DRAINAGE RESERVE" on the Stage 2 Plan.

**Encumbrance** means any security interest or other proprietary interest in the Vendor's Property including but not limited to a lease, mortgage, charge or caveatable interest.

**Land** means the land comprised in Lot 101 DP872377 known as 1279 Millthorpe Road, Millthorpe.

**Lot 92** means proposed Lot 92 in Stage 1 of the Development as shown on the Stage 1 Plan.

**Lot 232** means proposed Lot 232 in Stage 2 of the Development as shown on the Stage 2 Plan.

**Open Space Lot** means the portion of the Land identified as Lot 323 and labelled "323 OPEN SPACE" on the Stage 3 Plan.

**Party** means a party to this Deed (including their assigns and a person bound by the Deed under s 7.6(3) of the Act) and Parties means all of them.

**Regulation** means the *Environmental Planning and Assessment Regulation 2021*.

**Schedule** means a schedule to this Deed.

**Stage 1** means stage 1 of the Development being the proposed three lot subdivision of the Land as shown on the Stage 1 Plan.

**Stage 1 Plan** means the plan at Schedule 2.

**Stage 2** means stage 2 of the Development being the proposed 31 lot subdivision of Lot 92 as shown on the Stage 2 Plan.

**Stage 2 Plan** means the plan at Schedule 3.

**Stage 3** means stage 3 of the Development being the proposed 24 lot subdivision of Lot 232 as shown on the Stage 3 Plan.

**Stage 3 Plan** means the plan at Schedule 4.

### 1.2 Interpretation

In the interpretation of this Deed, the following provisions apply unless the context otherwise requires:

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## 1279 MILLTHORPE ROAD, MILLTHORPE

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- (a) Except as otherwise provided in this Deed, words in this Deed have the same meaning as those words have in the Act.
- (b) A heading is for convenience only and does not affect the interpretation of this Deed.
- (c) A reference to a business day means a day other than a Saturday or Sunday on which banks are open generally for business in New South Wales.
- (d) If the day on which any act, matter or thing is to be done under this Deed is a not a business day, the act, matter or thing must be done on the next business day.
- (e) A reference in this Deed to any law, legislation or legislative provision includes any statutory modification, amendment or re-enactment, and any subordinate legislation or regulations issued under that legislation or legislative provision.
- (f) A reference in this Deed to any agreement, deed or document is to that agreement, deed or document as amended, novated, supplemented or replaced.
- (g) A reference to a clause, part, annexure or schedule is a reference to a clause, part, annexure or schedule to this Deed.
- (h) An expression importing a natural person includes any company, trust, partnership, joint venture, association, body corporate or government agency.
- (i) Grammatical forms of defined words or phrases have corresponding meanings;
- (j) A word which denotes the singular denotes the plural, and a word which denotes the plural denotes the singular.
- (k) References to the word 'include' or 'including' are to be construed without limitation.
- (l) A reference to a Party to this Deed includes a reference to the servants, agents and contractors of the Party, the Party' successors and assigns.
- (m) References to a Party are intended to bind their executors, administrators and permitted transferees.
- (n) Any annexures or schedules form part of this deed.
- (o) A reference to a period unless specifically written otherwise, excludes the first day of that period.
- (p) A reference to a notice, consent, request, approval or other communication under this Deed or an agreement between the Parties means a written notice, request, consent, approval or agreement.

## 2 Status of this Deed

The Parties agree that this Deed is a planning agreement within the meaning of section 7.4(1) of the Act.

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**1279 MILLTHORPE ROAD, MILLTHORPE**

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**3 Application of this Deed**

This Deed applies to:

- (a) the portion of the Land identified as proposed Lot 92 on the Stage 1 Plan; and
- (b) the Development.

**4 Commencement of this Deed**

This Deed commences and has force and effect after each of the following occurs:

- (a) a Development Consent is granted for the Application; and
- (b) the subdivision the subject of Stage 1 is registered; and
- (c) the Developers become the registered proprietors of Lot 92.

**5 Further agreements**

The Parties may, at any time and from time to time, enter into agreements relating to the subject matter of this Deed that are not inconsistent with this Deed for the purpose of implementing this Deed.

**6 Application of sections 7.11,7.12 and 7.24 of the Act**

- (a) This Deed does not exclude the application of section 7.11, 7.12 or 7.24 of the Act to the Development.
- (b) Benefits under this Deed are not to be taken into consideration in determining a development contribution under section 7.11 of the Act.

**7 Provision of Development Contributions**

**7.1 Development Contributions**

The Developers are to make Development Contributions to the Council in accordance with Schedule 1 and any other provision of this Deed relating to the making of Development Contributions.

