



ATTACHMENTS TO REPORTS OF THE BLAYNEY SHIRE COUNCIL
MEETING
HELD ON MONDAY 23 JUNE 2025

PART 1 / 2

CORPORATE SERVICES REPORTS

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2025/26 – 2034/35 LONG TERM FINANCIAL PLAN

Acknowledgement

Here in Blayney Shire, we gather on Wiradjuri country on which members and elders of the local indigenous community and their forebearers have been custodians for many centuries and on which aboriginal people have performed age old ceremonies of celebration, initiation and renewal, we acknowledge their living culture and their unique role in the region.

Published by Blayney Shire Council

2025/26 – 2034/35 Long Term Financial Plan

Prepared XXX
Adopted XXX

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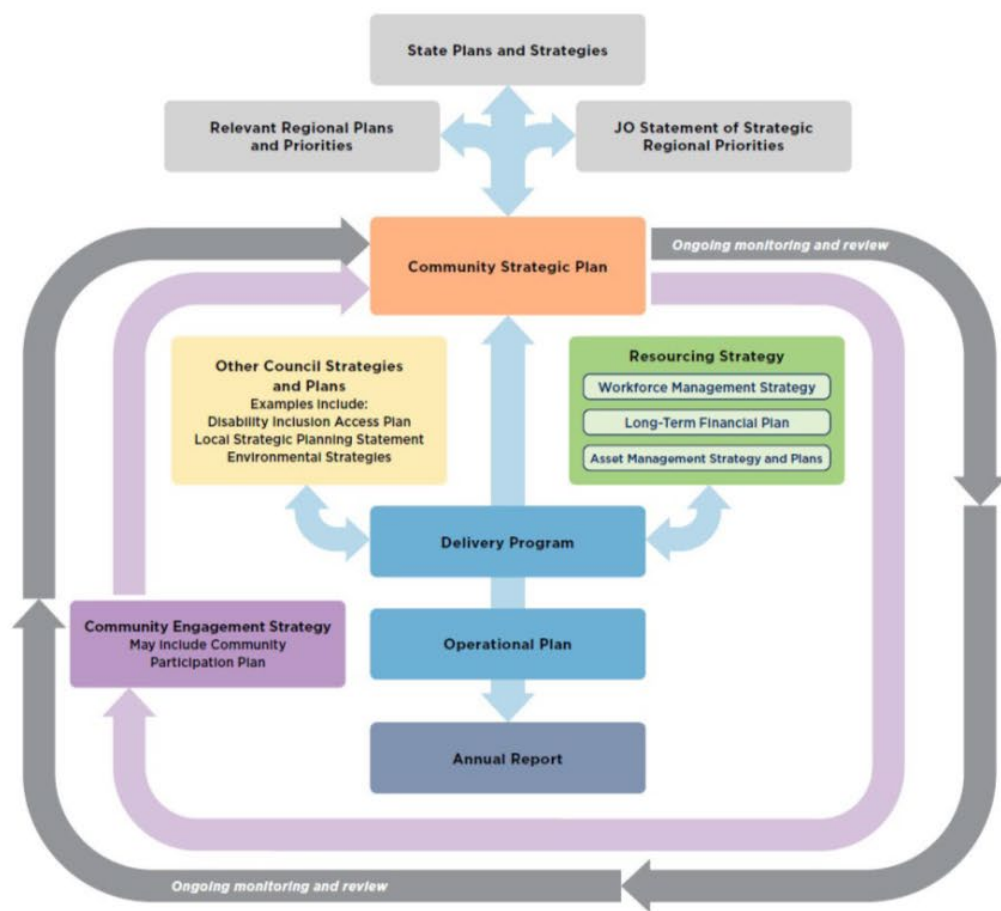
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1. INTRODUCTION

1.1 Objectives

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

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



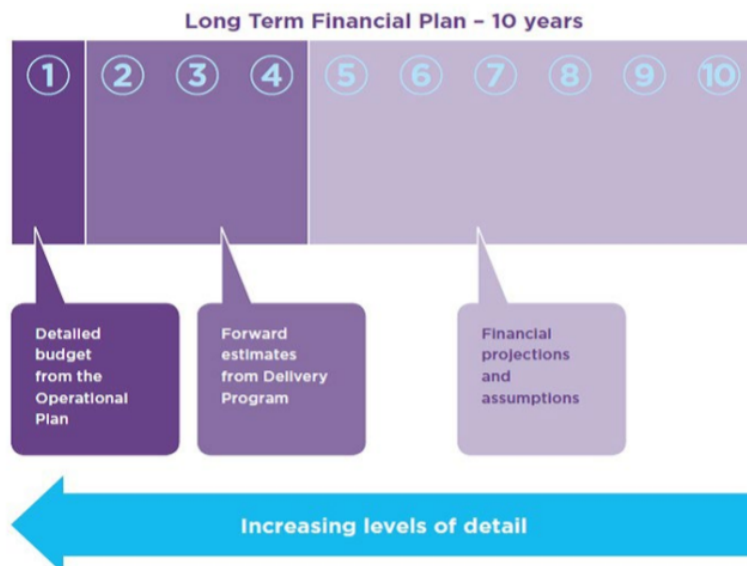
Blayney Shire Council's LTFP seeks to:

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

1.2 Timeframe

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

The Blayney Shire Council LTFP covers a time period spanning ten years from 2024/25 to 2033/34.



