



Community Engagement Strategy & Policy

May 2013



A joint initiative of the WBC Alliance

Contents

Introduction.	3
Language and meaning	4
What are the risks associated with Community Engagement?	5
What are the guiding principles for community engagement?	6
What are the characteristics of successful community engagement in our Shire?	6
What level to use.	7
How will we implement the Community Engagement Strategy?	7
Principles of engagement?	8
Levels of community engagement?	8
When to Engage.	9
Factors affecting engagement.	10
When and how to engage – what are the Triggers.	11
Assessment Criteria.	12
Four tier Community Engagement Guide.	13
Engagement Matrix.	14
Engagement decision making guide.	15
When will Community Engagement occur?	16
What level of Community Engagement will occur?	16
How Community Engagement Activities will be managed.	17
Steps in planning community engagement and questions to ask.....	18

Introduction

Council is committed to improving quality of life in Blayney Shire through the involvement of the community in development of policies, programs and services. Council is also committed to ensuring that all views are considered through inclusive deliberation and active involvement of the community.

Engaging the community is required by all Councils under Council's Charter Section 8 of the NSW Local Government Act 1993. The charter comprises a set of principles, where eleven out of fourteen principles directly reflect why Council should engage the community. These principles include:

- to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively
- to exercise community leadership
- to exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism
- to promote and to provide and plan for the needs of children
- to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development
- to have regard to the long term and cumulative effects of its decisions
- to bear in mind that it is the custodian and trustee of public assets and to account for and manage the assets for which it is responsible
- to engage in long-term strategic planning on behalf of the local community
- to exercise its functions in a manner that is consistent with and promotes social justice principles of equity, access, participation and rights
- to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government
- to keep the local community and the State government (and through it the wider community) informed about its activities

For our Council to meet these principles, it needs to ensure that effective levels of engagement are implemented depending on the project's current impact on the community and into the future. This means that the Council needs to be open and accountable to the community and provide ample opportunity for feedback. Council also acknowledges that by involving a cross section of the community in a consultative process, it can make better decisions. Council also knows that strong relationships with the community is integral and is built on trust, goodwill and respect with the community. It is intended that this Community Engagement Strategy and Policy framework will give the community a clear understanding of:

- Council's commitment to Community Engagement
- when Community Engagement will occur
- what level of engagement will occur
- how Community Engagement process will be managed.

Language and meaning

- **Community Engagement**

Community Engagement is a term that covers all the ways a Council and its Community come together to improve decision-making, build relationships and partnerships, raising awareness and complementing representative democracy. It is a way of working side-by-side and building support for the shared goal of making the community a better place to live. Community engagement is an outcome. Engagement covers a wide variety of Council / Community connections, ranging from information sharing through community consultation to active participation in government policy development and its decision making processes.

Engagement acknowledges the right of citizens to have a say and to get involved in the business of Council. It is not about public relations or marketing a particular viewpoint or issue, rather it involves assisting Council to fulfil its obligations to the community having regard to the long term and cumulative effects of decisions. Effective community engagement allows Council to tap into diverse perspectives and potential solutions to improve the quality of its decision making.

- **Consultation**

The process of developing understanding of the issues and boundaries around a particular topic or issue before decisions are made. We consult with one another when the boundaries around a decision are not understood.

- **Communication**

The exchange of information. We communicate when the boundaries around a decision are understood.

- **Capacity building**

The development of knowledge, skills and attitudes to achieve a purpose.

- **Communities of interest**

All those who influence or are influenced by a particular proposed project, programme, issue or action

What are the benefits of Community Engagement?

- **It is central to participatory democracy**

Communities rightfully expect to have input into matters that affect them and seek involvement and engagement beyond the election of their political representatives. Community engagement complements the official electoral process and is a key method of participatory democracy.

- **Decision making is improved**

Better decisions are made when information and all points of view are heard and understood. Where feasible and desirable, Council's decisions need to match the needs and aspirations of the community.

- **It builds trust**

Trust and understanding are likely to grow in an environment where engagement and involvement is taken seriously and is well done.

- **It builds networks**

When we work together we build relationships and have the opportunity to form purposeful networks and partnerships. In this environment collaboration occurs more easily.

- **It helps build resilience and stronger communities**

Trusting, confident and involved communities tend to be stronger and able to respond to change and circumstances 'together', combining expertise, experience and resources.

What are the risks associated with community engagement?

- **The costs of poor engagement processes and tools**

Communities recognise poor engagement processes and tools. Poorly managed community engagement will lead to scepticism and loss of trust. You need to use the right process in the right way.

- **Managing expectations**

Engagement does not give decision-making powers to non-elected representatives. Sometimes engagement can raise unrealistic expectations of both Council and Community. Again, this is usually a product of poor practices.

- **Balancing the act**

More is not necessarily better. The most appropriate form of engagement needs to be understood and well undertaken.

- **Budget and project management**

Community engagement is 'part of' not an 'add on' to any project or programme.

- **The cost of not collaborating or sharing resources**

Working on things that matter to the community without engagement can lead to conflict and costly rework.

What are the guiding principles for community engagement?

The design and development of engagement activities in Blayney Shire will be guided by the following principles. We will strive to make all engagement – communication, consultation, involvement, collaboration and partnerships:

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

What are the characteristics of successful community engagement in our Shire?

These ‘characteristics of success’ will guide and inform how we design, implement and provide feedback on the outputs and outcomes of our community engagement activities:

- **The purpose of the engagement and how the input of the engagement will be used is clearly stated:**

The purpose of the engagement is to be stated clearly from the outset. Checking the understanding of the purpose should also be undertaken at the beginning of any interaction so there is no confusion or unrealistic expectations. Similarly how the engagement input will be used should also be stated from the outset.
- **Activities are timely, held at the right time and given enough time.**

Input is sought before decisions are made. Engagement activities are held so they do not clash with other events or activities; at a convenient time for those participating and enough time is given to discussion, comment capture and agreeing outcomes and actions.
- **Include all groups and organisations that have an interest in the engagement topic or issue**

This will include demographic groupings, different cultural backgrounds, social economic-groups and geographic representation.
- **Create safe space and a positive atmosphere**

Engagement should be seen as part of community life where people come together to discuss issues, opportunities and challenges. The atmosphere needs to be positive and welcoming, not combative. It should be a space where all alternatives can be explored in safety. Respect for one another and actively listening to understand the different points of view will help create ‘safe space’. Just as community views and priorities are heard, so too are Council’s views and priorities. It is a two-way activity.

- **Information is accessible**

Information is written in plain English so it is easily understood. The implications of the information are also explained.

- **Existing networks are used**

Communities are made up of different networks. Geographically based networks and communities of interested need to be understood and motivated to support engagement activities. Using this approach you are building and working from what already exists.

- **The capacity and capabilities of community leaders is developed and strengthened**

The capacity of community leaders within these networks is developed and strengthened. Each community engagement activity is an opportunity to learn more about our community and the things that affect the Shire. Engagement knowledge, skills and attitudes can be built both within Council and also with community leaders.

- **It is not a ‘one size fits all’**

Different processes and mediums are used to engage different groups in the community.

What level to use.

- The level of engagement is directly related to the complexity of the information needed and the degree of impact a project, programme or action could have on the community. The higher the impact, the more complex the information, the greater the potential risk within the decision and therefore the more engagement is needed.
- The following Impact/Complexity Matrix links the likely impact and complexity of information with the types of community engagement that might be considered.

How will we implement the Community Engagement Strategy?

This strategy aims to be a resource for Council to ensure that its engagement processes are appropriate, accessible, well-planned and integrated, and adequately resourced.

- **Objectives**

This Strategy strives to:

1. Provide a process for co-ordination of a strategic plan for Blayney that takes account of the broad community desires and expectations
2. Ensure that the views of a wide cross section of the community are incorporated into the process, by selecting engagement methods that are flexible, inclusive and appropriate to the people being consulted

3. Enable the development of a community “vision” for Blayney that will help guide subsequent Council strategic plans; and support ongoing opportunities for involvement in and shared “ownership” of Council’s decision making and strategy development
4. Keep the Blayney community well informed about issues, strategies or plans that may affect them
5. Assist Council in meeting its legislative requirements regarding community engagement
6. Provide staff with the support and training to conduct effective community engagement processes
7. Improve Council’s internal systems and procedures to ensure a co-ordinated and comprehensive approach to engagement.

- **Principles of Engagement**

The following principles underpin Blayney Shire Council’s approach to community engagement:

1. Integrity – where there is openness and honesty about the scope and purpose of engagement
2. Inclusion – where there is an opportunity for a diverse range of values and perspectives to be freely expressed and heard
3. Deliberation – where there is sufficient and credible information for dialogue, choice and decisions, and where there is space to weigh options, develop common understanding and to appreciate respective roles and responsibilities
4. Influence – where people have input in designing how they participate, when policies and services reflect their involvement and when their impact is apparent.

- **Levels of Community Engagement**

The level of community engagement will depend on the particular circumstances of the issue:

1. **Inform**

Information processes are “one-way” methods of engagement, often used to explain “why” a decision has been made or the processes used for making a decision. Used in isolation, they do not provide the community with the opportunity to express their views. Common methods for providing information are media releases, fact sheets, newsletters, websites and notification letters.

2. Consult

Consulting involves the exchange of information between the Council and the community. These processes are “two-way” methods of engagement, allowing community members the opportunity to express their opinions on a particular issue or proposal. Common methods for consulting include surveys, focus groups, staffed public displays and meetings.

3. Involve

This type of engagement requires Council to actively seek the involvement of the affected community as part of the planning and decision making process. Community members have the opportunity to be involved in discussion and debate and to influence Council’s decision-making. Common methods of involving the community include advisory committees, community workshops and site meetings.

4. Collaborate

Engagement at a collaborative level provides the community with a high level of involvement in Council’s decision-making. This type of community engagement encourages community members to be involved in identifying solutions to local issues. Collaboration encourages community involvement up front and is focussed on finding the best possible result for the community as a whole. Common collaboration methods include community reference groups, community design teams, and forums.

5. Empower

This places the final decision-making in the hands of the public. Common methods include ballots, constitutional referenda, and delegated decisions.

When to Engage?

Council **must** consult when:

- It is required by legislation
- It wants to identify community issues, needs and priorities

Council **should** consult when:

- Any proposed changes will impact on current users or customers of a Council service or facility
- Any proposed changes which will affect the rights or entitlements of community members, including minority groups
- There is potential impact on surrounding neighbours
- It wants to monitor customer satisfaction with Council’s services facilities

- There is a level of controversy or sensitivity about a particular issue
- There is conflict among community members about an issue.

Factors affecting Engagement

A number of factors impact the effectiveness of community engagement, such as access, resources and timeframe.

1. Access

Community members should have equal opportunity to participate in community engagement processes. Therefore, access is a critical issue to consider when planning community engagement. In this instance, access refers to any barriers that may impede a person's ability to participate. Specific areas to consider include:

- Selecting a venue and engagement technique appropriate to the people involved in the community engagement (e.g. Aboriginal and Torres Strait Islander people; people from diverse cultural and linguistic backgrounds; people with disabilities; older and young people)
- Ensuring venues are accessible to wheelchairs and have appropriate facilities (e.g. Disabled toilets)
- Ensuring community education and information is easily understood
- Being aware of and supporting any potential language, sight or hearing impairments
- Promoting the engagement in a manner that reaches a wide cross-section of the community (e.g. Newspapers, schools, local radio, etc)

2. Resources

Another key component in community engagement is adequate resourcing. Effective community engagement requires sufficient resourcing in terms of finance, staff time and materials.

3. Timeframe

Sufficient timeframes are critical to give participants time to provide feedback or attend consultation displays/meetings and to incorporate feedback into Council's processes. Time constraints should not compromise Council's engagement with the community.

When and how will we engage – what are the triggers?

Various factors influence the need to engage with the community on a specific issue. On an overall basis community engagement has two principal components for these purposes.

- The first is at an overarching Strategy Planning level. This is the process adopted by Council to support development of a Community Strategic Plan that will determine priorities and community vision for the future. This Plan will also consider the varying strategies that both the community, and the Council, may adopt to give effect to the vision.
- The second component to community engagement surrounds the body of techniques and approaches that develop and sustain working relationships between Blayney Shire Council and the wider community. The triggers for the level and type of engagement will be determined by Council's assessment of the likely impact on the community, and on the complexity of the issue to be addressed. These levels of engagement will follow four of the stages outlined previously (viz: Inform; Consult; involve; and/or collaborate).

Assessment criteria

The examples provided below are indicative, not prescriptive: each issue should be considered on its merits.

Level of Impact	Criteria (one or more of the following)	Examples
Level A High Impact - Blayney Shire High level of impact or risk, perceived or real, on the whole or a large part of Blayney Shire	<ul style="list-style-type: none"> Potential high impact on State or regional strategies or directions High level of real or perceived impact or risk across Blayney Shire Any significant impact on attributes that are considered to be of high value to the whole of Blayney Shire, such as the natural environment or heritage Any impact on the health, safety or well-being of the Blayney Shire community Potential high degree of controversy or conflict Likely high level interest across Blayney Shire 	<ul style="list-style-type: none"> Shire wide or regional plans A change to land categorisation i.e. selling land Disability action plan Strategies, plans or policies, e.g. Culture, Youth, Aged Removal of a facility or service catering across Blayney Shire, e.g. Library Services Provision of a district or regional facility, e.g. skate park, indoor sports centre Key changes to a Blayney Shire wide service, e.g. waste management Changes to or impact on natural bushland or waterway (where the natural values could be affected)
Level B High Impact – Local High level of impact or risk, perceived or real, of a local nature, e.g. a local area, specific community or user group	<ul style="list-style-type: none"> High level of real or perceived impact or risk on a local area, small community or user group(s) of a specific facility or service The loss or significant change to any facility or service to a local community Potential high degree of controversy or conflict at the local level 	<ul style="list-style-type: none"> Removal or relocation of a local playground Change to or loss of valued activity or program, e.g. local youth activity Re-development of a sportsground Major development or redevelopment of non-regional parks Local street road closure Increase or removal of car parking in local shopping centre
Level C Lower Impact – Blayney Shire Lower level of impact on the whole or a large part of Blayney Shire	<ul style="list-style-type: none"> Lower, although still some real or perceived impact or risk across Blayney Shire Potential for some controversy or conflict Potential for some although not significant impact on State or regional strategies or directions 	<ul style="list-style-type: none"> Improvements to a Blayney Shire wide service, e.g. Library Services Upgrade of a district or regional facility Changes to Customer Services processes, e.g. payment of rates Most changes to fees and charges (unless contentious) Provision of a community wide event Review of community needs, e.g. recreational needs assessment
Level D Lower Impact - Local	<ul style="list-style-type: none"> Lower level of real or perceived impact or risk on a local area, small community or user group(s) of a specific facility or service Only a small change or improvement to a facility/ service at the local level Low or no risk of controversy or conflict at the local level 	<ul style="list-style-type: none"> Upgrade of a local playground Local street or streetscape upgrade Changes to a local activity program, e.g. timing or venue/location

Four tier community engagement guide

A four tier level of community engagement is used to guide Council's approach to conducting consultation.

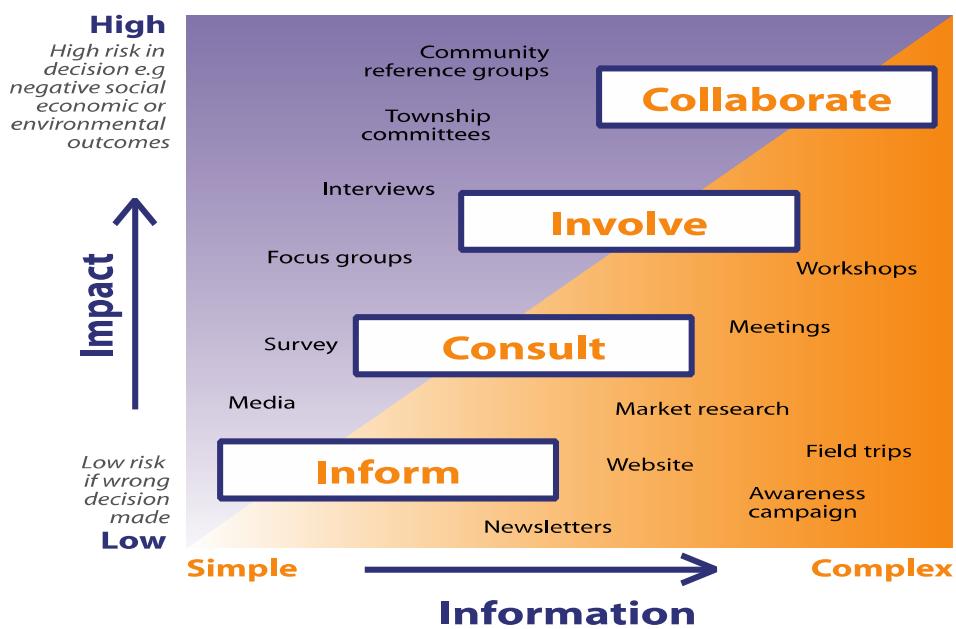
Typical Level of Engagement	Definition	Typical highest level of impact
1. Informing	<ul style="list-style-type: none"> • Advising the community of a situation or proposal • Informing on a decision or direction • Providing advice on an issue • No response is required, although people are free to seek a further level of participation 	<ul style="list-style-type: none"> • Level A • Level B • Level C • Level D
2. Consulting	<ul style="list-style-type: none"> • Undertaking market research to identify needs or issues • Seeking comment on a proposal, action or issue • Seeking feedback on a service or facility • Requiring a response, but limited opportunity for dialogue • Option for people to seek a further level of participation 	<ul style="list-style-type: none"> • Level A • Level B • Level C • Level D
3. Involving	<ul style="list-style-type: none"> • Involving the community in discussion and debate • Ensuring informed input through briefings and information • Adopting a more personal and innovative approach through personal contact meetings/sessions that encourage participation • Involving at different times in the planning process, i.e. keeping informed and enabling further comment 	<ul style="list-style-type: none"> • Level A • Level B
4. Collaborating	<ul style="list-style-type: none"> • Establishing a structure for involvement in decision-making, e.g. committee • Enabling ongoing involvement and keeping informed • Allocating responsibility in achieving initiatives 	<ul style="list-style-type: none"> • Level A • Level B

The engagement approach applied in each instance will be influenced by the assessed impact level. The impact and complexity level for any given matter will tend to reflect the engagement. The higher the impact, the greater the level of engagement.

Engagement matrix

The level of engagement that may be required is illustrated in the following diagram, giving an indication of the relationship between the degree of impact and the complexity of the information.

Impact/Complexity Diagram



This decision diagram is based on:

- Likely risk, and
- Complexity of the information which needs to be understood for a sound decision.

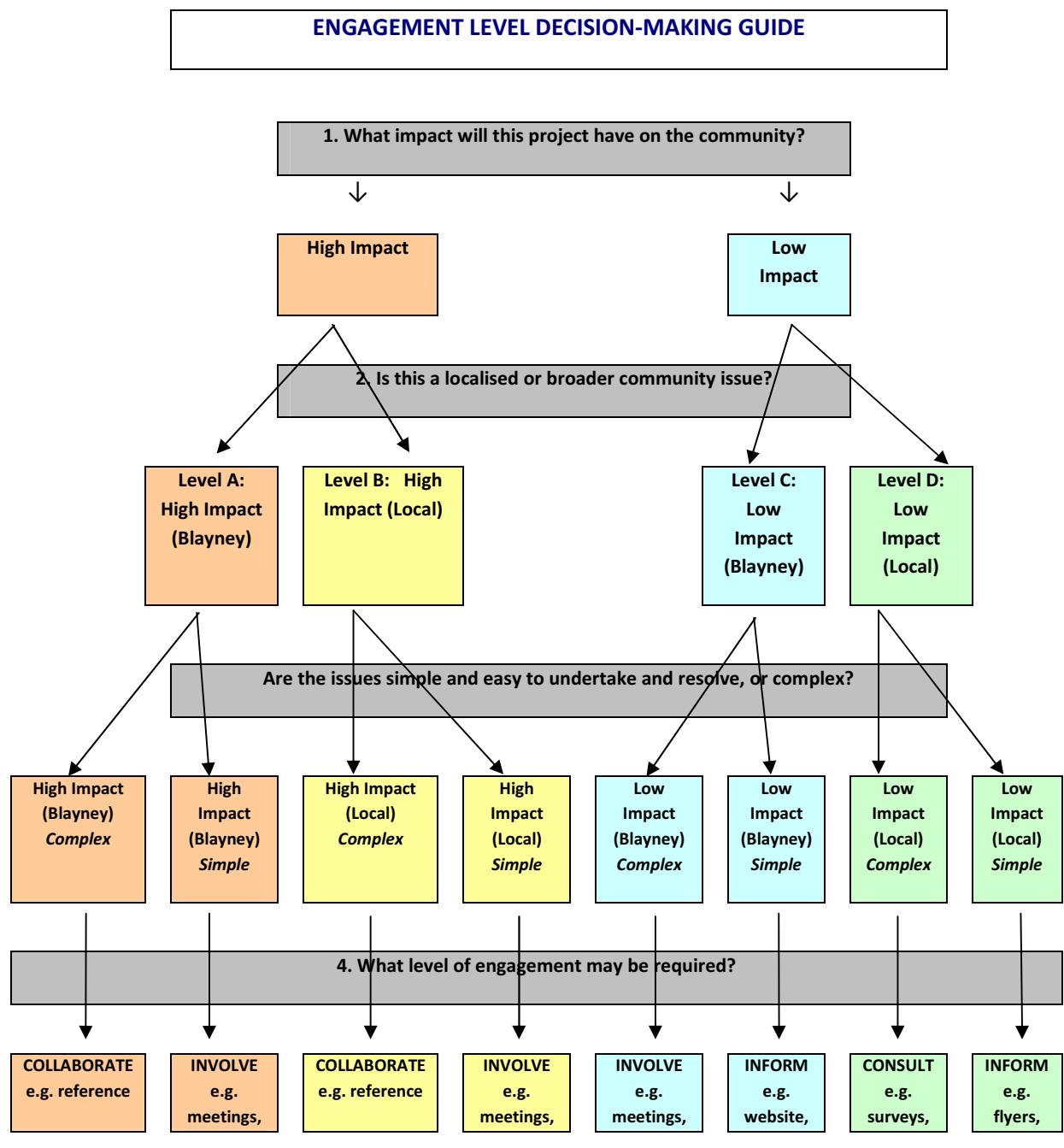
The example methodologies are indicative only of some of the numerous types of community engagement tools that Council may utilise.

Selection methodologies will depend on the outcomes of research that will include demographic, technical, legal and financial data. Recommendations and information provided by Council will, in all cases, be evidence based.

Engagement decision making guide

How the assessment of impact, locality or scope, and complexity works in practice is illustrated in the Engagement Level Decision-Making Guide below.

Council first evaluates the likely impact of the issue or project on the community and Council, and then asks whether it is a local issue or one with ramifications across the entire Shire. Council then considers whether the issue is easily understood or more complex before deciding on the methodologies of engagement. For many issues, it's typical that multiple types of engagement will occur, for example, letter box drops, surveys, focus groups, information sessions and one-on-one conversations.





When will Community Engagement Occur?

Council will engage the community in the following areas:

- **Strategy Planning**

This refers to the development of strategic plans and projects that inform the Management Plan and Business Plans

- **Policy Development and Implementation**

This includes any policy development that has a direct impact on the community

- **Site Specific**

This refers to any changes to a site that may have impact on the community

- **Service Planning**

This includes the development and/or improvement to a service

- **Areas of improvement**

This refers to any improvement required to increase the quality of lifestyle for the community e.g. shopping areas, open spaces, etc

- **Legislative Requirements, including planning issues**

This refers to all prescribed plans and projects under the Local Government Act (1993) and other relevant Acts

What level of Engagement will occur?

Council will call for different levels of engagement depending on the issue, and it's immediate or long term impact on the community. The levels of engagement with the community may include:

Level 1	Inform	Giving information to the community
Level 2	Consult	Obtaining community feedback
Level 3	Involve	Participating directly with the community
Level 4	Collaborate	Partnering with the community to create solutions

How will Community Engagement Activities be managed?

Community engagement activities will include the following elements:

- **Management of the Community Engagement Activity**

Each community engagement activity will be the responsibility of the Manager within the lead unit

When planning community engagement, Managers need to ensure that resources (staff and finance) for engagement activities across Council are effectively allocated and managed. Where possible combine engagement activities with other activities that target similar communities

- **Community Representation**

In planning community engagement, Council will ensure that every effort is made to:

Attract and reach a cross section of the community by using a wide range of communications methods

Invite specific targeted community groups as identified in the project

Accommodate participants' cultural, language and special needs

Involve community groups who are sometimes hard to reach i.e. young people, people with disabilities, women, and people from ATSI backgrounds

- **Reporting back to Participants and the Community**

Upon completion of a community engagement activity, outcomes from the activity will be communicated to all participants and the community

A report will be developed outlining the community engagement outcomes, considerations, and recommendations made by Council

- **Evaluation of Community Engagement**

Upon completion of a community engagement activity, an evaluation will be conducted to assess:

Community representation

Type of communications publicity methods most suitable

Methods utilised for engaging the community

Timing i.e. promotion time and time of the actual activity

Qualitative and quantitative information gained and gathered

These assessment results will be used to improve future engagement plans and processes.

Steps in planning community engagement and questions to ask

When undertaking community engagement, Council will follow six steps and ask a series of associated questions:

Establish the level of impact and complexity of the project, programme or action***Council will ask:***

- What is the likely impact of the project, programme, issue or action on the community? High? Low? Or somewhere In-between?
- Is it localised or does it involve the broader community?
- Is the issue or project straightforward and easy to understand or is it and the implications, complex?
- Where does it sit on the Risk/Complexity matrix?

Identify all those communities of interest who have an interest around the issue***Council will ask:***

- Who has an interest in this project, program, issue or action?
- List all the individuals, groups and organisations.
- Make sure those who engage are 'representative' of all these relevant communities of interest

Plan the engagement process and gather or develop relevant information and resources***Council will ask:***

- What is the purpose of the engagement?
- What processes will we use?
- What information do people need to engage well?
- If there is an engagement event, what are the logistics of the event we have to organise e.g. venue, catering, materials, technology

Engage the relevant and identified communities of interest***Council will ask:***

- Have we given people enough notice?
- Does it clash with another event or priority in the community?
- Have we considered the convenience of participants?
- Am I fully prepared for the engagement?
- How we made it clear what the purpose of the engagement is?
- Does everyone know how their input will be used?

Feedback results of engagement and decision making if relevant***Council will ask:***

- Have we let participants know and got agreement over how their input will be used?
- Have we let people know the outcome of their input?

Evaluate the process***Council will ask:***

- What would we do differently next time to improve the process?

	Date	Minute No.
First Adopted:	11/02/2013	1301/006
	10/05/2013	
Last Reviewed:	01/04/2017	

BLAYNEY LOCAL INFRASTRUCTURE CONTRIBUTIONS PLAN 2013

Item	Description	Cost	Staging	Priority for funds pooling	Item No. on map
TRANSPORT					
Category 1 Rural Roads					
Hobby's Yards Road	Rehabilitation - 2.2km	\$815,308	2015/16	A	1
	Rehabilitation - 1.2km	\$484,536	2018/19	B	2
Mandurama Road	Rehabilitation - 2.2km	\$838,951	2016/17	B	3
	Rehabilitation - 0.97km	\$391,667	2018/19	B	4
Belubula Way	Rehabilitation - 1.4km	\$615,913	2021/22	C	5
Three Brothers Road	Rehabilitation - 1.1km	\$431,641	2017/18	B	6
	Rehabilitation - 2.2km	\$914,077	2019/20	C	7
Category 2 Rural Roads					
Barry Road	Rehabilitation - 2.2km	\$726,000	2013/14	A	8
	Rehabilitation - 0.8km	\$271,656	2014/15	A	9
Garland Road	Rehabilitation - 1km	\$349,418	2015/16	A	10
	Rehabilitation - 2.2km	\$791,011	2016/17	B	11
Moorilda Road	Rehabilitation - 1km	\$369,978	2017/18	B	12
	Rehabilitation - 1.2km	\$443,973	2017/18	B	13
	Rehabilitation - 2.2km	\$837,555	2018/19	B	14
	Rehabilitation - 2.2km	\$861,844	2019/20	C	15
	Rehabilitation - 0.6km	\$241,865	2020/21	C	16
Tallwood Road	Rehabilitation - 1.25km	\$436,772	2015/16	A	17
Browns Creek Road	Rehabilitation - 2.2km	\$912,556	2021/22	C	18
Newbridge Road	Rehabilitation - 1.4km	\$475,398	2014/15	A	19
	Rehabilitation - 1.6km	\$644,973	2020/21	C	20
Bridge Replacement Program					
Newbridge Road, Blayney	Reconstruct bridge	\$895,309	2012/13	A	21
Garland Road, Garland	Reconstruct bridge	\$506,776	2012/13	A	22
Sub total - Transport		\$13,257,176			
BUILDINGS AND OTHER STRUCTURES					
Renewal Works					
Tennis Shed	Demolish	\$5,000	2016	B	23
Toilet Block - Carcoar (Sportsground)	Drain downpipe away from building	\$500	2015	A	24
Toilet Block - Lyndhurst Sportsground	Replace Septic tank	\$10,000	2015	A	25
Toilet Block - Mandurama Recreation Ground	Replace septic system	\$10,000	2017	B	26
Toilet Block - Neville Memorial Park	Water Pressure Pump renewal	\$1,000	2015	A	27
Kiosk	Drain downpipes away from building	\$500	2015	A	28
Pavilion / Kitchen	Replace Roof, Facia & Gutters	\$18,000	2017	B	29
Tennis Shelter / Shed	Hand rail - rear stairs	\$1,200	2017	B	30
Centrepoint Sports Centre/Pools	Various Works (Yr 1 - 4)	\$60,000	2015	A	31
Change Room - Carcoar Sportsground	Repair timber floor	\$2,000	2016	B	32
Council Chambers / Offices	Various Works (Yr 1 - 4)	\$120,000	2015	A	33
Workshop/Store	Repairs / replace sheeting	\$1,000	2015	A	34
Upgrade / New Works Program					
Blayney Shire Community Centre	New Centre	\$2,053,000	2013	complete	35
Showground Hall	Bird proofing, Insulation, footpath, stormwater & electrical works	\$52,000	2015	A	36
Toilet Block - Mandurama Recreation Ground	Disabled toilet addition	\$40,000	2025	C	37
Toilet Block - Napier Oval - NEW	New Toilet Block	\$80,000	2016	B	38
Tennis Shed	New Shelter with lockable end	\$12,000	2016	B	39
Change Room - Carcoar Sportsground	Stormwater - Drain away from building	\$200	2016	B	40
Sub total - Buildings and Other Structures		\$2,466,400			

PARKS AND GARDENS

Renewal Works

Community Centre Precinct - Blayney	Community Centre Carpark	\$40,000	2014	A	41
Heritage Park & Tennis Centre - Blayney	Shadesails (4)	\$174,324	2022	C	42
Naylor Street Sportsground - Carcoar	Tennis Court Surface renewal (1)	\$48,000	2021	C	43

Capital Upgrade / New Works Program

Blayney Showground	Oval irrigation scheme	\$100,000	2017	B	44
Blayney Community Centre Precinct	Community Centre Carpark Upgrade works	\$20,000	2016	B	45
Carcoar CBD Precinct	Overnight Caravan parking facility	\$20,000	2020	C	46
Naylor Street Sportsground - Carcoar	Carcoar Sportsground Enhancement Plan (Shade trees, upgrade fencing etc)	\$25,000	2021	C	47
Lyndhurst CBD Precinct	Overnight Caravan parking facility (include in Sportsground carpark)	\$20,000	2015	A	48
Mandurama CBD Precinct	Overnight Caravan parking facility	\$20,000	2022	C	49
Recreation Ground - Mandurama	Concrete pad for basketball hoop	\$1,000	2017	B	50
Redmond Oval - Millthorpe	Tennis Court Lighting	\$50,000	2023	C	51
Redmond Oval - Millthorpe	Install bubbler at Skate Park	\$10,000	2016	B	52
CBD Precinct - Neville	Overnight Caravan parking facility	\$20,000	2023	C	53
CBD Precinct - Newbridge	Overnight Caravan parking facility	\$20,000	2021	C	54

Sub total - Parks and Gardens

\$568,324

TOTAL FOR ALL INFRASTRUCTURE

\$16,291,900

Leviable population	7500
Contribution rate per person	\$2,172.25
Contribution rate per dwelling	\$5,647.86

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN	DELIVERY PLAN	MEASURE	OPERATIONAL PLAN			COMMENT
			DIRECTOR	MEASURE	ONGOING REF. & RISK	
STRATEGIC DIRECTION 1: GROW THE WEALTH OF THE SHIRE						
1.1	Maintain and strengthen partnerships with organisations responsible for natural resource management	Attendance at meetings	Ongoing liaison and support and participating local CMA's and Landcare groups.	Meetings attended. Partnership activities undertaken.	DPES	X
1.1.1	1.1.1	1.1.1.a	Ongoing liaison, support and participation in CENTROC.	Meetings and on-going initiatives undertaken.	DPES	X
1.1.2	Promote sustainable development and protection of our natural resources through the planning system.	Review of LEP and Council	Actively support local CMA's and Landcare Groups.	Meetings and activities undertaken.	DPES	X
1.1.3			1.1.2.a	Disseminate information to the community as it becomes available	Information disseminated to the public	DPES
1.1.4			1.1.2.b	BLEP2011 and DCP maintained in accordance with statutory requirements and any Council adopted studies	Ongoing maintenance and review of BLEP 2011 and DCP	DPES
			1.1.3.a	Provide technical advice/planning advice to sector as required.	Provision of advice as requested.	DPES
			1.1.3.b	Seek funding opportunities for production of economic development strategy	Grant application lodged.	DCS
			1.1.4.a	Participate in individual Mine Community Consultative Committee Meetings.	Attendance at meetings, communication of meeting outcomes to Council.	DPES
			1.1.4.b	Actively contribute to Cadia Mine Communities initiatives.	Provide information to community groups, as appropriate.	DPES
			1.1.4.c			X

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN						
DELIVERY PLAN			OPERATIONAL PLAN			
CSp Ref.	DP Ref.	Task	Measure	Task	Measure	Comment
						3RD QUARTER REPORT
						COMPLETENESS ONGOING DIRECTOR MEASURE TASK REF. CSp Ref.
1.2	1.2.1	Manage the development of mining as it develops in the Shire in order to preserve sustainable industrial diversity into the future.	Industry meeting. development.	Policy	Encourage and support cooperation of mining industry in relation to the environment and addressing mining impacts; and review Council's land planning with the provision of information regarding industry growth and future land requirements and other industry information.	Meetings and interaction undertaken.
1.2	1.2.1.1			1.2.1.a	Address issues in Council's response to any proposed mining activities in Blayney Shire.	Meetings with current mining company/s during period and meetings with prospective miners during period.
1.2	1.2.1.2	Improve transport linkages across the Local Government Area to support the mining industry.	Development of work plan.	1.2.1.b	Provide for the upgrade of road linkages supporting the Cadia Valley district.	Assistance provided as required/requested during period
1.2	1.2.2			1.2.2.a	Projects completed within budgetary constraints.	Assistance provided as required/requested during period
					Attend Roads and Maritime Services Regional Consultative Committee and Public Engagement Group (PEG) meetings on a regular basis.	Works completed on Forest Reefs Rd (CH. 5000 - 5920) upgrade. Routine maintenance works continue.
					Meetings attended.	DIS
						X Annual Regional Consultative Committee meeting attended in October. Quarterly PEG meeting attended in December.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN		DELIVERY PLAN		OPERATIONAL PLAN		3RD QUARTER REPORT	
MEASURE	ACT	MEASURE	ACT	MEASURE	ACT	COMPLETION	COMMENT
1.2.3	Build meaningful relationships between the mining industry and community.	Established communication channels. Attendance at meetings. Working relationships and cooperation. Mutual projects.		Participate in the Association of Mine Related Council's meetings.	Attendance at meetings.	GM X	Association meetings attended during period
1.3	Implement Blayney Shire Tourism Plan	Implementation of plan and targets. Tourism business thriving		Advocate the upgrading of the Blayney - Demondrille Railway to support the transport of bulk materials to/from the Blayney Local Government Area.	Meetings and interaction undertaken	GM, DIS X	The 5 Council group meetings attended, progress occurring with state agencies and private sector, meeting with commonwealth being arranged.
1.3.1				Develop and market tourism products	Participation in marketing campaigns.	DCS X	Working with Central NSW Tourism in a number of campaigns.
1.3.1.1				1.3.1.a	Identify new and developing products and commercial opportunities.	DCS X	Ongoing.
1.3.1.2				1.3.1.b	Implement the tourism/visitor strategy for Blayney Shire that increases visitation and length of stay and yield.	DCS X	Some actions commenced. Ongoing.
1.3.2	Develop a structure to effectively support and grow tourism and local business.	Structure in place. Productive meetings.				DCS	Planned for future years.
1.4	Work with the community and organisations within the region to develop a recognised brand for the Blayney Shire.	Brand developed				DCS	Planned for future years.
1.5	Advocate for increased funding for transportation assets through Federal and State programs	Representations made to relevant agencies		Meet with Australian and NSW Government Transport Department representatives on a regular basis.		GM, DIS X	Meetings held Minister Gay and dept staff, as to rail and last mile road provisions for regional transport delivery.
1.5.1		1.5.1.a		Representations made by Transport Council.			