**8 Dedication of Land**

**8.1 Dedication**

- (a) The Developers must dedicate the Drainage Reserve Lot and the Open Space Lot on or before the time specified in Schedule 1.

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## 1279 MILLTHORPE ROAD, MILLTHORPE

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- (b) The Developers must dedicate the land referred to in clause 8.1(a) to Council free of any trusts, estates, interests, covenants and Encumbrances excluding those required by the Council or any condition of any Development Consent to the Application.
- (c) The Developers must meet all costs associated with the dedication of land under clause 8.1(a).
- (d) For the purposes of this document, the dedication of land referred to in clause 8.1(a) is taken to have occurred:
  - (i) If the relevant land is dedicated in a subdivision plan registered in a plan registered at NSW Land Registry Services, when that plan is so registered; or
  - (ii) Otherwise:
    - (A) when the Developers deliver to Council a transfer of the relevant land in registrable form and all relevant authorisations necessary to effect the transfer in the online workspace or, if not practicable, in paper form; and
    - (B) when the Developers provide to Council all relevant authorities and authorisations for the removal of any trust, estates, interests, covenants and Encumbrances required to be released under clause 8.1(b).

## 9 Dispute Resolution - Parties to negotiate

### 9.1 Reference to Dispute

If a dispute arises between the Parties in relation to this Deed, the Parties must not commence any court proceedings relating to the dispute unless the Parties have complied with this clause 9, except where a Party seeks urgent interlocutory relief.

### 9.2 Notice of Dispute

The Party wishing to commence the dispute resolution process must give notice (**Notice of Dispute**) to the other Parties of:

- (a) the nature of the Dispute,
- (b) the alleged basis of the Dispute, and
- (c) the position which the Party issuing the Notice of Dispute believes is correct.

### 9.3 Representatives of Parties to meet

- (a) The representatives of the Parties must promptly (and in any event within 14 business days of the Notice of Dispute) meet in good faith to attempt to resolve the notified Dispute.
- (b) The Parties may, without limitation:

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## 1279 MILLTHORPE ROAD, MILLTHORPE

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- (i) resolve the Dispute during the course of that meeting,
- (ii) agree that further material or expert determination in accordance with clause 10 about a particular issue or consideration is needed to effectively resolve the Dispute (in which event the Parties will, in good faith, agree to a timetable for resolution); or
- (iii) agree that the Parties are unlikely to resolve the Dispute and, in good faith, agree to a form of alternative dispute resolution (which may include expert determination, arbitration or mediation) which is appropriate for the resolution of the relevant Dispute.

### 9.4 Notice if dispute is not resolved

If the Dispute is not resolved within 10 business days after the nominated representatives have met or by another time agreed by both parties in accordance with clause 9.3 (b), either Party may give to the other a notice calling for determination of the Dispute (**Determination Notice**) by mediation under clause 11 or by expert determination under clause 10.

## 10 Dispute resolution – expert determination

### 10.1 Expert determination to apply

- (a) If the Dispute is not resolved under clause 9.3 or clause 11, or the Parties otherwise agree that the Dispute may be resolved by expert determination, the Parties may refer the Dispute to an expert, in which event this clause 10 applies.
- (b) The Dispute that can be determined by an appropriately qualified and independent expert in the relevant field:
  - (i) agreed upon and appointed jointly by the Parties; or
  - (ii) if no agreement is reached or no appointment is made within 20 business days of the agreement to refer the Dispute to an expert, appointed on application of a Party by the President of the Law Society of New South Wales.

### 10.2 Expert appointment

The expert must be appointed in writing and the terms of the appointment must not be inconsistent with this clause 10.

### 10.3 Expert determination

- (a) The determination of the Dispute by such an expert will be made as an expert and not as an arbitrator and will be in writing and contain the reasons for the determination.
- (b) The expert will determine the rules for the conduct of the process but must conduct the process in accordance with the rules of natural justice.
- (c) The expert determination is binding on the Parties except in the case of fraud, misfeasance by the expert, or error of law.

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## 1279 MILLTHORPE ROAD, MILLTHORPE

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### 10.4 Costs

Each Party is to bear its own costs arising from or in connection with the appointment of the expert and the expert determination.

### 10.5 Litigation

If the Dispute is not finally resolved in accordance with this clause 10 then a Party is at liberty to litigate the Dispute.

### 10.6 No suspension of contractual obligations

Subject to any interlocutory order obtained under clause 9.1, the referral to or undertaking of a dispute resolution process under this clause 10 does not suspend the Parties' obligations under this Deed.