2. PLANNING ASSUMPTIONS

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

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

- Financial Assumptions as per below table:
 - a. Base Case (SV Model)
 - b. Increased Rate Peg
 - c. Reduced Mining Income & Grant Funding

| Assumption/Variable | Calculation Basis | a. | b. | c. |
|-----------------------------|---|--|--|--|
| Consumer Price Index (CPI) | All groups Sydney Dec 24 | 2.40% | 2.40% | 2.40% |
| Rate Peg (Ordinary Rates) | Independent Pricing and Regulatory Tribunal (IPART) determination / recommendation Approved Special Rate Variation 2024/25 – 2026/27 | 3.80% Special Rate Variation 10.00% Yrs 2-3 2.50% Yrs 3-10 | 3.80% Special Rate Variation 10.00% Yrs 2-3 4.00% Yrs 3-10 | 3.80% Special Rate Variation 10.00% Yrs 2-3 2.50% Yrs 3-10 |
| Sewer Annual Charges Income | The Strategic Business Plan (SBP) is currently being reviewed, therefore minimal increase assumed throughout the life of the plan until finalisation of the SBP which will inform future charges. | 3.50% Yr 1-10 | 5.00% Yr 1-10 | 3.50% Yr 1-10 |
| Waste Annual Charges Income | Based on reasonable cost estimate – cost of increase has been tied to increased cost of contractor charges (CPI) and factoring in additional increased compliance costs. | 10.00% Year 1 3.50% Year 2-10 | 10.00% Year 1 3.50% Year 2-10 | 10.00% Year 1 3.50% Year 2-10 |

| | | | | |
|--------------------------------|--|---|---|---|
| Fees and Charges Income | User pay fees CPI + 0.5% | 3.50% Year 1 3.50% Year 2-10 | 3.50% Year 1 3.50% Year 2-10 | 3.50% Year 1 3.50% Year 2-10 |
| Interest Rate Income | Average annual rate of return is 5.07% however interest rates have been conservatively forecast as the rates are subject to market volatility. | 4.00% Year 1-4 3.00% Year 5-10 | 4.00% Year 1-4 3.00% Year 5-10 | 4.00% Year 1-4 3.00% Year 5-10 |
| Salaries and Employee On-costs | Award increase + 0.5% progressional based increase | 4.00% Yr 1 3.50% Yrs 2-3 3.00% Yrs 4-10 | 4.00% Yr 1 3.50% Yrs 2-3 3.00% Yrs 4-10 | 4.00% Yr 1 3.50% Yrs 2-3 3.00% Yrs 4-10 |
| | Superannuation guarantee charges will increase by 0.50% per year until it reaches 12% in 2026. Increase in addition to % above. | 0.50% Yr 1 | 0.50% Yr 1 | 0.50% Yr 1 |
| Materials and Contracts | CPI + 0.5% | 3.50% | 3.50% | 3.50% |
| | Electricity | 25% Yr 1 | 25% Yr 1 | 25% Yr 1 |
| | Water | 15% Year 1-2 3.50% Year 3-10 | 15% Year 1-2 3.50% Year 3-10 | 15% Year 1-2 3.50% Year 3-10 |
| Other Expenditure | | 2.50% | 2.50% | 2.50% |
| Interest Rate Expense | TCorp forecast – proposed loans (31Mar) | 5.97% | 5.97% | 5.97% |
| | Other Institutions – proposed loans | 6.97% | 6.97% | 6.97% |
| | <i>Rates are indicative – no proposed borrowings have been modelled</i> | | | |
| Depreciation | Existing depreciation does not increase until revaluation of the asset class every 5 years (excludes plant & equipment and sewer) | 2% | 2% | 2% |
| | Depreciation for new capital projects that have been identified will be in addition to annual increase. | 5% in 2030/31 for Transportation Asset Classes to align with next revaluation | 5% in 2030/31 for Transportation Asset Classes to align with next revaluation | 5% in 2030/31 for Transportation Asset Classes to align with next revaluation |

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

3. FINANCIAL SUSTAINABILITY

Over the last couple of years Council has sought to address its deteriorating financial sustainability. In June 2022, Council engaged an independent strategic financial review of Council's financial position and sustainability which identified 45 recommendations.

From this Council was able to action 25 of the recommendations during preparation of the 2023/24 Delivery Plan / Operational Plan however this was not enough to address the ongoing forecast financial position.

One of the remaining recommendations was to consider a special rate variation and in June 2023 Council resolved to commence the process of applying to IPART for a proposed special rate variation. The Council engaged Morrison Low to undertake a further independent financial assessment and to assist with determination of need for a special variation (SV) to rate income. From this assessment it was recommended that the Council consider a SV.

Council resolved on 9 November 2023 to commence community consultation for a proposed special variation of 10% for 3 years with a cumulative permanent increase of 33.1%. Following conclusion of the community consultation process Council resolved on 23 January 2024 to make application to IPART. A decision is still pending from IPART and therefore a scenario inclusive of the SV has been modelled in the LTFP.

The proposed SV seeks to not only address Council's ongoing deficits but also ensure that Council has sufficient funds to meet its maintenance and renewal requirements to address the infrastructure backlog as detailed in Council's Special Schedule 7.

Council was successful in its application to IPART for a special variation for the amount sought which will see rates increase by 10% from 2024/25 – 2026/27.

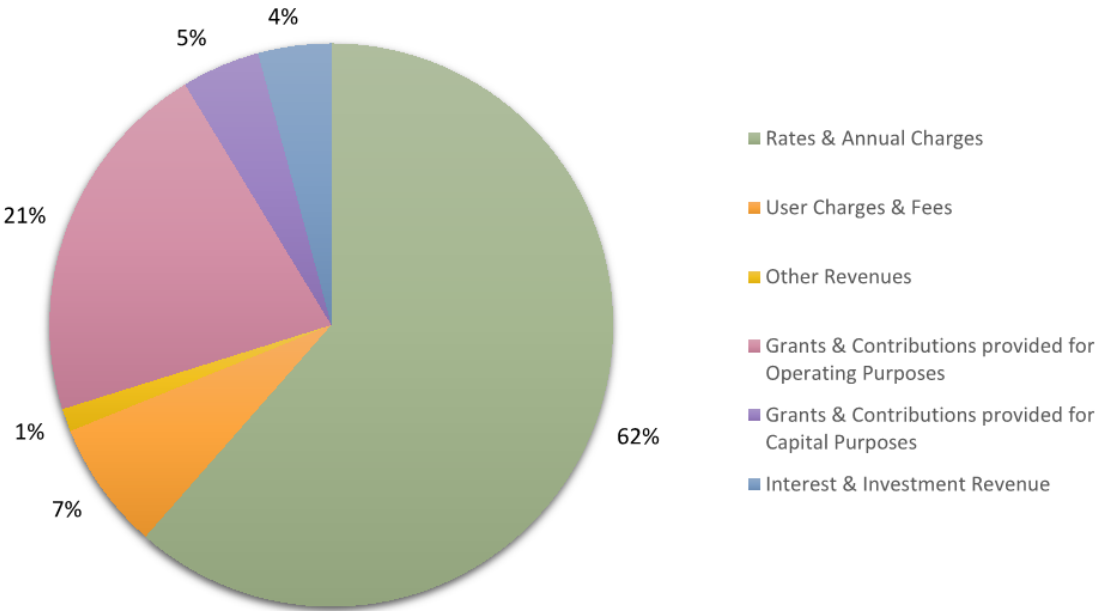
The application of a special variation was only one piece of the puzzle, with

Council required to forecast at the time reasonably certain additional mining rates from the McPhillamy’s Gold Project. Since approval of the SV in May 2024, the project was impacted by application of a Section 10 Declaration which has now stalled the project and there is increased uncertainty around the potential start times or even abandonment of the project all together.