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN		DELIVERY PLAN		OPERATIONAL PLAN		3RD QUARTER REPORT	
CSP Ref.	Task	Measure	Key Result	Task	Measure	Key Result	Comment
							OnGoing Complete DPES DCS
	Promote sustainable energy development and use within the Shire.	Provision of information.		Provide information to public regarding sustainable energy practices e.g. BASIX	Information provided to public	X	Information provided to public during period
1.5.2			1.5.2.a				
1.6	Seek opportunities to build a vibrant local retail and business sector.	Cooperative projects. Opportunities identified and followed up.					
1.6.1							Planned for future years.
1.6.2	Build and retain relationships with government bodies and NGO's to assist small business	Productive relationships. Number of activities.					Planned for future years.
1.6.3	Support and encourage the establishment or expansion of local businesses	New businesses. Empowered local business.					Planned for future years.
1.6.4	Develop an environment that will attract technology or internet based industry to come to Blayney.	Establishment of technology industries and technologies.					Planned for future years.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN	DELIVERY PLAN	MEASURE	OPERATIONAL PLAN			COMMENT
			DIRECTOR	MEASURE	ONGOING REPORTS	
STRATEGIC DIRECTION 2: A CENTRE FOR SPORTS AND CULTURE						
2.1	2.1.1	Encourage development of a calendar of sport and cultural events.	Information provided on web site and updated by sporting groups.			DCS
	2.1.2	Engage with key groups and organisations with a view to developing community partnerships for conducting activities and programs.	Participation of organisations.			DCS
	2.1.3	Engage with the Shire youth to facilitate progress and activities across the Shire.	Youth activities held. Youth Council.	Meetings of Youth Council.	Consultation through Youth Council meetings held in partnership with Blayney High School	Attendance at meetings.
	2.1.4	Work proactively with the community groups to assist with event management.	Develop Community events guide and policies.	2.1.3.a 2.1.3.b	Youth activities held in Shire during Youth Week.	Grant submission and acquittal completed in accordance with requirements.
	2.1.5	Encourage and facilitate an active and healthy community by developing accessible programs through Centrepoint and local sporting groups.	Develop programs and activities with the community. Maintain facilities in accordance with financial estimates.	2.1.4.a 2.1.4.b	Develop a how to guide to conduct community events available.	Guide to organising community events available.
2.2	2.2.1	Encourage active participation in sport.	Participation in Regional Sport promotions.	2.2.1.a 2.2.1.b	Review and update Council policy for holding events at Council facilities.	Policy review and updated.
						Ongoing. Policy to be revised and updated.
						Promotion of CentrePoint activities and facilities carried out during period
						Awaiting membership renewal.
						Working with Radio 2BS to promote awards program.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN	DELIVERY PLAN	MEASURE	TARGET	OPERATIONAL PLAN		COMMENT
				ONGOING	COMPLETED	
2.2.2	Establish and support a community based representative body for sporting groups.	Report written and council established Scholarships awarded		Participate in programs and maintain Council's membership to Regional Music Programs.	Membership renewed.	DIS DCS X Planned for future years.
2.3	Encourage participation and continue relationships with music organisations.		2.3.1.a	Continue partnership in the Blayney Shire Music Scholarship program with regional partners	Music scholarships awarded.	DCS X Auditions held 22/09/2012. Scholarship awardees to be advised by Mitchell Conservatorium and Orange Regional Conservatorium.
2.3.1			2.3.1.b	Actively support and promote the Arts Outwest division of NSW Ministry of the Arts.	Programs promoted in the Shire	DCS X Ongoing.
2.3.2	Develop partnerships with other arts organisations to help deliver arts and cultural activities	Arts and cultural activities coordinated.	2.3.2.a	Develop marketing and promotional information for website and distribution to promote use of the facility.	Marketing and promotional information developed	DCS X Updates to Council, Trade Investment and Arts NSW Cultural Facilities Directory websites undertaken.
2.3.3	Encourage the use of the Blayney Shire Community Centre as a facility for arts and culture.	Use of facility.	2.3.3.a	Maintain and operate Blayney Library	Maintain membership of Central West Libraries	DCS X Membership renewed.
2.3.4	Provide library services in the Blayney Shire	Usage of library services	2.3.4.a	Proceeds from sale of surplus Council assets restricted for future infrastructure purpose (i.e. Infrastructure Reserve)	Funds transferred	DCS X Ongoing.
			2.3.4.b			

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN	DELIVERY PLAN	MEASURE	STRATEGIC DIRECTION 3: PRESERVE AND ENHANCE OUR HERITAGE AND RURAL LANDSCAPES			COMMENT
			DIRECTOR	MEASURE	3RD QUARTER REPORT	
3.1	3.1.1	Protect and enhance biodiversity, native, vegetation, river and soil health.	Developed strategies for protection	Assess all DA's with appropriate regard to the minimisation and mitigation of loss or harm to native vegetation.	Proper regard given to native vegetation in DA Assessment/Determination.	DPES X Applied to all applications assessed/determined during period
			3.1.1.a	Engage with CIMA's and Landcare group to promote value of retention of native vegetation	Attendance at meetings and availability of information.	DPES X Meetings attended and available information considered during period
			3.1.1.b	Mapping and calculate area of remnant native vegetation in Blayney Shire	In consultation with Centroc identify remaining native cover mapped in BLEP 2011.	DPES X Initial discussions held with Lachlan CMA and Central West CMA re availability of mapping during period
			3.1.1.c	Identify suitable planting areas	Areas identified and mapped.	DIS X Locations identified as part of draft village enhancement programs
	3.1.2	Facilitate the delivery of more planting on Council owned and controlled land.	Compliance with strategy	3.1.2.a	Complete Roadside Vegetation Management Plan (RVMP)	DIS X Draft study and prioritisation report prepared, Central West CMA regional project application successful for Roadside Veg. project.
				3.1.2.b	Completed RVMP	DIS X
3.2	3.2.1	Adopt and implement the Draft Integrated Water Cycle Management Plan.	Implementation of agreed activities and tasks	3.2.1.a	Prepare a report for Council consideration to adopt IWCM Plan	DIS X Awaiting Ministerial signoff
		Enhance the community's understanding of biodiversity issues and work towards positive behavioural change	Research resourced and made available.	3.2.2.a	Number of meetings attended	DPES X Meetings attended during period

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN	DELIVERY PLAN	MEASURE	OPERATIONAL PLAN			COMMENT
			3.3.1	3.3.2	3.3.3	
3.3	Pursue recognition of heritage items in draft LEP 2011.	Information to public advice	Heritage	3.3.1.a	Implement heritage matters adopted in the BLEP 2011	DPES
				3.3.1.b	Review and promote Heritage Grants program	DPES
				3.3.1.c	Provide quality functional and accessible heritage advice	DPES
	Identify items of natural heritage in Blayney Shire.	Information to public advice	Heritage	3.3.2.a	Source funding for natural heritage research and identification	DPES
				3.3.2.b	Promote advantages of heritage listing and availability of funding/grants through Heritage branch and Council.	DPES
					Public information made available. Number of local grants made.	X
3.4	Pursue sustainable land use practices based on the protection and restoration of natural resources, innovative land use policies and government and community partnerships.	Develop partnerships with relevant organisations.		3.4.1.a	Regularly attend and participate in local Catchment Management Authority meetings/workshops	DPES
				3.4.1.b	Liaise with and support local Bushcare and Landcare groups.	DPES
				3.4.1.c	Investigate/review best practice in local government related to sustainable land use practices for urban and rural areas.	X
					Review information as available.	Information reviewed as it becomes available and it is considered for use in Blayney Shire Council

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN						
DELIVERY PLAN		OPERATIONAL PLAN				
MEASURE	TARGET	STRATEGIC DIRECTION 4: DEVELOP AND MAINTAIN SHIRE INFRASTRUCTURE				
		ASSET MANAGEMENT	INFRASTRUCTURE	DIRECTOR	ONGOING	COMMENT
4.1	4.1.1	Manage Local Road Network to agreed service levels.	Performance budget/time/quality. Meeting service levels. Customer request system.	Sealed roads are provided to meet the needs of road users within financial constraints.	Asset inspections undertaken in accordance with Asset Management Plan. Construction undertaken, as per budget. Reseal program, as per budget. Record customer issues and monitor response times.	DIS X
4.1	4.1.1.a			Unsealed roads are maintained in accordance with Council's Asset Management Plan and financial constraints.	Asset inspections undertaken in accordance with Assets Management Plan. Gravel re-sheeting program undertaken, as per budget. Length of road maintained (e.g. Graded, patched, table drains) for each classification. Record customer issues and monitor response times.	DIS X
	4.1.1.b				Asset inspections	Gravel resheeting programme continues with focus on disaster funding delivery.
	4.1.1.c			Bridges and major culverts are maintained in accordance with Council's Assets Management Plan and financial constraints.	DIS X	Bridge structure deficiencies continue to be identified

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN					
DELIVERY PLAN			OPERATIONAL PLAN		
CSP Ref.	ASSET	MEASURE	ASSET	MEASURE	3RD QUARTER REPORT
					COMPLETION COMMENT
4.1.2	Manage Regional and State Road Network to agreed service levels.	Service levels provided in accordance with State Government funding.	Sealed roads are maintained in accordance with Council's Assets Management Plan and financial constraints.	Asset inspections undertaken in accordance with Asset Management Plan. Construction program designed and implemented in line with financial constraints. Record customer issues and monitor response times.	 ONGOING  DIRECTOR  MEASURE  ASSET  REF.  CSP Ref.
4.1.3	Ensure Ancillary Road facilities are serviceable and in line with current standards e.g. footpaths, cycleways, kerb and gutter, bus stops etc.	Performance budget/time/quality. Meeting service levels. Customer request system.	Footpaths and cycle ways are provided to meet the needs of pedestrians within financial constraints.	Asset inspections undertaken in accordance with Asset Management Plan Construction program designed and implemented in line with financial constraints. Construction program designed and completed as per budget constraints. Record customer issues and monitor response times.	 ONGOING  DIRECTOR  MEASURE  ASSET  REF.  CSP Ref.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

STRATEGIC PLAN	DELIVERY PLAN	MEASURE	TARGET	OPERATIONAL PLAN		COMMENT
				ONGOING DIRECTOR	COMPLETED	
DP Ref: 3		Traffic facilities are provided, in accordance with Council's Asset Management Plan, to enhance road safety.	4.1.3.e	Asset inspections undertaken in accordance with Asset Management Plan.	DIS X	Council continues to address customer complaints in reactive manner due to limited resources.
DP Ref: 4		Street lighting is provided to meet the needs of road users and reduce Council's costs.	4.1.3.f	Construction program developed in line with financial constraints. Record customer issues and monitor response times.	DIS X	Essential Energy continues to undertake street lighting maintenance program
DP Ref: 5		Street cleaning is undertaken, as required.	4.1.3.g	Compliance within Australian Standards is maximised as funding permits.	DIS X	Street cleaning undertaken as required.
DP Ref: 6		Source road making materials in environmentally responsible manner.	4.1.4	Street cleaning program is developed and implemented.	DIS X	
DP Ref: 7		Regulatory compliance	4.1.4.a	Asset inspections carried out. Performance reports developed to identify legislative requirements.	DIS X	Injury survey undertaken on quarterly basis. Production Managers appointed
DP Ref: 8			4.1.4.b	Manage contractors engaged in the processing of road making materials to ensure legislative compliance	Review Contractors and Performance	Contractors plant inspected as required
DP Ref: 9			4.1.4.c	Road making materials stocks are maintained at a level to ensure timely supply for works.	Stockpile levels are monitored on a regular basis. Road making materials availability is linked to works program.	Crushing operations continue subject to demand for materials.
DP Ref: 10			4.1.4.d	Closed gravel pits are rehabilitated	Pit Management Plans are developed	Plans not commenced due to resourcing constraints.
DP Ref: 11			4.1.4.e	Road making supplies are sought to ensure future needs are met	New road making supply sources are identified.	Project not commenced.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

STRATEGIC PLAN	DELIVERY PLAN	MEASURE	OPERATIONAL PLAN			COMMENT
			DIRECTOR	MEASURE	3RD QUARTER REPORT	
DP Ref: 3.2	Implement the Blayney Shire Council Asset Management Plan	Quantity and quality of information allocated	DIS	X	Asset data captured as resources allow. Asset Management Plans reviewed on an ongoing basis	
4.1.5		4.1.5.a	Data for the Asset Management Plan is collected in a timely manner			
DP Ref: 3.2	Seek additional grant funding for construction and maintenance of roads and associated facilities	Applications submitted and Grant funds received.	DIS	X	Councillor Roads Tour complete. Works priorities and principles reviewed as part of Asset Management review.	
4.1.6		4.1.6.a	Programs are developed in accordance with Road Asset Management Plan principles			
DP Ref: 3.2		4.1.6.b	Applications are prepared and submitted for funding under the NSW Government's REPAIR Program on a yearly basis			
DP Ref: 3.2		4.1.6.c	Applications are prepared and submitted for funding under Government programs as they arise			
DP Ref: 3.2		4.1.6.d	Representations are made through the local State and Federal Members of Parliament for assistance to obtain additional funding for significant projects			
DP Ref: 3.2	Plan for future transport and road infrastructure to service future needs	Projects are 'shovel ready'	DIS	X	Representations made to Australian and State Government seeking funding for Blayney Heavy Vehicle Traffic Relief Route.	
4.1.7		4.1.7.a	Road network and supporting facilities are analysed to identify opportunities for development			Ongoing, Blayney Heavy Vehicle Traffic Relief Route identified for future investigation and discussed with Member for Bathurst
DP Ref: 3.2		4.1.7.b	Projects are scoped and designed to a 'job ready' state for when funding opportunities arise.			Project documentation completed for 2012/13 capital works program. Development of "job ready" projects to be considered once works backlog addressed.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN	DELIVERY PLAN	MEASURE	OPERATIONAL PLAN		
			4.1.8	4.1.9	4.1.10
		Investigate opportunities for stormwater harvesting and reuse	Projects identified and implemented. Successful grant applications.		
		Apply the principles of Water Sensitive Urban Design (WSUD) to stormwater management	Completion of WSUD policy. Investigate grant funding.		
		Prepare Stormwater Management Plans	Completion of Plans		
		Maintain cemeteries in accordance with the community's needs and expectations	Compliance with regulations. Maintain records.	Maintain Cemetery Records in accordance with adopted procedures	Cemetery records up to date. Burial permits and approvals for monumental work issued.
		4.1.11.1	4.1.11.a	4.1.11.b	Draft Cemetery Management Plan adopted. Consultation conducted.
				Maintain cemeteries within available funding levels	Record customer issues and monitor response times
				4.1.11.c	DPES
		Identify surplus Council owned assets for possible sale to be invested in infrastructure reserve.	Assets identified for sale	Undertake review of Council assets to identify those surplus to requirements	X
		4.1.12	4.1.12.a	4.1.12.a	Review commenced
		Maintain and improve Council owned building assets	Implementation of Building maintenance program	Complete buildings asset management plan	Asset Management Plan available for review.
		4.1.13	4.1.13.a		DPES
					X
					Ongoing review to be continued
					Ongoing collated during quarter. Ongoing. Plan to be part of IP&R Plan documents review.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN		DELIVERY PLAN		OPERATIONAL PLAN		3RD QUARTER REPORT	
		MEASURE		TARGET		COMMENT	
DP Ref.	DP Ref.	Ongoing	Completed	Director	Measure	Ongoing	Completed
4.2	4.2.1	Maintain the availability and quality of water for use in rural areas	Water availability and quality. Operational bores.	4.2.1.a	Manage the water supply bores in rural locations to provide a secure 'non potable' supply of water to the Shire	Maintain bore licences and comply with conditions.	DIS X
				4.2.1.b	Meet with Central Tablelands Water representatives on a regular basis	Meetings attended	DIS X
				4.2.1.c	Participate in Centroc Water Utilities Alliance	Meetings attended.	DIS X
				4.2.2.a	Manage treatment plant to effectively treat raw sewage	Ensure compliance with licence requirements.	DIS X
	4.2.2	Ensure Sewerage Treatment Plant are able to meet needs of the Blayney Shire	Maintain to licensing standards			Number of overflows. Annual replacement program implemented. Provide a level of service for connections including attending to chokes and overflows.	
	4.2.3	Provide an effective and safe Sewerage Collection Network for Blayney Shire	Achieve network maintenance	4.2.3.a	Maintain the network of collection mains and manholes	Problem sewer mains identified and remedial works undertaken.	DIS X
						Overflows and chokes reduced due to improved jetting and cleaning regime	

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

STRATEGIC PLAN	DELIVERY PLAN	MEASURE	OPERATIONAL PLAN			COMMENT
			4.2 Ref.	4.2 Ref.	4.2 Ref.	
		Monitor and maintain pump stations to provide efficient conveyance of sewage	Number of overflows annually	DIS	X	1 overflow due to pump failure at Millthorpe. Pump station telemetry failures occurred at Millthorpe and Adelaide St pump stations due to lightning strike and electrical failure.
		Provide treated effluent to Cadia Valley Operations	Compliance with agreement.	DIS	X	Ongoing.
		Update the 'Developer Servicing Plan' in relation to sewer services.	Consultation undertaken and Plan updated	DIS	X	To be undertaken in conjunction with CWUA
		Review Best Practice Compliance	Review undertaken to identify compliance gaps and development of action plan	DIS	X	Ongoing.
		Review and update Council's Sewer Management Facilities Procedure	Review and update of procedure completed.	DPES	X	Review and update to done by Environmental Officer, when employed
4.2.4	4.2.4	SMFs (sewerage management facilities) reviewed.	4.2.4.a			Planned for future years.
4.3	4.3.1	Improved transport services. Greater accessibility across the Shire.	4.4.1.a			The 5 Council group meetings attended, progress occurring with state agencies and private sector, meeting with commonwealth being arranged.
4.4	4.4.1	Advocate for the upgrading of rail infrastructure	Meetings attended.	DIS, GM	X	Attend Netwaste meetings. Waste going to landfill.
4.5	4.5.1	Develop and promote programs that increase the participation of the community in recycling and reducing waste going to landfill.	Attendance at Netwaste meetings. Educational material developed. Participation in recycling program.	DPES	X	Manage solid waste in an efficient, affordable and sustainable manner. Meetings attended during period and solid waste management by JR Richards monitored quarterly

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN	DELIVERY PLAN	MEASURE	OPERATIONAL PLAN		
			DIRECTOR	MEASURE	COMMENT
STRATEGIC DIRECTION 5: DEVELOP STRONG AND CONNECTED COMMUNITIES					
5.1	5.1.1	Assist incorporated village committees, progress associations and hall committees.	Active village committees	Identify Village Committees, progress associations and hall committees requiring assistance to develop programs and local improvements.	Implement insurance contributions funding program.
5.1	5.1.2	Promote living in the Blayney Shire	Residents Pack developed.	5.1.1.a Develop a Promotions Program for living in the Blayney Shire	DCS Information on website. Develop new residents pack.
5.2	5.2.1	Build partnerships with community groups to increase use of parks and reserves	Interaction with use groups	5.1.2.a Identify Community groups using parks and reserves	DIS Meet with community groups. Identify strategic plans to enhance existing facilities across the Shire.
5.2	5.2.2	Provide for the implementation of projects, identified in Council's Pedestrian and Access Mobility, Bike Plan to improve community health and fitness	Meetings attended	5.2.1.a Develop annual implementation plan of priority pedestrian/cycling projects	DIS Plan is developed annually. PAMP is used to identify remaining priority projects.
				5.2.2.a Implement the annual pedestrian cycling projects plan.	DIS Projects compliant with RMS funding guidelines to maximise funding potential
				5.2.2.b Participate in Blayney Shire Access Committee	DIS Attendance at Access Committee Meetings
5.3	5.3.1	Implement programs to build community skills with computer technology, and community participation and social inclusion amongst older Australians.	Internet access available to community. Program participation.	5.2.2.c Information provided on Council's website and Blayney Library.	DCS Provide support for the provision of information and communication technologies in the Shire
					X Information on website. Internet access available at Library. Promotion ongoing.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

3RD QUARTER REPORT						
COMMUNITY STRATEGIC PLAN	DELIVERY PLAN			OPERATIONAL PLAN		
	MEASURE	TASK	DP Ref.	MEASURE	TASK	DP Ref.
5.4	5.4.1	Develop and implement a community engagement process and policy	Informed communities	Utilise electronic survey processes, social and print media to promote, research and engage with the community.	Undertake community surveys. Issued press releases. Respond to community issues and needs in future delivery plans.	DCS
	5.4.2	Develop and implement plans for villages and township	Plans are implemented			DPES
	5.4.3	Encourage volunteerism within the Community	Promotion undertaken			DCS
						Planned for future years.
						Engagement ongoing. Press releases; community newsletter; electronic media updates; and advertising undertaken during quarter.
						Initial investigation being done by Strategic Planner and plans to be developed and implemented when staff and time permit

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN	DELIVERY PLAN	MEASURE	OPERATIONAL PLAN			COMMENT
			DIRECTOR	MEASURE	PERF.	
STRATEGIC DIRECTION 6: LEADERSHIP						
6.1	6.1.1	Councillors to exhibit leadership on Council participate in communities and community organisations.	Attendance to meeting. Councillor presence on relevant committees.	Council delegates participate in committees and community organisations.	Delegate Reports included in Council's Business Papers.	GM X
	6.1.2	Promote resource sharing and collaboration with regional organisations.	Participation in meetings. Resource sharing projects.	Active participation in the WBC Alliance, Centroc and Central Tablelands Water.	Regional organisations remains strong and provides valuable outcomes.	GM X
	6.1.3	Encourage sound governance practice in community organisations.	Provide assistance and training as requested.		DCS	Planned for future years.
6.2	6.2.1	Identify and engage with Shire Community Groups.	Establish regular communications with Shire Community Groups.	Identify social, sporting, business groups across the Shire.	DCS	X Register available on website currently.
	6.2.2	Implement Council's Community Engagement Plan	Engagement activities conducted	Council initiates Social Media to communicate with the broader community	DCS	Updates to electronic media occurring on an ongoing basis.
	6.2.3	Develop communications between Councillors and the community to provide community opinion.	Community satisfaction with communication processes. Available to community.	Council conduct community surveys, as required to enhance its community services and needs.	DCS X	Ongoing.
			To implement and promote Councillor communication through electronic and print media.	Strategies and communications put in place.	GM X	Council has established web site, face book and twitter accounts and will use these to promote council activities.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

STRATEGIC PLAN	DELIVERY PLAN	MEASURE	OPERATIONAL PLAN			COMMENT
			DIR ECTOR	MEASUR E	ACTI ON	
						3RD QUARTER REPORT
						COMPLETED
						Ongoing
						Pending
						Not Started
						Not Applicable
COMMUNITY	6.2.4	Manage a customer request System to assist communications between community and Council.	Response times to requests.	Monthly activity report provided to Management Team	Reports provided to Management Team	Reports provided monthly to GM & Directors.
			6.2.4.a	Develop process of 'acknowledgment of receipt' for customer requests.	Customer request acknowledgements issued.	Planned as part of phase 2 of Business Software. Implementation ongoing.
			6.2.4.b	Implement internal audit program.	Business process reviews undertaken.	Review of I.T. planned for May / June. Audit committee meetings being undertaken.
	6.3.1	Provide a framework for the efficient and effective administration of Council.	Assess Council's position against Better Practice Review.	Review of policies every 4 years.	25% of policies reviewed.	Policy register reviewed and updated during quarter.
			6.3.1.b	Undertake a Better Practice Review of Council activities	Review commenced	DCS
			6.3.1.c	Provide training for Councillors and staff	Identified Training programs for Councillors and staff	DCS
			6.3.1.d	Report financial outcomes as required by legislation.	Review ten year financial plan	GM
	6.3.2	Maintain a stable and secure financial structure for Council.	6.3.2.a	Review and report on Council's budget performance	Quarterly Budget review to Council.	X
			6.3.2.b	Council's annual statements completed per statutory requirements.	Audited statements lodged with DLG within statutory timeframe.	DCS
			6.3.2.c	Review Destination 2036 outcomes and actions to improve local government.		GM
	6.3.3	Support actions for the sustainable future of local government.				X

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

STRATEGIC PLAN	DELIVERY PLAN	MEASURE	TARGET	OPERATIONAL PLAN		COMMENT
				ONGOING	COMPLETED	
Community Strategic Plan	DP Ref. 6.3	Develop strategies that respond to the impact of climate change on the community.	Supply of community information.	Promote activities that reduce the volume of greenhouse gases emitted into the atmosphere.	Attend regional organisation meetings and provide information on Council's website.	DPES X
	6.3.4		6.3.4.a	Provide and maintain active and passive recreation facilities for the shire communities	Maintenance to be provided as in accordance with Council's adopted Assets Management Plan.	DIS, DCS X
			6.3.4.b	Actively lobby all levels of government for support for the Cadia Valley Operation and future mining projects.	Representations and contact made by Council.	Ongoing.
			6.3.4.c	Council ensures that adequate access is provided to all buildings and public spaces, as required by legislation.	Street-side access issues identified are assessed and included in future works programs where warranted.	DIS, DPES X
			6.3.4.d		Access issues, where applicable, addressed in all applications lodged with Council	
				LEMO organises and attends meetings. ERM reviewed.		
				Provide executive support to the Local Emergency Operations controller and the Local Emergency Management Committee	DIS (LEMO) X	LEMC meetings conducted in August and November
	6.4	Provide support for emergency management in Blayney Shire in accordance with SERM Act	6.4.1	Emergencies responded to.		
			6.4.1.a	Support the operation of the SES	DIS (LEMO) X	Partnership Agreement signed between SES and Council.
			6.4.1.b	Plant and equipment funded. Provide accommodation and support for SES unit.		Council continues provided facilities and support.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2013

COMMUNITY STRATEGIC PLAN	DELIVERY PLAN	MEASURE	TARGET	OPERATIONAL PLAN		COMMENT
				ONGOING DIRECTOR	3RD QUARTER REPORT COMPLETED	
6.4.2	Undertake regulatory responsibilities for environmental health and animal control.	Regulatory responsibilities are met	Provide the statutory animal control services	Animal control services provided.	DPES	X
6.4.3	Educate communities on road and pedestrian safety	Programs delivered	Work with state and regional organisations in the retention of a Road Safety Officer	Provide financial support for the employment of the Road Safety Officer	DIS	X
			6.4.3.a	RSO position extended for further 12 months.		
6.4.4	Review risk management of council operations.	Plan is implemented and risk managed.	Assist in the development of the annual Road Safety Action Plan	Annual Plan Developed.	DIS	X
			6.4.3.b	2013-2014 program to be developed in March 2013		
			6.4.4.a	Develop Enterprise Risk Management Plan	GM	X
			6.4.4.b	Implementation commenced.	GM	X
				Plan identified with council's insurer and implemented		

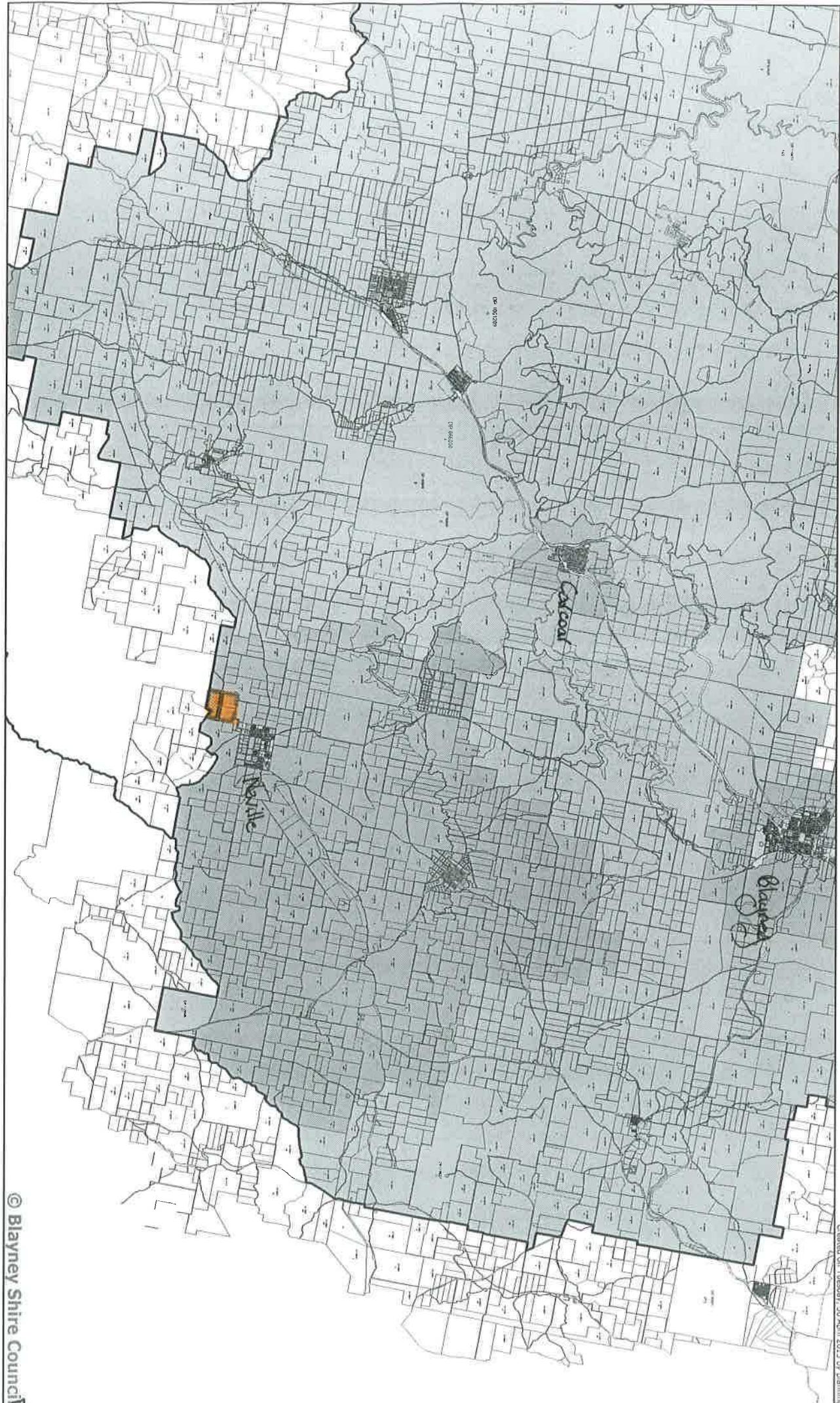
**Important Notice!**

This map is not a precise survey document. Accurate locations can only

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GDA

Important
Information:
True North, Grid North and Magnetic North
are all within half a degree of each other.
Grid North is true north for 2007 moving
eastward by 0.08° in about five years.
The map was produced on the GEFNET94 datum of Australia 1984
(GDA94), which has superseded the Australian Geodetic Datum of 1954
(AGD66). Heights are referenced to the Australian Height Datum (AHD).
For most practical purposes GDA94 coordinates and statezone derived GPS
coordinates based on the WGS 84 ellipsoid (WGS84) are the

same.



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True North Grid North and Magnetic North are shown diagrammatically for the centre of the Bunyip Local Government Area. Bunyip's North is 80 metres to the east, moving clockwise by 0.04° in 100 years.

1. Photography:
2. Contour Interval:
3. Projection:
4. Cost:
5. Date:
6. Drawn By:

Scale: 1:16,000 at A4
Map Zoom: 2.823 mi



BLAYNEY SHIRE COUNCIL

LONG TERM FINANCIAL PLAN (LTFP)

2013/14 – 2022/23

TABLE OF CONTENTS

1	INTRODUCTION	4
1.1	Objectives	4
1.2	Timeframe	4
1.3	Structure	4
2	PLANNING ASSUMPTIONS	5
2.1	Maintained Services Model	6
2.2	Reduced Services Model – Incorporating Mining Only Special Rate Variation	6
2.3	Summary of Key Assumptions and Indices	6
3	REVENUE FORECASTS.....	7
3.1	Rates and Annual Charges	7
3.1.1	Ordinary Rates.....	7
3.1.2	Special Rates.....	7
3.1.3	Rate Pegging.....	8
3.1.4	Special Rate Variation	8
3.2	User Charges & Fees	8
3.2.1	Sewerage Charges	8
3.2.2	Waste Management Charges	9
3.2.3	Statutory Charges.....	9
3.2.4	Average Increase for Residents with Sewer and Waste Services (Maintained Services Model)	10
3.2.5	Average Increase for Residents with Sewer and Waste Services – Reduced Services Model	11
3.2.6	Other Fees.....	12
3.3	Grants & Contributions.....	12
3.4	Investments Revenue	12
3.5	Borrowings.....	12
3.6	Other Revenue	15
4	EXPENDITURE FORECASTS.....	16
4.1	Salaries, Wages and Employee On-costs	16
4.2	Loans / Debt Service Costs.....	16
4.3	Materials, Contracts and Other Operating Costs	17
4.4	Asset Management.....	17
5	SENSITIVITY ANALYSIS AND FINANCIAL MODELLING	18
5.1	Maintained Services Model	20
5.2	Reduced Services Model	20
6	PERFORMANCE MEASURES.....	21

6.1	Financial Analysis	21
6.1.1	Cash / Liquidity Position.....	21
6.1.2	Operating Result.....	22
6.1.3	Debt Management	23
6.1.4	Dependence on Revenue from Rates and Annual Charges	24
6.1.5	Building and Infrastructure Renewals.....	25
7	APPENDICES	26

1 INTRODUCTION

1.1 Objectives

The Long Term Financial Plan (LTFP) is a requirement under the Integrated Planning and Reporting framework for NSW Local Government. Council's long term financial plan provides a framework to assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan.