## 11 Dispute Resolution - Mediation

### 11.1 Mediation to apply

If a Party gives a Determination Notice calling for the Dispute to be mediated:

- (a) the Parties must agree to the terms of reference of the mediation within 15 business days of the receipt of the Determination Notice (the terms shall include a requirement that the mediation rules of the Institute of Arbitrators and Mediators Australia (NSW Chapter) apply); and
- (b) the mediator will be agreed between the Parties, or failing agreement within 15 business days of receipt of the Determination Notice, either Party may request the President of the Institute of Arbitrators and Mediators Australia (NSW Chapter) to appoint a mediator.

### 11.2 Mediator appointment

The mediator appointed pursuant to this clause 11 must:

- (a) have reasonable qualifications and practical experience in the area of the Dispute; and
- (b) have no interest or duty which conflicts or may conflict with his or her function as a mediator he or she being required to fully disclose any such interest or duty before his or her appointment.

### 11.3 Confidentiality

The mediator shall be required to undertake to keep confidential all matters coming to his or her knowledge by reason of his or her appointment and performance of his or her duties.

### 11.4 Appoint representatives

The Parties must within 15 business days of receipt of the Determination Notice notify each other of their representatives who will be involved in the mediation.

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## 1279 MILLTHORPE ROAD, MILLTHORPE

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### 11.5 Costs

Each Party is to bear its own costs arising from or in connection with the appointment of a mediator and the mediation.

## 12 Registration of this Deed

### 12.1 Registration

- (a) The Parties agree to register this Deed for the purposes of section 7.6(1) of the *Environmental Planning and Assessment Act 1979* after its commencement on Lot 92 following the registration of the lots the subject of Stage 1.
- (b) Within 14 days of the commencement of this Deed, the Developers must deliver to Council the following documents in registrable form:
  - (i) an instrument requesting registration of this Deed on the title to Lot 92 executed by the Developers; and
  - (ii) the written irrevocable consent of each person referred to in section 7.6(1) of the Act.
- (c) The Council is to execute the instrument required under clause 12.1(b) above and return it to the Developers within 21 days of the commencement of this Deed, following which time the Developers are to promptly register the instrument.
- (d) The Developers are to do such other things as are reasonably necessary to enable registration of this Deed to occur and to provide the Council with evidence of registration within 5 days of being notified by Land Registry Services of such registration.

### 12.2 Removal from register

- (a) On or after the dedication of the Drainage Reserve Lot, the Parties agree that
  - (i) the Deed is to remain registered on the title of Lot 232; and
  - (ii) the registration of the Deed will be removed from the title to each other lot created from the subdivision of Lot 92.
- (b) Simultaneously with the registration of the lots the subject of Stage 3, the Parties agree that the registration will be removed from all remaining lots.
- (c) The Council is to do such things as are reasonably necessary as requested by the Developers to facilitate removal from the title of the relevant lots in accordance with this clause.

### 12.3 Notation

The Developers acknowledge and agree that the Council may, in its absolute discretion, make a notation under section 10.7(5) of the Act about this Deed on any certificate issued under section 10.7(2) of the Act relating to any lot on which this Deed is required to be registered under this clause.

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**1279 MILLTHORPE ROAD, MILLTHORPE**

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**13 Review of this Deed**

**13.1 Review by agreement**

- (a) The Parties agree that this Deed may be reviewed or modified by agreement between them.
- (b) Any review or modification of this agreement under this clause 13 will be conducted in the circumstances and in the manner determined by the Parties.

**13.2 Notice**

- (a) The Parties agree that this Deed may be reviewed or modified by agreement between them if:
  - (i) The Developers notify the Council or the Council notifies the Developers that any change of circumstance has occurred, or is imminent, that materially affects the operation of this Deed,
  - (ii) or the Council notifies the Developers that it considers that circumstances exist that justify the review.
- (b) For the purposes of this clause 13, the relevant changes include (but are not limited to) any change to a law that restricts or prohibits or enables the Council or any other planning authority to restrict or prohibit any aspect of the Development.
- (c) For the purposes of addressing any matter arising from a review of this Deed referred to in this clause 13, the Parties are to use all reasonable endeavours to agree on and implement appropriate amendments to this Deed.

**13.3 Illegality**

If this Deed becomes illegal, unenforceable or invalid as a result of any change to a law, the Parties agree to do all things necessary to ensure that an enforceable agreement of the same or similar effect to this Deed is entered into.

**13.4 No breach**

A failure by a Party to agree to take action requested by the other Party as a consequence of a review referred to in clause 13.1 is not a Dispute for the purposes of clause 13 and is not a breach of this Deed.