4. REVENUE FORECASTS

The major sources of revenue for Council are:

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



4.1 Rates and Annual Charges

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

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

Council is limited on the percentage that it can increase its rating income known as the Rate Peg. Determined annually by IPART, the Rate Peg applies to both Ordinary & Special Rates.

| Financial Year | Rate Peg |
|--------------------------------|---------------|
| 2020/21 | 2.60% |
| 2021/22 | 2.00% |
| 2022/23 | 2.50% |
| 2023/24 | 3.70% |
| 2024/25 Base Case | 5.70% |
| 5 Year Average | 3.30% |
| 2025/26 Rate Peg | 3.80% |
| 2025/26 Special Rate Variation | 10.00% |

For the 2025/26 financial year, IPART has determined the rate peg using the new rate peg methodology. The core rate peg for the 2025-26 financial year ranges from 3.60% and 5.10% and takes into account the Base Cost Change (BCC) by council group and an Emergency Services Levy (ESL) factor to reflect annual changes in each council's ESL contributions. The core rate peg for 2025/26 for Blayney was 3.8%.

In addition, a population factor based on each council's population growth is applied which ranges from 0.00% - 3.80%. Council received a 0% population index and therefore the general rate peg for 2024/25 is fixed at 3.80%.

Following approval of Council's 3 year special variation of 10% in 2024/25 Council can levy up to 10% inclusive of the rate peg for 2025/26 and 2026/27.

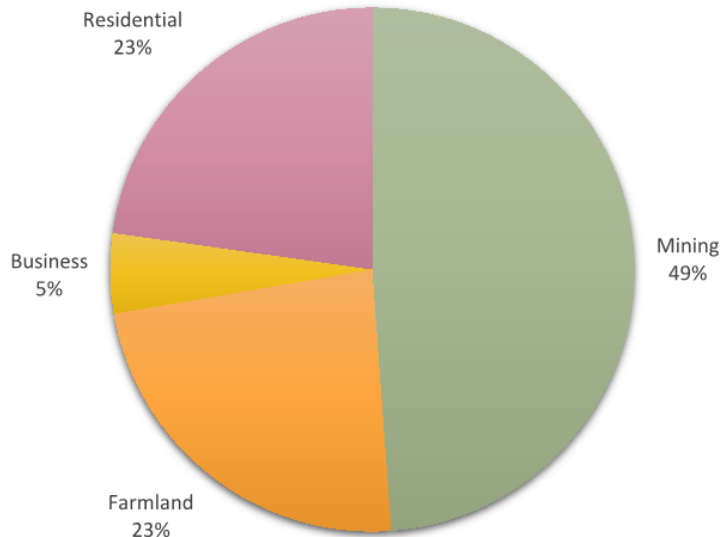
S.492 of the Local Government Act 1993 provides two types of rates: Ordinary rates and Special rates

4.1.1 Ordinary Rates

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

- Farmland
- Residential
- Business
- Mining

Rates Income By Category



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

4.1.2 Special Rates

Council has discretion to levy special rates. Special rates must be made pursuant to s.495 of the Local Government Act 1993 but may be levied under either s.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.

4.1.3 Rate Pegging

Rate pegging is a term that is commonly associated with s.506 and s.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 levied but rather the total rate yield raised from ordinary and special rates. IPART advises Council of the allowable rate pegging limit in November / December each year.

4.1.4 Special Rate Variation

At the 23 January 2024 Council meeting, the Council resolved to make an application to IPART for a permanent Special Rate Variation of 10% for 3 years which represents a total cumulative increase of 33.1%. The application was approved in May 2024.

Blayney Shire Council's LTFP Scenario models a Special Variation of 10% for the remaining 2 years (2025/26 – 2026/27) inclusive of the rate peg and equates to the following:

| | | 2025/26 | 2026/27 |
|------------------------|--|---------|---------|
| | | \$000 | \$000 |
| Special Rate Variation | | 1,102 | 1,213 |

4.2 User Charges & Fees

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

4.2.1 Sewerage Charges

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

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

It is recommended as best practice to review the SBP every five years to provide guidance for the future management of the Council's sewerage business. Council has engaged the Department of Public Works to review and update the SBP and it is anticipated that Council will adopt a new SBP in the coming financial year.

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

For Residential Properties

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

For Non-Residential Properties

A two-part tariff, being a connection charge and a usage charge will be applied.

Non-residential properties include multiple occupancies, such as non-strata flats and units, and those properties, which are categorised as “business” for rating purposes.

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

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

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

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

Future Sewerage Infrastructure Subsidy Charge

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

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

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

4.2.2 Waste Management Charges

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

The Domestic Waste Strategy is supported by a ten-year financial strategy, as

part of the LTFP, which determines the annual charge. The annual charge must reflect the reasonable cost of providing the service. The Council has in place a 10 year waste collection contract due for expiry in 2027/28. A new tender will be sought for commencement in the 2028/29 financial year that may impact on the LTFP. Any potential impact as a result of the above will be reflected in the future domestic waste user charges.

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

4.2.3 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.

4.2.4 Other Fees

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

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

4.3 Grants & Contributions

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

Council receives a general purpose Financial Assistance Grant from the Commonwealth Government. Since 2016/17 a significant portion of this funding has been received in advance, with 85% of the Financial Assistance Grant for 2024/25 paid in 2023/24. It is not known when the advanced payments will cease therefore Council has forecast receipt of 100% of the Financial Assistance Grant annually over the term of this plan.