Blayney Shire Council's LTFP seeks to:

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

1.2 Timeframe

The Division of Local Government has set the minimum timeframe at ten years. The Blayney Shire Council LTFP covers the time period from 2013/2014 to 2022/2023.

1.3 Structure

The LTFP is structured into seven main sections.

- Section 1:** Section 1 provides a brief introduction to the plan and the objectives it aims to meet.
- Section 2:** Planning Assumptions. This section details the financial assumptions made in developing the LTFP.
- Section 3:** Revenue Forecasts. Section 3 details the Council's major sources of revenue and the assumptions used in the forecast figures.
- Section 4:** Expenditure Forecasts. This section details the Council's major areas of expenditure and the assumptions used in the forecast figures including asset management.
- Section 5:** Sensitivity Analysis and Financial Modelling. Section 5 details the impact of various scenarios on Council's plans and looks at other variables affecting the LTFP.
- Section 6:** Performance Monitoring. This section provides a number of key performance indicators to monitor Council's performance against the plan.
- Section 7:** Appendices. (Detailed budget forecasts)

2 PLANNING ASSUMPTIONS

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

Some of the key variables reviewed as part of the setup of the LTFP include:

- Consumer Price Index (CPI): See table at 2.3.
- Salaries and Employee Costs: See table at 2.3.
- Investment Income: See table at 2.3.
- Rate Pegging: See table at 2.3.
- Sewer Rates: See table at 2.3.
- Waste Charges: See table at 2.3.
- Fees and Charges: See table at 2.3.
- Service Levels: Refer to Blayney Shire Council Community Strategic Plan (CSP).
- Population Growth: Given the uncertainty in population growth in regional NSW it was concluded that growth in rate revenue or in additional revenue from fees and charges given the projected size of the market was negligible. Also, any increase in revenue maybe offset against any increase in costs servicing a greater population base. As a result the LTFP has been prepared on the assumption of a constant population base.
- Economic Growth: As per above, due to uncertainties in economic growth rates in regional NSW the LTFP has been prepared on the assumption of a constant economic growth rate.

As part of the planning process Council modelled two different scenarios in the LTFP. The scenarios tested as part of the modelling process are:

- Maintained Services Model
- Reduced Services Model - Incorporating Mining Only Special Rate Variation

2.1 Maintained Services Model

The 'Maintained Services Model' is the base model used throughout this document and assumes a 6 year permanent special rate variation across all categories in years 2014/15 – 2019/20 of the plan.

All assumptions detailed in Section 3 and 4 are based on the 'Maintained Services Model'. Please refer to the table in 2.3 for the model assumptions and key indices.

2.2 Reduced Services Model – Incorporating Mining Only Special Rate Variation

The purpose of the 'Reduced Services Model' is to model the impact on Council's financial position if Council was not to include any new special variation over the life of LTFP. This Model incorporates a permanent special variation to the Mining rating category that commenced in the 2012/13 financial year to fund road improvements and maintenance, as well as community grants and infrastructure programs.

2.3 Summary of Key Assumptions and Indices

Assumption/Variable	Calculation Basis	LTFP %
Consumer Price Index (CPI)	Average CPI 2001-2011 (ABS Figures)	2.90%
Salaries and Employee Oncosts	Estimate (3.25% Award Increase plus 0.75% performance variation factor)	4.00%
Interest Rate Income	1 Year Interest Swap Rate + 1.5%	4.40%
Rate Pegging (General Rates Income)	Average 2001-2011 (IPART and DLG Figures)	13/14 - 3.4% 14/15 - 22/23 - 3.30%
Sewer Rates Income	IPART Figures	3.4%
Waste Charges Income	Based on Reasonable Cost Estimates	4.00%
Fees and Charges Income	Per salaries and wages above	4.00%

3 REVENUE FORECASTS

The major sources of revenue for councils are:

1. Rates and Annual Charges
2. User Charges and Fees
3. Grants & Contributions
4. Investment Revenue
5. Borrowings
6. Other Revenues

3.1 Rates and Annual Charges

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

An additional consideration is the limitation on rates income that is set by the Minister for Local Government. This limitation is known as Rate Pegging and involves a percentage cap on the income raised from ordinary and special rates from one year to another.

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

3.1.1 Ordinary Rates

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

- Farmland
- Residential
- Business
- Mining

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

3.1.2 Special Rates

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

3.1.3 Rate Pegging

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

3.1.4 Special Rate Variation

Blayney Shire Council has modelled its 10 year LTFP with two separate special rate variations under section 508(2) and 508A of the *Local Government Act 1993*. The Model allows for the continuation of the 2012/13 Mining only special variation, followed by a general increase of 15% across all categories for the following 6 years from the 2014/2015 year. This increase is inclusive of the rate pegging limit set by IPART and will require community support and a separate application to be completed. This decision will allow the alignment of Council services within the context of the Community Strategic Plan with the forthcoming 4 year Delivery Program.

In addressing the significant gap in Council's rapidly aging infrastructure, the special variation funding will be utilised to address infrastructure backlogs and to fund infrastructure maintenance programs for roads, bridges and building infrastructure.

Without a Special Rate Variation the community will see a further and continuing deterioration in roads, footpaths, kerbing, community buildings, stormwater and various other assets.

The table below shows the additional rate revenue Council will receive each year as a result of the special rate variation assuming a permanent increase (ongoing) to Council's rate base as per section 508 of the *Local Government Act 1993*.

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Mining Special Var.	1,620	1,673	1,729	1,786	1,845	1,906	1,968	2,033	2,100	2,170
Community Special Var.		485	1,059	1,735	2,530	3,462	4,552	4,702	4,857	5,017

3.2 User Charges & Fees

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

3.2.1 Sewerage Charges

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

For Residential Properties

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

For Non-Residential Properties

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

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

The usage charge is determined by multiplying the number of kilolitres of water consumed, by the SDF, and then by \$1.10.

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

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

3.2.2 Waste Management Charges

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

The Domestic Waste Strategy is supported by a ten year financial strategy, as part of the LTFP, which determines the annual charge. The forecast increase in the charges has been set in accordance with the strategy averaging 3%.

It has also been estimated that a green waste service will be introduced in 2015/16 as part of the new waste management contract. Pricing of this additional service and any changes as a result of the new contract pricing will be based on full cost recovery with an estimated increase to the domestic waste charge of 50%.

3.2.3 Statutory Charges

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

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

3.2.4 Average Increase for Residents with Sewer and Waste Services (Maintained Services Model)

Special Rate Variation	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Average General Rates (\$60,000)	\$ 593.94	\$ 611.59	\$ 700.85	\$ 803.50	\$ 849.03	\$ 976.38	\$ 1,122.84	\$ 1,291.26	\$ 1,333.87	\$ 1,377.89	\$ 1,423.36
Percentage Increase	3.60%	3.40%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	3.30%	3.30%	3.30%
Average Sewer Charges	\$ 479.00	\$ 493.00	\$ 507.00	\$ 522.00	\$ 537.00	\$ 553.00	\$ 569.00	\$ 586.00	\$ 603.00	\$ 620.00	\$ 640.00
Percentage Increase	2.92%	2.84%	2.95%	2.87%	2.98%	2.89%	2.89%	2.99%	2.90%	2.82%	2.82%
Average Waste Charges	\$ 300.00	\$ 310.00	\$ 320.00	\$ 480.00	\$ 500.00	\$ 520.00	\$ 540.00	\$ 560.00	\$ 580.00	\$ 600.00	\$ 620.00
Percentage Increase	3.00%	2.91%	50.00%	2.13%	2.90%	2.96%	2.96%	2.87%	3.07%	2.98%	2.98%
Total	\$ 1,372.94	\$ 1,414.59	\$ 1,527.85	\$ 1,805.50	\$ 1,886.02	\$ 2,049.38	\$ 2,231.83	\$ 2,437.26	\$ 2,516.88	\$ 2,597.89	\$ 2,683.36
Total % Increase per year	3.03%	8.01%	18.17%	4.46%	8.66%	8.90%	9.20%	3.27%	3.22%	3.29%	
Total \$ Increase per year	\$ 167.01	\$ 41.64	\$ 113.26	\$ 277.66	\$ 80.52	\$ 163.36	\$ 182.45	\$ 205.43	\$ 79.62	\$ 81.01	\$ 85.47
Total \$ Increase per week	\$ 3.21	\$ 0.80	\$ 2.18	\$ 5.34	\$ 1.55	\$ 3.14	\$ 3.51	\$ 3.95	\$ 1.53	\$ 1.56	\$ 1.64

*Calculations above are based on a Blayney Residential Rate with a land value of \$60,000.

3.2.5 Average Increase for Residents with Sewer and Waste Services – Reduced Services Model

No Variation	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Average General Rates (\$60,000)	\$ 593.94	\$ 611.59	\$ 629.29	\$ 647.58	\$ 593.95	\$ 613.56	\$ 633.80	\$ 654.72	\$ 676.32	\$ 698.64	\$ 721.70
Percentage Increase	3.60%	3.40%	3.30%	3.30%	3.30%	3.30%	3.30%	3.30%	3.30%	3.30%	3.30%
Average Sewer Charges	\$ 479.00	\$ 493.00	\$ 507.00	\$ 522.00	\$ 537.00	\$ 553.00	\$ 569.00	\$ 586.00	\$ 603.00	\$ 620.00	\$ 640.00
Percentage Increase	2.92%	2.84%	2.96%	2.87%	2.98%	2.89%	2.99%	2.90%	2.90%	2.82%	2.82%
Average Waste Charges	\$ 300.00	\$ 310.00	\$ 320.00	\$ 480.00	\$ 500.00	\$ 520.00	\$ 540.00	\$ 560.00	\$ 580.00	\$ 600.00	\$ 620.00
Percentage Increase	3.00%	2.91%	50.00%	2.13%	2.90%	2.96%	2.87%	3.07%	2.98%	2.98%	2.98%
Total	\$ 1,372.94	\$ 1,414.59	\$ 1,456.29	\$ 1,649.58	\$ 1,630.95	\$ 1,686.56	\$ 1,742.80	\$ 1,800.72	\$ 1,859.33	\$ 1,918.64	\$ 1,981.70
Total % Increase per year	3.03%	2.95%	13.27%	-1.13%	3.41%	3.33%	3.32%	3.25%	3.25%	3.19%	3.29%
Total \$ Increase per year	\$ 167.01	\$ 41.64	\$ 41.70	\$ 193.29	\$ 18.63	\$ 55.60	\$ 56.24	\$ 57.92	\$ 58.61	\$ 59.32	\$ 63.06
Total \$ Increase per week	\$ 3.21	\$ 0.80	\$ 0.80	\$ 3.72	\$ 0.36	\$ 1.07	\$ 1.08	\$ 1.11	\$ 1.13	\$ 1.14	\$ 1.21

*Calculations above are based on a Blayney Residential Rate with a land value of \$60,000.

3.2.6 Other Fees

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

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

3.3 Grants & Contributions

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

The Section 94 Developer Contribution Plan aims to generate contributions that will support the maintenance of levels of service for new community infrastructure to the present standard of facilities per head of existing population.

3.4 Investments Revenue

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

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

Forecast returns on Council's investment portfolio are based on the forecast 1 year swap rate plus a small margin to reflect strategic investments in longer term investment products where appropriate.

3.5 Borrowings

In the financial modelling scenarios, the strategy to address identified funding gaps includes the raising of loans to fund, or part fund, some of the capital projects included in the capital expenditure program. The amount of proposed borrowings under each scenario is detailed below. More information about the impact on the yearly loan repayments and debt service ratio is included in Section 4.2.

New Borrowings 2013/14 – 2022/23

Loan Purpose	Loan Amount	Loan Term	Annual Repayment (Estimate)
Infrastructure Improvement Program 2013/2014	\$876,000	30 years	\$70,056
Infrastructure Improvement Program 2014/2015	\$1,759,997	30 years	\$140,752
Infrastructure Improvement Program 2015/2016	\$1,497,972	30 years	\$119,797
Infrastructure Improvement Program 2016/2017	\$1,733,997	30 years	\$138,672
Infrastructure Improvement Program 2018/2019	\$1,722,298	30 years	\$137,737
Carcoar and Mandurama Sewerage Schemes	\$2,700,000	30 years	\$226,921
Lyndhurst Sewerage Scheme	\$1,500,000	30 years	\$126,067

Infrastructure Improvement Program 2013/2014

Description of project: Funding of the identified projects in the Asset Management Plan.

Identified Projects: Barry Road Rehabilitation, Old Lachlan Road Bridge and Carcoar Dam Road Bridge.

This project is to commence in:	2013/2014
Complete in:	2013/2014
Total cost of the project will be:	\$876,000
To be fully funded by loans:	\$876,000
Term of the loan will be:	30 years
Loan will begin in:	2013/2014
Maturing in:	2043/2044

Infrastructure Improvement Program 2014/2015

Description of project: Funding of the identified projects in the Asset Management Plan.

Identified Projects: Gallymont Road (Felltimber creek) Bridge, Barry Road Rehabilitation, Newbridge Road Rehabilitation and Newry Downs Lane Rehabilitation.

This project is to commence in:	2014/2015
Complete in:	2014/2015
Total cost of the project will be:	\$1,759,997
To be fully funded by loans:	\$1,759,997
Term of the loan will be:	30 years
Loan will begin in:	2014/2015
Maturing in:	2044/2045

Infrastructure Improvement Program 2015/2016

Description of project: Funding of the identified projects in the Asset Management Plan.

Identified Projects: Hobbys Yards Road Rehabilitation, Garland Road Rehabilitation and Tallwood Road Rehabilitation.

This project is to commence in:	2015/2016
Complete in:	2015/2016
Total cost of the project will be:	\$1,497,972
To be fully funded by loans:	\$1,497,972
Term of the loan will be:	30 years
Loan will begin in:	2015/2016
Maturing in:	2045/2046

[Infrastructure Improvement Program 2016/2017](#)

Description of project: Funding of the identified projects in the Asset Management Plan.

Identified Projects: Mandurama Road Rehabilitation, Garland Road Rehabilitation and Browns Creek Road Rehabilitation.

This project is to commence in:	2016/2017
Complete in:	2016/2017
Total cost of the project will be:	\$1,733,977
To be fully funded by loans:	\$1,733,977
Term of the loan will be:	30 years
Loan will begin in:	2016/2017
Maturing in:	2046/2047

[Infrastructure Improvement Program 2018/2019](#)

Description of project: Funding of the identified projects in the Asset Management Plan.

Identified Projects: Hobbys Yards Road Rehabilitation, Mandurama Road Rehabilitation, Moorilda Road Rehabilitation and Gallymont Road Bridge.

This project is to commence in:	2018/2019
Complete in:	2018/2019
Total cost of the project will be:	\$1,722,298
To be fully funded by loans:	\$1,722,298
Term of the loan will be:	30 years
Loan will begin in:	2018/2019
Maturing in:	2047/2048

[Carcoar and Mandurama Sewerage Scheme](#)

Description of project: Expansion of sewerage scheme to the villages of Carcoar and Mandurama.

This project is to commence in:	2014/2015
Complete in:	2015/2016
Total cost of the project will be:	\$5,250,000
To be fully funded by loans:	\$2,700,000
Term of the loan will be:	30 years
Loan will begin in:	2015/2016
Maturing in:	2044/2045

[Lyndhurst Sewerage Scheme](#)

Description of project: Expansion of sewerage scheme to the village of Lyndhurst.

This project is to commence in:	2019/2020
Complete in:	2019/2020
Total cost of the project will be:	\$2,000,000
To be fully funded by loans:	\$1,500,000
Term of the loan will be:	30 years
Loan will begin in:	2020/2021
Maturing in:	2049/2050

3.6 Other Revenue

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

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

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

4 EXPENDITURE FORECASTS

4.1 Salaries, Wages and Employee On-costs

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

For the purpose of projecting future salary, wage and ELE costs to Council a percentage increase of 4% has been applied (see Planning Assumptions). This is to account for future Award increases and staff competency/performance increases.

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

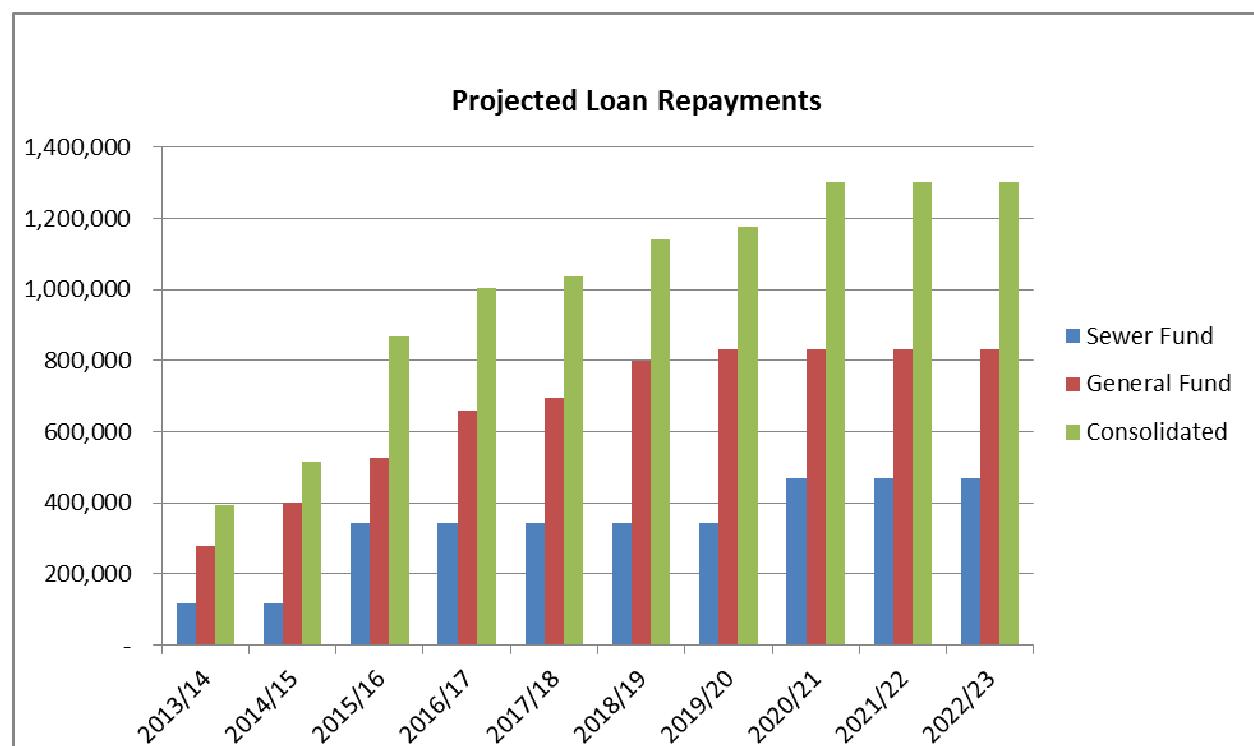
Other employee on-costs e.g. training, protective clothing and travel costs are separately allocated against functions.

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

4.2 Loans / Debt Service Costs

In the financial modelling scenarios detailed below, the strategy to address identified funding gaps includes the raising of loans to fund, or part fund, some of the capital projects included in the capital works program. The amount of proposed borrowings under each scenario is detailed in the Revenue Forecasts section of this plan.

The following table shows projected loan repayments for each fund over the LTFP:



Section 6.1.3 shows that Council aims to maintain a debt service ratio below 10%. During the course of the LTFP Council achieves this target.

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

4.3 Materials, Contracts and Other Operating Costs

Expenditure on materials, contracts and other operating cost has been generally based on CPI. The exceptions to this are expenditures that are either i) not recurrent every year, ii) have been identified as increasing by an amount different to CPI or iii) a result of increased services or service levels. Examples of these expenditures include:

- Council elections and associated cost estimated to be \$56,000 in 2016/17 and \$63,000 in 2020/21.
- Increased waste contractor fees in excess of CPI each year reflecting known increases in the NSW Department of Environment, Climate Change and Water waste levy on waste disposed as landfill.
- Forecast increases in Electricity tariffs' of 15% in excess of CPI for three years commencing 2013/14.

4.4 Asset Management

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

There are a number of large capital projects that the Council has yet to decide on, subject to community comment and the 'achievability and affordability' test described in the Resourcing Strategy.

Subject to successful special rate variations and subsequent loan borrowings, assets should be maintained and renewed in accordance with the respective asset management plans and agreed condition intervention levels.

5 SENSITIVITY ANALYSIS AND FINANCIAL MODELLING

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

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

All sensitivity analysis was undertaken utilising the Maintained Services Model scenario in 2.1 above and the impacts were assessed by reference to the changes in the cash and investment balance in year 10 of the LTFP.

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

Employee Costs

Employee costs make up 37% of projected 2013/2014 operating expenditure. This is reflective of the service based nature of a significant proportion of council activities as well as the construction and maintenance of the considerable infrastructure owned by Council. As it makes up such a large proportion of the operating expenditure budget, and movements in rates of pay are determined through industry wide Award negotiations and market forces, the council is sensitive to unplanned changes in employee costs. The LTFP assumes annual increases of 4% to employee costs.

Due to the above factors an impact of a 1% increase in employee costs each year was modelled. The analysis indicated that the cash and investment balance would be reduced by an estimated \$3,370,000 in year 2022/2023 of the LTFP.

Rates and Annual Charges Revenue

Rates and Annual Charges revenue makes up almost 59% of the projected 2013/2014 operating revenue. The Council cannot set the rate of increase but can only accept the rate pegging imposed on it without a Special Variation application. The LTFP includes a 6 year special rate variation across all categories in years 2014/2015 – 2019/20 and a 3.3% rate peg increase to all other years of the plan. If these increases are not achieved, Council will need to adjust expenditure or revenue appropriately. The LTFP has been prepared on the assumption of a constant population base.

The LTFP modelling has been devised with scenarios that includes the Special Variation; however progress in addressing the Council asset renewal and maintenance challenges is contingent on the success of any applications to increase rates through a Special Variation. The LTFP has been projected on the premise that current rating income collection patterns are maintained. Any financial shocks or changed economic conditions have the ability to impact rate payer capacity to pay and in so doing will affect the Council cash flow from rating. Annual Charges, particularly domestic waste charges, are susceptible to significant cost increases as a result of legislative change in this area of operation (due to Federal and State climate change policies and other regulations).

Due to Council's reliance on rate revenue an impact of a 1% reduction in rates revenue each year was modelled assuming that any special variation would also be reduced by 1%. The analysis indicated that the cash and investment balance would be reduced by an estimated \$4,261,000 in year 2022/2023 of the LTFP.

[Inflation](#)

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

[Investment Returns](#)

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

The impact of a reduction in investment interest rates of 30% was modelled. It was concluded that any impact on Councils operating result was deemed to be immaterial.

[Grants](#)

Council relies heavily on income from the Federal Government Financial Assistance and the Roads to Recovery grant programs. These Grants respectively make up 18% and 3% of Councils total revenue.

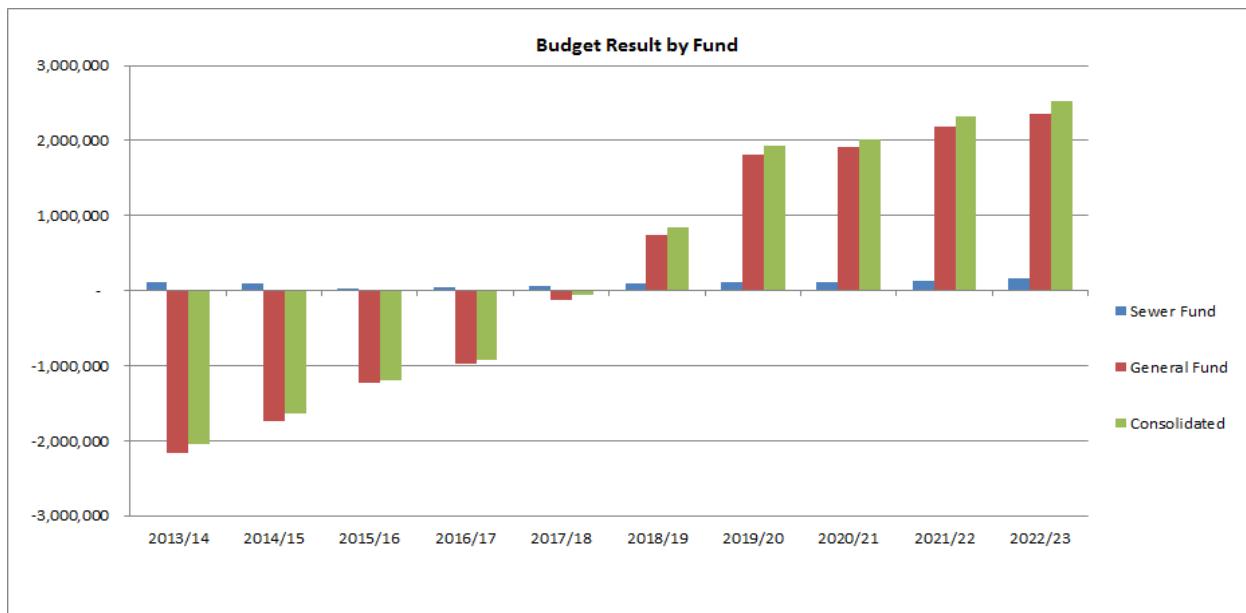
The Financial Assistance Grant is calculated using a formula that takes into account the population of the Local Government areas, road lengths and a number of other demographics. Given the complexity of the formula it is difficult to calculate any potential impacts to Council if any of the inputs were to change; therefore Council has ignored this in the creation of the long term financial plan.

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

5.1 Maintained Services Model

The consolidated budget result under the ‘Maintained Services Model’ is provided in the table below.

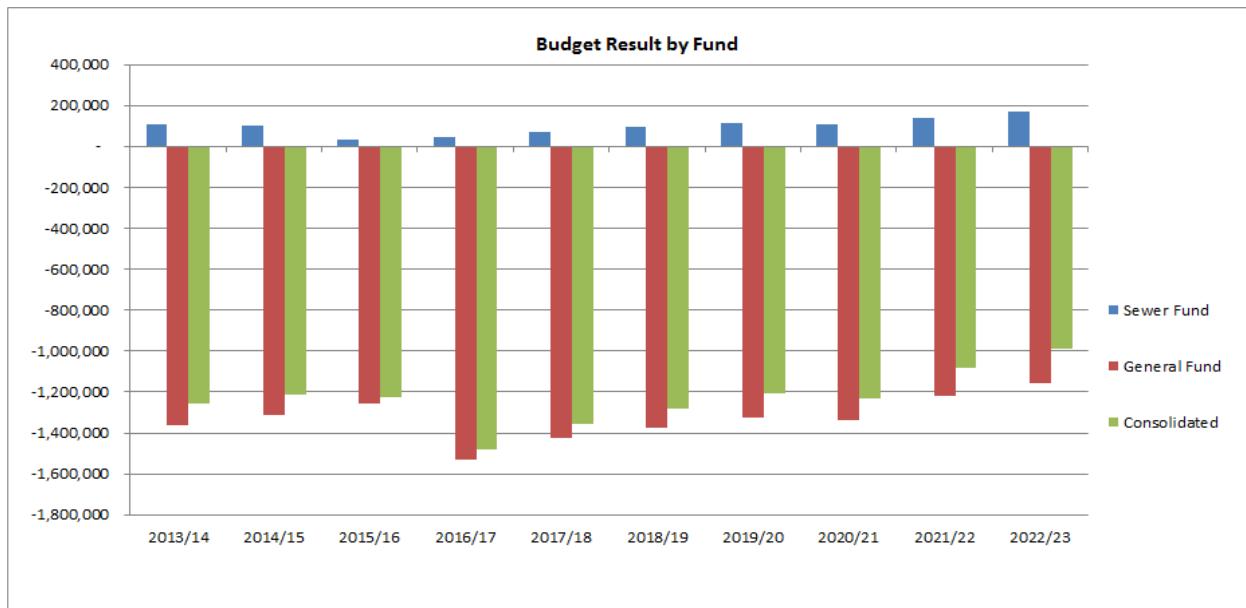
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Sewer Fund	108,651	103,900	32,881	45,763	68,104	92,115	116,591	106,334	136,617	168,287
General Fund	- 2,160,873	- 1,739,306	- 1,221,827	- 970,988	- 129,824	748,672	1,817,552	1,913,965	2,190,805	2,357,901
Consolidated	- 2,052,222	- 1,635,406	- 1,188,946	- 925,225	- 61,720	840,787	1,934,143	2,020,299	2,327,422	2,526,188



5.2 Reduced Services Model

The consolidated budget result under the Reduced Services Model is provided in the table below.

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Sewer Fund	108,651	103,900	32,881	45,763	68,104	92,115	116,591	106,334	136,617	168,287
General Fund	- 1,362,199	- 1,314,449	- 1,259,581	- 1,527,964	- 1,425,142	- 1,376,368	- 1,325,630	- 1,335,469	- 1,217,346	- 1,159,908
Consolidated	- 1,253,548	- 1,210,548	- 1,226,700	- 1,482,201	- 1,357,039	- 1,284,253	- 1,209,039	- 1,229,135	- 1,080,729	- 991,622



6 PERFORMANCE MEASURES

6.1 Financial Analysis

A number of key indicators have been developed to monitor performance against the LTFP to assess Council's long term sustainability. These key performance indicators will provide clear targets against which the council can report its progress to the community.

6.1.1 Cash / Liquidity Position

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

Unrestricted Current Ratio

Definition:

Unrestricted Current Assets

Unrestricted Current Liabilities

Description:

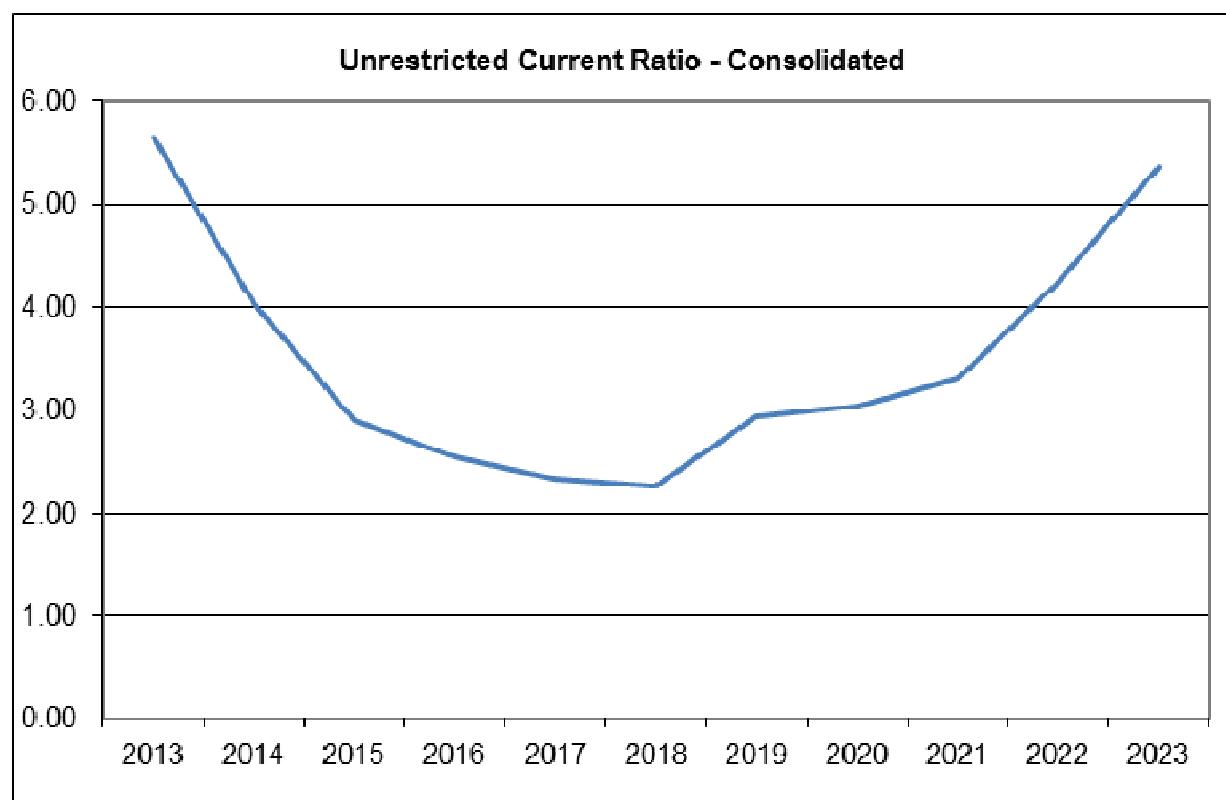
Measures the ability of council to pay its debts as and when they fall due.

Target:

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

Projection:

That the ratio remain above 2.0 for the duration of the LTFP.



6.1.2 Operating Result

Operating Result

Definition:

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

Description:

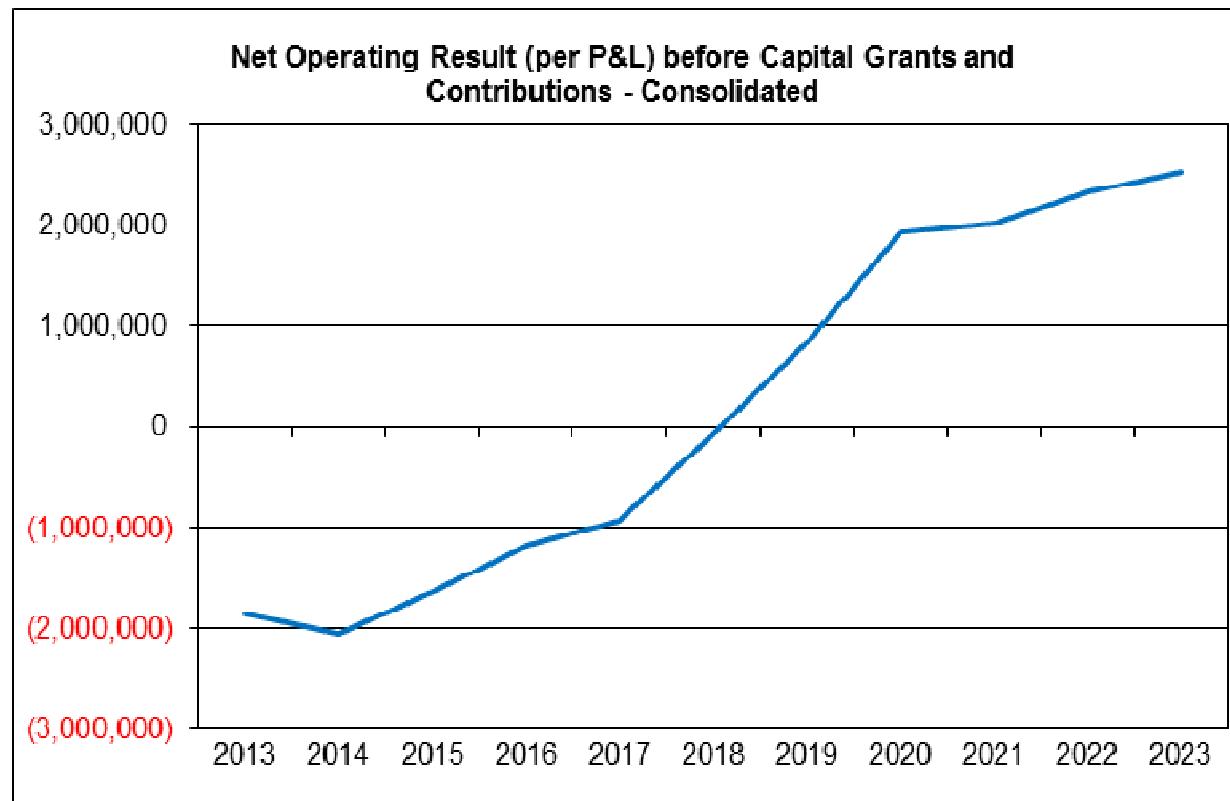
Councils operating result is normally regarded as an important criterion in measuring performance. The issue for Councils is whether the operating results can be maintained and in particular if those operating results can sustain the current level of services into the future.