**14 Enforcement in a court of competent jurisdiction**

**14.1 Enforcement**

- (a) Without limiting any other provision of this Deed, the Parties may enforce this Deed in any court of competent jurisdiction.
- (b) For the avoidance of doubt, nothing in this Deed prevents:
  - (i) a Party from bringing proceedings in the Land and Environment Court to enforce any aspect of this Deed or any matter to which this Deed relates,

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**1279 MILLTHORPE ROAD, MILLTHORPE**

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- (ii) the Council from exercising any function under the Act or any other Act or law relating to the enforcement of any aspect of this Deed or any matter to which this Deed relates.

**15 Notices**

**15.1 Form**

Any notice, consent, information, application or request that must or may be given or made to a Party under this Deed is only given or made if it is in writing and sent in one of the following ways:

- (a) delivered or posted to that Party at its address, or
- (b) emailed to that Party at its email address.

**15.2 Address**

Such address or email address is as specified below or the most recently notified by the recipient to the sender under clause 15.3:

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Charms Developments Pty Ltd 171 Margaret Street, Orange NSW 2800

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Fenlor Group Pty Ltd 1 Borrodell Drive, Orange NSW 2800

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Blayney Shire Council 91 Adelaide Street  
BLAYNEY NSW 2799

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**15.3 Change of details**

If a Party gives the other Party not less than 3 business days notice of a change of its address or email address, any notice, consent, information, application or request is only given or made by that other Party if it is delivered, posted or faxed to the latest address or email address.

**15.4 Deemed service**

Any notice, consent, information, application or request is to be treated as given or made if it is:

- (a) delivered, when it is left at the relevant address;
- (b) sent by post, 5 business days after it is posted;
- (c) sent by email and the sender does not receive a delivery failure message from the sender's internet service provider within a period of 24 hours of the email being sent.

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**16 Approvals and consent**

- (a) Except as otherwise set out in this Deed, and subject to any statutory obligations, a Party may give or withhold an approval or consent to be given under this Deed in that Party's absolute discretion and subject to any conditions determined by the Party.
- (b) A Party is not obliged to give its reasons for giving or withholding consent or for giving consent subject to conditions.

**17 Assignment and dealings**

**17.1 Assignment**

A Party must not assign or deal with any right under this Deed without the prior consent of the other Parties, such consent not to be unreasonably withheld. Any purported dealing in breach of this clause is of no effect.

**17.2 Transfer of Land**

- (a) Until such time as the subdivision the subject of Stage 2 is registered, the Developers must not sell or transfer a legal or equitable interest in Lot 92, or any lot created from Lot 92, to any person unless the requirements of clause 17.2(c) have been satisfied.
- (b) Until such time as the subdivision the subject of Stage 3 is registered, the Developers must not sell or transfer a legal or equitable interest in Lot 232, to any person unless the requirements of this clause 17.2(c) have been satisfied.
- (c) The Developers must not transfer any land described under clause 17.2(a) and 17.2(b) unless the Developers have, at no cost to the Council, first procured the execution by person to whom the land or part is to be sold or transferred, or the Developer's rights or obligations are to be assigned, or this Deed is to be novated, of a deed in favour of Council to the same effect as this Deed on terms that are reasonably satisfactory to the Council and the following requirements are satisfied:
  - (i) the Council gives written notice to the Developers stating that it reasonably considers the purchaser, transferee, assignee or novate, is reasonably capable of performing its obligations under this Deed;
  - (ii) the Developers are not in material breach of this Deed; and
  - (iii) the Council otherwise consents to the transfer, assignment or novation, such consent not to be unreasonably withheld.
- (d) This clause does not apply in relation to any sale or transfer of the Land if this Deed is registered on the title to the relevant portion of the Land at the time of the sale or transfer.

**18 Costs**

- (a) Subject to clause 18(b), each Party is to bear its own legal costs associated with:

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## 1279 MILLTHORPE ROAD, MILLTHORPE

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- (i) preparing, negotiating and executing this Deed, and any document related to this Deed; and
  - (ii) registering this Deed and the dedication of land.
- (b) The Developers are to pay any registration fees associated with the registration of the Deed and the dedication of land.

### 19 Entire Deed

- (a) This Deed contains everything to which the Parties have agreed in relation to the matters it deals with.
- (b) No Party can rely on an earlier document, or anything said or done by another Party, or by a director, officer, agent or employee of that Party, before this Deed was executed, except as permitted by law.

### 20 Further acts

Each Party must promptly execute all documents and do all things that another Party from time to time reasonably requests to effect, perfect or complete this Deed and all transactions incidental to it.

### 21 Counterparts

This Deed may be executed in any number of counterparts. All counterparts taken together constitute one instrument.