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

The Office of Local Government measures Council on their reliance on external

funding through the Own Source Operating Revenue. The benchmark requires Council to be able to generate greater than 60% of total revenue without the reliance of external funding.

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

Major grant funding - accepted

| Project | Funding \$ | Project Total \$ | Year |
|--|---------------|---------------------|-------|
| Regional and Local Roads Repair Program | | | |
| Tallwood Road Pavement Renewal | 761,197 | 761,197 | 25/26 |
| Garland Road Heavy Patching | 761,197 | 761,197 | 25/26 |

Major grant funding - pending

| Project | Funding \$ | Project Total \$ | Year |
|---|---------------|---------------------|-------|
| Disaster Ready Fund | | | |
| Coombing St Crossing | 975,000 | 1,300,000 | 26/27 |
| Get Active NSW | | | |
| Blake St Footpath | 320,000 | 365,600 | 25/26 |
| Landfill Consolidation & Improvement Fund | | | |
| Solid Waste Facility Leachate Treatment | 250,000 | 413,100 | 25/26 |
| Waste Management Strategy (Opex) | 30,000 | 45,000 | 25/26 |
| Concept Design of Expansion of Eastern Landfill – Blayney Waste Facility (Opex) | 25,000 | 220,000 | 25/26 |

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

| Project | Funding \$ | Project Total \$ | Year |
|--|---------------|---------------------|---------------|
| Renewable Energy Projects | | | |
| • Community Centre | 20,000 | 20,000 | 25/26 |
| • Blayney Showground | 30,000 | 30,000 | 26/27 |
| • Blayney Library | 30,000 | 30,000 | 27/28 |
| Napier Oval Kiosk Upgrade | 150,000 | 150,000 | 26/27 |
| Blayney Showground Trotting Fence Compliance Upgrade | 45,000 | 45,000 | 26/27 |
| Newbridge Road | 2,000,000 | 2,000,000 | 27/28 |
| Spring Hill Road | 1,500,000 | 1,500,000 | 27/28 |
| | 1,500,000 | 1,500,000 | 28/29 |
| Regional Roads Upgrade | 450,000 | 900,000 | 26/27 onwards |

| | | | |
|--|-----------|-----------|---------------|
| Sewerage Treatment Plan – Capacity Upgrade | 5,885,550 | 8,917,500 | 27/28 – 28/29 |
| Blake St Footpath | 405,500 | 405,500 | 28/29 |
| Barry Road Bridge Structural Upgrade | 310,000 | 310,000 | 28/29 |

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

The Blayney Shire Local Infrastructure Contributions Plan 2022 was adopted on 19 December 2022.

<https://www.blayney.nsw.gov.au/ArticleDocuments/929/Blayney%20Shire%20Local%20Infrastructure%20Contributions%20Plan%202022.pdf.aspx>

4.4 Investments Revenue

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

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

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

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

4.5 Borrowings

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

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

Council continues to maintain a relatively low debt service cover ratio. However, the impact on this ratio and the ability to service proposed borrowings in the

future should be assessed when borrowings are being considered to fill funding gaps.

There are currently no proposed borrowings modelled throughout this plan.

4.6 Other Revenue

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

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

Given that 'other revenues' represent less than 1% of total revenues the potential margin of error of this assumption, and resultant impact on financial position, is considered immaterial.

4.7 Cash Restrictions

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

5. EXPENDITURE FORECASTS

5.1 Salaries, Wages and Employee On-costs

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

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

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

For the purpose of projecting future salary, wage and ELE costs to Council a percentage increase equivalent to the anticipated award increase plus a allowance for progressional based increases (see Planning Assumptions).

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

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

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

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

5.2 Loans / Debt Service Costs

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

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

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

With external factors impacting on inflation and a steep increase in the RBA cash rate for the first time in over 10 years the cost of borrowings is no longer as attractive with indicative rates for a 20 year loan now in excess of 6.95%.

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

5.3 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:

| | \$ | Year |
|-------------------------------------|---------|---------|
| Sale of Land for Unpaid Rates | 53,000 | 2028/29 |
| Sale of Land for Unpaid Rates | 63,000 | 2033/34 |
| Council Elections 2029/30 | 92,000 | 2029/30 |
| Council Elections 2033/34 | 102,000 | 2032/33 |
| Infrastructure Contributions Plan | 36,900 | 2028/29 |
| BCO Strategy Review | 100,000 | 2028/29 |
| Blayney Shire Settlement Strategy | 150,000 | 2029/30 |
| Active Movement Strategy Review | 40,000 | 2028/29 |
| Playground & Other Structures Audit | 20,000 | 2025/26 |
| Playground & Other Structures Audit | 23,750 | 2030/31 |

5.4 Asset Management

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

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

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

| Asset Class | Year |
|--|---------|
| Open Space, Other Recreational Assets & Community Land | 2025/26 |
| Sewerage Infrastructure | 2026/27 |
| Buildings & Operational Land | 2027/28 |
| Transportation | 2029/30 |
| Open Space, Other Recreational Assets & Community Land | 2030/31 |
| Sewerage Infrastructure | 2031/32 |
| Buildings & Operational Land | 2032/33 |
| Transportation | 2034/35 |

The revaluation process is undertaken by a mix of Council staff and specialised consultants, dependent on the complexity of the assets contained within each asset class.

The following details the proposed cost of consultants to be engaged:

| | \$ | Year |
|--|--------|---------|
| Road Condition Valuation | 48,000 | 2027/28 |
| Road Condition Valuation | 83,150 | 2029/30 |
| Road Condition Valuation | 64,363 | 2032/33 |
| Road Condition Valuation | 98,750 | 2034/35 |
| Transportation Revaluation Peer Review | 28,500 | 2029/30 |
| Transportation Revaluation Peer Review | 33,850 | 2034/35 |
| Building Valuation | 14,941 | 2022/23 |
| Building Valuation | 16,905 | 2027/28 |
| Building Valuation | 20,078 | 2032/33 |
| Sewer Complex Assets | 10,880 | 2026/27 |
| Sewer Complex Assets | 12,925 | 2031/32 |

Following revaluation of Council's asset classes, there are often significant variations in ongoing depreciation expenses due to a number of factors which influence the revaluation process.