Target:

To achieve an operating surplus by year 10 of the LTFP.

Projection:

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



6.1.3 Debt Management

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

Debt Service Ratio

Definition:

Net Debt Service Cost

Total Revenue from Ordinary Activities

Description:

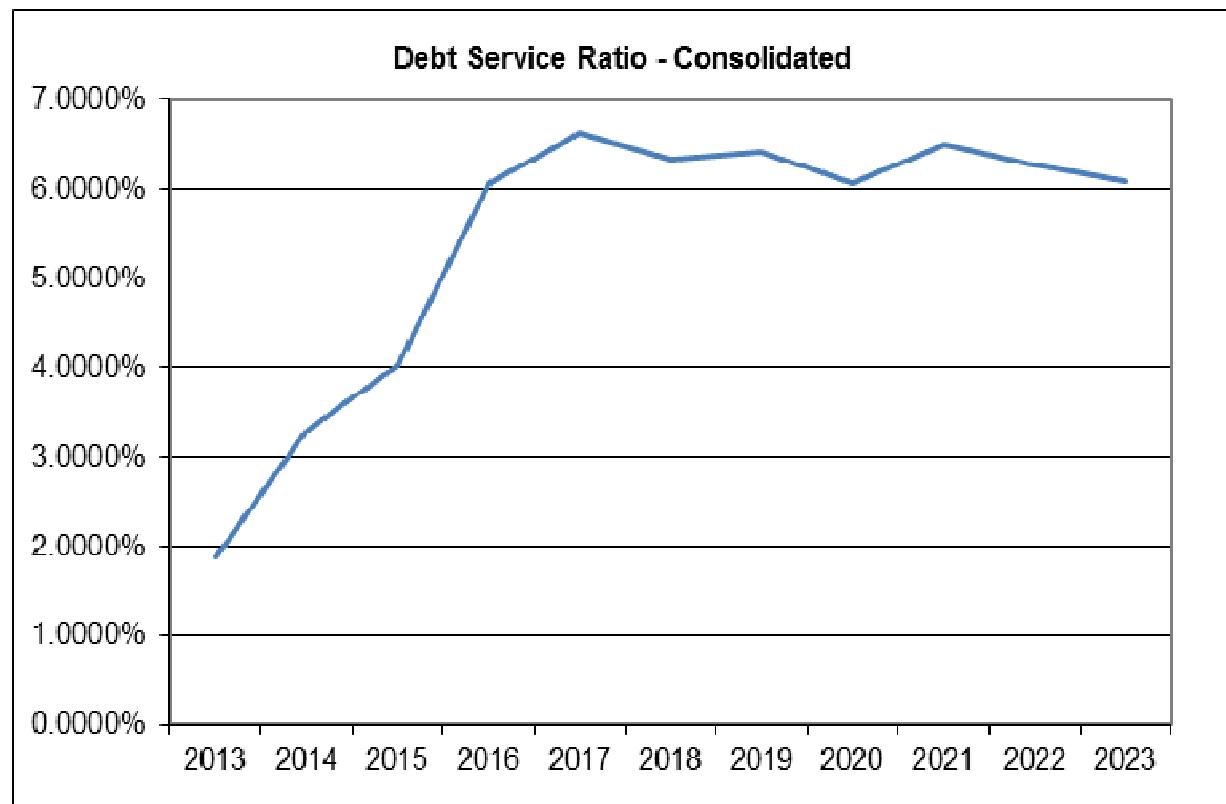
The Debt Service Ratio is used to show the percentage of annual revenue necessary to service annual debt obligations e.g. loan repayments. It also shows the commitment of future revenue necessary to fund long term obligations.

Target:

Council aims to maintain this ratio below 10% at all times.

Projection:

The following graph projects the estimated percentage of the LTFP.



6.1.4 Dependence on Revenue from Rates and Annual Charges

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

Rates and Annual Charges Coverage Ratio

Definition:

Rates and Annual Charges

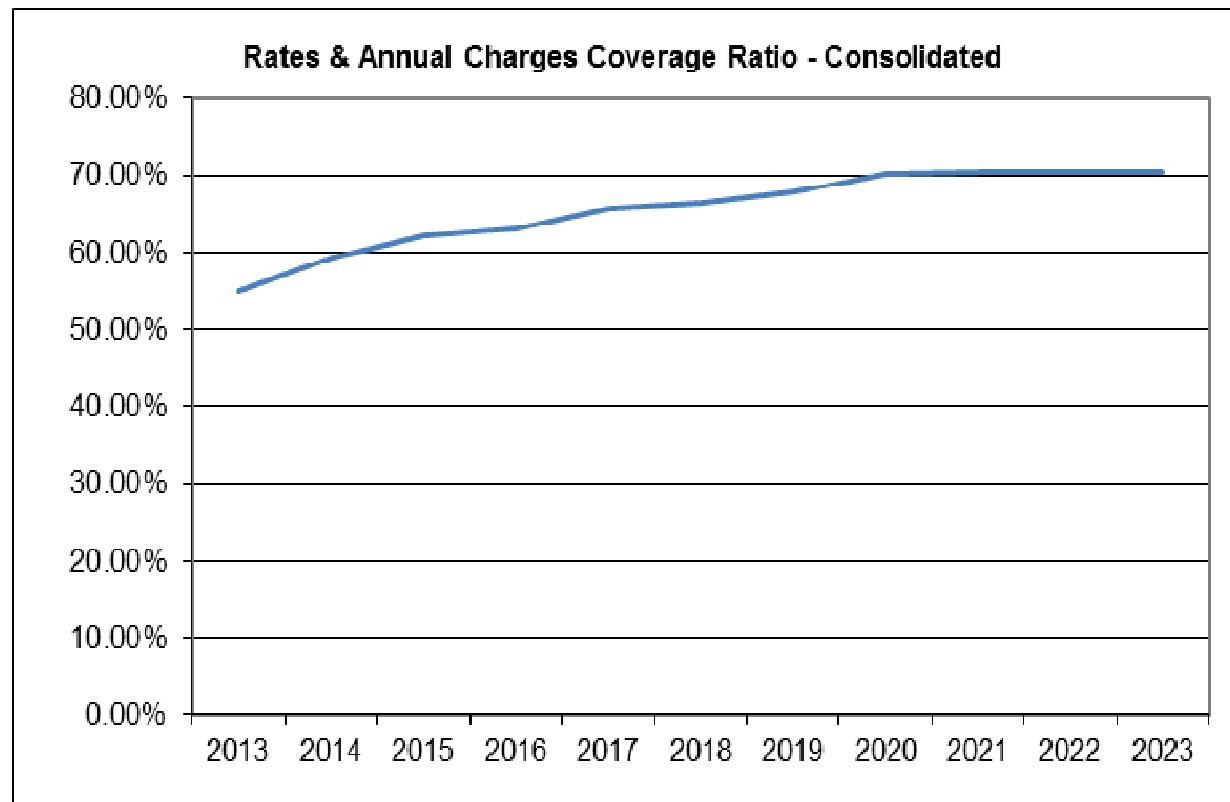
Income from continuing Operations

Description:

Purpose of this ratio is to assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.

Projection:

The following graph projects the estimated percentage of the LTFP.



6.1.5 Building and Infrastructure Renewals

Councils throughout NSW have been underfunding the renewal of their asset infrastructure for many years now resulting in an infrastructure backlog. The ability to fund this backlog is crucial to the long term sustainability for our industry.

Building and Infrastructure Renewals Ratio

Definition:

Asset Renewals (Building and Infrastructure)

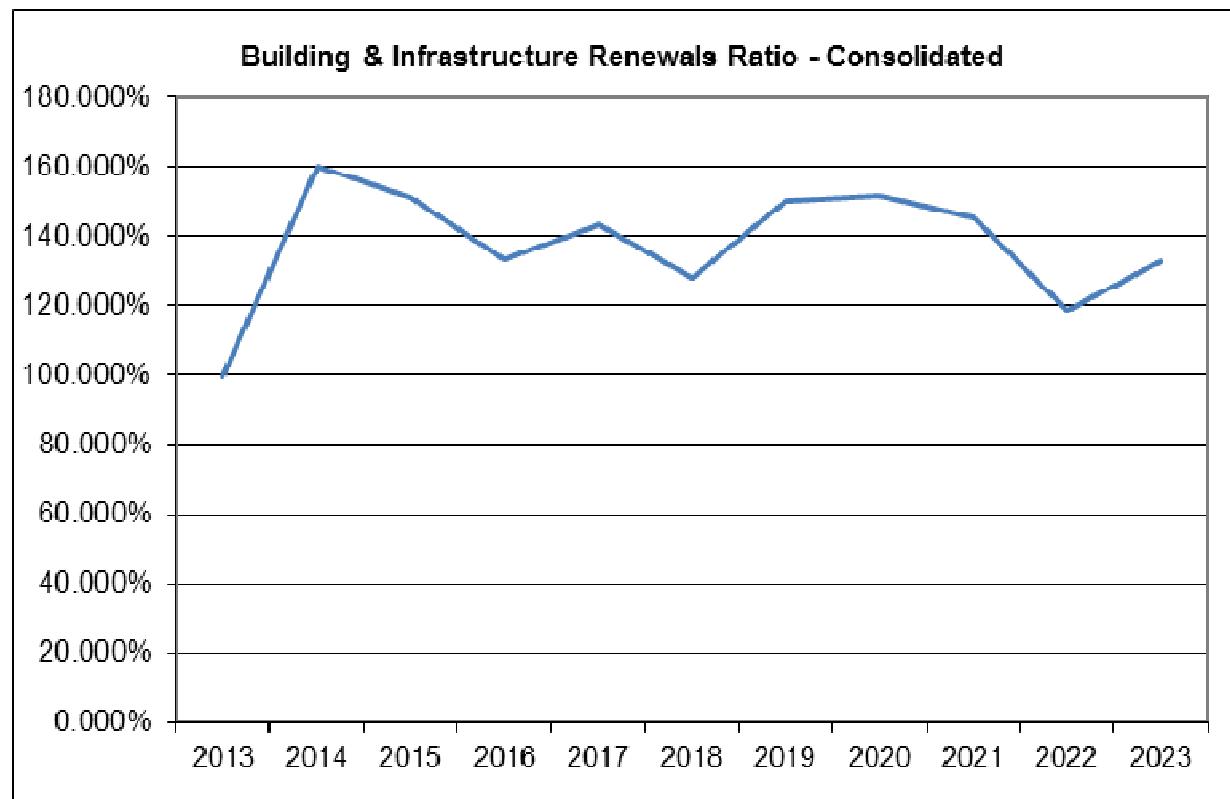
Depreciation, Amortisation and Impairment

Description:

Purpose of this ratio is to assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Projection:

The following graph projects the estimated percentage of the LTFP. A ratio above 100% indicates that Council is addressing the infrastructure backlog in the attempt to bring our aging assets up to an appropriate standard.



7 APPENDICES

Budgeted Income Statement – Maintained Services Model (Consolidated)

Blayney Shire Council													
10 Year Financial Plan for the Years ending 30 June 2023		Current Year		2014/15		2015/16		2016/17		2017/18		Projected Years	
INCOME STATEMENT - CONSOLIDATED		Past Year		2013/14		\$		\$		\$		2019/20	
Scenario: Maintained Services Model		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	5,640,000	7,271,258	7,835,948	8,572,788	9,904,685	10,593,287	11,685,403	12,924,439	14,331,850	14,886,506	15,383,438	15,897,941	
User Charges & Fees	3,232,000	1,162,628	996,079	1,035,657	1,076,810	1,119,601	1,164,096	1,210,361	1,258,468	1,308,491	1,360,504	1,414,589	
Interest & Investment Revenue	513,000	385,880	426,137	438,485	451,211	464,296	477,761	491,616	505,873	520,543	535,639	551,172	
Other Revenues	191,000	356,195	271,809	279,692	287,803	296,149	304,737	313,575	322,669	331,026	341,655	351,563	
Grants & Contributions provided for Operating Purposes	4,301,000	3,154,752	2,901,994	2,986,152	3,072,750	3,161,860	3,253,564	3,347,907	3,444,996	3,544,901	3,647,703	3,753,487	
Grants & Contributions provided for Capital Purposes	765,000	874,718	800,118	486,329	900,432	514,945	745,878	787,244	561,057	577,327	594,070	611,298	
Other Income:	-	-	-	-	-	-	-	-	-	-	-	-	
Net Gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	14,642,000	13,205,431	13,232,085	13,799,091	15,693,672	16,150,138	17,631,429	19,075,142	20,424,912	21,169,794	21,963,009	22,579,150	
Expenses from Continuing Operations													
Employee Benefits & On-Costs	4,821,000	5,116,746	5,360,848	5,549,364	5,744,740	5,987,223	6,225,235	6,457,590	6,729,716	7,013,822	7,260,248	7,571,090	
Borrowing Costs	161,000	130,364	203,875	301,210	600,161	700,792	713,039	783,236	791,604	879,893	853,671	825,607	
Materials & Contracts	3,988,000	3,005,088	2,878,652	2,945,122	3,366,891	3,455,366	3,555,572	3,658,684	3,764,785	3,873,965	3,986,310	4,101,912	
Depreciation & Amortisation	4,424,000	4,427,335	4,555,728	4,601,285	4,647,298	4,693,771	4,740,709	4,788,116	4,835,997	4,884,357	4,933,200	4,982,532	
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	1,597,000	1,502,015	1,485,086	1,551,187	1,623,096	1,723,266	1,722,717	1,759,486	1,807,611	1,920,131	1,908,088	1,960,523	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	277,000	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	15,178,000	14,181,548	14,484,188	14,948,168	15,982,186	16,560,419	16,947,271	17,447,111	17,929,713	18,572,167	18,941,517	19,441,664	
Operating Result from Continuing Operations													
(536,000)	(976,117)	(1,252,103)	(1,149,077)	(288,514)	(410,281)	(684,158)	1,628,031	2,495,199	2,597,626	2,921,492	3,137,486		
Discontinued Operations - Profit/(Loss)													
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year													
Net Operating Result before Grants and Contributions provided for Capital Purposes	(536,000)	(976,117)	(1,252,103)	(1,149,077)	(288,514)	(410,281)	684,158	1,628,031	2,495,199	2,597,626	2,921,492	3,137,486	
Capital Purposes	(1,301,000)	(1,850,835)	(2,052,222)	(1,635,496)	(1,188,946)	(61,720)	840,787	1,934,143	2,020,299	2,327,422	2,526,188		

Budgeted Balance Sheet - Maintained Services Model (Consolidated)

Blayney Shire Council		Projected Years																					
10 Year Financial Plan for the Years ending 30 June 2023		Current Year		2013/14		2014/15		2015/16		2016/17		2017/18		2018/19		2019/20		2020/21		2021/22		2022/23	
BALANCE SHEET - CONSOLIDATED		Past Year		2012/13		\$		\$		\$		\$		\$		\$		\$		\$			
Scenario: Maintained Services Model																							
ASSETS																							
Current Assets																							
Cash & Cash Equivalents	7,102,000	9,171,153	7,839,161	4,619,521	4,567,891	4,801,892	5,018,162	6,716,709	6,891,215	7,903,400	10,171,561	12,144,415	-	-	-	-	-	-	-	-	-	-	
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Receivables	2,974,000	1,605,764	1,501,817	1,512,046	1,718,744	1,718,875	1,873,375	2,011,199	2,103,066	2,183,110	2,266,793	2,350,675	-	-	-	-	-	-	-	-	-	-	
Inventories	854,000	866,201	895,339	904,891	953,802	965,397	977,327	989,604	1,002,236	1,015,235	1,028,611	1,042,375	-	-	-	-	-	-	-	-	-	-	
Other	160,000	171,540	181,289	187,983	207,356	215,499	219,321	225,565	231,990	241,128	245,404	252,404	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	-	11,090,000	11,814,658	10,417,605	7,223,541	7,447,793	7,701,663	8,068,184	9,943,076	10,228,507	11,342,874	13,712,369	-	-	-	-	-	-	-	-	-	-	
Non-Current Assets																							
Investments	233,000	233,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Receivables	178,240	119,858	128,533	126,523	138,009	145,074	155,714	167,685	181,177	186,598	192,212	198,027	-	-	-	-	-	-	-	-	-	-	
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	183,553,000	182,608,493	183,719,563	190,047,114	190,859,384	191,671,633	191,656,748	192,836,788	196,176,385	197,266,048	197,380,566	197,984,457	-	-	-	-	-	-	-	-	-	-	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Assets	183,964,240	182,961,351	183,848,117	190,173,637	190,987,393	191,816,708	191,812,462	193,004,473	196,357,562	197,452,646	197,572,778	198,182,483	-	-	-	-	-	-	-	-	-	-	
TOTAL ASSETS	195,054,240	194,776,009	194,265,722	197,397,178	198,445,185	198,518,371	199,900,646	202,947,549	206,586,070	208,795,520	211,285,147	213,972,352	-	-	-	-	-	-	-	-	-	-	
LIABILITIES																							
Current Liabilities																							
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Payables	1,106,175	896,362	942,778	988,548	1,095,889	1,147,473	1,170,127	1,224,340	1,251,369	1,284,680	1,301,522	1,326,013	-	-	-	-	-	-	-	-	-	-	
Borrowings	92,065	183,379	211,838	257,391	288,917	324,535	344,532	383,707	421,486	447,707	475,772	331,938	-	-	-	-	-	-	-	-	-	-	
Provisions	1,174,000	1,179,114	1,179,114	1,179,114	1,179,114	1,179,114	1,179,114	1,179,114	1,179,114	1,179,114	1,179,114	1,179,114	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	2,372,240	2,258,855	2,333,730	2,425,052	2,563,920	2,651,122	2,688,772	2,787,161	2,851,969	2,911,500	2,955,407	2,837,065	-	-	-	-	-	-	-	-	-	-	
Non-Current Liabilities																							
Payables	-	2,625,385	3,292,326	7,481,537	8,679,191	10,075,454	9,730,922	11,056,405	12,134,918	12,224,340	12,51,369	12,84,680	13,21,439	-	-	-	-	-	-	-	-	-	-
Borrowings	459,000	453,886	453,886	453,886	453,886	453,886	453,886	453,886	453,886	453,886	453,886	453,886	-	-	-	-	-	-	-	-	-	-	
Provisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	2,268,000	3,078,271	3,746,213	7,935,423	9,133,077	10,529,341	10,184,809	11,510,291	12,588,805	12,141,098	11,665,326	11,333,387	-	-	-	-	-	-	-	-	-	-	
TOTAL LIABILITIES	4,640,240	5,338,126	6,079,942	10,360,476	11,696,997	13,180,463	12,878,581	14,297,452	15,440,774	15,052,598	14,620,733	14,170,452	-	-	-	-	-	-	-	-	-	-	
Net Assets	190,414,000	189,437,883	188,185,750	187,036,702	186,748,188	186,337,908	187,022,065	188,650,097	191,145,296	193,742,923	196,664,414	199,801,900	-	-	-	-	-	-	-	-	-	-	
EQUITY																							
Retained Earnings	60,277,000	59,300,883	58,048,780	56,899,702	56,611,188	56,200,908	56,885,065	58,513,097	61,008,296	63,605,923	66,527,414	69,664,900	-	-	-	-	-	-	-	-	-	-	
Revaluation Reserves	130,137,000	130,137,000	130,137,000	130,137,000	130,137,000	130,137,000	130,137,000	130,137,000	130,137,000	130,137,000	130,137,000	130,137,000	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	190,414,000	189,437,883	188,185,750	187,036,702	186,748,188	186,337,908	187,022,065	188,650,097	191,145,296	193,742,923	196,664,414	199,801,900	-	-	-	-	-	-	-	-	-	-	
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	190,414,000	189,437,883	188,185,750	187,036,702	186,748,188	186,337,908	187,022,065	188,650,097	191,145,296	193,742,923	196,664,414	199,801,900	-	-	-	-	-	-	-	-	-	-	

Budgeted Cash Flow Statement - Maintained Services Model (Consolidated)

Blayney Shire Council			Projected Years					
CASH FLOW STATEMENT - CONSOLIDATED			Past Year	Current Year		2015/16	2016/17	2017/18
Scenario: Maintained Services Model			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Cash Flows from Operating Activities			\$	\$	\$	\$	\$	\$
Receipts:								
Rates & Annual Charges	5,683,000	7,131,636	7,793,346	8,517,325	9,802,110	10,541,305	11,603,389	12,831,475
User Charges & Fees	3,217,000	1,290,695	1,044,630	1,024,401	1,065,104	1,107,427	1,151,435	1,197,194
Interest & Investment Revenue Received	493,000	343,206	425,164	439,315	442,314	459,732	467,085	470,963
Grants & Contributions	3,210,000	5,431,790	3,748,352	3,524,968	3,886,118	3,742,571	3,946,971	4,118,738
Bonds & Deposits Received	-	-	-	-	-	-	-	-
Other	1,094,000	317,339	327,253	277,170	295,535	292,267	309,623	317,534
Payments:								
Employee Benefits & On-Costs	(4,776,000)	(5,116,746)	(5,360,848)	(5,549,384)	(5,744,740)	(5,987,223)	(6,225,235)	(6,457,590)
Materials & Contraccts	(3,254,088)	(3,254,088)	(2,939,626)	(2,939,481)	(3,363,308)	(3,445,779)	(3,557,445)	(3,654,659)
Borrowing Costs	(182,000)	(112,765)	(193,313)	(278,181)	(581,281)	(678,894)	(716,478)	(762,125)
Bonds & Deposits Refunded	(25,000)	-	-	-	-	-	-	-
Other	(2,446,000)	(1,502,015)	(1,485,086)	(1,551,187)	(1,623,096)	(1,723,266)	(1,712,717)	(1,759,486)
Net Cash provided (or used in) Operating Activities	2,809,000	4,529,042	3,415,872	3,464,966	4,178,758	4,308,139	5,286,629	6,302,045
Cash Flows from Investing Activities								
Receipts:								
Sale of Investment Securities	500,000	-	233,000	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	190,000	-	115,000	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	112,000	1	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-
Payments:								
Purchase of Investment Securities	-	-	-	-	-	-	-	-
Purchase of Investment Property	(4,046,000)	(3,482,828)	(5,666,818)	(10,928,815)	(5,459,568)	(5,506,020)	(4,725,823)	(5,968,156)
Purchase of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(3,244,000)	(3,367,827)	(5,433,818)	(10,928,815)	(5,459,568)	(5,506,020)	(4,725,823)	(5,968,156)
Cash Flows from Financing Activities								
Receipts:								
Proceeds from Borrowings & Advances	-	1,000,000	876,000	4,459,997	1,497,972	1,733,997	-	1,722,298
Proceeds from Finance Leases	-	-	-	-	-	-	-	1,500,000
Other Financing Activity Receipts	-	-	-	-	-	-	-	-
Payments:								
Repayment of Borrowings & Advances	(85,000)	(92,062)	(190,044)	(215,787)	(268,792)	(302,114)	(324,535)	(357,641)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	(421,486)
Distributions to Minority Interest	-	-	-	-	-	-	-	(447,707)
Other Financing Activity Payments	-	-	-	-	-	-	-	(475,772)
Net Cash Flow provided (used in) Financing Activities	(85,000)	907,938	685,956	4,244,210	1,229,180	1,431,882	(324,535)	1,364,657
Net Increase/(Decrease) in Cash & Cash Equivalents	(520,000)	2,069,153	(1,331,990)	(3,219,640)	(51,630)	234,001	216,270	1,698,547
Plus: Cash, Cash Equivalents & Investments - beginning of year	7,622,000	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	6,716,711
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	6,891,217
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,801,894	5,018,164	7,903,402
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	7,839,163	4,619,523	4,567,893	4,		

Budgeted Income Statement - Reduced Services Model (Consolidated)

Blayney Shire Council 10 Year Financial Plan for the Years ending 30 June 2023										Projected Years														
INCOME STATEMENT - CONSOLIDATED					Current Year					2017/18					2018/19									
Scenario: Reduced Services Model		Past Year		2012/13	2013/14		2014/15		2015/16		2016/17		2017/18		2018/19		2019/20		2020/21		2021/22		2022/23	
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$			
Income from Continuing Operations																								
Revenue:																								
Rates & Annual Charges	5,640,000	7,271,258	7,835,948	8,087,761	8,845,896	8,858,157	9,155,379	9,462,645	9,780,295	10,184,750	10,526,524	10,879,849	11,232,000	1,162,628	996,079	1,035,657	1,076,810	1,119,601	1,164,096	1,210,361	1,360,504	1,414,589		
User Charges & Fees	385,880	426,137	438,465	457,211	484,296	477,761	491,616	505,873	520,543	531,339	551,172	551,000	356,195	271,809	279,682	287,803	296,149	304,750	313,575	322,026	341,655	351,563		
Interest & Investment Revenue	191,000	2,901,994	2,986,152	3,072,750	3,161,860	3,253,554	3,347,901	3,444,996	3,544,901	3,647,703	3,753,487	3,753,000	3,154,752	874,718	800,118	486,329	500,432	514,945	529,878	545,244	561,057	594,070	611,298	
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Other Income:																								
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Total Income from Continuing Operations	14,642,000	13,205,431	13,232,085	13,314,085	14,234,902	14,445,008	14,885,405	15,371,348	15,873,357	16,468,038	17,006,095	17,561,957												
Expenses from Continuing Operations																								
Employee Benefits & On-Costs	4,821,000	5,116,746	4,599,529	4,783,510	4,974,850	5,173,846	5,380,798	5,596,030	5,819,871	6,052,666	6,294,773	6,546,564	161,000	130,364	148,433	340,014	326,734	313,218	298,213	282,961	378,319	359,674	339,731	
Borrowing Costs	3,898,000	3,005,088	2,887,172	2,953,889	3,375,912	3,484,649	3,565,124	3,668,513	3,774,899	3,884,372	3,997,019	4,112,932	4,424,000	4,427,335	4,555,728	4,601,285	4,647,298	4,693,771	4,740,709	4,788,116	4,884,357	4,933,200	4,982,532	
Materials & Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Depreciation & Amortisation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Other Expenses	1,597,000	1,502,015	1,485,086	1,551,187	1,623,096	1,723,266	1,712,717	1,759,486	1,807,611	1,920,131	1,908,088	1,960,523	277,000	-	-	-	-	-	-	-	-	-		
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Total Expenses from Continuing Operations	15,178,000	14,181,548	13,685,514	14,038,304	14,961,170	15,382,265	15,712,566	16,110,357	16,521,339	17,119,846	17,492,754	17,942,281												
Operating Result from Continuing Operations	(536,000)	(976,117)	(453,429)	(724,220)	(726,268)	(937,257)	(827,161)	(738,009)	(647,982)	(651,808)	(647,982)	(651,808)												
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Net Profit/(Loss) from Discontinued Operations																								
Net Operating Result for the Year																								
Capital Purposes	(1,850,835)	(1,253,548)	(1,210,548)	(1,226,700)	(1,482,201)	(1,357,039)	(1,284,253)	(1,209,039)	(1,229,135)	(1,080,729)	(991,622)	(380,324)	(536,000)	(976,117)	(453,429)	(724,220)	(726,268)	(937,257)	(827,161)	(738,009)	(647,982)	(651,808)	(646,660)	(380,324)

Budgeted Balance Sheet - Reduced Services Model (Consolidated)

Blayney Shire Council		10 Year Financial Plan for the Years ending 30 June 2023		Current Year		Projected Years	
		Past Year		2013/14		2014/15	
		2012/13		2015/16		2016/17	
		\$	\$	\$	\$	\$	\$
ASSETS							
Current Assets							
Cash & Cash Equivalents	7,102,000	9,171,153	8,798,507	6,014,004	6,376,791	6,476,513	6,765,011
Investments	-	-	-	-	-	-	-
Receivables	2,974,000	1,605,764	1,508,466	1,484,585	1,571,539	1,599,091	1,650,712
Inventories	854,000	866,201	896,280	905,859	954,799	966,422	978,382
Other	160,000	171,540	181,631	187,355	207,718	215,872	219,704
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-
Total Current Assets	11,090,000	11,814,658	11,384,914	8,591,983	9,110,847	9,257,898	9,613,810
Non-Current Assets							
Investments	233,000	233,000	-	-	-	-	-
Receivables	178,240	119,858	119,056	122,282	128,750	129,900	133,588
Inventories	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	183,553,000	182,608,493	182,670,255	187,260,066	185,856,476	184,527,752	183,100,696
Investments Accounted for using the equity method	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Non-Current Assets	183,964,240	182,961,351	182,789,342	187,382,248	185,985,225	184,657,653	183,234,284
TOTAL ASSETS	195,054,240	194,776,009	194,174,256	195,974,231	195,096,073	193,915,551	192,848,094
LIABILITIES							
Current Liabilities							
Bank Overdraft	-	-	-	-	-	-	-
Payables	1,106,175	896,362	931,417	948,556	1,024,860	1,053,159	1,067,942
Borrowings	92,065	183,379	192,944	228,194	241,564	255,079	270,085
Provisions	1,174,000	1,179,114	1,179,114	1,179,114	1,179,114	1,179,114	1,179,114
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-
Total Current Liabilities	2,372,240	2,258,855	2,303,475	2,355,864	2,445,537	2,487,392	2,517,141
Non-Current Liabilities							
Payables	-	-	-	-	-	-	-
Borrowings	1,809,000	2,625,385	2,432,441	4,904,247	4,662,683	4,407,604	4,137,519
Provisions	459,000	453,886	453,886	453,886	453,886	453,886	453,886
Investments Accounted for using the equity method	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,268,000	3,079,271	2,886,327	5,358,133	5,116,570	4,861,490	4,591,405
TOTAL LIABILITIES	4,640,240	5,338,126	5,189,802	7,713,997	7,562,106	7,348,842	7,108,546
Net Assets	190,414,000	189,437,883	188,984,444	188,260,234	187,533,966	186,566,709	185,739,548
EQUITY							
Retained Earnings	60,277,000	59,300,883	58,847,454	58,123,234	57,396,966	56,429,709	55,602,548
Revaluation Reserves	130,137,000	130,137,000	130,137,000	130,137,000	130,137,000	130,137,000	130,137,000
Council Equity Interest	190,414,000	189,437,883	188,984,444	188,260,234	187,533,966	186,566,709	185,739,548
Minority Equity Interest	-	-	-	-	-	-	-
Total Equity	190,414,000	189,437,883	188,984,454	188,260,234	187,533,966	186,566,709	185,739,548

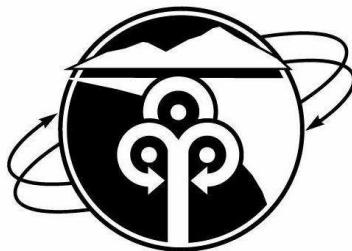
Budgeted Cash Flow Statement - Reduced Services Model (Consolidated)

Blayney Shire Council 10 Year Financial Plan for the Years ending 30 June 2023										
CASH FLOW STATEMENT - CONSOLIDATED										
Scenario: Reduced Services Model										
Cash Flows from Operating Activities		Current Year		2015/16		2016/17		2017/18		Projected Years
Past Year	2012/13	2013/14	2014/15	\$	\$	\$	\$	\$	\$	2019/20
2011/12	\$	\$	\$	\$	\$	\$	\$	\$	\$	2020/21
Receipts:										2021/22
Rates & Annual Charges	5,683,000	7,131,636	7,793,346	8,068,380	8,786,013	8,856,477	9,132,483	9,438,978	9,755,831	10,152,230
User Charges & Fees	3,217,000	1,290,695	1,044,630	1,028,401	1,065,104	1,107,427	1,151,335	1,244,775	1,294,249	10,500,168
Interest & Investment Revenue Received	493,000	343,206	418,485	441,626	445,907	475,009	487,300	504,540	519,605	1,345,693
Grants & Contributions Received	3,210,000	5,431,790	3,748,352	3,524,968	3,562,886	3,666,003	3,772,318	3,881,715	3,984,285	4,110,119
Bonds & Deposits Received	Other	-	-	-	-	-	-	-	-	4,229,312
Payments:	1,094,000	317,339	327,253	273,646	287,483	291,236	301,751	310,512	319,527	328,804
Employee Benefits & On-Costs	(4,776,000)	(6,116,746)	(4,599,529)	(4,783,510)	(4,974,850)	(5,173,845)	(5,380,798)	(5,596,030)	(5,819,871)	(6,052,666)
Materials & Contracts	(3,479,000)	(3,254,098)	(2,892,207)	(2,948,250)	(3,372,331)	(3,455,064)	(3,567,000)	(3,664,490)	(3,770,759)	(3,873,604)
Borrowing Costs	(162,000)	(112,765)	(160,021)	(150,548)	(342,227)	(329,057)	(315,552)	(300,732)	(285,531)	(381,121)
Bonds & Deposits Refunded	Other	-	-	-	-	-	-	-	-	(362,611)
Net Cash provided (or used in) Operating Activities	2,809,000	4,529,042	4,196,223	3,899,537	3,834,889	3,706,333	3,857,230	3,994,932	4,135,085	4,177,484
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	500,000	-	233,000	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	190,000	-	115,000	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	112,000	1	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Payments:	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	(4,046,000)	(3,482,328)	(4,617,490)	(9,191,096)	(3,243,707)	(3,365,047)	(3,313,552)	(3,113,212)	(5,680,395)	(3,808,177)
Purchase of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	(2,799,072)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	(2,653,460)
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtor & Advances Made	-	-	-	-	-	-	-	-	-	-
Contribution Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(3,244,000)	(3,367,827)	(4,384,490)	(9,191,096)	(3,243,707)	(3,365,047)	(3,313,552)	(3,113,212)	(5,680,395)	(3,808,177)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	1,000,000	-	2,700,000	-	-	-	-	1,500,000	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(85,000)	(92,062)	(183,377)	(192,944)	(228,194)	(241,564)	(255,079)	(270,085)	(285,336)	(316,047)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	(334,691)
Distributions to Minority Interest	-	-	-	-	-	-	-	-	-	(354,634)
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(85,000)	907,938	(183,377)	2,507,056	(228,194)	(241,564)	(255,079)	(270,085)	1,214,664	(316,047)
Net Increase/(Decrease) in Cash & Cash Equivalents	(520,000)	2,069,153	(372,644)	(2,784,503)	362,787	99,722	288,498	611,634	(330,646)	53,260
plus: Cash, Cash Equivalents & Investments - beginning of year	7,622,000	7,102,000	9,171,153	8,798,509	6,014,006	6,376,793	6,476,515	6,765,913	7,376,648	7,046,001
Cash & Cash Equivalents - end of the year	7,102,000	9,171,153	8,798,509	6,014,006	6,376,793	6,476,515	6,765,913	7,376,648	7,046,001	7,039,262
Cash & Cash Equivalents - end of the year	233,000	233,000	9,404,153	8,798,509	6,014,006	6,376,793	6,476,515	6,765,913	7,376,648	8,341,271
Cash, Cash Equivalents & Investments - end of the year	7,335,000	7,335,000	9,404,153	8,798,509	6,014,006	6,376,793	6,476,515	6,765,913	7,376,648	9,867,377
Cash & Cash Equivalents - end of the year	233,000	233,000	9,404,153	8,798,509	6,014,006	6,376,793	6,476,515	6,765,913	7,376,648	9,867,377

MEMORANDUM OF UNDERSTANDING

REGIONAL TENDER FOR WASTE SERVICES

BATHURST REGIONAL COUNCIL	LACHLAN SHIRE COUNCIL
BLAYNEY SHIRE COUNCIL	MIDWESTERN REGIONAL COUNCIL
BLUE MOUNTAIN CITY COUNCIL	NARROMINE SHIRE COUNCIL
CABONNE COUNCIL	PARKES SHIRE COUNCIL
COWRA SHIRE COUNCIL	ORANGE CITY COUNCIL
DUBBO CITY COUNCIL	WELLINGTON COUNCIL
FORBES SHIRE COUNCIL	



NetWaste

TABLE OF CONTENTS

PAGE

1. Recitals	3
2. Parties	3
3. Interpretation	4
4. Operation	4
5. Execution	6

1. RECITALS:

- A. Netwaste is a collaborative environmental management project sponsored by the New South Wales Environment Protection Authority (EPA) and the Central West and Orana Regional Organisation of Councils (CENTROC and OROC).
- B. As part of the regional planning process, Netwaste has identified that resource sharing and participation in joint tendering should be pursued in the interests of local communities. Collective tendering allows for the benefits of economies of scale and possible improvements to services without compromising individual Council's service delivery.
- C. In 2005, following a joint tender process, Blayney Shire, Cabonne, Forbes Shire, Parkes Shire and Orange City Councils (existing Parties) entered into contracts for regional domestic waste and recycling collection services, as well as recycling processing and recovery services. These contracts expire in December 2015.
- D. These existing Parties need to commence the process for the procurement of these services from December 2015. Other Parties have examined possible opportunities to be included in this procurement process. Some of these other Parties wish to introduce waste and/or recycling collection services and utilise resource recovery processes, so that they may reduce the volume of waste that is disposed of to landfill. Organics collection and processing options are also to be considered.
- E. The proposed joint tender for the waste services is to be undertaken with the support of the Netwaste Executive and funded with Netwaste allocations including grants and matched with shared funding from the Parties.
- F. It is proposed that the process shall allow for an open tender to be issued during 2013 for the services sought. A project plan has been developed outlining all stages of the tendering process.
- G. Prices will be sought from tenderers based on the combination of the Parties included and the services sought by each individual Party. Where "Regional Prices" are sought, these prices will require the inclusion of all nominated Parties. The procurement process shall allow for Parties to accept OR reject tenders.
- H. The Parties wish to commit to join and work together in the joint tendering process for the Regional Tender for Waste Services.