### 22 Governing law and jurisdiction

- (a) This Deed is governed by the law of New South Wales.
- (b) The Parties submit to the non-exclusive jurisdiction of its courts and courts of appeal from them.
- (c) The Parties are not to object to the exercise of jurisdiction by those courts on any basis.

### 23 No fetter

#### 23.1 Discretion

This Deed is not intended to operate to fetter, in any manner, the exercise of any statutory power or discretion of the Council, including, but not limited to, any statutory power or discretion of the Council relating to any application submitted to the Council in its capacity as a public authority (referred to in this Deed as a **Discretion**).

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### 23.2 No fetter

No provision of this Deed is intended to constitute any fetter on the exercise of any Discretion. If, contrary to the operation of this clause, any provision of this Deed is held by a court of competent jurisdiction to constitute a fetter on any Discretion, the Parties agree:

- (a) they will take all practical steps, including the execution of any further documents, to ensure the objective of this clause is substantially satisfied,
- (b) in the event that clause 23.2(a) cannot be achieved without giving rise to a fetter on the exercise of a Discretion, the relevant provision is to be severed and the remainder of this Deed has full force and effect, and
- (c) to endeavour to satisfy the common objectives of the Parties in relation to the provision of this Deed which is to be held to be a fetter on the extent that is possible having regard to the relevant court judgment.

## 24 Representations and warranties

- (a) The Parties represent and warrant that they have power to enter into this Deed and comply with their obligations under the Deed and that entry into this Deed will not result in the breach of any law.
- (b) The Developers warrant that they have entered a contract for sale to purchase Lot 92 following the registration of the subdivision the subject of Stage 1.

## 25 Severability and Invalidity

### 25.1 Severability

- (a) If a clause or part of a clause of this Deed can be read in a way that makes it illegal, unenforceable or invalid, but can also be read in a way that makes it legal, enforceable and valid, it must be read in the latter way.
- (b) If any clause or part of a clause is illegal, unenforceable or invalid, that clause or part is to be treated as removed from this Deed, but the rest of this Deed is not affected.

### 25.2 Invalidity

- (a) A word or provision must be read down if:
  - (i) this Deed is void, voidable, or unenforceable if it is not read down;
  - (ii) this Deed will not be void, voidable or unenforceable if it is read down; and
  - (iii) the provision is capable of being read down.
- (b) A word or provision must be severed if:
  - (i) despite the operation of clause 25.2(a), the provision is void, voidable or unenforceable if it is not severed; and

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**1279 MILLTHORPE ROAD, MILLTHORPE**

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- (ii) this Deed will be void, voidable or unenforceable if it is not severed.
- (c) The remainder of this Deed has full effect even if clause 25.2(b) applies.

**26 Variation**

No variation of this Deed will be of any force or effect unless it is in writing and signed by the Parties to this Deed.

**27 Waiver**

- (a) The fact that a Party fails to do, or delays in doing, something the Party is entitled to do under this Deed, does not amount to a waiver of any obligation of, or breach of obligation by, another Party.
- (b) A waiver by a Party is only effective if it is in writing. A written waiver by a Party is only effective in relation to the particular obligation or breach in respect of which it is given. It is not to be taken as an implied waiver of any other obligation or breach or as an implied waiver of that obligation or breach in relation to any other occasion.

**28 Joint and several liability**

Except as otherwise set out in this Deed, any agreement, covenant, representation or warranty under this Deed by the Developers binds each of them jointly and individually, and any benefit in favour of the Developers for an individual lot is for the benefit of them jointly and each of them individually.

**29 Governing law and jurisdiction**

Except as otherwise set out in this Deed, any agreement, covenant, representation or warranty under this Deed by the Developers binds each of them jointly and individually, and any benefit in favour of the Developers for an individual lot is for the benefit of them jointly and each of them individually.