In 2024/25 Council is revaluing the Transportation Asset Class which represents 75% of Council's total assets. Whilst the revaluation is still in progress and subject to both peer review and sign off by NSW Audit Office during finalisation of the 2024/25 financial statement audit, preliminary estimates forecast a significant decrease in depreciation expense. In 2023/24 Council engaged a consultant who used ground penetrating radar (GPR) to validate some of the assumptions that were relied upon during the previous transportation revaluation. Analysis of the GPR data supported revised assumptions further validated by recent construction works. The modified assumptions impacted the assumed pavement depths of Council's road network, particularly on unsealed roads which has resulted in a substantial decrease in ongoing depreciation expense.

Whilst these assumptions are subject to finalisation of the 2024/25 financial statements, they have been forecast throughout the life of the long term financial plan.

6 SENSITIVITY ANALYSIS AND FINANCIAL MODELLING

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

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

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

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

6.1 Employee Costs

Employee costs make up 34% of projected operating expenditure forecast across the Long Term Financial Plan. 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 between 3.0% and 4.0% to employee costs.

Due to the above factors an impact of a 1% increase in employee costs each year was modelled and resulted in an average annual increase of \$96k to operating costs over the life of the plan.

6.2 Rates and Annual Charges Revenue

Rates and Annual Charges revenue makes up close to 50% of the projected 2025/2026 operating revenue. Council cannot set the rate of increase but can only accept the rate pegging imposed on it without a Special Variation application.

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

Currently Council receives half of its rating revenue from the mining category which is projected to increase to 60% subject to approval of the McPhillamy's Gold Project which is awaiting final approvals. This plan assumes a conservative level of additional mining rating income forecast throughout the plan. Should the project not receive final approval or further delays are encountered this could have a significant impact on the forecast assumptions in the LTFP scenarios. A third scenario is included excluding any additional mining income for information.

6.3 Inflation

Given the considerable number of assets held, constructed and maintained by Council, variations in underlying inflation have the potential to have a significant impact on the LTFP. Council has considerable pressure from rising raw material costs including fuel and other construction materials. Any major unplanned hikes in these costs will impact the LTFP. Additionally, high constructions cost and other relevant indexes has the potential to impact depreciation expenses forecast with Council required to assess the fair value of its infrastructure assets and index annually and adjust where there is a material increase between revaluation cycles.

6.4 Investment Returns

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

Council has seen increased volatility in interest returns over the last couple of years with the average annual rate of return in 2020/21 reaching a record low of just 0.82%. After a steep increase in the RBA cash rate in 2023/24 the average rate of return has remained fairly stable throughout 2024/25 at just over 5.00%.

The impact of both a reduction and increase in investment interest rates of 1% of the forecast rate was modelled. The impact over the term of the plan was on average \$315k per annum. The forecast interest rate of 4% is considered conservative in the current interest rate environment and therefore any potential impact is likely to be greater than what has been forecast.

6.5 Grants

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

The Financial Assistance Grant makes up 13% of Council's total income.

Since 2021/22 Council has received a portion of the Financial Assistance Grant paid in advance. To date there has been no indication that the advance payments will not continue and therefore this plan has been modelled on the basis that any

future payments will be made as normal. Financial Assistance Grants are untied general purpose income recognised on receipt and therefore should be acknowledged that if the advance payments are ceased there will be a budgeted deficit of roughly \$3.6m.

Money provided under the Roads to Recovery Program is not intended to replace Council spending on roads but to assist Council in their local road construction and maintenance. The previous Roads to Recovery Program concluded in 2023/24 but a new round of funding was allocated from 2024–2029. Whilst the funding is only guaranteed for 5 years, due to the heavy reliance of this program throughout NSW the LTFP has been prepared with the assumption that the Roads to Recovery or similar Program will continue indefinitely.

Council has also submitted and in some instances been successful in application of a number of grant funded programs for the completion of a significant number of infrastructure and building projects which have been modelled throughout this plan. A summary of these funding programs can be found in section 3.3.

7 PERFORMANCE MEASURES

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

7.1 Cash / Liquidity Position

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

Unrestricted Current Ratio

Definition:

Unrestricted Current Assets
Unrestricted Current Liabilities

Description:

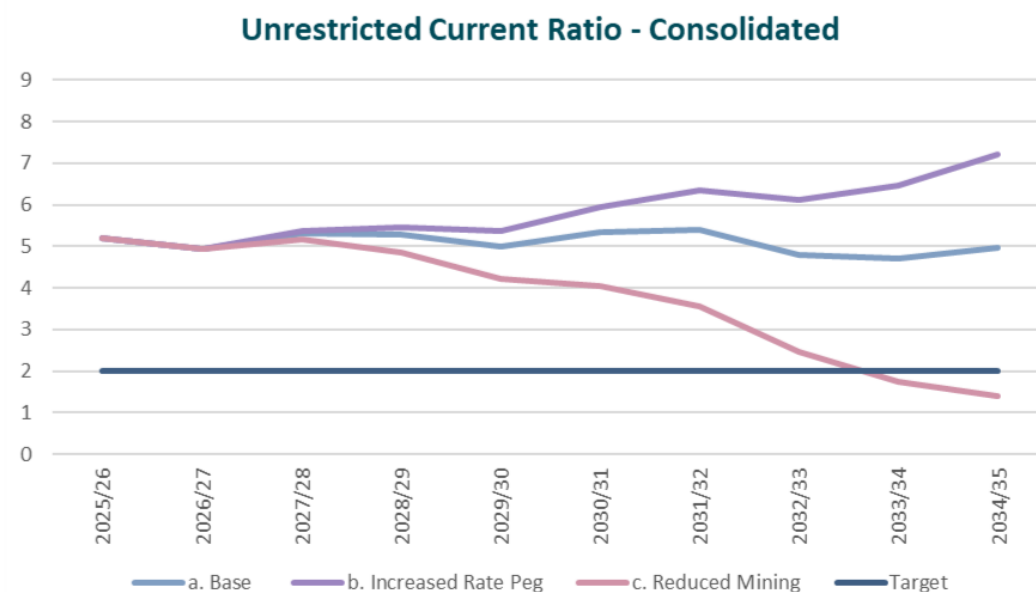
Measures the ability of council to pay its debts as and when they fall due.