2. PARTIES

Bathurst Regional Council
Blayney Shire Council
Blue Mountains City Council
Cabonne Council
Cowra Shire Council
Dubbo City Council
Forbes Shire Council
Lachlan Shire Council
Mid Western Regional Council
Narromine Shire Council
Parkes Shire Council
Orange City Council
Wellington Council

3. INTERPRETATION:

In the interpretation of this document, the following provisions apply unless the context otherwise requires:

- i. Headings are inserted for convenience only and do not affect the interpretation of this document.
- ii. A reference in this document 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.
- iii. A reference in this document to any agreement or document is to that agreement or document as amended, novated, supplemented or replaced.
- iv. A word which denotes the singular also denotes the plural, a word which denotes the plural also denotes the singular, and a reference to any gender also denotes the other gender.
- v. A reference to this document includes the agreement recorded in this document.

4. OPERATION:

1. The Parties agree that this MOU will be effective from the date of execution, throughout the tender process and until each Party resolves to and enters into a contract for the waste services sought.
2. The Parties commit to the tendering process for the Regional Tender for Waste Services.
3. This commitment is given in recognition of the resources committed by each of the Parties to the tendering process.
4. This commitment is also given as an indication to prospective tenderers that the Parties intend to participate in the tendering process and recognise the resources committed by tenderers in submitting tenders offering to provide the services included in the Regional Tender for Waste Services.
5. The Parties undertake to carefully consider their inclusion in the tendering process, and particularly, for what services they seek to include in the tender which may impact on the tendered prices sought by other Parties.
6. The Parties understand that regional prices shall be sought from tenderers and that to withdraw from the tendering process may impact on the tendered rates sought by other Parties.
7. The Parties agree to the steps of the tendering process outlined in the project plan and any alterations to the plan.
8. The Parties agree to provide adequate support and resources to the tendering process and to actively monitor the requirements of the process and where necessary, share with all Parties, any information and analyses required to achieve the aims of the tendering process.
9. The Parties agree to communicate, co-operate and coordinate with one another. Each Party will appoint a contact person for the day-to-day liaising and coordination of information as required.
10. The Parties will have regard to the confidentiality requirements of the tendering process and of all information provided by the other Parties and/or tenderers.
11. The Parties intend that Tenders will be received; evaluated by a duly appointed panel; and that contracts for the waste services will be awarded in 2014. The Parties agree to enter into contracts with the preferred Tenderer, in accordance with a Council resolution to do so. The Parties further agree not to amend the essential terms and conditions of the draft contract except with the express written consent of the other Parties.
12. In the event that circumstances eventuate that affect this MOU, the MOU may be varied by one Party by agreement

with the other Parties; and the Parties agree to negotiate in good faith.

13. This MOU does not fetter or restrict the powers or discretions of any Party in relation to any powers or obligations that they have under any legislation.

4. EXECUTION

The Parties have confirmed their commitment to this MOU as follows:

Signed for and on behalf of BATHURST REGIONAL COUNCIL by

SIGNATURE	DATE
MR DAVID SHERLEY	
GENERAL MANAGER	

Signed for and on behalf of BLAYNEY SHIRE COUNCIL by

SIGNATURE	DATE
MR GLENN WILCOX	
GENERAL MANAGER	

Signed for and on behalf of BLUE MOUNTAINS CITY COUNCIL by

SIGNATURE	DATE
MR ROBERT GREENWOOD	
GENERAL MANAGER	

Signed for and on behalf of CABONNE COUNCIL by

SIGNATURE	DATE
MR ANDREW HOPKINS	
GENERAL MANAGER	

Signed for and on behalf of COWRA SHIRE COUNCIL by

SIGNATURE	DATE
MR PAUL DEVERY	
GENERAL MANAGER	

MEMORANDUM OF UNDERSTANDING – TENDER FOR REGIONAL WASTE SERVICES

Signed for and on behalf of DUBBO CITY COUNCIL by

SIGNATURE	DATE
MR MARK RILEY	
GENERAL MANAGER	

Signed for and on behalf of FORBES SHIRE COUNCIL by

SIGNATURE	DATE
MR BRIAN STEFFEN	
GENERAL MANAGER	

Signed for and on behalf of LACHLAN SHIRE COUNCIL by

SIGNATURE	DATE
MS LIZ COLLYER	
GENERAL MANAGER.	

Signed for and on behalf of MID WESTERN REGIONAL COUNCIL by

SIGNATURE	DATE
MR WARWICK BENNET	
GENERAL MANAGER.	

Signed for and on behalf of NARROMINE SHIRE COUNCIL by

SIGNATURE	DATE
MR GREG LAMONT	
GENERAL MANAGER	

Signed for and on behalf of PARKES SHIRE COUNCIL by

SIGNATURE	DATE
MR KENT BOYD	
GENERAL MANAGER	

MEMORANDUM OF UNDERSTANDING – TENDER FOR REGIONAL WASTE SERVICES

Signed for and on behalf of ORANGE CITY COUNCIL by

SIGNATURE	DATE
MR GARRY STYLES	
GENERAL MANAGER	

Signed for and on behalf of WELLINGTON COUNCIL by

SIGNATURE	DATE
MR MICHAEL TOLHURST	
GENERAL MANAGER	



Operational Plan 2013 – 2014

Part 2 - Financial Information Including Annual Budget and Fees and Charges



The development of Blayney Shire Council Integrated Planning and Reporting documents has been managed as a collaborative project of the WBC Strategic Alliance of Councils with the assistance of Bob Campbell and Lynda Jones of Groupwork Pty Ltd

This collaboration has greatly benefited the process and will support these councils working together in the future to ensure the viability and sustainability of their individual councils and communities.



Contents

Linking of Strategic Themes to Council Activities.....	4
2013/2014 Projected Income Statement.....	5
2013/2014 Budget Summary by Activity.....	6
2013/2014 Capital Expenditure Program	8
Financial Assistance Program.....	10
Revenue Policy.....	12
Pricing Policy.....	20
Schedule of Fees & Charges.....	21

Linking of Strategic Themes to Council Activities

Grow the wealth of the Shire	A centre for sports & culture	Preserve and enhance our heritage and rural landscapes	Develop and maintain Shire infrastructure	Develop strong and connected communities	Leadership
Quarries Town Planning Building Control Tourism & Area Promotion Industrial Development & Promotion Real Estate Other Business Sewerage Services	Youth Services Public Libraries Museums Centrepoint Sport & Leisure Other Cultural Services	Noxious Weeds Blayney Showground Heritage Services	Waste Management Street Cleaning Urban Stormwater Drainage Public Cemeteries Public Conveniences Urban Roads Rural Roads Bridges RTA Works Ancillary Roadworks	Public Halls Sporting Grounds Parks & Gardens Rural Fire Service Emergency Services Housing Community Services Administration Childcare Aged & Disabled Services	Corporate Support Other Support Services Governance Animal Control Health Administration General Purpose Revenues

THIS DOCUMENT SHOULD BE READ IN CONJUNCTION WITH OPERATIONAL PLAN PART 1

BLAYNEY SHIRE COUNCIL
PROJECTED INCOME & EXPENDITURE STATEMENT
2013/2014 FINANCIAL YEAR

	ORIGINAL 2012/13 \$'000	PROJECTED 2013/14 \$'000
Projected Income from Continuing Operations		
Revenue:		
Rates & Annual Charges	7,271	7,836
User Charges & Fees	1,388	996
Interest & Investment Revenue	386	426
Other Revenues	131	272
Grants & Contributions provided for Operating Purposes	3,171	2,902
Grants & Contributions provided for Capital Purposes	858	800
Other Income:		
Net gains from the disposal of assets	-	-
Joint Ventures & Associated Entities	-	-
Total Projected Income from Continuing Operations	13,205	13,232
 Projected Expenses from Continuing Operations		
Employee Benefits & On-Costs	5,121	5,361
Borrowing Costs	223	204
Materials & Contracts	2,664	3,088
Depreciation & Amortisation	4,427	4,556
Impairment	-	-
Other Expenses	1,464	1,485
Interest & Investment Losses	-	-
Net Losses from the Disposal of Assets	-	-
Joint Ventures & Associated Entities	-	-
Total Projected Expenses from Continuing Operations	13,900	14,693
Projected Operating Result from Continuing Operations	(695)	(1,461)
Discontinued Operations - Profit/(Loss)	-	-
Projected Net Profit/(Loss) from Discontinued Operations	-	-
 Projected Net Operating Result for the Year	 (695)	 (1,461)
 Projected Net Operating Result before Grants and Contributions provided for Capital Purposes	 (1,553)	 (2,261)

BLAYNEY SHIRE COUNCIL
OPERATIONAL PLAN SUMMARY BY ACTIVITY
2013/14 FINANCIAL YEAR

	PROJECTED 2013/2014		
	\$ Operating Income	\$ Operating Expenditure	\$ Net Operating Result
Governance			
Council	-	479,161	(479,161)
Administration			
Corporate Support	60,368	1,717,931	(1,657,563)
Engineering & Works	32,196	1,040,894	(1,008,698)
Other Support Services	30,870	(18,140)	49,010
	123,434	2,740,685	(2,617,251)
Public Order & Safety			
Animal Control	7,466	112,307	(104,841)
Emergency Services	-	41,711	(41,711)
Rural Fire Service	8,359	387,342	(378,983)
	15,826	541,360	(525,534)
Health			
Administration	27,485	420,451	(392,966)
Food Control	-	6,004	(6,004)
	27,485	426,455	(398,970)
Environment			
Domestic Waste Management	800,853	814,077	(13,224)
Noxious Plants	-	64,296	(64,296)
Other Waste Management	126,059	100,905	25,154
Street Cleaning	-	159,262	(159,262)
Urban Stormwater Drainage	-	95,563	(95,563)
	926,911	1,234,103	(307,192)
Community Services & Education			
Aged & Disabled	20,500	73,882	(53,382)
Community Services Administration	15,000	29,446	(14,446)
Families & Children Services	-	10,916	(10,916)
Youth Services	1,382	16,012	(14,630)
	36,882	130,256	(93,374)
Housing & Community Amenities			
Housing	-	1,531	(1,531)
Public Cemeteries	38,588	43,573	(4,986)
Public Conveniences	-	83,872	(83,872)
Town Planning	138,237	259,016	(120,780)
	176,824	387,992	(211,168)

BLAYNEY SHIRE COUNCIL
OPERATIONAL PLAN SUMMARY BY ACTIVITY
2013/14 FINANCIAL YEAR

	PROJECTED 2013/2014		
	\$	\$	\$
	Operating Income	Operating Expenditure	Net Operating Result
Recreation & Culture			
Community Centres	5,145	275,502	(270,357)
Multi Purpose Centre	436,165	639,234	(203,069)
Other Cultural Services	-	5,527	(5,527)
Parks & Gardens	2,712	589,398	(586,686)
Public Halls	-	82,701	(82,701)
Public Libraries	36,852	148,506	(111,655)
Showground	2,315	36,621	(34,306)
Sporting Grounds	10,622	389,661	(379,038)
	493,811	2,167,150	(1,673,338)
Mining Manufacturing & Construction			
Building Control	92,851	62,650	30,201
Quarries & Pits	134,466	136,446	(1,980)
	227,317	199,095	28,221
Transport & Communication			
Footpaths	-	140,958	(140,958)
Kerb & Guttering	-	28,941	(28,941)
Local Bridges	83,293	337,479	(254,185)
Local Roads	1,267,535	3,971,920	(2,704,385)
Other Transport & Communication	-	61,767	(61,767)
Regional Bridges	-	60,717	(60,717)
Regional Roads	527,663	240,167	287,496
State Roads	57,233	57,233	-
Street Lighting	15,435	114,219	(98,784)
	1,951,159	5,013,400	(3,062,241)
Economic Affairs			
Industrial Development Promotion	3,936	36,291	(32,355)
Other Business Undertakings	65,000	50,000	15,000
Tourism & Area Development	-	88,134	(88,134)
	68,936	174,425	(105,489)
General Purpose Revenue			
General Purpose Revenues	7,945,813	49,953	7,895,861
Sewerage Services			
	1,237,687	1,149,411	88,277
Surplus/(Deficit) From Ordinary Activities			
	13,232,086	14,693,445	(1,461,360)
Surplus/(Deficit) From Ordinary Activities Before Capital Amounts			
	12,431,967	14,693,445	(2,261,478)

BLAYNEY SHIRE COUNCIL

CAPITAL EXPENDITURE - 2013/2014

	Projected Budget 2013/2014
	(\$)
Administration	
Building Capital Works - Council	240,000
I.T. Project Based Expenses	112,275
I.T.Life Cycle Based Expenses	45,000
Vehicle Replacement - Corporate Support	35,000
Building Capital Works - Depot	1,000
Vehicle Replacement - Engineering	24,000
Purchase Plant - Minor	255,000
Purchase Plant - Major	360,000
Total Administration	1,072,275
Public Order & Safety	
Surveillance Camera	800
Total Public Order & Safety	800
Health	
Vehicle Replacement - Health	39,000
Total Health	39,000
Environment	
Surveillance Camera	800
Waste Contract - Contributions/Legals (Netwaste)	16,000
Total Environment	16,800
Housing & Community Amenities	
Vehicle Replacement - Town Planning	12,000
Total Housing & Community Amenities	12,000
Recreation & Culture	
Library	
Building Capital Works - Library (Painting)	1,000
Library - Disability & Geographical Adjustment Acquisitions	6,172
Public Halls	
Building Capital Works - Public Halls	5,000
Multipurpose Centre	
Building Capital Works - Centepoint	25,000
Building Capital Works - Centepoint Grant Ceep 2 (Boiler) 50/50	100,000
Sporting Grounds	
Building Capital Works - Sporting Grounds	27,500
Capital Works - Sporting Grounds Other	25,000
Parks & Gardens	
Building Capital Works - Parks & Gardens	22,200
Capital Works - Parks & Gardens Other	24,000
Showground	
Building Capital Works - Showground	57,000
Total Recreation & Culture	292,872

BLAYNEY SHIRE COUNCIL

CAPITAL EXPENDITURE - 2013/2014

	Projected Budget 2013/2014 (\$)
Transport & Communication	
Local Roads	
Rehabilitation Program	
- Forest Reefs Rd	627,381
- Errowanbang Rd	308,700
- Barry Rd	726,000
- Burnt Yards Rd	378,158
- Heavy Patching	300,000
Total Rehabilitation Program	2,340,239
Reseal Program	
- Mandurama Rd	135,000
- Forest Reefs Rd	135,000
- Carcoar Dam Rd	45,000
- Carcoar Rd	33,000
- Neville Rd	36,000
- Urban Streets Program	267,900
Total Reseal Program	651,900
Flood Damage Restoration	287,496
Total Local Roads	3,279,635
Local Bridges	
- Forest Reefs Rd (Cowriga Creek)	311,966
- Old Lachlan Rd	60,000
- Yangoora Rd (Grubbenbun Creek)	90,000
- Carcoar Dam Rd	90,000
Total Local Bridges	551,966
Footpaths	
Capital Works - Footpaths	106,250
Other Transport & Communication	
Building Capital Works - Other Transport	5,000
Total Transport & Communication	3,942,851
Economic Affairs	
Building Capital Works - Tourism	10,000
Total Economic Affairs	10,000
Blayney Sewer	
BSW- Replace Sewer Mains	56,220
BSW- Village Extensions	224,000
Total Blayney Sewer	280,220
Total Projected Capital Expenditure 2013/2014	5,666,818

Financial Assistance Program – S.356 Donations

Under Section 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.

To facilitate the above, Blayney Shire Council developed the Financial Assistance Program to assist not-for-profit groups that offer a significant contribution to the social, economic and/or environmental wellbeing of the community.

There are four categories of financial assistance available under the program:

1. Recurrent financial assistance
2. Non-recurrent financial assistance (excluding private industry community funding)
3. Sporting related financial assistance
4. Special project financial assistance

Council has budgeted \$100,000 towards the program. Indicative funding levels are provided in the table below.

Funding Type	Maximum funding levels available annually per application
Recurrent Financial Assistance	Generally up to \$1,000 for new projects except school prizes. School prize of \$50 per School per annum.
Non- Recurrent Financial Assistance - Council: Projects of demonstrated broad community benefit, including school projects - the applicant must demonstrate the uniqueness of the project, how it will benefit the community and how it meets Council's vision statement(s) objectives.	Generally up to \$3,000 Special projects enhancing a community facility may receive up to \$10,000
Non- Recurrent Financial Assistance- Private Industry: Local projects and activities with a demonstrated broad benefit to the community that is based on environmental, greenhouse gas reduction, water conservation, tree planting or river care principles.	Generally up to \$3,000 Special projects enhancing a community facility may receive up to \$10,000
Rate Reimbursement: Not for profit only and general land rates component of rates only.	As specified on rates notice
Fees and Charges	As specified in Council's Fees and Charges.

Sporting Related: Financial Assistance for junior representatives is considered by Council's Sports Advisory Committee.	<ul style="list-style-type: none">• up to• \$100.00 for regional selection• \$300.00 for state selection• \$500.00 for national selection
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Council will not consider requests for financial support (cash or in-kind) outside of this program.

Please refer to Councils 'Financial Assistance Program – Guidelines and Application Form' for further information on how to apply.

Revenue Policy

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.

2013/2014 SOURCE OF FUNDS	AMOUNT \$'000	% OF INCOME
Rates & Annual Charges	\$5,955	45%
Rates and Annual Charges - Special Variation	\$1,881	14%
User Charges & Fees	\$996	8%
Grants, Subsidies & Contributions	\$3,702	28%
Investment Revenue	\$426	3%
Other revenue	\$272	2%
TOTAL	\$13,232	100%

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 2013/2014 Financial Year.

Proposed Rating Structure for the 2013/2014 Rating Year

Description		Comments	Base Rate %	Number of Assessments	Land Value 2012	2013/2014 Rate in the \$	Sub Total	Total	Category Total
Residential									
Ord Rate - Res Other Areas , Barry, Lyndhurst Mandurama, Neville, & Newbridge	Ad Valorem Base Rate		25.53%	1117	\$ 124,222,170	\$ 0.003934	488,730.38		
Ord Rate - Res Blayney	Ad Valorem Base Rate		27.90%	1145	\$ 72,957,400	\$ 150.00	167,550.00	\$ 656,280	
Ord Rate - Res Blayney Vacant Land	Ad Valorem Base Rate		25.05%	112	\$ 8,265,500	\$ 180.00	206,100.00	\$ 738,616	
Ord Rate - Res Millthorpe	Ad Valorem Base Rate		22.62%	284	\$ 29,140,100	\$ 180.00	60,329.88		
Ord Rate - Res Millthorpe Vacant land	Ad Valorem Base Rate		24.67%	32	\$ 2,930,700	\$ 0.005667	165,143.46		
Ord Rate - Res Carcoar	Ad Valorem Base Rate		31.68%	76	\$ 3,752,910	\$ 170.00	48,280.00	\$ 213,423	
Ord Rate - Res Carcoar Vacant land	Ad Valorem Base Rate		29.71%	10	\$ 541,700	\$ 160.00	5,440.00	\$ 22,049	
Business									
Ord Rate - Business Other Areas	Ad Valorem Base Rate		16.64%	43	\$ 6,784,300	\$ 0.006983	47,376.12		
Ord Rate - Business Blayney	Ad Valorem Base Rate		20.08%	164	\$ 15,048,740	\$ 220.00	9,460.00	\$ 56,836	
Ord Rate - Business Millthorpe	Ad Valorem Base Rate		14.86%	18	\$ 2,315,500	\$ 220.00	36,080.00	\$ 179,705	
Ord Rate - Business Carcoar	Ad Valorem Base Rate		16.78%	9	\$ 838,800	\$ 0.009357	21,664.98		
Ord Rate - Business Village	Ad Valorem Base Rate		41.69%	20	\$ 687,640	\$ 210.00	3,780.00	\$ 25,445	
Ord Rate - Farmland	Ad Valorem Base Rate		5.62%	724	\$ 423,655,690	\$ 0.004017	5,314.21		
Mining									
Ord Rate - Mining Gold / Copper	Ad Valorem Base Rate		0.03%	2	\$ 41,740,000	\$ 305.00	2,291,771.99		
Total Yield				3,756	\$ 732,881,150				\$ 6,132,021

Ordinary Rates

Ordinary Rates are applied to properties on the basis of independent valuations supplied to Council on all rateable properties within the Shire boundaries by Land and Property Information NSW. All of the valuations used in the 2013/14 rating period have a base date of 1 July 2012.

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.

Please note these Ordinary Rates include the Special Variation that was approved by the Minister of Local Government for the 2008/09 rating year. This Special Variation is for the purpose of "funding the loan repayments for the re-development of the Blayney Community Centre" (14th April 2008).

A 37.1% special variation to general income is also included for the 2013/14 rating year for exclusive application to the "Gold /Copper Mining" category for the purpose of funding an infrastructure back log for roads, bridges and associated services for servicing the Cadia Mine and surrounding district.

The Minister for Local Government has announced a rate-pegging limit of 3.4% for the 2013/2014 General Rate levy. However, so that the Blayney Shire Community Centre special rate variation implemented by Council does not get increased by the rate-pegging limit the rating structure has incorporated an increase to the General Rate levy of a reduced percentage of 3.324%.

Summary of Revenue Applicable to Special Variations

Blayney Shire Community Centre	\$275,250
Gold / Copper Mining Category	\$1,620,432
Revenue Applicable to Special Variation	<u><u>\$1,895,682</u></u>

Blayney Sewerage Service
Annual Charges

For Residential Properties

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

For Non-Residential Properties...

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

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

The **Usage Charge** is determined by multiplying the number of kilolitres of water consumed, by the SDF, and then by \$1.15.

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

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

Note:

The SDF will vary for individual properties, and is based upon NSW Office of Water, Liquid Trade Waste Regulation Guidelines – April 2009.

Residential	Annual Charge (Prior to SDF Factor)	No of Properties	Quarter Charge before SDF	Min. quarterly amount charged	Total Yield
Connected	\$496.00	1105	\$109	\$124	\$548,080
Vacant/Unmetered	\$256.00	125		\$32,000	
				\$580,080	
Non Residential	Annual Charge (Prior to SDF Factor)	No of Properties	Quarter Charge before SDF	Min. quarterly amount charged	Total Yield
20mm Water Service	\$436.00	123	\$109	\$124	
25mm Water Service	\$676.00	18	\$169	\$124	
32mm Water Service	\$1,108.00	14	\$277	\$124	
40mm Water Service	\$1,732.00	10	\$433	\$124	
50mm Water Service	\$2,704.00	20	\$676	\$124	
80mm Water Service	\$6,920.00	1	\$1,730		
100mm Water Service	\$10,812.00	5		\$2,703	
150mm Water Service	\$24,328.00	1		\$6,082	
Vacant/Unmetered	\$256.00	47			
TOTAL YIELD					\$ 238,000

Examples:

Example 1 - Non Residential Property (Blayney)

Industry/Building:	Office Building
Connection Size:	20mm
Estimated Usage per Quarter:	16 Kilolitres
Sewerage Discharge Factor:	95%
Yearly Access Charge:	\$436

Based on the above information the quarterly access charge would be calculated as follows:

Annual Charge:	\$436 / 4	=	\$109
Usage Charge:	16 X \$1.15	=	\$18.40
			<hr/> <hr/> <hr/>

Application of SDF:

$$\frac{\$127.4 \times 95\%}{\$127.40} = \$121.03$$

As this charge is below the minimum then the **customer would be charged \$124**. This is to ensure that the non residential charge does not fall below the residential charge.

Example 2 - Non Residential Property (Blayney)

Industry/Building:	Restaurant
Connection Size:	20mm
Estimated Usage per Quarter:	170 Kilolitres
Sewerage Discharge Factor:	95%
Yearly Access Charge:	\$436

Based on the above information the quarterly access charge would be calculated as follows:

Annual Charge:	\$436 / 4	=	\$109
Usage Charge:	170 X \$1.15	=	\$195.50
			<hr/> <hr/> <hr/>

Application of SDF:

$$\frac{\$304.50 \times 95\%}{\$304.50} = \$289.28$$

As this charge is above the minimum then the **customer would be charged the calculated fee above of \$289.28**.

For Residential Properties...

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

For Non-Residential Properties...

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

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

The **Usage Charge** is determined by multiplying the number of kilolitres of water consumed, by the SDF, and then by \$1.15.

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

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

Note:

The SDF will vary for individual properties, and is based upon NSW Office of Water, Liquid Trade Waste Regulation Guidelines – April 2009

Residential	Annual Charge (Prior to SDF Factor)	No of Properties	Quarter Charge before SDF	Min. quarterly amount charged	Total Yield
Connected	\$788.00	299	\$235,612	\$197	
Vacant/Unmetered	\$701.00	57	\$39,957		
			\$275,569		
Non Residential					
20mm Water Service	\$740.00	23	\$185	\$197	
25mm Water Service	\$1,156.00	3	\$289	\$197	
32mm Water Service	\$1,892.00	1	\$473	\$197	
40mm Water Service	\$2,956.00	1	\$739	\$197	
50mm Water Service	\$4,624.00	2	\$1,156	\$197	
80mm Water Service	\$11,832.00	0	\$2,958		
100mm Water Service	\$18,484.00	0	\$4,621		
150mm Water Service	\$41,592.00	0	\$10,398		
Vacant/Unmetered	\$701.00	0			
TOTAL YIELD					\$ 42,800

Examples:

Example 1 - Non Residential Property (Millthorpe)

Industry/Building: Office Building
Connection Size: 20mm
Estimated Usage per Quarter: 16 Kilolitres
Sewerage Discharge Factor: 95%
Yearly Access Charge: \$740

Based on the above information the quarterly access charge would be calculated as follows:

$$\begin{array}{rcl} \text{Annual Charge:} & \$740 / 4 & = \\ \text{Usage Charge:} & 16 \times \$1.15 & = \\ & & \hline & \$185 & \\ & \$18.40 & \\ & \hline & \$203.40 \\ \hline \end{array}$$

Application of SDF: $\$203.40 \times 95\% = \193.23

As this charge is below the minimum then the **customer would be charged \$197**. This is to ensure that the non residential charge does not fall below the residential charge.

Example 2 - Non Residential Property (Millthorpe)

Industry/Building: Restaurant
Connection Size: 20mm
Estimated Usage per Quarter: 170 Kilolitres
Sewerage Discharge Factor: 95%
Yearly Access Charge: \$740

Based on the above information the quarterly access charge would be calculated as follows:

$$\begin{array}{rcl} \text{Annual Charge:} & \$740 / 4 & = \\ \text{Usage Charge:} & 170 \times \$1.15 & = \\ & & \hline & \$185 & \\ & \$195.50 & \\ & \hline & \$380.50 \\ \hline \end{array}$$

Application of SDF: $\$380.5 \times 95\% = \361.47

As this charge is above the minimum then the **customer would be charged the calculated fee above of \$361.47**.

Waste Management Services and Annual Charges

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.

It is proposed to increase the Domestic Waste Management Charge and the Non-Domestic Waste Management Charge to meet the increases in service costs.

Domestic	Annual Charge	No. of Properties	Yield
Domestic Waste Management Charge	\$310.00	2055	\$637,050
Domestic Waste Management Charge – Vacant Land	\$40.00	351	\$14,040
Domestic Waste Management Charge – Rural Areas	\$310.00	289	\$89,590
Non-Domestic			
Non-Domestic Waste Management Charge	\$310.00	236	\$73,160
Extra Services			
Additional Garbage Charge – per bin	\$165.00	76	\$12,540
Additional Recycling Charge – per bin	\$145.00	31	\$4,495
TOTAL YIELD			\$830,875

Pricing Policy

Council has not adopted a pricing policy with respect to goods and services provided to the community.

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

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

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

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

Following is a comprehensive list of all fees and charges for the 2013/2014 Financial Year.

Council Borrowings

Council determines borrowing requirements in conjunction with the review of its 10 year Long Term Financial Plan (LTFP). The borrowing of funds, if required, will be in accordance with Part 12 - Loans (Sections 621,622,623 and 624) of the Local Government Act and the Minister of Local Government Borrowing Order. The 2013/14 Operational Plan provides for Council to borrow funds for the infrastructure improvement Program in the amount of \$876,000. These funds are to go towards Barry Road rehabilitation, Old Lachlan Road bridge and Carcoar Dam Road bridge.

Principal Activity	Corporate Support	2012/2013			2013/2014		
		Pricing Principle	Fee		Fee	GST	Total Fee
Dishonoured Payments	Fee for returned payments (each instance) in addition to bank charge.	User Pay	65.00	13.64	1.36	15.00	Council Pricing reflects nature of service and costs
Photocopying							
Black & White Copying							
- A4 Copies (each)		1.60	1.50	0.15	1.65		
- A3 Copies (each)		2.60	2.46	0.25	2.70		
- A2 Copies (each)		15.00	14.55	1.45	16.00		
- A1 Copies (each)		18.00	17.27	1.73	19.00		
- Double Sided - Above fee plus		50% + GST	50%	10%	50% + GST		
Colour Copying							
- A4 Copies (each)		2.40	2.27	0.23	2.50		
- A3 Copies (each)		2.85	2.73	0.27	3.00		
- A2 Copies (each)		25.50	23.64	2.36	26.00		
- A1 Copies (each)		41.20	38.18	3.82	42.00		
- Double Sided - Above fee plus		50% + GST	50%	10%	50% + GST		
GIS Search and Retrieve Information							
- A4 Sheet		48.00	44.55	4.45	49.00		
- A3 Sheet		58.50	54.55	5.45	60.00		
- A2 Sheet		79.50	74.55	7.45	82.00		
- A1 Sheet		108.50	101.82	10.18	112.00		
- A0 Sheet		122.00	114.55	11.45	126.00		
PA System Hire							
- PA System (per day)		User Pay	90.00	85.45	8.55	94.00	
- Lectern (per day)			45.00	42.73	4.27	47.00	
- Security Deposit (Refundable)			100.00	100.00	-	100.00	Council Pricing reflects nature of service and costs
Computer Projector Hire (Community Groups and Agencies Only)							
- Projector (per day)		User Pay	145.00	136.36	13.64	150.00	
- Security Deposit (Refundable)			100.00	100.00	-	100.00	Council Pricing reflects nature of service and costs

** Please Note: Statutory fee as advised by responsible statutory authority; are subject to change without notice

Principal Activity	Corporate Support			2013/2014			Comments
		Title of Fee or Charge	Pricing Principle	Fee	GST	Total Fee	
Section 603 Certificates							
- Certificate Fee		Statutory**	65.00	65.00	-	70.00	
- Additional Urgent Fee (within 48hrs)		User Pay	55.00	51.82	5.18	57.00	
- Refund / Cancellation Fee		User Pay	22.00	20.91	2.09	23.00	
- Duplicate Certificate Fee		User Pay	44.00	40.91	4.09	45.00	
Subpoena Charges							
- Ordinary Hours (per hour)			150.00	141.82	14.18	156.00	
- Overtime Hours (per hour)			235.00	221.82	22.18	244.00	
- Urgency Fee (<5 working days notice)		User Pay	80.00	75.45	7.55	83.00	Council Pricing reflects nature of service and costs
This fee includes the supply of information under the Workplace Injury Management and Workers Compensation Act 1998							
Property Enquiry							
Rate / Property / Valuation enquiry fee per property							
- Written (per hour)		User Pay	85.00	80.00	8.00	88.00	
- Per 15 mins			53.50	50.00	5.00	55.00	
Application for Change of Street Number and Address							
- Application Fee		User Pay	155.00	145.45	14.55	160.00	
- Administration Fee (if approved)			155.00	145.45	14.55	160.00	
Transfer Register							
- Viewing of Register (per 30 minutes)		User Pay	26.00	24.55	2.45	27.00	Council Pricing reflects nature of service and costs
Staff Costs							
- Per hour			150.00	141.82	14.18	156.00	
- Per 15 minutes (or part thereof)			53.50	50.00	5.00	55.00	
- WBC Alliance			Cost + 10%	Cost + 10%	10%	Cost + 10%	
- Faxing of Documents			\$11.50 + 60c per page	\$10.45 + 55c per page	10%	11.95 + 65c per page	
- Email/Copy Documents on to Storage Device			11.50	10.86	1.09	11.95	

** Please Note: Statutory fee as advised by responsible statutory authority; are subject to change without notice

Principal Activity	Corporate Support			2012/2013		2013/2014		Comments
		Title of Fee or Charge	Pricing Principle	Fee	GST	Total Fee		
Access to Information – Government Information (Public Access) Act								
Formal Application				30.00	30.00	-	30.00	
- Processing Fee				30.00	30.00	-	30.00	
- Processing Charge (per hour)								
Internal Review								
- Processing Fee			Statutory **	40.00	40.00	-	40.00	Council pricing restricted by statute.
<i>*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.</i>								
Business Paper Supply								
- Supply of Business Paper per month (other than current month's Council meeting)				32.00	30.00	3.00	33.00	
- Additional Postage & Handling Charge				22.00	20.91	2.09	23.00	
Corporate Plan Supply (CSP/DP or OP)								
- Supply of either Community Strategic Plan, Delivery Program or Operational Plan			Regulatory	50.00	47.27	4.73	52.00	
Accrual of Interest on Overdue Rates and Charges (per Sect 566 Local Government Act 1993)								
			Statutory **	11.00%	11.00%	-	9.00%	Council pricing reflects nature of service and costs. Hardship provisions apply under the Local Government Act 1993.
Debt Recovery on Overdue Rates and Charges								
			Actual Cost	Actual Cost			Actual Cost	In line with fees and charges as dictated by Council's Debt Collection Agency.