**30 Explanatory Note**

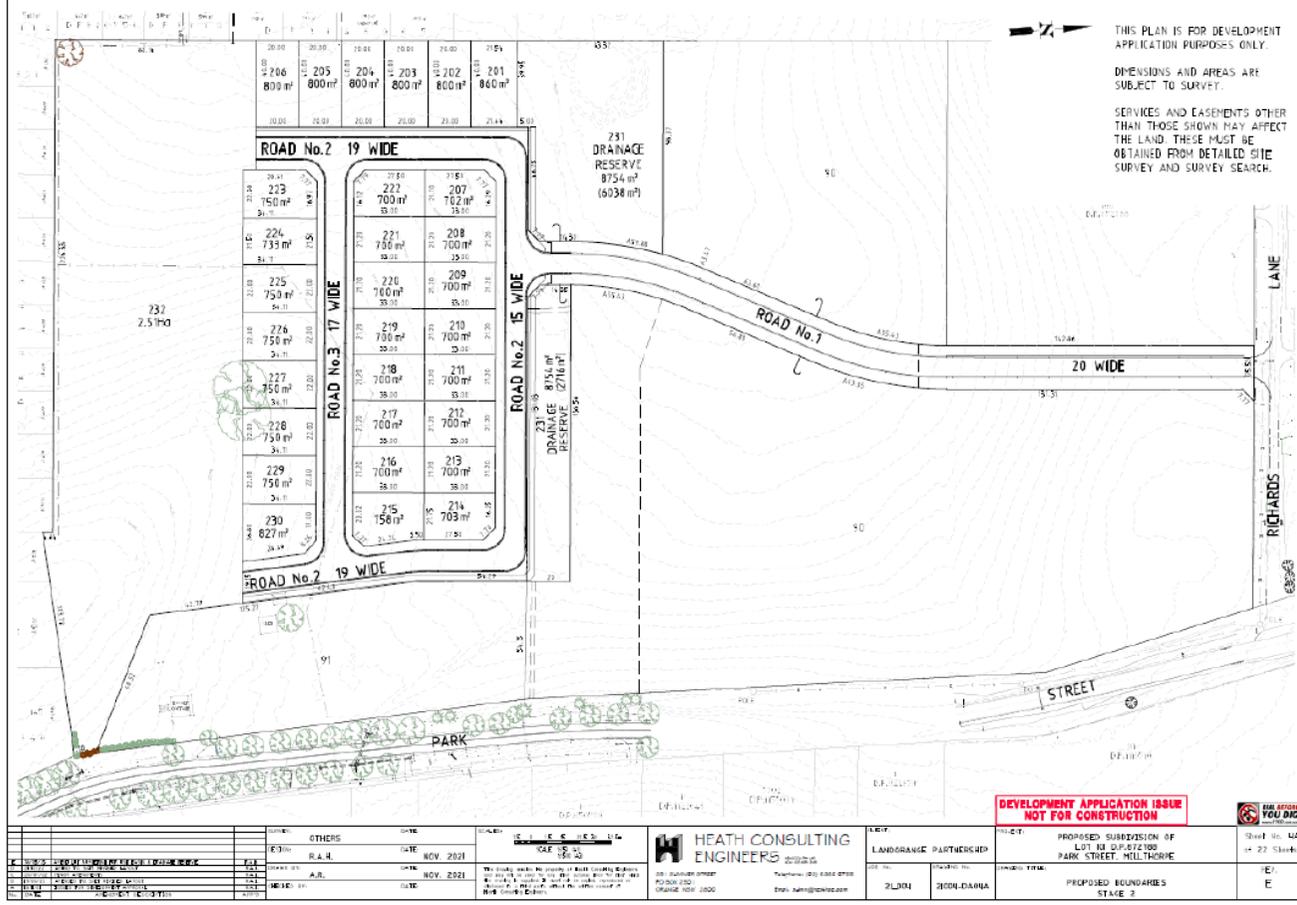
Annexure A contains the Explanatory Note relating to this Deed required by clause 205 of the Regulation. Pursuant to clause 205(5) of the Regulation, the Parties agree that the Explanatory Note is not to be used to assist in construing this Deed.

**Schedule 1 – Development Contributions**

<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>
<b>Contribution</b>	<b>Public Purpose</b>	<b>Manner &amp; Extent</b>	<b>Timing</b>
The Drainage Reserve Lot	The provision of infrastructure (section 7.4(2)(c) of the Act)	Dedication of the Drainage Reserve Lot	Concurrently with the registration of the lots the subject of Stage 2 of the Development
Open Space Lot	The provision of public amenities (section 7.4(2)(a) of the Act)	Dedication of the Open Space Lot	Concurrently with the registration of the lots the subject of Stage 2 of the Development.