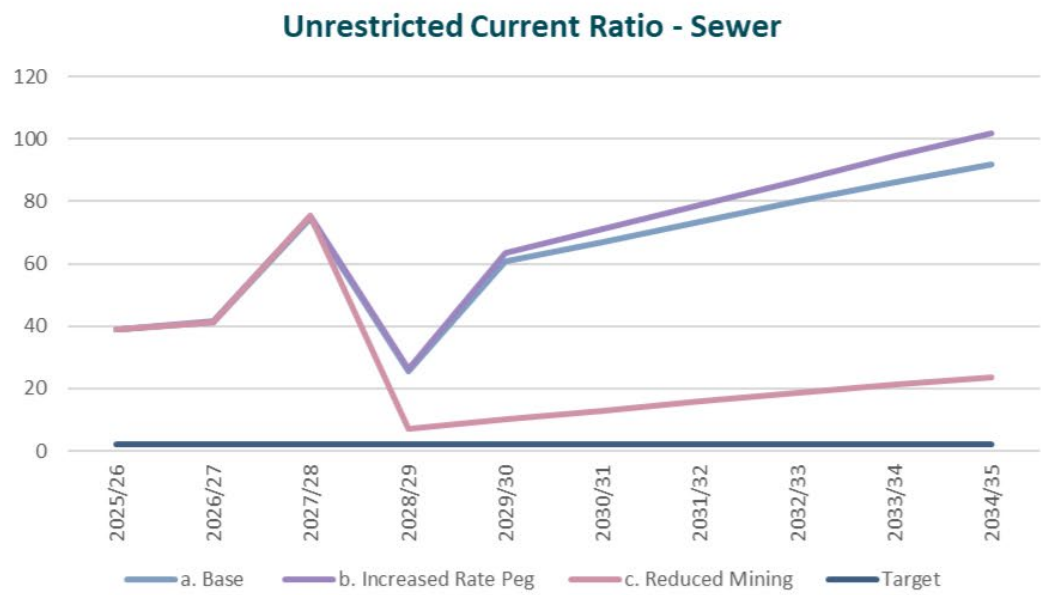
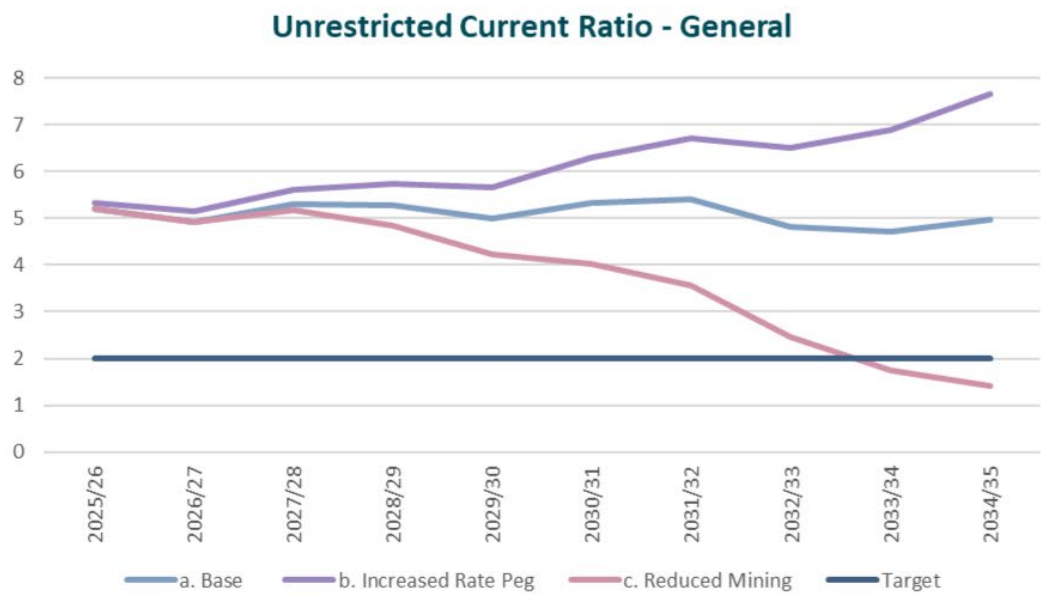
Target:

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

Projection:

Based on the current scenario this ratio remains above 2.0





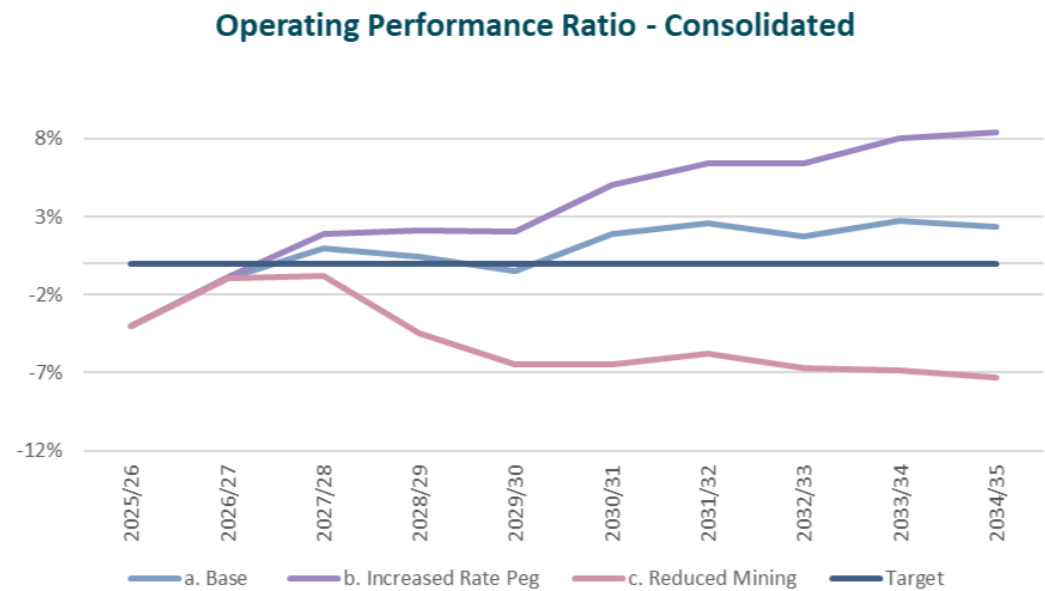
7.2 Operating Result

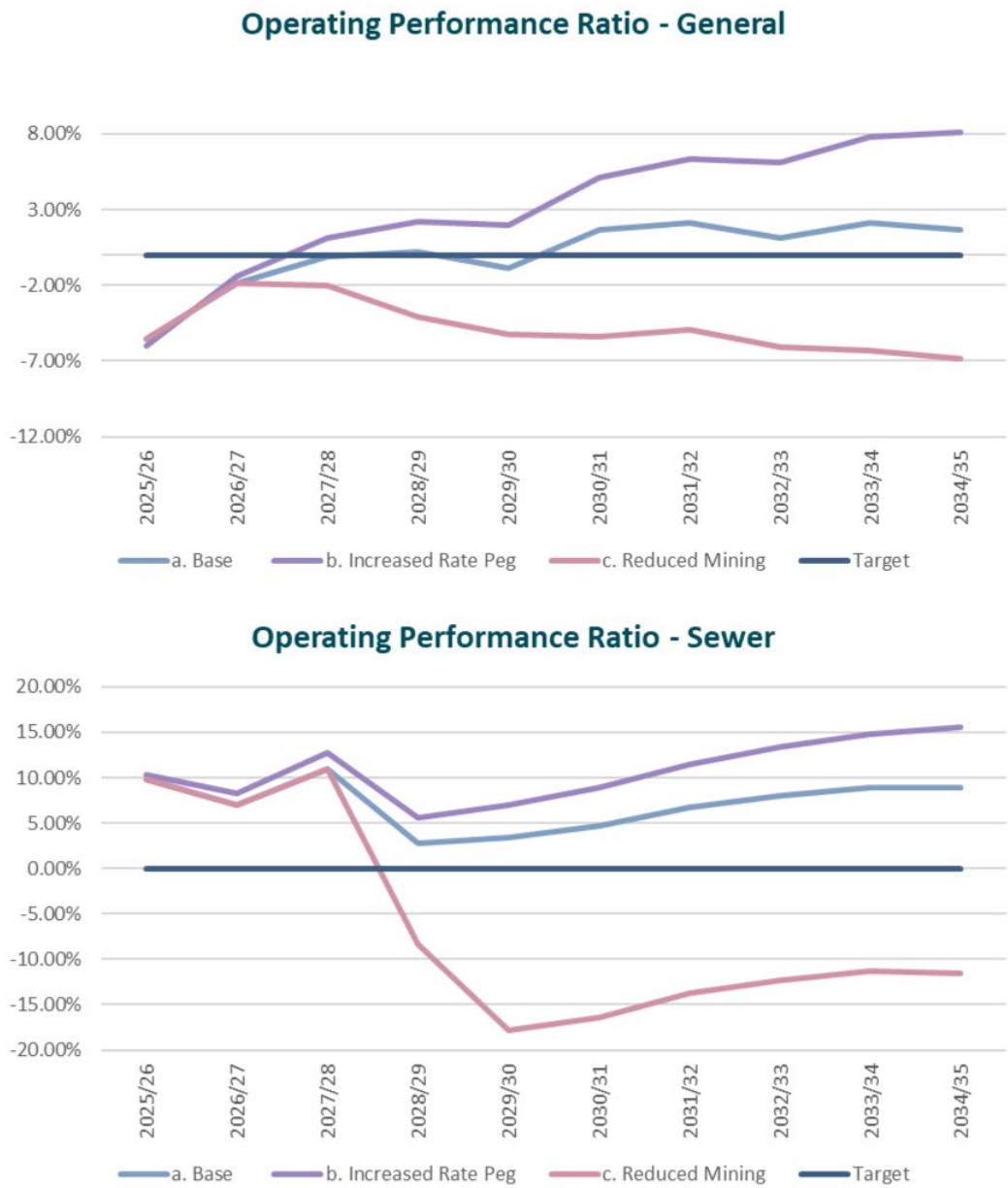
Definition:
Result or surplus/deficit from operations after considering all income and expenditure.