** Please Note: Statutory fee as advised by responsible statutory authority; are subject to change without notice

Principal Activity	Engineering Administration			2012/2013		2013/2014		Comments
		Title of Fee or Charge	Pricing Principle	Fee	Fee	GST	Total Fee	
Permanent Road Closure Application for Closing of Public Road (Applicant to pay all fees to external parties)		Regulatory	260.00	245.45	24.55	270.00		Council pricing reflects nature of service and costs.
Temporary Road Closure Advertising fee for temporary closures for festivals etc		Regulatory	160.00	150.91	15.09	166.00		Council pricing reflects nature of service and costs.
Driveway Access Levels - Inspection Fee - Design Fee		User Pay	85.00 160.00	80.00 150.91	8.00 15.09	88.00 166.00		Council pricing reflects nature of service and costs.
Directional Sign Installation Fee to erect Directional Sign (Community based non-profit and religious organisations only) * Excludes cost of sign.		Regulatory	160.00	150.91	15.09	166.00		Council pricing reflects nature of service, costs and the community benefits produced by provision of the signage.
Kerb and Gutter Security Deposits Demolition of Buildings Where a concrete kerb and gutter or footpath exists outside a demolition site (per lineal metre)		User Pay	22.00 400.00 22.00 400.00 35.00 650.00	22.00 400.00 22.00 400.00 35.00 650.00	- - - - - -	23.00 416.00 23.00 416.00 36.00 676.00		Council pricing reflects nature of service and costs.
Building Construction Where a concrete kerb and gutter or footpath exists outside a building site. - Dwellings, dual occupancies and other minor developments - Industrial, commercial and other major developments		User Pay	400.00 835.00	400.00 835.00	- -	416.00 868.00		
Inspections – Road Construction Charge for inspections in respect of road construction by private developers. - Inspection of Construction Site (per lineal metre)		User Pay	10.00	10.00	1.00	11.00		Council pricing reflects nature of service and costs.

** Please Note: Statutory fee as advised by responsible statutory authority; are subject to change without notice

Principal Activity	Emergency Services & Fire Protection	2012/2013			2013/2014			Comments
		Pricing Principle	Total Fee	Fee	GST	Total Fee		
Bushfire Hazard Reduction		User Pay	As per Private Works Agreement	Council pricing reflects nature of service and costs				
Receive Annual Fire Safety Statement		User Pay	35.00	32.73	3.27	36.00	Council pricing reflects nature of service and costs	
Follow-up/Reminder Overdue Fire Safety Certificate		User Pay	35.00	32.73	3.27	36.00	Council pricing reflects nature of service and costs	

Principal Activity	Environmental Health Services	2012/2013			2013/2014			Comments
		Pricing Principle	Total Fee	Fee	GST	Total Fee		
Dog & Cat Registrations Companion Animals Act	Fees set by legislation for lifetime of animal: - Entire cat or dog - Registered Breeder cat/dog - Desexed cat or dog - Pensioner desexed cat/dog	Statutory **	150.00 40.00 40.00 15.00	150.00 40.00 40.00 15.00	- - - -	150.00 40.00 40.00 15.00	Council pricing reflects nature of service, costs and classification of animal.	

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Principal Activity	Environmental Health Services	2012/2013			2013/2014			Comments
		Pricing Principle	Fee	Fee	GST	Total Fee		
Dog & Cat Impounding	Title of Fee or Charge							
Impounding of Dogs								
- per dog for first impounding								
- for any subsequent impounding								
Sustenance of Dogs whilst impounded (per day or part thereof)								
	User Pay	59.00 118.00	59.00 118.00	-	61.00 122.00			
		37.00	37.00	-	38.00			
								Council pricing reflects nature of service and costs.
Sale of Impounded Dogs								
- Fee (plus microchipping & registration)								
	User Pay	60.00	56.36	5.64	62.00			
								Council pricing reflects nature of service and costs.
Cat Trap / Dog Trap								
- Weekly Hire								
- Deposit (Refundable)								
- Trap Replacement – in the event that the trap is lost or needs to be replaced								
	User Pay	21.00 100.00 381.00	20.00 100.00 360.00	2.00 - 36.00	22.00 100.00 396.00			
								Council pricing reflects nature of service and costs.
Straying Livestock								
- Per incident of impounding plus transport fee below								
- Per incident of impounding without transport								
Transport Fee								
Removal of stock from road second time that have not been impounded.								
	User Pay	54.00 Full Cost + 30%	50.91 Full Cost + 30%	5.09 10%	56.00 Full Cost + 30%			
		\$160.00 + Staff Costs + GST	\$160.00 + Staff Costs + GST	10%	\$166 + Staff Costs + GST			
								Actual Costs include staff and plant costs.

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Principal Activity	Environmental Health Services	2012/2013			2013/2014			Comments
		Pricing Principle	Fee	GST	Total Fee			
Livestock Impounding	Title of Fee or Charge							
Sustenance whilst impounded per head per day:								
- Horses & Cattle								
- Sheep								
- All Other Animals								
Veterinary Costs whilst impounded	User Pay	36.00 16.00 16.00	33.64 15.45 15.45	3.36 1.55 1.55	37.00 17.00 17.00			Council pricing reflects nature of service and costs.
Loss or Damage caused by straying stock including repairs		Full Cost Full Cost			Full Cost			
Impounding Articles								
- Per incident of impounding plus transport fee								
- Storage fee – per article per day								
- Notification / Incident								
Transport Fee	User Pay	230.00 21.00 75.00	217.27 20.00 70.91	21.73 2.00 7.09	239.00 22.00 78.00			Council pricing reflects nature of service and costs.
- Actual cost of transport plus 30%.		Actual + 30%	Actual + 30%	10%	Actual + 30%			
Ranger / Staff Duties								
Per Hour (Ind. vehicle cost)	User Pay	135.00	127.27	12.73	140.00			Council pricing reflects nature of service and costs

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Principal Activity	Environmental Health Services	2012/2013			2013/2014		
		Pricing Principle	Fee	Fee	GST	Total Fee	Comments
Inspection Fees	Title of Fee or Charge						
Barber Shop / Hairdressers - per hour or part thereof			120.00	113.64	11.36	125.00	
Beauty Salon - per hour or part thereof		Regulatory	120.00	113.64	11.36	125.00	
Skin Penetration Premises - per hour or part thereof			120.00	113.64	11.36	125.00	
Food Premises - Premises where only sealed packaged confectionaries and sealed drinks are provided. - per hour or part thereof		First Inspection Free		First Inspection Free		First Inspection Free	Council pricing reflects nature of service and costs.
- Re-Inspection Fee per hour or part thereof			125.00	118.18	11.82	130.00	
- Administration Fee			125.00	118.18	11.82	130.00	
- Temporary Food Premises Inspection Application/Inspection (Individual Event Charity/Fund Raising)		Cost Recovery	55.00	52.73	5.27	58.00	
- Annual Temporary Food Premises Application (Volunteer Organisation Recurrent Activity)		Cost Recovery	30.00	28.18	2.82	31.00	
Giving Effect to an Order		Cost Recovery	60.00	56.36	5.64	62.00	
- Administration Fee	User Pay		470.00	444.55	44.45	489.00	
Event Application							
- Amusement devices		Cost Recovery	\$125.00 + Amusement device fee per item + GST	\$125.00 + amusement device fee per item	10%	\$130.00 + Amusement device fee per item + GST	Council pricing reflects nature of service and costs.

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Principal Activity	Environmental Health Services	2012/2013			2013/2014		
		Title of Fee or Charge	Pricing Principle	Fee	GST	Total Fee	Comments
Activities Requiring Approval from Council - Section 68 of the Part A – Structures or places of public entertainment							
1. Install a manufactured home, moveable dwelling or associated structure on land							
Part B – Water supply, sewerage and stormwater drainage work							
1. Carry out water supply work		120.00		120.00		-	125.00
2. Draw water from a council water supply or a standpipe or sell water do drawn		120.00		120.00		-	125.00
3. Install, alter, disconnect or remove a meter connected to a service pipe		120.00		120.00		-	125.00
4. Carry out sewerage work		120.00		120.00		-	125.00
5. Carry out stormwater drainage work		120.00		120.00		-	125.00
6. Connect a private drain or sewer with a public drain or sewer under the control of a council or with a drain or sewer which connects with such a public drain or sewer		120.00		120.00		-	125.00
Part C – Management of waste							
1. For fee or reward, transport waste over or under a public place		120.00		120.00		-	125.00
2. Place waste in a public place		120.00		120.00		-	125.00
3. Place a waste storage container in a public place		120.00		120.00		-	125.00
4. Dispose of waste into a sewer of the Council		120.00		120.00		-	125.00
5. Install, construct or alter a waste treatment device or a human waste storage facility or a drain connected to any such device or facility		120.00		120.00		-	125.00
6. Operate a system of sewerage management (within the meaning of Section 68A)		30.00 + inspection fee		30.00 + inspection fee		-	31.00 + inspection fee

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Principal Activity	Environmental Health Services	2012/2013			2013/2014		
		Pricing Principle	Fee	Fee	GST	Total Fee	Comments
Part D – Community Land							
1. Engage in a trade or business			120.00	120.00	-	125.00	
2. Direct or procure a theatrical, musical or other entertainment for the public			120.00	120.00	-	125.00	
3. Construct a temporary enclosure for the purpose of entertainment			120.00	120.00	-	125.00	
4. For fee or reward, play a musical instrument or sing			120.00	120.00	-	125.00	
5. Set up, operate or use a loudspeaker or sound amplifying device			120.00	120.00	-	125.00	
6. Deliver a public address or hold a religious service or public meeting			120.00	120.00	-	125.00	
Part E – Public Roads							
1. Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway			120.00	120.00	-	125.00	
2. Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road			120.00	120.00	-	125.00	
Part F – Public Roads							
1. Operate a public car park			120.00 plus \$2.50 per site Annual Fee	120.00 plus \$2.50 per site Annual Fee	-	125.00 plus \$2.60 per site Annual Fee	
2. Operate a caravan park or camping ground			120.00 plus \$2.50 per site Annual Fee	120.00 plus \$2.50 per site Annual Fee	-	125.00 plus \$2.60 per site Annual Fee	Council pricing reflects nature of service and costs.
3. Operate a manufactured home estate			120.00 plus \$2.50 per site Annual Fee	120.00 plus \$2.50 per site Annual Fee	-	125.00 plus \$2.60 per site Annual Fee	

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Principal Activity	Environmental Health Services	2012/2013			2013/2014		
		Pricing Principle	Fee	Fee	GST	Total Fee	Comments
4. Install a domestic oil or solid fuel heating appliance, other than a portable appliance (Annual Fee)			120.00	120.00	-	125.00	
5. Install or operate amusement devices		Regulatory Separate Listing		-		Separate Listing	
7. Use a standing vehicle or any article for the purpose of selling any article in a public place							Council pricing reflects nature of service and costs.
- Application Fee			230.00	230.00	-	239.00	
- Annual Fee			120.00	120.00	-	125.00	
10. Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations (being domestic greywater diversion).			120.00	120.00	-	125.00	
<i>Please note: 6, 8 and 9 have been repealed.</i>							
Application under Section 82A EP&A Act							
Review of Council Decision		Regulatory As prescribed in the EP&A Regulation 2000		As prescribed in the EP&A Regulation 2000	-	As prescribed in the EP&A Regulation 2000	
Bond – Civil Construction							
Bond for civil construction works to be included in Council's Asset Register, to be held per time frame specified in Development Application.		User Pay 5% of total Civil Construction Costs.		5% of total Civil Construction Costs	-	5% of total Civil Construction Costs.	
Street Signs							
Charge for provision of street sign in new subdivision development.		User Pay 350.00		330.91	33.09	364.00	
- Provision and installation of each sign							
Street Trees							
Charge for provision of street trees in new subdivision development		User Pay 165.00		155.45	15.55	171.00	
- Provision and installation of street trees per lot							Council pricing reflects nature of service and costs.

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Principal Activity	Community Services	2012/2013			2013/2014			Comments
		Pricing Principle	Fee	Fee	GST	Total Fee		
Inala Units	Applicable to existing residents admitted per Retirement Villages Act							
	- No new residents to be admitted Rent per week as determined by percentage of the pension received by each occupant as at commencement of each calendar year - Single Pension - Married Pension - Weekly Rental per Garage							Council price reflects nature of service and costs. Reviewed annually with new fees effective from the 1 st Sunday in February.
	Residents admitted per Residential Tenancy Act	User Pay	30% 20% 7.70	30% 20% 7.27	- 0.73	30% 20% 8.00		
	- Rent per week as negotiated through tenancy agreement (through property management agent)		Market Rental		10%	Market Rental		

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Principal Activity	Housing & Community Amenities	2012/2013			2013/2014			Comments
		Pricing Principle	Fee	Fee	GST	Total Fee		
Section 149 Certificates								
- Standard Certificate	Statutory **	53.00	53.00	-	53.00			
- Certificate requiring additional information	Statutory **	80.00	80.00	-	80.00			Council pricing reflects nature of service and costs.
- Additional Urgent Fee (within 48hrs)	User Pay	125.00	118.18	11.82	130.00			
Development Fees								
	Refer Attach #1							Refer Attach #1
Purchase EIS								
Copy of EIS	Statutory **	30.00	30.00	-	30.00			Council pricing reflects nature of service and costs.
Rezoning Application								
- Minor	Regulatory	5405.00	5405.00	-	5621.00			
- Major		10805.00	10805.00	-	11237.00			Council pricing reflects nature of service and costs.
Annual Development Application List								
Purchase list of Development Applications for 1 year	User Pay	375.00	354.55	35.45	390.00			Council pricing reflects nature of service and costs.
General Records Search								
Search of Building Records (per hour or part thereof)	User Pay	150.00	141.82	14.18	156.00			Council pricing reflects nature of service and costs.
Sandwich Board & Footpath Use								
- DA for Sandwich Board & Footpath Use	Regulatory	115.00	115.00	-	119.00			
- Impounding Fee for Boards without Council Consent		220.00	207.27	20.73	228.00			Council pricing reflects nature of service and costs.

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Principal Activity	Waste Management	2012/2013			2013/2014		
	Title of Fee or Charge	Pricing Principle	Fee	GST	Total Fee		Comments
Tipping Fees		Refer Attach #3				Refer Attach #3	Council pricing reflects nature of service and costs.
Waste Transportation – Inspection Fees	- Waste Transportation Vehicle per inspection	Regulatory	130.00	130.00	-	135.00	Council pricing reflects nature of service and costs.
Replacement Bins	Garbage and Recycling - Mobile Garbage Bin	User Pay	125.00	125.00	-	130.00	Council pricing reflects nature of service and costs.

Principal Activity	Public Cemeteries	2012/2013			2013/2014		
	Title of Fee or Charge	Pricing Principle	Fee	GST	Total Fee		Comments
Monumental Works							
	<i>Supply of plaques and interments are performed by Funeral Directors. Council only provides for the allocation of plots and niches and keeps records of reservations and interments.</i>						
Cemetery Fees							
Reservation Fee		210.00	198.18	19.82	218.00		Reservation fee deducted from final plot fee.
Monument Burial Plot Permit and Grave Fee:							
- Resident or Ratepayer		900.00	850.91	85.09	936.00		
- Non Resident or Ratepayer		2400.00	2269.09	226.91	2496.00		
Lawn Cemetery Burial Plot		2400.00	2269.09	226.91	2496.00		
Second Interment		400.00	378.18	37.82	416.00		
Re-Opening Fee		500.00	472.73	47.27	520.00		
Inspection Fee		235.00	221.82	22.18	244.00		
Interment of Infants							
- Under 6 months		50% of full fee	50% of full fee	10%	50% of full fee		
Exhumation Administration Fees		5145.00	4863.64	486.36	5350.00		

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Principal Activity	Public Cemeteries	2012/2013			2013/2014		
		Pricing Principle	Fee	GST	Total Fee	Comments	
Niche Walls (Blayney, Carcoar, Lyndhurst, Neville & Millthorpe) - Fee	Regulatory	135.00	127.27	12.73	140.00	Council pricing reflects nature of service and costs.	
Interment of Ashes in Existing Grave Administration Fee	Regulatory	155.00	146.36	14.64	161.00	Council pricing reflects nature of service and costs.	
Search Fees Cemetery Information required for Family Trees, locating graves, etc. - Per hour - Per 15 min (or part thereof)	User Pay	88.00 57.00	82.73 53.64	8.27 5.36	91.00 59.00	Council pricing reflects nature of service and costs.	

Principal Activity	Sewerage Services	2012/2013			2013/2014		
		Pricing Principle	Fee	GST	Total Fee	Comments	
Liquid Trade Waste	Refer Attach #4					Refer Attach #4	
Supply of Drainage Diagram							
- Domestic Premises		35.00	35.00	-	36.00		
- Commercial Premises (1 WC)		35.00	35.00	-	36.00		
- Each additional WC		5.50	5.50	-	6.00		
- Sewer Diagram (new)		115.00	115.00	-	119.00		
- Septic Tank (if required)		115.00	115.00	-	119.00		
- Amendment to Drainage Diagram		115.00	115.00	-	119.00		

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Principal Activity	Recreation & Culture		2012/2013			2013/2014			Comments
	Title of Fee or Charge	Pricing Principle	Fee	Fee	GST	Total Fee			
Community Centre Hire									
	<i>Local entertainment, concerts, public meetings, trade exhibitions, school functions (other than dinners), religious services, etc. at which NO door charge is made (does not include use of kitchen). Excludes cleaning* cost.</i>								
- Evening Hire			220.00	207.27	20.73	228.00			Council pricing reflects nature of service and costs.
- Day Hire			110.00	103.64	10.36	114.00			Evening Hire between 5.00pm and 1.00am.
- Shire Charitable Organisations / Pensioner Groups and School Presentations		User Pay Cleaning Costs		Cleaning Costs	10%	Cleaning Costs			Day Hire between 9.00am and 5.00pm
	<i>Balls, weddings, luncheons, dinners etc. where food and beverages are served (includes use of the kitchen, bar & stage). Excludes cleaning* cost. Charge per day</i>								
- Hire			440.00	418.18	41.82	460.00			
- School Age Dances / Disco's		User Pay	125.00	118.18	11.82	130.00			Council Pricing reflects nature of service and costs
	<i>Meeting Room Hire (Room 1 or 2)</i>								
- Shire charitable organisations and Service Clubs		User Pay	55.00	51.82	5.18	57.00			
	<i>Hire of Other Areas</i>								
- Kitchen Hire		User Pay	30.00	28.18	2.82	31.00			
- Bar Hire			55.00	51.82	5.18	57.00			
	<i>Rehearsals & Prior Entry</i>								
- Up to 4 hours		User Pay	30.00	28.18	2.82	31.00			
- 4 to 8 hours			55.00	51.82	5.18	57.00			
	<i>Cleaning*</i>								
- Cleaning Cost		User Pay	330.00	311.82	31.18	343.00			
	<i>Please Note: Cleaning cost chargeable if facility is not left in a clean state by the Hirer.</i>								
	<i>Security Deposit - Refundable</i>								
- Security deposit - (Excl. Shire Charitable organisations / pensioner groups / schools)		User Pay	500.00	500.00	-	500.00			
- Security deposit - (Shire Charitable organisations / pensioner groups / schools)			100.00	100.00	-	100.00			
	<i>Please Note: Hire of facility is subject to terms and conditions.</i>								
	<i>Furniture Hire</i>			-	-	-			
	<i>Community Centre furniture is not available for external hire.</i>								

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Principal Activity	Recreation & Culture	2012/2013			2013/2014		
		Pricing Principle	Fee	Fee	GST	Total Fee	Comments
Title of Fee or Charge							
Blayney Library	(Fees as recommended by central West Libraries)						
	<i>Overdue items</i>						
- Videos, DVDs and CR ROMs – per item per day		1.00	0.91	0.09	1.00		
- Other library material – per item per day		0.55	0.50	0.05	0.55		
Lost Borrower Card		2.20	2.00	0.20	2.20		Council pricing reflects nature of service and costs.
Lost or damaged material – replacement cost and processing fee		User Pay	22.70	20.64	2.06	22.70	
Reservations – per item			1.00	0.91	0.09	1.00	
<i>Inter Library Loans</i>							
- Search fee		5.50	5.00	0.50	5.50		
- Use of Library for tutoring (Session a maximum of 2 hours)		5.00	4.55	0.45	5.00		
CentrePoint Sports & Leisure							
<i>Venue Hire Fees</i>							
Scout Hall, Dry Courts and Aerobic Room							
- Per Hour		25.00	23.64	2.36	26.00		
- Half Day (3-5hours)		55.00	51.82	5.18	57.00		
User Pay		105.00	99.09	9.91	109.00		
Tea and Coffee facilities							
- Full Day		15.00	14.55	1.45	16.00		
- 1 to 10 People		20.00	19.09	1.91	21.00		
- 10 to 15 People		30.00	28.18	2.82	31.00		
Dry Courts - Local sporting teams for training etc -							
- Per Person		2.50	2.27	0.23	2.50		
<i>Lane Hire</i>							
- 1 Lane per hour		10.50 + Pool Entrv	9.36	0.94	11.00 + Pool Entrv		

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Principal Activity	Recreation & Culture		2012/2013		2013/2014		Comments
	Title of Fee or Charge	Pricing Principle	Fee	Fee	GST	Total Fee	
Centrepoint Casual Entry							
<i>Swimming Casual Entry</i>		User Pay	6.00	6.36	0.64	7.00	
- Adult			4.00	4.55	0.45	5.00	
- Child / Concession			13.00	11.82	1.18	13.00	
- Family							Council pricing reflects nature of service and costs.
<i>Aqua Class Casual Entry</i>							
- Adult			9.00	9.09	0.91	10.00	
- Child / Concession			6.00	6.36	0.64	7.00	
<i>Gym Casual Entry</i>							
- All Ages			7.00	7.27	0.73	8.00	
<i>Group Fitness Class Casual Entry</i>							
- Adult			9.00	9.09	0.91	10.00	
- Student / Concession			6.00	6.36	0.64	7.00	
<i>Dry Courts Casual Entry</i>							
- All Ages			2.50	2.73	0.27	3.00	
- Family				11.82	1.18	13.00	
<i>Combo Swim / Gym, Gym/Class, Class/Swim</i>							
- All Ages			11.00	10.00	1.00	11.00	
<i>Gym Program</i>							
- All Ages			16.00	15.45	1.55	17.00	
<i>Fitness Assessment</i>							
- All Ages		User Pay	16.00	15.45	1.55	17.00	
<i>Personal Training</i>							
- All Ages			35.00	32.73	3.27	36.00	
- 10 Session Pack (1 pack per person)			300.00	283.64	28.36	312.00	
<i>Group Training Rate - 60 Mins.</i>							
1 Client				31.82	3.18	35.00	
2 Client				54.55	5.45	60.00	
3 Client				81.82	8.18	90.00	
4 Client				109.09	10.91	120.00	
5 Client				136.36	13.64	150.00	
<i>Swimming Pass - 10 Sessions (1 pack per person)</i>							
- Adult			55.00	51.82	5.18	57.00	
- Child / Concession			31.00	29.09	2.91	32.00	
<i>School Groups</i>							
- Student (pool, courts or gym)		New Fee	2.27	0.23	2.50	(Advanced Bookings Only)	

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Principal Activity	Recreation & Culture	2012/2013			2013/2014			Comments
		Title of Fee or Charge	Pricing Principle	Fee	Fee	GST	Total Fee	
Centrepoint Casual Entry - continue								
Class Pass Pack - 10 Classes (1 pack per person)								
- Adult								
- Student / Concession								
Centrepoint Membership								
Corporate Gold Membership (Exclusive to certain businesses)								
- Single - 12 months								
- Family - 12 months								
Gold Membership - (Gym, Swim, Class)								
Children / Concession								
- 1 Month								
- 3 Months								
- 6 Months								
- 12 Months								
Adult								
- 1 Month								
- 3 Months								
- 6 Months								
- 12 Months								
Family								
- 1 Month								
- 3 Months								
- 6 Months								
- 12 Months								

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Principal Activity	Recreation & Culture	2012/2013			2013/2014			Comments
		Title of Fee or Charge	Pricing Principle	Fee	Fee	GST	Total Fee	
Blue Membership - (Gym, Swim)								
Children / Concession				145.00	136.36	13.64	150.00	
- 3 Months		User Pay		220.00	207.27	20.73	228.00	
- 6 Months				350.00	330.91	33.09	364.00	Council pricing reflects nature of service and costs.
- 12 Months				175.00	165.45	16.55	182.00	
Adult				318.00	300.00	30.00	330.00	
- 3 Months				550.00	520.00	52.00	572.00	
- 6 Months				265.00	250.00	25.00	275.00	
- 12 Months				105.00	99.09	9.91	109.00	
Family				680.00	642.73	64.27	707.00	
- 3 Months								
- 6 Months								
- 12 Months								
Grey Membership - (Gym Only)								
Student				70.00	65.45	6.55	72.00	
- 3 Months		User Pay		110.00	103.64	10.36	114.00	
- 6 Months				210.00	198.18	19.82	218.00	Council pricing reflects nature of service and costs.
- 12 Months								
Adult								
- 3 Months								
- 6 Months								
- 12 Months								
White Membership - (Swim Only)								
Children / Concession				80.00	75.45	7.55	83.00	
- 3 Months				130.00	122.73	12.27	135.00	
- 6 Months				235.00	221.82	22.18	244.00	
- 12 Months								
Children / Concession								
- 3 Months								
- 6 Months								
- 12 Months								

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Principal Activity	Recreation & Culture			2012/2013			2013/2014			Comments
		Title of Fee or Charge	Pricing Principle	Fee	Fee	GST	Total Fee			
White Membership - (Swim Only) - continue										
Adult										
- 3 Months										
- 6 Months										
- 12 Months										
Family										
- 3 Months										
- 6 Months										
- 12 Months										
Bronze Group Fitness Class Membership										
Adult										
- 3 Months										
- 6 Months										
- 12 Months										
Student / Concession										
- 3 Months										
- 6 Months										
- 12 Months										
Silver Membership Group Fitness and Gym										
Adult										
- 3 Months										
- 6 Months										
- 12 Months										
Student / Concession										
- 3 Months										
- 6 Months										
- 12 Months										
Fitness Classes										
Student / Concession										
- Body Balance										
- Pump Up										
- Box Fit										
- Step Up										
- Bat Fit										
- Total Body Workout										
- Aqua Aerobics										
- Abs & Stretch										
Adult										
- Body Balance										
- Pump Up										
- Box Fit										
- Step Up										
- Bat Fit										

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Principal Activity	Recreation & Culture	2012/2013		2013/2014		Comments
		Pricing Principle	Fee	Fee	GST	
Fitness Classes - Continue						
- Total Body Workout			9.00	9.09	0.91	10.00
- Aqua Aerobics			9.00	9.09	0.91	10.00
- Abs & Stretch			6.00	6.36	0.64	7.00
Senior Classes						
Concession						
- Gentle Senior Aqua		6.00	6.36	0.64	7.00	
- Gentle Ta Chi		6.00	6.36	0.64	7.00	
- Healthy Life for Life		4.00	4.55	0.45	5.00	
- Life Ball - per week	User Pay	2.50	2.73	0.27	3.00	Council pricing reflects nature of service and costs.
Adult						
- Gentle Senior Aqua		9.00	9.09	0.91	10.00	
- Gentle Ta Chi		6.00	6.36	0.64	7.00	
- Healthy Life for Life		4.00	4.55	0.45	5.00	
- Life Ball - per week		2.50	2.73	0.27	3.00	
Kids Fit Classes - (Ages 5-12 yrs)						
- Life Ball - per week		6.00	6.36	0.64	7.00	
- Per Child		11.00	10.91	1.09	12.00	
Kindy Fit Classes - (Ages 3 months to 5 years)						
- Per Child	User Pay	5.00	5.45	0.55	6.00	
- Family		6.50	6.36	0.64	7.00	
Class Passes						
10 Class Pass		75.00	70.91	7.09	78.00	
- Student / Concession		55.00	51.82	5.18	57.00	
Centrepoin Birthday Parties						
Minimum 10 Children per Booking		155.00	146.36	14.64	161.00	
- Minimum cost (10 children)	User Pay	16.00	15.45	1.55	17.00	Council pricing reflects nature of service and costs.
Centrepoin Learn to Swim						
Classes for All Ages		95.00	90.00	9.00	99.00	10% discount for second & consecutive child (only offered during scheduled enrolment period).
- 10 Week Term						
Private Learn to Swim						
School Swim/Fitness Instructor						
New		31.82	31.18	3.18	35.00	
Fee		31.82	31.18	3.18	35.00	

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Principal Activity	Recreation & Culture	2012/2013			2013/2014			Comments
		Title of Fee or Charge	Pricing Principle	Fee	Fee	GST	Total Fee	
Centrepoint Swim Squad				60.00	56.36	5.64	62.00	
week		User Pay		115.00	108.18	10.82	119.00	Council pricing reflects nature of service and costs.
- 1 Session per week at 10 weeks				160.00	150.91	15.09	166.00	
- 2 Sessions per week at 10 weeks				205.00	193.64	19.36	213.00	
Playing Fields Seasonal Hitters								
Blayney Showground								
Seasonal Hire								
- Blayney Junior Soccer				650.00	614.55	61.45	676.00	
- Blayney Senior Soccer				650.00	614.55	61.45	676.00	
- Carcoar & District Pony Club				400.00	378.18	37.82	416.00	
- Blayney Harness Racing Trainers		User Pay		170.00	160.73	16.07	176.80	
King George Oval								
Seasonal Hire								
- Blayney Junior Cricket				405.00	382.73	38.27	421.00	
- Blayney Senior Cricket				405.00	382.73	38.27	421.00	
- Blayney Junior Rugby League				1200.00	1134.55	113.45	1248.00	
- Blayney Rugby League				1560.00	1474.55	147.45	1622.00	
- Blayney Rugby Union				1560.00	1474.55	147.45	1622.00	
Redmond Oval								
Seasonal Hire								
- Millthorpe Junior Cricket				360.00	340.00	34.00	374.00	
- Millthorpe Junior Soccer				560.00	529.09	52.91	552.00	
- Millthorpe Senior Soccer				560.00	529.09	52.91	552.00	
Dakers Oval								
Seasonal Hire								
- Blayney Junior Cricket				405.00	382.73	38.27	421.00	
- Blayney Senior Cricket				405.00	382.73	38.27	421.00	

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Principal Activity	Recreation & Culture	2012/2013			2013/2014			Comments
		Pricing Principle	Fee	GST	Total Fee			
Stillingfleet Courts								
Seasonal Hire								
- Blayney Netball Association								
Recreational Facilities								
Booking Cancellation Fee (all facilities)		70.00	65.45	6.55	72.00			
Casual Hirers Insurance (all facilities, as required)		85.00	80.00	8.00	88.00			
Blayney Showground								
Per day of part thereof								
- Pavilion Hire		360.00	272.73	27.27	300.00			
PLUS Security Deposit		300.00	300.00	-	300.00			
PLUS Cleaning Fee		100.00	100.00	-	100.00			
PLUS Key Deposit		100.00	100.00	-	100.00			
User Pay								
- Showground Hire - Schools, (Sporting Activities Only)		175.00	163.64	16.36	180.00			
- Showground Hire (Casual)		345.00	327.27	32.73	350.00			
Note – excludes Pavilion Hire								
PLUS Security Deposit		680.00	680.00	-	680.00			
PLUS Key Deposit		100.00	100.00	-	100.00			
- Blayney A & P Association Show		1170.00	1105.45	110.55	1216.00			
- Blayney A & P Harness Racing		365.00	344.55	34.45	379.00			

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Principal Activity	Recreation & Culture		2012/2013		2013/2014		Comments
	Title of Fee or Charge	Pricing Principle	Fee	Fee	GST	Total Fee	
Blayney Showground - continue							
Club Event							
- Carcoar and District Pony Club Event			145.00	136.36	13.64	150.00	
- Overnight camping (per night, per person)			8.50	8.18	0.82	9.00	In association with an approved event.
- Other Events							
Dakers Oval							
- Charge for 'one off' use – Schools, (Sporting Activities Only)		Contract Price	0.00	0.00	-	0.00	Cleaning Fee is refundable if the facility is left clean to Council's satisfaction.
- Charge for 'one off' use – Others		Contract Price	330.00	311.82	31.18	343.00	
PLUS Cleaning Deposit		Contract Price	100.00	100.00	-	100.00	
Redmond Oval							
- Charge for 'one off' use – Schools, (Sporting Activities Only)			0.00	0.00	-	0.00	Cleaning Fee is refundable if the facility is left clean to Council's satisfaction.
- Charge for 'one off' use – Others		User Pay	330.00	311.82	31.18	343.00	
PLUS Cleaning Deposit		User Pay	100.00	100.00	-	100.00	
Heritage Park							
Per day or part thereof							
- Park Hire Fee (Fêtes, Gala Day or Festivals)			330.00	311.82	31.18	343.00	Cleaning Fee is refundable if the facility is left clean to Council's satisfaction.
- Amphitheatre Hire			0.00	0.00	-	0.00	
(Exclusive Use - Schools & Not for Profit Community Organisations),							
- Amphitheatre Hire			85.00	80.00	8.00	88.00	
(Exclusive Use - Others).							
- PLUS Power (As requested)			36.00	33.64	3.36	37.00	

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Principal Activity	Recreation & Culture	2012/2013			2013/2014		
		Pricing Principle	Fee	Fee	GST	Total Fee	Comments
Heritage Park- continue							
- RTA Sanctioned Road Safety Events							
- <i>PLUS</i> Cleaning Deposit							
- Car park/BBQ Shelter Power Access Fee (daylight hours only)							
- <i>PLUS</i> Key Deposit							
King George Oval							
- Charge for 'one off' use – Schools, (Sporting Activities Only)							
- Charge for one off use - Others							
<i>PLUS</i> Toilets & Change Room Fee							
<i>PLUS</i> Cleaning Deposit							
<i>PLUS</i> Key Deposit							
<i>PLUS</i> Power & Lighting (as requested)							
Napier Oval & Other Recreational Facilities							
- Charge for 'one off' use – Schools, (Sporting Activities Only)							
- Charge for one off use - Others							
<i>PLUS</i> Cleaning Deposit							
<i>PLUS</i> Key Deposit							
<i>PLUS</i> Power & Lighting where available (as requested)							

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Principal Activity	Mining, Manufacturing & Construction	2012/2013			2013/2014		
		Pricing Principle	Fee	Fee	GST	Total Fee	Comments
Section 735A / 1212P Application	Title of Fee or Charge						
Outstanding Notices Certificate		Statutory **	120.00	120.00	-	120.00	Council pricing reflects nature of service and costs.
Caravan Park Inspection							
Inspection Fees			150.00	150.00	-	156.00	
Approval Fee			330.00	330.00	-	343.00	
Certificates of Completion							
a. Manufactured Home		User Pay	150.00	150.00	-	156.00	Council pricing reflects nature of service and costs.
b. Reinspection of (a)			150.00	150.00	-	156.00	
c. Structure associated with (a)			150.00	150.00	-	156.00	
d. Reinspection of (c)							
Section 100 Application							
Review of Council Decision		Statutory **	300.00	300.00	-	300.00	Council pricing reflects nature of service and costs.
- 50% of Original Fee to a maximum of							
Building Code of Australia Certificate							
Means of Escape Certificate (section D)		Statutory **	220.00	220.00	-	220.00	Council pricing reflects nature of service and costs.
Amusement Devices							
Inspection Fees							
- Major Ride			30.00	30.00	-	31.00	
- Minor Ride			20.00	20.00	-	21.00	
Additional Late Application Fee (Less than 72 hours notice)		Regulatory	180.00	180.00	-	187.00	
Special Events							
Inspection of Food Shop		Regulatory	320.00	320.00	-	332.00	Council pricing reflects nature of service and costs.
Gravel Sales							
- Depot Stockpile (per tonne)		User Pay	32.00	30.00	3.00	33.00	Council pricing reflects nature of service and costs.