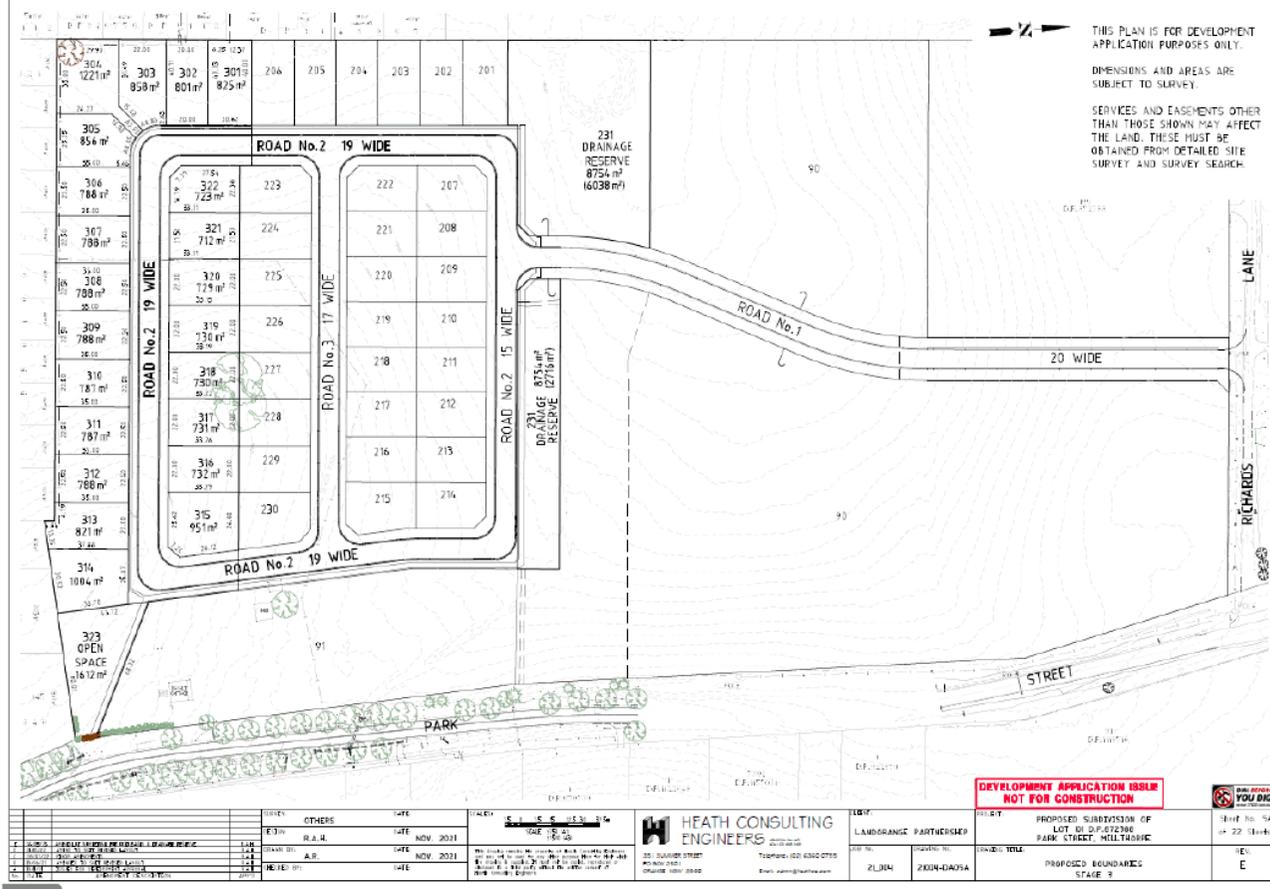
### Schedule 3 – Stage 2 Plan



1279 Millthorpe Road, Millthorpe - Planning Agreement

(17)

### Schedule 4 – Stage 3 Plan



1279 Millthorpe Road, Millthorpe - Planning Agreement

(18)

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## Signing page

Executed as a Deed

**EXECUTED** by **BLAYNEY SHIRE COUNCIL**  
by its General Manager pursuant to s733 and  
s 683 of the *Local Government Act 1993* in the  
presence of:

.....  
Signature of witness

.....  
Signature

.....  
Name of witness *(please print)*

**EXECUTED** by **CHARMS DEVELOPMENTS  
PTY LTD** (ACN 147 580 149) in accordance with  
s127 of the *Corporations Act 2001*.

.....  
Signature of Director/Secretary

.....  
Signature of Director/Secretary

.....  
Name of Director/Secretary

.....  
Name of Director/Secretary

**EXECUTED** by **FENLOR GROUP PTY LTD**  
(ACN 072 632 430) in accordance with s127 of  
the *Corporations Act 2001*.

.....  
Signature of Director/Secretary

.....  
Signature of Director/Secretary

.....  
Name of Director/Secretary

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Name of Director/Secretary

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## Annexure A - Explanatory Note

### ***Environmental Planning and Assessment Regulation 2021***

(Clause 205)

### **Draft Planning Agreement**

Under section 7.4 of the *Environmental Planning and Assessment Act 1979 (Act)*

#### **(1) Parties**

Blayney Shire Council of 91 Adelaide Street, Blayney (**Council**)

And the following parties (known collectively as the **Developers**):

- Chams Developments Pty Ltd of 171 Margaret Street, Orange NSW 2800.
- Fenlor Group Pty Ltd of 1 Borrodell Drive, Orange NSW 2800.