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Principal Activity	Transport & Communication	2012/2013			2011/2012			Comments
		Pricing Principle	Total	Fee	GST	Total Fee		
Contributions to Works – Council Programmed Works								
- Kerb & Guttering (per lineal metre)		Regulatory	50% of cost	50% of cost	10%	50% of cost		
- Foot paving (per square metre)			50% of cost	50% of cost	10%	50% of cost		Recovery of Costs from adjacent owners in accordance with Section 217 of the Roads Act, 1993.
Road Opening Permit	The charges shall apply to all openings made by any person / organisation.	User Pay	115.00	108.18	10.82	119.00		Council pricing reflects nature of service and costs.
Restoration of Roads & Footpaths	Opening fee plus an additional restoration charge. (Public utility bodies included)							
- Concrete Road Pavements (per m ²)	User Pay	315.00	297.27	29.73	327.00			
- Concrete Footpaths (per m ²)		105.00	99.09	9.91	109.00			
- Residential Driveways (per m ²)		170.00	160.00	16.00	176.00			
- Bitumen surface on all bases (per m ²)	User Pay	140.00	131.82	13.18	145.00			
- Gravel Roads / Footpaths (per m ²)		90.00	84.55	8.45	93.00			
- Kerb & Gutter (per m)		135.00	127.27	12.73	140.00			
- Turfed Footpaths (per m ²)		85.00	80.00	8.00	88.00			
- Block paved Footpaths (per m ²)		205.00	193.64	19.36	213.00			

Principal Activity	Economic Affairs	2012/2013			2013/2014			Comments
		Pricing Principle	Total Fee	Fee	GST	Total Fee		
Private Works								
Direct Costs, including labour on-costs, PLUS	User Pay	Full Cost + 30%	Full Cost + 30%	10%	Full Cost + 30%			Council pricing reflects nature of service and costs.
Plant Hire Rates		Refer Attach #5				Refer Attach #5		

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Attachment 1 : Development Fees

<i>Description of Activity</i>	<i>Pricing Principle</i>	<i>Initial Fee</i>	<i>Additional Fee</i>	<i>GST Appl.</i>
1 Erection of a building or carrying out work (based on cost of development)		\$750.00	Nil	No
(a) Development up to \$5,000		\$750.00	+\$23.33 per \$1,000 (or part thereof) over \$5,000	No
(b) Development \$5,001 to \$50,000		\$1,800.00	+\$70.00 per \$1,000 (or part thereof) over \$50,000	No
(c) Between \$50,001 to \$100,000		\$5,300.00	+\$4.50 per \$1,000 (or part thereof) over \$100,000	No
(d) **Between \$100,001 to \$200,000		\$5,750.00	+\$5.83 per \$1,000 (or part thereof) over \$200,000	No
(e) **Between \$200,001 to \$500,000		\$7,500.00	+\$5.00 per \$1,000 (or part thereof) over \$500,000	No
(f) **Between \$500,001 to \$1,000,000		\$10,000.00	+\$1.00 per \$1,000 (or part thereof) over \$1,000,000	No
(g) **Between \$1,000,001 to \$2,000,000		\$11,000.00	+\$0.50 per \$1,000 (or part thereof) over \$2,000,000	No
(h) **Between \$2,000,001 to \$3,000,000		\$11,500.00	+\$0.70 per \$1,000 (or part thereof) over \$3,000,000	No
(i) **Between \$3,000,001 to \$4,000,000		\$12,200.00	+\$0.80 per \$1,000 (or part thereof) over \$4,000,000	No
(k) **Between \$4,000,001 to \$5,000,000	Statutory**	\$13,000.00	+\$1.00 per \$1,000 (or part thereof) over \$5,000,000	No
(l) **Between \$5,000,001 to \$8,000,000		\$16,000.00	+\$1.50 per \$1,000 (or part thereof) over \$8,000,000	No
(m) **Between \$8,000,001 to \$9,000,000		\$17,500.00	+\$2.50 per \$1,000 (or part thereof) over \$9,000,000	No
(n) **Between \$9,000,001 to \$10,000,000		\$20,000.00	+\$1.00 per \$1,000 (or part thereof) over \$10,000,000	No
(o) **Between \$10,000,001 to \$50,000,000		\$60,000.00	+\$0.60 per \$1,000 (or part thereof) over \$50,000,000	No
(p) **Between \$50,000,001 to \$100,000,000		\$90,000.00	+\$0.50 per \$1,000 (or part thereof) over \$100,000,000	No
(q) **Between \$100,000,001 to \$200,000,000		\$140,000.00	+\$0.35 per \$1,000 (or part thereof) over \$200,000,000	No
(r) **Between \$200,000,001 to \$300,000,000		\$175,000.00	+\$0.81 per \$1,000 (or part thereof) over \$300,000,000	No
(s) **Between \$300,000,001 to \$400,000,000		\$256,000.00	+\$0.61 per \$1,000 (or part thereof) over \$400,000,000	No
(t) More than \$400,000,000			** 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 'planFIRST' scheme).	
Note: Building and trade waste fees apply to all building and demolition works as detailed in Attachment 3 – Tipping Fees.				
2 Domestic Work & Dwelling House >\$12,000 and not exceeding \$100,000	Statutory**	\$364.00	nil	No
Long Service Leave Levy	User Pay	0.35% of cost of works	nil	No
3 Payable on <u>all</u> building/construction work valued at \$25,000.00 or more			nil	No
4 Development not involving building work or subdivision	Statutory**	\$285.00	nil	No
5 Development involving works less than \$12,000 (Heritage)	User Pay	nil	nil	No

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Attachment 1 : Development Fees

<i>Description of Activity</i>	<i>Pricing Principle</i>	<i>Initial Fee</i>	<i>Additional Fee</i>	<i>GST Appl.</i>
(c) Items for which Heritage grant funding has been approved by Council (Including File Maintenance + Construction Certificate)				

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Attachment 1 : Development Fees

<i>Description of Activity</i>	<i>Pricing Principle</i>	<i>Initial Fee</i>	<i>Additional Fee</i>	<i>GST Appl.</i>
6 Development involving works \$12,000 and greater (Heritage)				
(a) Items listed in Schedule 2 Heritage items of Blayney LEP 1998				
(b) Items of significance listed in the Blayney Community Based Heritage Study	User Pay	nil	Construction Certificate Fees Apply	No
(c) Items for which Heritage grant funding has been approved by Council (including file maintenance)				
7 Subdivision of Land				
(a) Subdivision (other than minor and strata)	Statutory**	\$5,660.00	+\$340.00 per hectare (or part thereof) up to \$34,000	No
(b) Minor Subdivision	Statutory**	\$850.00	nil	No
(c) Strata	Statutory**	\$850.00	nil	No
(d) Registration & Release fee	User Pay	\$119.00	nil	No
(e) Notification of Adjoining Owners Fee	User Pay	\$145.00	nil	No
(f) Leased Land (combined with (a) & (e))	User Pay	\$228.00	nil	No
(g) Subdivision Certificate	User Pay	\$119.00	nil	No
(h) Survey Plans submitted to Council for certification that consent is not required	User Pay	\$119.00	nil	No
8 Designated Development	Statutory**	\$715.00	nil	No
9 Integrated Development Referral fee (Per Agency)	Statutory**	\$250.00	nil	No
10 Development requiring advertising				
(a) Designated Development	Statutory**	\$1,700.00	nil	No
(b) Advertised Development	Statutory**	\$500.00	nil	No
(c) Prohibited & Other Advertised Development	Statutory**	\$830.00	nil	No
(d) Development Requiring Notice	Statutory**	\$830.00	nil	No
(e) Adjoining Owner Notification	User Pay	\$145.00	nil	No
11 Development - Use of Footpath as per Council Policy	User Pay	\$114.00	nil	No
12 Section 96 Modification		\$71.00	nil	No
(a) Application Fee				
(i) s96(1)				
(ii) s96(1A)				
(iii) s96(2)				
		\$645.00 or 50 % of the fee for the original development application, whichever is the lesser		
		Statutory**	\$665.00 or 50 % of the fee for the original development application, whichever is the lesser	

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Attachment 1 : Development Fees

<i>Description of Activity</i>	<i>Pricing Principle</i>	<i>Initial Fee</i>	<i>Additional Fee</i>	<i>GST Appl.</i>
(iv) s96(1AA)				
(b) Section 102(2) - in addition to fee 10(a) Note: surplus monies to be refunded		\$500.00	nil	No
(c) Review of DA conditions		\$500.00 \$110.00	nil	No
13 BASIS Modification – per application	User Pay	\$118.00	nil	No

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Attachment 1 : Development Fees

<i>Description of Activity</i>	<i>Pricing Principle</i>	<i>Initial Fee</i>	<i>Additional Fee</i>	<i>GST Appl.</i>
14 SEPP 1 - Development Standards	User Pay	\$118.00	nil	No
15 SEPP 4 - Development without consent	User Pay	\$118.00	nil	No
16 Local Environment Plan (LEP)	User Pay	\$59.00 \$118.00	nil nil	No No
(a) Purchase LEP				
(b) Purchase LEP & additional Maps				
17 Planning Enquiry & Written Reply <small>Includes investigation into compliance with BLEP 2012 clause 4.2A(s), dwellings in rural zones</small>	User Pay	\$322.00	External searches at full cost.	No
18 Refund of Fees				
(a) DA fee after issue of consent		nil	nil	No
(b) DA fee after lodgement, but prior to issue of consent		50% or \$218.00 whichever is greater	nil	No
(c) Construction Certificate fee after issue of construction certificate		nil	nil	No
(d) Construction Certificate fee after lodgement, but prior to issue of construction certificate	User Pay	50% or \$114.00 whichever is greater	nil	No
(e) Septic Tank/Sewer after issued consent		nil	nil	No
(f) Septic Tank/Sewer prior to issued consent		50%	nil	No
(g) File maintenance		nil	nil	No
(h) Compliance Certificates fees where inspections are not carried out		100%	nil	No
(i) Tipping Fees (upon return of vouchers)		100%	nil	No
19 Notification of Adjoining Owners where required	User Pay	\$145.00	nil	No
20 Construction Certificates (Includes Engineering Construction Certificates)				
(a) Less than \$12,000		\$140.00	+ \$5.70 per \$1,000 (or part thereof) over \$12,000	No
(b) Between \$12,001 to \$50,000		\$140.00	+ \$4.60 per \$1,000 (or part thereof) over \$50,000	No
(c) Between \$50,001 to \$100,000	User Pay	\$345.00	+ \$22.00 per \$5,000 (or part thereof) over \$100,000	No
(d) Between \$100,001 to \$500,000		\$560.00	+ \$17.00 per \$5,000 (or part thereof) over \$500,000	No
(e) Between \$500,000 to \$1,000,000		\$2,272.00	+ \$107.00 per \$50,000 (or part thereof) over \$1,000,000	No
(f) Greater than \$1,000,000		\$3,874.00		

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Attachment 1 : Development Fees

<i>Description of Activity</i>	<i>Pricing Principle</i>	<i>Initial Fee</i>	<i>Additional Fee</i>	<i>GST Appl.</i>
21 Complying Development Certificates				
(a) Up to \$5,000		\$270.00		No
Fee inclusive of file maintenance and compliance certificate costs.				No
(b) \$5,001 up to \$12,000		\$431.00	+ \$5.70 per \$1,000 (or part thereof) over \$12,000. Plus Compliance Certificate costs.	No
Fee inclusive of file maintenance and compliance certificate costs.				No
(c) \$12,001 up to \$50,000		\$296.00	+ \$4.60 per \$1,000 (or part thereof) over \$50,000. Plus Compliance Certificate costs.	No
Fee inclusive of file maintenance only.				No
(d) Between \$50,001 to \$100,000	User Pay	\$499.00	+ \$22.00 per \$5,000 (or part thereof) over \$100,000. Plus Compliance Certificate costs.	No
Fee inclusive of file maintenance only.				No
(e) Between \$100,001 to \$500,000		\$712.00	+ \$17.00 per \$5,000 (or part thereof) over \$500,000. Plus Compliance Certificate costs.	No
Fee inclusive of file maintenance only.				No
(f) Between \$500,001 to \$1,000,000		\$2,428.00	+ \$107.00 per \$50,000 (or part thereof) over \$1,000,000. Plus Compliance Certificate costs.	No
Fee inclusive of file maintenance only.				No
(g) Greater than \$1,000,000		\$4,030.00	+ \$107.00 per \$50,000 (or part thereof) over \$1,000,000. Plus Compliance Certificate costs.	No
Fee inclusive of file maintenance only.				No
22 Building Certificate (149D)				
(a) Floor area of building or part not exceeding 200m ²	Statutory**	\$250.00	nil	No
(b) Floor area exceeding 200m ² but less than 2,000m ²		\$250.00	\$0.50/m ² over 200m ²	No
(c) Floor area exceeding 2,000m ²		\$1,165.00	\$0.075/m ² over 2,000m ²	No
23 Complying Component Certificate				
(a) Per Inspection – Council PCA		\$140.00	nil	Yes
(b) Package of 6 dwelling inspections		\$790.00	nil	Yes
(c) Re-Inspection	User Pay	\$140.00	nil	Yes
(d) Per Inspection – Private PCA		\$286.00	nil	Yes
24 Inspection of building to be relocated	User Pay	\$322.00 + travelling costs	nil	No
25 Illegal building works				
DA for use required plus Building Certificate Application	User Pay	Normal Fees for Development Application plus Building Certificate Application Fee	nil	No
26 Maintaining File of Certificates	User Pay	\$161.00	nil	No
27 Accredited Certifiers				

**Please Note: Statutory fee as advised by responsible statutory authority; are subject to change without notice

Attachment 1 : Development Fees

<i>Description of Activity</i>	<i>Pricing Principle</i>	<i>Initial Fee</i>	<i>Additional Fee</i>	<i>GST Appl.</i>
Engagement of accredited certifiers from the private sector or other councils to undertake Council Certification Functions.	User Pay	Full Cost + 20%	nil	Yes
28 Development Applications to Retrofit Existing Buildings for Accessibility				
(a) Involving Works Less than \$12,000	User Pay	nil	nil	No
(b) Involving Works Greater than \$12,000				No
(c) Applications Beyond Retrofit Works. For the Purpose of Calculation Fees, the Value of Works will reduce by the value of the retrofit component.			Construction Certificate Fees Apply	
29 Advertising Structures	User Pay	\$312.00	\$99.00 per additional sign on some applications or the fee calculated in accordance in DA Fee table, whichever is greater.	No
30 Dwellings having an estimated construction cost of \$100,000 or less	Statutory**	\$455.00	nil	No
31 Private Certifier Fee	Statutory**	\$36.00	nil	No
32 Integrated Development Fee / Concurrence Fee	Statutory**	\$140.00	nil	No
33 Assessment of a variation to the provisions of the DCP or Council Policy relating to Clause 1 or 10 building (In addition to DA Fee)	User Pay	\$214.00	nil	No

**Please Note: Statutory fee as advised by responsible statutory authority; are subject to change without notice

The development and implementation of a new Contributions Plan for Blayney Shire, under the provision of Sections 94 and 94A of the Environmental Planning and Assessment Act 1979 was presented to Council in March 2013. The report is currently on public exhibition for a period of 28 days. The new fee structure will be based on the new 'Blayney Local Infrastructure Contribution Plan 2012' subject to Council adoption at the May 2013 Council meeting.

Attachment 3 - Tipping Fees

Domestic Waste	Sorted Recycling	Sorted Waste/Recycling	Waste Only	Unsorted Waste	Pricing Principle	GST
Minimum Charge	Free	\$12.00	\$23.00	\$45.00		
Car boot	Free	\$12.00	\$23.00	\$45.00		
Small Utility	Free	\$12.00	\$23.00	\$45.00		
Small Box Trailer	Free	\$12.00	\$23.00	\$45.00	User Pay	10%
Larger Trailer (per m ³)	Free	\$12.00	\$23.00	\$45.00		
Garden Waste – trees etc (per m ³)	N/A	\$12.00	N/A	N/A		
Outside Local Government Area (per m ³)	\$12.00	\$32.00	\$43.00	\$87.00		

Non - Domestic Waste	Sorted Recycling	Sorted Waste/Recycling	Unsorted Waste	Pricing Principle	GST
Minimum Charge up to 2m ³	\$12.00	\$23.00	\$45.00		
By Capacity (per m ³) > 2m ³	\$12.00	\$23.00	\$45.00		
By Capacity (per tonne)	\$32.00	\$64.00	\$109.00		
Outside Local Government Area (per m ³)	\$22.00	\$54.00	\$109.00	User Pay	10%
Asbestos Within Local Government Area (per m ³)	-	-	\$109.00		
Asbestos Outside Local Government Area (per m ³)	-	-	\$218.00		

Total Fee	Pricing Principle	GST
Nil		-
\$91.00	User Pay	
\$182.00		10%

Building Trade Waste

To be paid with Application to undertake building/demolition works
 Building value up to \$12,000
 Building value \$12,001 to \$50,000 - 4 dockets
 Building value exceeding \$50,000 – 8 dockets
or by individual assessment

Tyres (per tyre)		Total Fee	Pricing Principle	GST
Car		\$14.00		
Truck		\$24.00		
Tractor	- 1 - 1.5 metre diameter			
	- 1.5 - 2.0 metre diameter			
Small Earthmoving up to 1.5 metre diameter		\$150.00	User Pay	10%
Large Earthmoving 1.5 - 2.5 metre diameter		\$225.00		
		\$219.00		
		\$331.00		

Septic Tank Effluent (per load)		Total Fee	Pricing Principle	GST
Up to 2,500 litres		\$44.00	User Pay	10%
2,500 to 5,000 litres		\$88.00		

Dead Animals		Total Fee	Pricing Principle	GST
Sheep & Goats		\$18.00		
Horse & Cows		\$66.00	User Pay	No
Dogs & Cats		Nil		

Note: Non-Residents will be required to pay double the above relevant charge(s).

There will be no charge for clean fill, heavy and light steel. There will be no charge for shire residents domestic glass containers (unbroken) or aluminium cans, cardboard, grass clippings, paper, plastic bottles, or motor vehicles provided they:

- (a) are not contaminated;
- (b) are already separated; and
- (c) do not go into the landfill cell.

<u>Liquid Trade Waste</u>	
Application Fee	\$197.00
Application Fee (Large Dischargers - Category 3)	\$330.00

Annual Trade Waste Fee	
Annual Trade Waste Fee (Large Dischargers - Category 3)	\$80.00

(The annual charge will be included on the annual rate notice issued in July)

Re-Inspection Fee	
	\$73.00

Trade Waste Usage Charges for Category 1 with Prescribed Pre-Treatment (per KL)	Nil
Trade Waste Usage Charges for Category 1 without Prescribed Pre-Treatment (per KL)	\$1.50
Trade Waste Usage Charges for Category 2 with Prescribed Pre-Treatment (per KL)	\$1.50
Trade Waste Usage Charges for Category 2 without Prescribed Pre-Treatment (per KL)	\$16.00

Council will issue Category 1 and 2 trade waste usage every three months in arrears.

Excess Mass Charges for Large Dischargers - Category 3

Total mass charges as calculated using individual parameter charges (U):

Aluminium	\$0.75/kg
Ammonia (as Nitrogen)	\$2.20/kg
Arsenic	\$73.95/kg
Barium	\$37.00/kg
Biochemical Oxygen Demand (BOD)	\$0.75/kg
Boron	\$0.75/kg
Bromine	\$14.80/kg
Cadmium	\$341.90/kg
Chloride	-
Chlorinated Hydrocarbons	\$37.00/kg
Chlorinated phenolics	\$1,478.00/kg
Chlorine	\$1.55/kg
Chromium	\$24.65/kg
Cobalt	\$15.10/kg
Copper	\$15.10/kg
Cyanide	\$73.95/kg
Fluoride	\$3.70/kg
Formaldehyde	\$1.55/kg
Oil and Grease (Total O & G)	\$1.35/kg
Herbicides/defoliants	\$739.60/kg
Iron	\$1.55/kg
Lead	\$37.00/kg
Lithium	\$7.40/kg
Manganese	\$7.40/kg
Mercaptans	\$73.95/kg
Mercury	\$2,463.30/kg
Methylene Blue Active Substances	\$0.75/kg
Molybdenum	\$0.75/kg
Nickel	\$24.65/kg
Nitrogen (as TKN – Total Kjeldahl Nitrogen)	\$0.20/kg
Organoarsenic Compounds	\$739.60/kg
Pesticides General (excludes organochlorines and organophosphates)	\$739.60/kg
Petroleum Hydrocarbons (non-flammable)	\$2.50/kg

Phenolic Compounds (non-chlorinated)	\$7.40/kg
Phosphorous (Total Phosphorous)	\$1.55/kg
Polynuclear aromatic hydrocarbons	\$15.10/kg
Selenium	\$52.05/kg
Silver	\$1.40/kg
Sulphate (SO ₄)	\$0.20/kg
Sulphide	\$1.55/kg
Sulphite	\$1.65/kg
Suspended Solids (SS)	\$0.95/kg
Thiosulphate	\$0.30/kg
Tin	\$7.40/kg
Total Dissolved Solids (TDS)	\$0.10/kg
Uranium	\$7.40/kg
Zinc	\$15.10/kg

$$\text{Liquid Trade Waste Excess Mass Charge (\$)} = \frac{(S - D) \times Q \times U}{1,000}$$

Where:

S = Concentration (mg/L) of substance in sample.

D = Concentration (mg/L) of substance deemed to be present in domestic sewage.

Q = Volume (kl) of liquid trade waste discharged to the sewerage system.

U = Unit prices (\$/kg) for disposal of substance to the sewerage system.

Food Waste Disposal Charge

Where Blayney Shire Council has approved installation of a food waste disposal unit for a hospital, nursing home or other eligible facility, the following additional food waste disposal charge will be payable annually.

$$\text{Food Waste Disposal Charge (\$)} = B \times U_F$$

Where:

B = Number of beds in hospital or nursing home.

U_F = Annual unit price (\$/bed) for a food waste disposal unit at a hospital or nursing home.

Where

U_F = \$21.00/bed

Plant Description	2012/2013 Rate	2013/2014 Rate
Hire Rates for Private Works (per hour during normal hours)		
Water Cart	\$ 144.00	\$ 149.00
Grader Cat 12 Series	\$ 150.00	\$ 165.00
Loader	\$ 160.00	\$ 168.00
Backhoe	\$ 144.00	\$ 130.00
Roller Dynapac	\$ 118.00	\$ 118.00
Roller Multi Tyred	\$ 190.00	\$ 190.00
Tractor/Mower/Slasher	\$ 103.00	\$ 115.00
Kanga Mini Loader	\$ 165.00	\$ 165.00
Front Deck Mower	\$ 88.00	\$ 92.00
Street Sweeper	\$ 119.00	\$ 125.00

<u>Truck Hire Rates</u>		2012/2013		2013/2014	
Capacity of Vehicle		Tipping Trucks		Tipping Trucks	
		Rate per Hour	Rate per Km	Rate per Hour	Rate per Km
12 Tonne Tipper		\$103.00	\$1.20	\$134.00	N/A
30 Tonne Truck & Trailer				\$155.00	N/A

Notes to Plant Hire Rates

1. The above scheduled rates apply to hire periods of 1 day (8 1/2 hr) duration or less. Hire of the scheduled items for periods greater than 1 day will be charged at Council's internal plant hire rates, plus labour charges (including on-costs) with a 30% surcharge on the total.
 2. Other Council plant items may be hired at the Council's private plant hire rates plus labour charges (including on-costs) with a 30% surcharge on the total.
 - All time travelling from, and returning to the depot is charged at the hourly rate quoted.
 3. Overtime rates are in **addition** to the above rates as follows:
 - Saturday - 1st 2 hours @ \$40 per hour. Thereafter @ \$65.00 per hour.
 - Sundays and Public Holidays @ \$65.00 per hour
 - 4.
 5. A hire rate of 50% of the quoted rate will apply to all items of equipment when idle or wet weather on the job.
 6. Interest of 10% per annum to be charged on accounts outstanding for three months or more.



Quarterly Budget Review 2012 – 2013

**Period ending
31 March 2013**

Blayney Shire Council

Quarterly Budget Review Statement for the period 01/01/13 to 31/03/13

page

- | | | |
|----|---|----|
| 1. | Responsible Accounting Officer's Statement | 2 |
| 2. | Income & Expenses Budget Review Statement | 4 |
| 3. | Capital Budget Review Statement | 10 |
| 4. | Cash & Investments Budget Review Statement | 17 |
| 5. | Key Performance Indicator (KPI) Budget Review Statement | 19 |
| 6. | Contracts & Other Expenses Budget Review Statement | 20 |

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/01/13 to 31/03/13

Report by Responsible Accounting Officer

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

It is my opinion that the Quarterly Budget Review Statement for Blayney Shire Council for the quarter ended 31/03/13 indicates that Council's projected financial position at 30/6/13 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.



Signed: _____

date: 30/04/2013

David Mead
Acting Responsible Accounting Officer

Blayney Shire Council

Income & Expenses Budget Review Statement

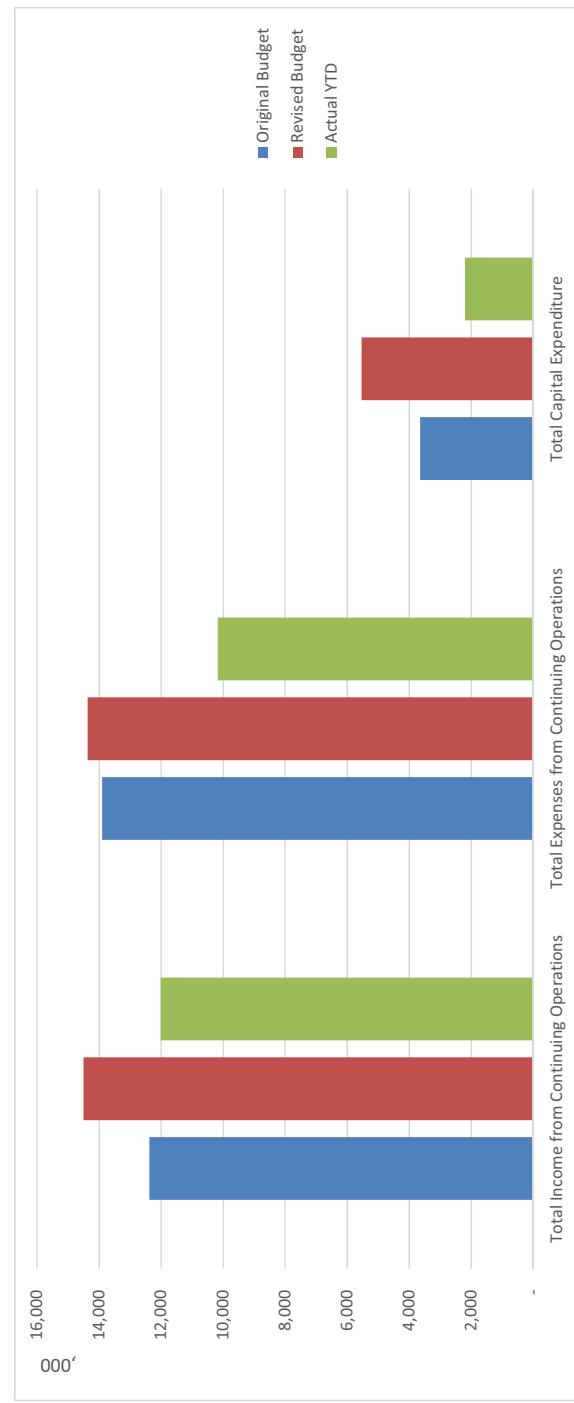
Budget review for the quarter ended 31 March 2013

Income & Expenses - Council Consolidated

	Original Budget 2012/13	Revised Budget 2012/13	Variations for this Mar Qtr	Projected Year End Result	Actual YTD figures
Total Income from Continuing Operations	12,374	14,503	434	14,937	12,011
Total Expenses from Continuing Operations	13,900	14,370	34	14,404	10,180
Net Operating Result from Continuing Operations	(1,526)	133	400	533	1,831
Total Capital Expenditure	3,649	5,536	328	5,864	2,202
Net Movement	(5,175)	(5,333)	72	(5,261)	(371)
Total Restricted Cash Movement	(112)	70	(60)	10	9,162

Quarterly Budget Review Statement

for the period 01/01/13 to 31/03/13



Blayney Shire Council

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2013
Income & Expenses - Council Consolidated

Operating Income							Operating Expenditure		
\$ (000)	Original Budget	Revised Budget	Variations for Mar Qtr	Projected Year End Result	Actual YTD figures	\$ (000)	Original Budget	Revised Budget	Variations for Mar Qtr
									Notes
Governance Council	-	-	-	0	-	441	458	8	5
Administration									
Corporate Support	124	211	211	169	79.9%	1,697	1,807	10	8
Engineering & Works	16	17	17	23	141.8%	826	843	-	-
Other Support Services	30	30	30	-	0.0%	(18)	84	-	-
WBC Alliance	-	-	-	-	-	-	-	-	-
	170	258	-	258	192	2,505	2,734	10	2,744
Public Order & Safety									
Fire Service Levy	6	9	9	6	62.4%	376	376	-	-
Rural Fire Service	7	7	7	6	84.7%	110	110	-	-
Animal Control	100	100	100	-	0.0%	45	170	-	-
Emergency Services	13	116	116	12	-	532	657	-	-
	27	27	-	27	10	356	356	-	-
Health									
Administration	27	27	27	10	36.5%	356	356	-	-
Food Control	-	-	-	0	0.0%	-	-	-	-
	27	27	-	27	10	356	356	-	-
Environment									
Noxious Plants	-	-	-	-	0.0%	62	62	-	-
Domestic Waste Management	811	811	811	782	96.4%	791	791	-	-
Other Waste Management	71	71	71	61	86.3%	98	98	-	-
Street Cleaning	-	-	-	-	0.0%	155	155	-	-
Urban Stormwater Drainage	-	-	-	-	0.0%	82	82	-	-
	882	882	-	882	843	1,188	1,188	-	-

Blayney Shire Council

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2013
Income & Expenses - Council Consolidated

Operating Income							Operating Expenditure				
\$ (000)	Original Budget	Revised Budget	Variations for Mar Qtr	Projected Year End Result	Actual YTD figures	\$ (000)	Original Budget	Revised Budget	Variations for Mar Qtr	Projected Year End Result	Actual YTD figures
Community Services & Education											
Administration	27	27	-	27	12	43.6%	22	22	-	22	0 0.9%
Child Care	-	-	-	-	-	0.0%	11	11	-	11	0 0.0%
Aged & Disabled	51	16	38	54	25	47.6%	62	69	38	107	59 55.2%
Youth Services	1	11	(10)	1	1	100.0%	14	24	(21)	1	2 65.0%
	79	54	28	82	38		109	126	17	143	61
Housing & Community Amenities											
Housing	-	-	-	-	-	0.0%	1	1	-	1	94.8%
Town Planning	133	133	94	133	94	70.4%	300	300	-	300	180 59.9%
Public Cemeteries	38	38	38	38	33	87.1%	38	38	-	38	37 97.7%
Public Conveniences	-	-	-	-	-	0.0%	82	82	-	82	53 65.1%
	171	171	-	171	126		420	420	-	420	271
Recreation & Culture											
Public Libraries	36	36	36	36	32	88.9%	144	144	-	144	99 66.6%
Museums	-	-	-	-	-	0.0%	15	15	-	15	- 0.0%
Public Halls	5	5	5	5	4	88.4%	169	169	-	169	43 25.7%
Sporting Grounds	5	5	5	5	1	27.3%	379	385	-	385	226 0.0%
Blayney Showground	11	5	5	5	2	30.7%	44	42	-	42	39 93.0%
Parks & Gardens	3	3	3	3	2	76.2%	576	578	-	578	346 59.8%
Centrepoint Sport & Leisure	385	385	385	385	266	69.0%	607	607	-	607	523 86.1%
Other Cultural Services	-	-	-	-	-	0.0%	5	5	-	5	5 100.0%
	444	439	-	439	307		1,941	1,945	-	1,945	1,281
Mining Manufacturing & Construction											
Building Control	90	90	90	90	67	73.9%	61	61	-	61	31 51.6%
Quarries & Pits	180	180	180	180	435	241.6%	143	143	-	143	444 310.2%
	270	270	-	270	502		204	204	-	204	475

Blayney Shire Council

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2013
Income & Expenses - Council Consolidated

(\$'000's)	Operating Income						Operating Expenditure					
	\$ (000) Original Budget	Revised Budget	Variations for Mar Qtr	Projected Year End Result	Actual YTD figures	% Notes	\$ (000) Original Budget	Revised Budget	Variations for Mar Qtr	Projected Year End Result	Actual YTD figures	% Notes
							Notes					
Transport & Communication												
Urban Roads - Local	117	117	0	117	99	84.6%	252	252	136	53.7%		
Rural Roads Sealed - Local	392	482	-	482	540	112.1%	1,785	1,785	1,721	96.4%		
Rural Roads Sealed - Regional	568	1,168	23	2	1,191	545	45.7%	233	195	89	45.4%	
Rural Roads Unsealed - Local	300	1,014	-	1,014	800	78.9%	1,930	1,930	1,703	88.3%		
Bridges - Urban Roads Sealed - Local	-	-	-	-	0.0%	-	-	-	-	0.0%		
Bridges - Local	22	372	350	3	722	35	4.8%	329	329	1	0.3%	
Bridges - Regional	59	6	-	-	6	-	0.0%	59	6	3	50.6%	
Bridges - Rural Roads Unsealed - Local	-	-	-	-	0.0%	-	-	-	-	0.0%		
Rta Works (Rta Assets)	56	56	-	-	56	38	69.1%	56	56	182	327.2%	
Ancillary Roadworks	15	15	33	4	48	23	48.0%	288	288	288	57.3%	
	1,528	3,229	406		3,635	2,080		4,764	4,841		3,999	
Economic Affairs												
Tourism & Area Promotion	0	0	0	0	-	0.0%	86	86	86	30	35.0%	
Industrial Development & Promotion	-	-	-	-	-	0.0%	2	2	2	29	1184.0%	
Saleyards & Markets	-	-	-	-	0.0%	-	-	-	-	0.0%		
Real Estate	4	4	4	4	-	0.0%	31	31	31	0.0%		
Other Business	213	213	213	213	213	10	4.5%	164	164	164	18.9%	
	217	217	-	217	10		284	284	284	90		
General Purpose Revenue												
General Purpose Revenues	7,334	7,601		7,601	6,815	89.7%	-	-	-	-		
Non Operating Funds												
Non Operating Funds	-	-	-	-	-	-	-	-	-	-		
Sewerage Services												
	1,239	1,239		1,239	1,077	86.9%	1,156	1,156	1,156	484	41.8%	
Surplus/(Deficit) From Ordinary Activities Before Capital Amounts												
	12,374	14,503	434		14,936	12,011		13,900	14,370	34	14,404	10,180

Blayney Shire Council

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2013

Income & Expenses - Council Consolidated

	Original Budget 2012/13	Revised Budget 2012/13	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	% of Budget
Income							
Governance	-	-	-		-	-	
Administration	170	258	88		258	192	74.56%
Public Order & Safety	13	116	103		116	12	10.14%
Health	27	27	0		27	10	36.80%
Environment	882	882	0		882	843	95.58%
Community Services & Education	79	54	28	1	82	38	46.91%
Housing & Community Amenities	171	171	0		171	126	73.85%
Recreation & Culture	444	439	0		439	307	69.92%
Sewer Supplies	1,239	1,239	0		1,239	1,077	86.94%
Mining, Manufacturing & Construction	270	270	0		270	502	185.60%
Transport & Communication	1,528	3,230	406	2,34	3,636	2,080	57.20%
Economic Affairs	217	217	0		217	10	4.40%
General Purpose Revenues	7,334	7,601	0		7,601	6,815	89.65%
Total Income from Continuing Operations	12,374	14,503	434		14,937	12,011	
Expenses							
Governance	441	458	8	5	466	295	63.27%
Administration	2,505	2,734	10	8	2,744	1,663	60.61%
Public Order & Safety	531	656	0		656	313	47.77%
Health	356	356	0		356	125	35.06%
Environment	1,188	1,188	0		1,188	735	61.87%
Community Services & Education	109	126	17	1,5	143	61	42.70%
Housing & Community Amenities	420	420	0		420	271	64.47%
Recreation & Culture	1,941	1,945	0		1,945	1,411	72.55%
Sewer Supplies	1,156	1,156	0		1,156	903	78.09%
Mining, Manufacturing & Construction	204	204	0		204	475	233.00%
Transport & Communication	4,764	4,841	0		4,841	3,748	77.42%
Economic Affairs	284	284	0		284	180	63.32%
Total Expenses from Continuing Operations	13,900	14,370	34		14,404	10,180	
Net Operating Result from Continuing Operations	(1,526)	133	400		533	1,831	
Net Operating Result before Capital Items	(1,553)	(1,628)			(1,628)	622	

Quarterly Budget Review Statement

for the period 01/01/13 to 31/03/13

Blayney Shire Council

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2013

Income & Expenses - Council Consolidated

	Original Budget 2012/13	Revised Budget 2012/13	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	% of Budget
Income							
Rates and Annual Charges	7,271	7,538			7,538	7,510	99.62%
User Charges and Fees	1,388	1,382			1,382	681	49.31%
Interest and Investment Revenues	386	386			386	426	110.34%
Other Revenues	131	184			184	648	352.30%
Grants & Contributions - Operating	3,171	3,231	28	¹	3,259	1,538	47.18%
Grants & Contributions - Capital	858	2,613	406	2,3,4	3,018	1,208	40.03%
Total Income from Continuing Operations	13,205	15,334	434		15,767	12,010	
Expenses							
Employee Costs	5,121	5,174			5,174	4,318	83.45%
Borrowing Costs	223	223			223	89	39.93%
Materials & Contracts	2,664	2,685	8	⁵	2,693	2,225	82.62%
Depreciation	4,427	4,427			4,427	2,406	54.34%
Legal Costs	34	74			74	46	61.90%
Other Expenses	1,431	1,787	26	¹	1,813	1,097	60.49%
Total Expenses from Continuing Operations	13,900	14,370	34		14,404	10,180	
Net Operating Result from All Operations	(695)	964	400		1,363	1,830	

Quarterly Budget Review Statement

for the period 01/01/13 to 31/03/13

Blayney Shire Council

Quarterly Budget Review Statement for the period 01/01/13 to 31/03/13

Income & Expenses Budget Review Statement Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	Boarding House Transport Subsidy increase
2	Further Grant increase from Roads and Maritime Services
3	Approved Grants for Naylor St Bridge
4	Roads and Maritime Services funded Footpath project
5	Additional Election Expense

Blayney Shire Council

Capital Budget Review Statement

Budget review for the quarter ended 31 March 2013

Capital Budget - Council Consolidated

	Original Budget 2012/13	Revised Budget 2012/13	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	%
Capital Expenditure							
New Assets							
- Plant & Equipment	634	647	116	6,7	763	153	20.1%
- Land & Buildings	51	51			51		0.0%
- Sewer	285	285	(265)	9	20		0.0%
Renewal Assets (Replacement)							
- Plant & Equipment	12	30	57	8,11	87		0.0%
- Land & Buildings	60	60			60	4	6.3%
- Roads, Bridges, Footpaths	2,473	3,726	420	2,3	4,146	2,023	48.8%
- Sewer	128	128			128	22	17.1%
Other Structures	5	5			5		0.0%
Total Capital Expenditure	3,649	4,932	328		5,260	2,202	
Capital Funding							
Rates & Other Untied Funding	1,728	1,781	(139)	6,7,9	1,642	237	14.4%
Capital Grants & Contributions	858	2,613	407	2,3	3,019	1,208	40.0%
Reserves:							
- External Restrictions/Reserves							
- Internal Restrictions/Reserves							
New Loans	62	495	60	11	555	15	0.0%
Total Capital Funding	1,000	1,000			1,000	15	2.7%
Net Capital Funding	(0)	957	(0)		6,217	1,460	0.0%
					957	(741)	

Quarterly Budget Review Statement

for the period 01/01/13 to 31/03/13

Blayney Shire Council

Capital Budget Review Statement

Budget review for the quarter ended 31 March 2013
Capital Budget - Council Consolidated

Quarterly Budget Review Statement

for the period 01/01/13 to 31/03/13

	Original Budget (,000)	Revised Budget -	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	%
ADMINISTRATION							
CORPORATE SUPPORT							
Computer Equipment	81	81			81	65	80.1%
Network Cabling	12	30			30	-	0.0%
Office Equipment	3	3			3		0.0%
Office Furniture	3	3			3		0.0%
Motor Vehicles (Net Cost)	31	25			25	15	59.6%
Replacement Of Corporate IT Software					86	70	81.0%
	129	141	86		227	80	
ENGINEERING AND WORKS							
Motor Vehicles (Net Cost)	18	8			18	18	100.0%
Major Plant	365	365			365		0.0%
Minor Plant	102	102			102	12	11.8%
Works Depot - Triscan Fuel System	-	9			9	9	95.2%
Engineering - Autocad	-	7			7	7	96.4%
	485	492	10		502	46	
PUBLIC ORDER & SAFETY							
Motor Vehicles (Net Cost)	-	15			15	15	100.0%
HEALTH							
Motor Vehicles (Net Cost)	23	14			14	12	85.7%
TOWN PLANNING							
Motor Vehicles (Net Cost)	9	14			14		0.0%
	646	677	96		773	153	19.8%
TOTAL ADMINISTRATION							

	Original Budget (,000)	Revised Budget -	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	%
RECREATION AND CULTURE							
LIBRARY Disability & Geographical Grants Purchase	6	6			6		0.0%
COMMUNITY CENTRE AV Equipment	-	-	30	7	30	-	0.0%
SPORTING GROUNDS							
Lyndhurst Cricket Nets (Finish)	20	20			20		0.0%
Lyndhurst Cricket Carpark	25	25			25		0.0%
Redmond Oval Tennis Courts	-	5			5	2	32.6%
	45	50	-		50	2	3.3%
CENTREPOINT SPORT & LEISURE							
Long Term Improvement Plan	60	60	-		60	2	0.0%
PARKS & GARDENS - RENEWALS							
Garbage bin	5	5	-		5		0.0%
TOTAL RECREATION AND CULTURE							
	116	121	30		151	4	2.5%

TRANSPORT AND COMMUNICATION

URBAN ROADS - LOCAL

Local Reseal Program

Adelaide to Henry St/Charles to Church
Medway, Somers, Euroka
Heavy Patching Allowance

Original Budget (,000)	Revised Budget -	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	%
43	43			43		0.0%
43	43			43		0.0%
150	-			-		0.0%
236	86	-		86	-	0.0%
RURAL ROADS SEALED - LOCAL						
Local Rehabilitation Program						
350	350	-		3	344	79.2%
-	168			6	168	100.0%
	355				355	100.0%
350	873	-		6	867	79.6%
Local Reseal Program						
78	78	-		35	43	98.9%
40	72			3	75	99.7%
78	41			1	42	99.0%
66	-				-	0.0%
24	24	-		11	13	99.9%
57	-				-	0.0%
60	-				-	0.0%
27	27			2	29	100.0%
30	30	-		3	17	98.2%
	58			13		
461	331	-		54	277	275
						99.5%

Original Budget (\$,000)	Revised Budget -	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	%
RURAL ROADS SEALED - REGIONAL						
Regional Rehabilitation Program						
Hobbys Yards Road	300	300		300	179	59.7%
Marshalls Lane	280	-	2	278	-	0.0%
Belubula Way	600	25	2	625	625	100.0%
	300	1,180	23	1,203	804	
Regional Reseal Program						
Hobbys Yards Road	35	-		-		
Belubula Way	59	-		59	59	0.0%
	35	59	-	59	59	99.9%
ANCILLARY ROADWORKS						
Street Lighting						
Energy Efficient Street Lighting Upgrade						
	-	46	11	46	-	0.0%
Footpaths Renewal/Upgrade Program						
Roseberry to Orange Road	10	10		10	-	0.0%
Orange Rd Binstead to Exist	28	28		28	-	0.0%
Hawke St Torrens to Binstead	16	16		16	-	0.0%
Binstead Hawke to Tucker Northern	31	31		31	-	0.0%
Montgomery Street	7	7		7	-	0.0%
Bike Path - Albion/Somer St	-	-		14	14	100.0%
Carcoar St, Church to Water St				33	31	95.9%
	92	92	47	139	45	32.6%
BRIDGES						
Carcoar Road (Cowriga Creek)				-		
Newbridge Road	1,000	-		1,090	19	0.0%
Garland Road	615	-		615	25	4.1%
Naylor St Bridge	-	411	3	411	-	0.0%
	1,000	1,705	411	2,116	44	2.1%
TOTAL TRANSPORT AND COMMUNICATION						
	2,473	4,325	466	4,791	2,023	42.2%

	Original Budget (,000)	Revised Budget -	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	%
SEWERAGE SERVICES							
New Assets							
Tfr Main Investigation and Augmentation	231	231	-	210	9	21	0.0%
Village Extensions	55	55	-	55	9	-	0.0%
	285	285	-	265		21	0.0%
Asset Replacement/Renewal							
Replace Sewer Mains	55	55	-		55	22	0.0%
Telemetry Renewal	35	35	-		35	22	63.3%
Pump Replacement	29	29	-		29	29	0.0%
Manhole Renewal	10	10	-		10	10	0.0%
	128	128	-		128	22	17.1%
TOTAL SEWERAGE SERVICES	413	413	-	265	149	22	14.7%
TOTAL CAPITAL EXPENDITURE	3,649	5,536	328		5,864	2,202	37.5%

Blayney Shire Council

Quarterly Budget Review Statement for the period 01/01/13 to 31/03/13

Capital Budget Review Statement Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
2	Extra funding for Belubula Way project from RMS
3	Projected cost for Naylor St Bridge
4	Carcoar St, Church to Water St Footpath funded by RMS
6	Phase 2 - Replacement of Corporate IT Software
7	AV Equipment
8	Vehicle replacement affected by negative market factors.
9	Design work undertaken, expected to make significant savings.
10	Bike Path - Albion/Somer St. Carry over costs from 2011/2012 financial year funded by internal restrictions
11	Energy efficient street lighting upgrade funded by internal restrictions

Blayney Shire Council

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 March 2013

Council Consolidated

(\$000's)	Original Budget 2012/13	Revised Budget 2012/13	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
Externally Restricted ⁽¹⁾						
Developer Contributions - General (D)	520	520			520	520
Developer Contributions - Sewer Fund (D)	632	632			632	618
Specific Purpose Unexpended Grants (F)	527	527			527	527
Specific Purpose Unexpended Grants (F) - Sewer Fund	4	4			4	4
Sewerage Services (G)	2,999	2,999			2,999	2,999
Rates - Special Variation	945	1,212			1,212	1,054
Other	62	62			62	62
Total Externally Restricted	5,689	5,956	-		5,956	5,784
 Internally Restricted ⁽²⁾						
Plant & Vehicle Replacement	1,360	1,345			1,345	1,345
RMS Debtor Restriction	(1,375)	(1,375)			(1,375)	(1,375)
Employees Leave Entitlement	564	564			564	564
DWM Rehabilitation Reserve	20	20			20	20
Blayney Town Works	185	185			185	185
Cemeteries	6	6			6	6
Construction of Buildings	8	8			8	8
Election Reserve	42	42			42	42
Internal Audit	5	5			5	5
Financial Assistance Grant	1,156	1,156			1,156	1,156
Golden Gully	23	23			23	23
Inala Unis	12	12			12	12
Multipurpose Centre	193	193			193	193
Property Account	-	-			-	0.0%
Quarry	480	480			480	480
Asset Replacement Reserve	1,091	658			598	598
Showground Improvement Fund	6	6			6	6
Tourism Promotion Fund	20	20			20	20
Community Centre - PA	50	50			50	50
Local Museums	15	15			15	15
Grant Matching Reserve	25	25			25	25
Total Internally Restricted	3,885	3,437	(60)		3,377	3,378
 Unrestricted (ie. available after the above Restrictions)						
	466	214	60		274	427
Total Cash & Investments	10,040	9,607			9,607	9,589

(1) Funds that must be spent for a specific purpose

(2) Funds that Council has earmarked for a specific purpose

Quarterly Budget Review Statement for the period 01/01/13 to 31/03/13

Blayney Shire Council

Quarterly Budget Review Statement for the period 01/01/13 to 31/03/13

Cash & Investments Budget Review Statement

Investments

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

Cash

The value of Cash at Bank which has been included in the Cash & Investment Statement totals \$10,188,947

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.
The date of completion of this bank reconciliation is 31/03/13

Reconciliation Status

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

Cash at Bank (as per bank statements)	589
Investments on Hand	9,000
	9,589

Reconciled Cash at Bank & Investments

Balance as per Review Statement:

Difference:	0
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Blayney Shire Council

Quarterly Budget Review Statement for the period 01/01/13 to 31/03/13

Key Performance Indicators Budget Review Statement

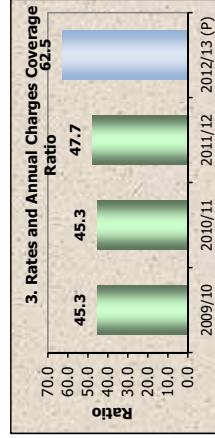
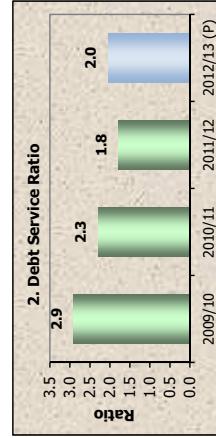
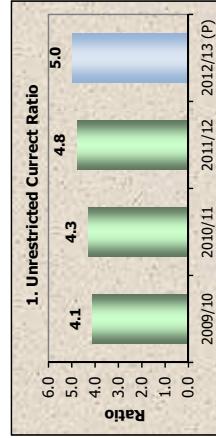
Budget review for the quarter ended 31 March 2013

	Current Projection		Actuals	
($\$000$'s)	Amounts	Indicator	Prior Periods	11/12 10/11
	12/13	12/13	4.8	4.3

The Council monitors the following Key Performance Indicators:

1. Unrestricted Current Ratio
Current Assets less all External Restrictions
Current Liabilities less Specific Purpose Liabilities

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



Purpose of the debt service ratio is to assess the impact of loan principal and interest repayments on the discretionary revenue of Council.

3. Rates and Annual Charges Coverage Ratio
Rates and Annual Charges
Income From Continuing Operations

Purpose of this ratio is to assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.

Blayney Shire Council

Contracts Budget Review Statement

Budget review for the quarter ended 31 March 2013

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

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
Inland Truck Centres	Purchase of Truck and 2 trailers	399,483	11/03/13	N/A	Y	

Quarterly Budget Review Statement

for the period 01/01/13 to 31/03/13

Blayney Shire Council

Quarterly Budget Review Statement for the period 01/01/13 to 31/03/13

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies		Y
Legal Fees	17,740	

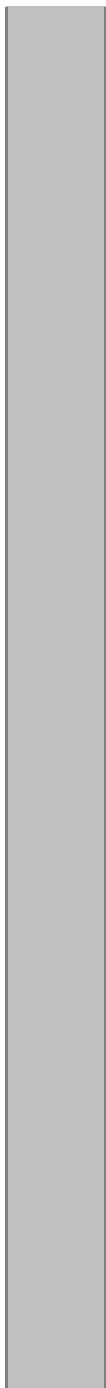
Definition of a consultant:

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

Comments

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

Details



Anton R. Franz

From: Max and Fay Gregory!
Sent: Friday, 19 April 2013 10:51 PM
To: council
Subject: IEM/1071 - Objection to 15% rate levy
Attachments: [REDACTED]

Follow Up Flag: Follow up
Flag Status: Flagged

Does this message need to be registered in the corporate recordkeeping system ?

The General Manager,
Blayney Shire Council

Dear Sir,

I wish to object to the proposed 15% special rate levy. I understand this is to bolster funds for capital works. As a pensioner this large levy would be an impost on me and other low income ratepayers. Council should progress with upgrades by working within a realistic budget.

I am a joint owner of a property at

Yours sincerely

Fay Gregory

SUMMARY OF SUBMISSIONS TO DELIVERY PROGRAM AND OPERATIONAL PLAN

Submission #1	Mrs F. Gregory
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Submission in Brief:

States objection to a 15% rate rise and that as a pensioner such a large levy will be an impost to them and other low income rate payers. Acknowledges that income is to bolster funds for capital works however suggest upgrades be progressed by working within a realistic budget.

Response:

Comments acknowledged. The 15% rate increase is proposed in the Long Term Financial Plan for 2014/15 to enable Council to maintain current services / infrastructure and become financially sustainable in the long term. Prior to making application to IPART for such an increase, an extensive program of community consultation will need to be undertaken. Demonstration of community support will also be required amongst a number of factors considered prior to approval of such an increase.

BLAYNEY SHIRE COUNCIL



WORKFORCE MANAGEMENT STRATEGY 2013/14 – 2016/17

INTRODUCTION

This 2013/14 to 2016/17 Workforce Management Strategy for Blayney Shire Council has been developed in accordance with the NSW State Government's Integrated Planning and Reporting Framework requirements.

Blayney Shire Council is faced with a number of challenges for its workforce now and in the future for a number of reasons including;

- A multigenerational workforce
- Significant local labour market competition due to strong regional mining influences
- Impending retirements
- Anticipated skill shortages in key areas
- Attraction and retention capacity and market competitiveness
- Developing and maintaining a skilled, trained and flexible workforce
- Increased community expectations in services and delivery
- External financial, technological and legislative reforms

Council regards its employees' as its greatest assets who deliver services and facilities to the community in an efficient and effective manner.

This Workforce Plan responds proactively to the current and future challenges and will be reviewed regularly to ensure currency with changing circumstances and trends as they emerge.

Council has re-named its Engineering Department to Infrastructure Services and its Environmental Services Department to Planning and Environmental Services to more accurately reflect the nature of the services provided to the community.

Blayney Shire Council employs staff across a diverse range of occupations and employment types. The need to meet higher service and legislative requirements will increase the size and composition of Council's workforce.

INTEGRATED PLANNING AND REPORTING FRAMEWORK

In 2011, following extensive community consultation, Blayney Shire Council developed its Community Strategic Plan (CSP) in accordance with the requirements of the NSW Government.

Following on from the CSP is Council's delivery program, a four year strategic document listing the actions Council plans to implement to achieve the communities' objectives.

In addition Council has and will develop an annual Operational Plan and budget which will detail the strategies and projects to be undertaken each year in order to achieve the community's long term objectives as identified in the Blayney Shire CSP.

This Workforce Plan identifies and addresses the human resources Blayney Shire Council requires to continue its strategic direction and deliver services in an efficient and effective manner during the initial four delivery program.

COMMUNITY STRATEGIC PLAN (CSP)

The consultation process that led to the development of the CSP identified that the community wanted Council to focus on the following objectives:

- Grow the Wealth of the Shire
- A centre for sports and culture
- Preserve and enhance our heritage and rural landscapes
- Develop & maintain Shire infrastructure
- Develop strong and connected communities
- Leadership

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

WORKFORCE PLAN 2013/14-2016/17

The purpose of the Workforce Plan is to:

- strategically define Council's human resource requirements to maintain and develop the future success of our Council
- Identify current and anticipated gaps in Council's workforce to allow it to deliver its services to the community.
- Deal with succession planning issues
- Identify career paths for its employees
- Explore our current working arrangements and identify any areas that require adjustment to meet the demands on an ever changing employment environment.

- Ensure we are a responsible employer of choice with a strong long term capability and capacity to attract, engage, develop and retain the right workforce.
- Provide modern, safe, well maintained and supportive human resource systems, strategies and processes.

This workforce plan has been developed so as to allow Council the best opportunity to meet the objectives identified in the CSP.

Council engaged extensively with its workforce to gain an understanding of their views as to how the CSP objectives could best be met.

External factors such as technology, economic, demographics and legislation could impact significantly on the delivery of this plan and it may therefore require adjustments to deal with these factors if they affect the way Council undertakes and delivers its services to the community in the future.

The objectives of the community will impact on the type of workforce and resources we need, whilst still undertaking those works that Council needs to provide its community such as effective and efficient garbage collection services, well maintained road networks and prompt and efficient dealing with development and construction certificate applications.

The financial sustainability of Council was also a major factor in determining how this plan was produced and resourced.

It should be noted that increases in staffing levels proposed under this plan have been identified in what could best be described as operational areas that deliver services direct to the community (i.e. Infrastructure Services and Planning and Environmental Services) with minimal increases in administration. Council is rightly proud of this achievement.

This Workforce Plan allows for a clearer direction for the Council and relevant stakeholders. It is also designed to ensure Council matches the stakeholder expectations identified in the CSP.

Planning for the future will also assist in ensuring Blayney Shire Council becomes a more proactive, receptive and responsive organisation. This Workforce Plan contributes substantially to our Resourcing Strategy and recognises that labour costs are amongst the most significant costs to Council's operations.

BLAYNEY SHIRE COUNCIL WORKFORCE STATISTICS AS AT 31/12/2012

To allow us to plan for the future we need to examine where we are now.

The baseline for this plan is an analysis of Council's current workforce and the tables below provide employment data as at 31 December 2012.

SNAPSHOT OF COUNCIL'S CURRENT WORKFORCE

Employment by Category

Employment Category	Number of Employees	% of total staff employed
Full time	62	76.54
Part time	3	3.70
Casual	16	19.75
Total	81	

* Council assumed operational control of Centrepoint Sport and Leisure on 1 July 2012. The majority of Centrepoint's staff are employed on a casual basis.

Employment by Gender

Female	Male
30.86%	69.14%

Age Statistics - Permanent Employees

Age bracket	No. (%) Permanent Employees
<=24	8 (12.31%)
25-34	10 (15.38%)
35-44	18 (27.69%)
45-54	25 (38.46%)
55-64	4 (6.5%)
Total*	65 (100%)
Average age of Council's current workforce	41.29

Staff Turnover as a % of Council's Staffing Establishment (64 Employees)

The table below illustrates Blayney Shire Council's turnover figures from the end of the 2009 financial year to 31 December 2011.

FINANCIAL YEAR ENDING	% STAFF TURNOVER
2012	3.08
2011	17.46
2010	21.88
2009	26.56

The majority of people who have left employment with Council over this time have been due to resignations as opposed to retirement and Council will use its best endeavours to retain its workforce, recognising the significant investment it makes in its human resources, rather than see employees leave Council or the local government industry.

FUTURE WORKFORCE NUMBERS IDENTIFIED IN THIS WORKFORCE PLAN

Department	No. of Positions as per current establishment	No. Proposed in Workforce Plan
Corporate Services	12	12
General Manager	4	5
Infrastructure Services	42	51
Planning and Services	6	9
Total	64	77

RATIONALE FOR STAFFING INCREASES

The Workforce Plan identifies increases to the level of staffing across all Council departments with an emphasis on operational areas. Council regards all staff increases as critical to meet community expectations under the CSP.

Corporate Services

Council undertook a reorganisation of its administrative roles and created an administrative traineeship to develop a person to be skilled in a broad range of administrative tasks. This measure will assist Council during periods of leave and at peak times in particular roles such as during rate notice issue periods.

General Manager

In the General Managers department has engaged a full time role of Risk Officer. The purpose of this role is to audit, oversee and report on all areas of risk Council may be exposed to. Council regards this as an essential role from a governance perspective.

Infrastructure Services

The majority of staff increases proposed in this plan have been identified in Council's Infrastructure Services department. It is this department that is primarily responsible for the development and maintenance of Council's infrastructure such as roads, sewerage, sporting facilities and parks.

Council currently has vacancies within its Infrastructure Services Department and Council will identify if any of these positions as well as new positions created might reasonably be able to be filled on a traineeship basis. This approach is consistent with the objectives of this plan.

Planning and Environmental Services

Council's Planning and Environmental Services Department is responsible for a number of functions including assessing development applications, town planning, building and construction and maintenance of Council's building assets. It is anticipated that staffing increases in this department will in part be funded by the revenues that the department can generate from such areas as building certifications and development activity.

COMMUNITY EXPECTATIONS

The Blayney Shire CSP requires Council to establish objectives and long term direction on service standards and delivery. These objectives can only be achieved with sufficient and correctly allocated resources. In relation to the Workforce Plan, the resourcing of internal services such as those within community facilities, environmental practices, economic growth and education will be vital to match the objectives of the community.

High demand for services by our community brings about a need to develop and retain skilled, knowledgeable and specialist employees. The increase in privatisation of some traditionally local government services, such as private certifiers in the building industry, has affected Blayney Shire Council in its need to compete on an ongoing basis to attract and retain employees.

Longer term strategies within the concept of knowledge management will be further explored in the coming years to counteract some anticipated skill gaps at Blayney Shire Council.

The creation of an effective training regime is also considered a must for Council.

TRAINEESHIPS / APPRENTICESHIPS

Where possible, Council will fill vacancies in its workforce by traineeships and apprenticeships.

Council has identified areas where trainees will assist in meeting the current and future objectives. Council would like to ensure its commitment to the local community by providing opportunities to develop its youth to meet the future objectives of the Shire whilst still meeting its obligations to appoint people on merit.

WBC ALLIANCE

The Councils of Wellington, Blayney and Cabonne originally formed the Strategic Alliance in 2003 as an alternative model for local government reform. In 2005 Central Tablelands Water joined the Alliance.

The Alliance is a voluntary cooperative arrangement between the member councils for the purpose of sharing resources and identifying efficiencies.

In terms of workforce, the WBC Alliance currently the position of Executive Manager.

Member Council's contribute to the funding of shared positions and efficiencies are gained where individually each Council could not justify or sustain these positions but under the WBC Alliance resource sharing model the cost and the use of these resources is shared amongst the member Councils.

Council will explore resource sharing arrangements with its alliance partners to determine if member Councils' are able to temporarily assist each other fill staffing gaps on a short term basis if required.

Council will continue to identify whether any positions can be filled on a resource sharing basis through the WBC Alliance.

CENTROC

Council is a member of the Centroc group of Councils, which exists to advocate and improve operational efficiencies for its members across areas such as compliance and cost savings; procurement, work health and safety, risk management and human resource management.

Council will continue to actively participate in the activities of the Centroc group.

BLAYNEY SHIRE COUNCIL 2013/14-16/17

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

In developing this workforce plan Council paid particular attention to ensuring that the planning process supported the following themes;

- Support and strengthen workforce capability and development
- Develop and promote cohesive best practice people strategies
- Satisfy and engage employees
- Provide a safe and healthy workplace with a high commitment to risk management
- Support Council's ability to deliver future programs and services

Challenges

The challenges Blayney Shire Council will face in implementing these strategies stem from the resources available and the ability to meet the requirements and expectations placed on it by the community, government, economic, environmental and legislative requirements.

Community expectations

- increased service demand due to population and development increases
- requests for additional and non core services
- increased use of technology in replacement of face to face customer service and communication
- increased access and requests for information

Reporting

Blayney Shire Council will report annually on the effectiveness of the measures identified in this workforce plan to determine success rates.

Council will continue to research and implement work practices to maximise its return on its workforce investments.

CONSULTATIVE COMMITTEE

Council has an employee consultative committee established under the provisions of the Local Government State Award.

The functions of the consultative committee include:

- Award implementation
- Training
- Consultation with regard to organisation restructure
- Job redesign
- Salary systems
- Communication and education mechanisms
- Performance management systems
- Changes to variable working hours arrangements for new or vacant positions
- Local government reform

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

INDUSTRIAL RELATIONS

The *Local Government (State) Award* requires Council to advise its employees and the unions to which they belong of changes it is proposing to its organisational structure, positions and roles of its employees.

This Workforce Plan identifies new positions and changes in positions that require consultation. This Workforce Plan is a living document that may change within its lifespan and in future delivery roles that Council may be required to perform.

Council will seek the assistance and practical support of its employees and relevant unions to enhance the development and recognition of this plan, not only because of its award obligations but also because Council genuinely values the input that its employees' provide.

SUMMARY

This Workforce Plan identifies an increase in Council's staffing from 64 to 78 people.

By increasing its workforce Council will be better able to more effectively deliver the objectives of the community as identified in the Community Strategic Plan.

Appendix 'A' details the specific measures Council will take to implement and achieve these objectives in response to community expectations.

APPENDIX 'A'

WORKFORCE PLAN 2013/14 -2016/17

This Workforce Plan identifies the objectives, rationale and performance indicators Blayney Shire Council will take to implement the objectives of the community as identified in Council's CSP.

The Blayney CSP identified the following objectives;

- Grow the Wealth of the Shire
- A centre for sports and culture
- Preserve and enhance our heritage and rural landscapes
- Develop & maintain Shire infrastructure
- Develop strong and connected communities
- Leadership

The objectives identified in this workforce plan assist greatly in aligning Council and community objectives

Objective	Rationale	Performance Indicators
Increase staffing levels to meet community objectives identified in the CSP	<ul style="list-style-type: none">• To meet community expectations Council must increase the size and composition of its workforce.	Annual staffing levels compared to staffing levels identified in this plan.
Fill vacancies as they arise from the existing workforce.	<ul style="list-style-type: none">• Create an environment where employees have a career path within Council.	Number of vacancies advertised internally compared to number of actual vacancies.

Objective	Rationale	Performance Indicators
Where possible identify if any positions can be filled on a traineeship or apprenticeship basis.	<ul style="list-style-type: none"> Shire residents are more likely to apply for positions if they are able to be trained in a role rather than already being expected to have the skills necessary to perform a role. Have a readily available and trained workforce, able to quickly fill more senior vacancies as they become available. Assist with succession planning measures. Enhance the opportunities for local people to develop a career path within their local area. 	Number of positions filled on a training basis compared to number of positions filled.
Investigate more flexible working arrangements.	<ul style="list-style-type: none"> Assist with the attraction and retention of staff. Attract prospective job applicants. 	
Review Performance appraisal system.	<ul style="list-style-type: none"> Remove structural impediments that don't allow people to progress through Council's salary system. Better identify employee and Council training needs. 	Number of people who have progressed following review.
Develop a training matrix.	<ul style="list-style-type: none"> Identify training gaps and develop and enhance skills. 	Development of training matrix by June 2013.

Objective	Rationale	Performance Indicators
Review Council's salary system.	<ul style="list-style-type: none"> Council is limited by its present salary system and is losing valuable employees to the private sector due to competition in the local labour market. 	Completion of salary system review during the currency of this plan.
Investigate a retention incentive system based on length of service.	<ul style="list-style-type: none"> Council is limited by its present salary system and is losing valuable employees to the private sector due to competition in the local labour market. 	Completion of investigation of a retention incentive system during the currency of this plan.
Engage extensively with Council's employee Consultative Committee on the implementation of the measures identified in this plan.	<ul style="list-style-type: none"> Active employee participation in implementing community objectives. 	Consultative Committee meetings.
Risk Planning	<ul style="list-style-type: none"> Ongoing compliance with Workplace Health and Safety legislation. Improve employee training and understanding of risk. 	Appointment of Risk Officer
Actively participate in regional and industry human resource forums.	Keep abreast of and informed about current and emerging issues and trends in relation to human resource management.	Attendance at Centroc and industry forums.