#### **(2) Description of Proposed Development**

The Draft Planning Agreement applies to the development of Lot 101 in DP 872388 known as 1279 Millthorpe Road, Millthorpe for the purposes of subdivision into 56 lots (containing 52 urban residential lots) (**Development**) over three stages as follows:

- Stage 1 of the Development being the proposed three lot subdivision of the Land.
- Stage 2 of the Development being the proposed 31 lot subdivision of proposed lot 92.
- Stage 3 of the Development being the proposed 24 lot subdivision of proposed lot 232.

#### **(3) Description of the Land to which the Draft Planning Agreement applies**

Part of Lot 101 in DP 872388 known as 1279 Millthorpe Road, Millthorpe, being the parent lot known as proposed Lot 92 in Stage 1 of the Development (**Land**)

#### **(4) Description of Development Contributions**

The Draft Planning Agreement requires:

- The dedication of land proposed as a drainage reserve (**Drainage Reserve Lot**);
- The dedication of land proposed for a public park (**Open Space Lot**).

#### **(5) Summary of Objectives, Nature and Effect of the Draft Planning Agreement**

The Draft Planning Agreement is a planning agreement under section 7.4 of the *Environmental Planning and Assessment Act 1979 (Act)*. The Draft Planning Agreement is a voluntary agreement under which Development Contributions are made by the Landowners for public purposes (as defined in section 7.4 of the Act).

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The objective of the Draft Planning Agreement is to require:

- the dedication of the Drainage Reserve Lot; and
- the dedication of the Open Space Lot

The Draft Planning Agreement:

- relates to the Developers carrying out of Development on the Land;
- does not exclude the application of sections 7.11, 7.12 and 7.24 of the Act to the Development;
- requires dedication of part of the Land to Council;
- it is to be registered on the title of the Land;
- secures the Developers' obligations so that the Development Contributions must be provided as follows:
  - the Drainage Reserve Lot is to be dedicated concurrently with the registration of the 31 lots the subject of Stage 2 of the Development;
  - the Open Space Lot is to be dedicated concurrently with the registration of the 23 lots the subject of Stage 2 of the Development.
- provides two dispute resolution methods being expert determination and mediation; and
- provides that the Agreement is governed by the law of New South Wales.

**(6) Assessment of the Merits of the Draft Planning Agreement**

*The planning purposes served by the Draft Planning Agreement*

In accordance with s7.4(2) of the Act, the Draft Planning Agreement promotes the public purposes of the provision of (or the recoupment of the cost of providing) public amenities or public services, the provision of (or the recoupment of the cost of providing) transport or other infrastructure relating to land and the conservation or enhancement of the natural environment.

*How the Draft Planning Agreement promotes the objects of the Environmental Planning and Assessment Act 1979*

By providing for the dedication of land for public purposes, the Draft Planning Agreement promotes the object of the Act of the promotion and co-ordination of the orderly and economic use and development of land.

*How the Draft Planning Agreement promotes the public interest*

The Draft Planning Agreement requires the dedication of the Drainage Reserve Lot and the Open Space Lot.

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In relation to the Drainage Reserve Lot, the Draft Planning Agreement provides to Council land containing drainage reserve and an associated drainage corridor necessary to support drainage for the Land. The dedication of the Drainage Reserve Lot and subsequently enable Council easy access to enable stormwater management, the maintenance of the drainage corridor, the maintenance of the proposed onsite detention basin and the avoidance of downstream conflicts.

In relation to the Open Space Lot, the Draft Planning Agreement provides to Council a 'pocket park' enabling a public connection between the Land and Park Street. The pocket park will also act as a buffer to the rear of the nearby heritage cottage by ensuring that no further development can occur on this lot that interferes with the setting of the heritage cottage.

*How the Draft Planning Agreement promotes the elements of the Council's Charter*

The Draft Planning Agreement promotes a number of the elements of the principles of local government in Chapter 3 of the *Local Government Act 1993* (formerly the Council's charter under section 8 of the *Local Government Act 1993*).

The Draft Planning Agreement promotes the following principles set out in section 8A of the *Local Government Act 1993*:

- Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- Councils should work with others to secure appropriate services for local community needs.

*Whether the Draft Planning Instrument Conforms with the Council's Capital Works Program*

The Draft Planning Agreement conforms with Council's capital works program.

*Whether the Draft Planning Agreement specifies that certain requirements must be complied with before a construction certificate, occupation certificate or subdivision certificate is issued*

The Draft Planning Agreement does not impose such requirements. Rather, it proposes the dedication of the Drainage Reserve Lot concurrently with the registration of Stage 2 of the subdivision and the dedication of the Open Space Lot concurrently with the registration of Stage 2 of the subdivision.