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

Target:
Trending towards consistent positive ratios

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





7.3 Debt Management

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

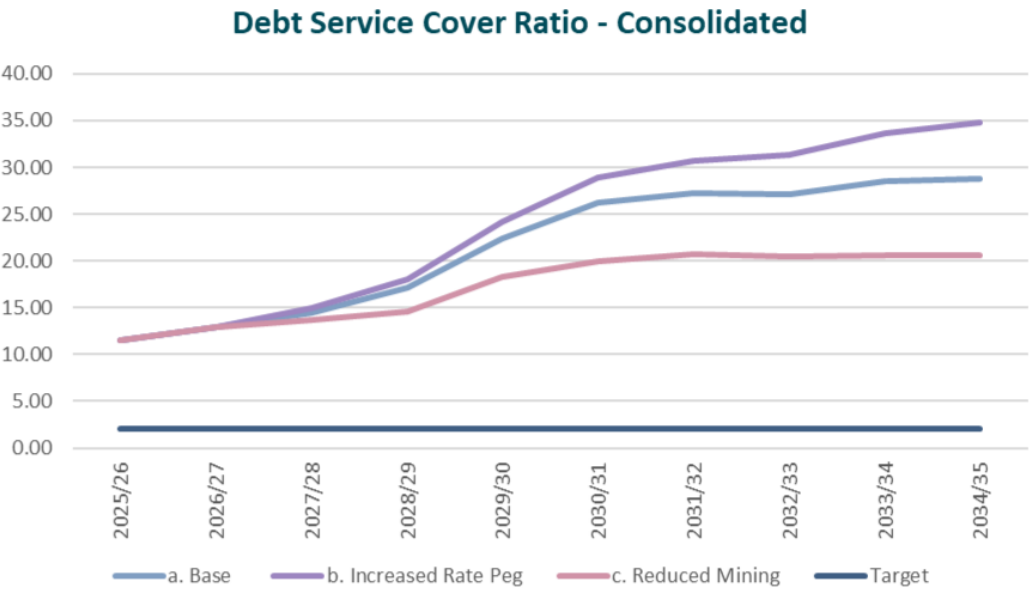
Debt Service Cover Ratio

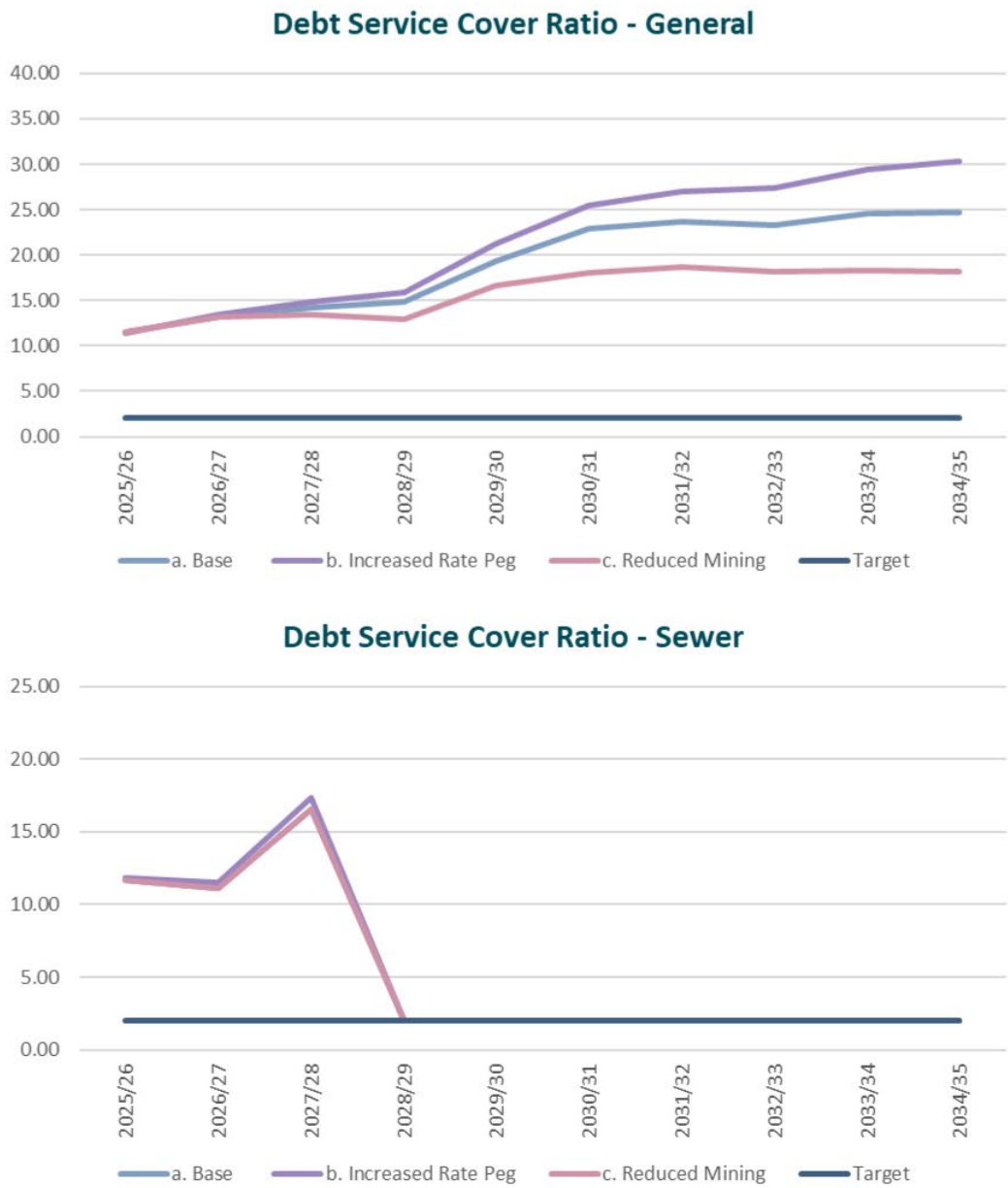
Definition:
Operating result before capital, excluding interest & depreciation
Principal repayments plus borrowing costs

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

Target:
Minimum >=2.00x

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





7.4 Dependence on Revenue from Rates and Annual Charges

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

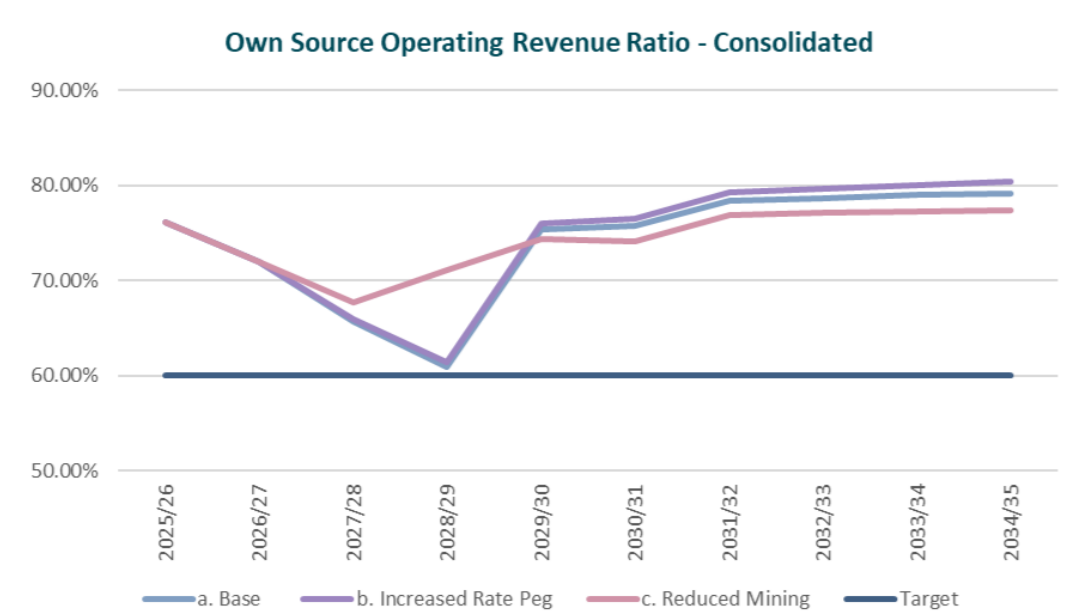
Own Source Operating Revenue Ratio

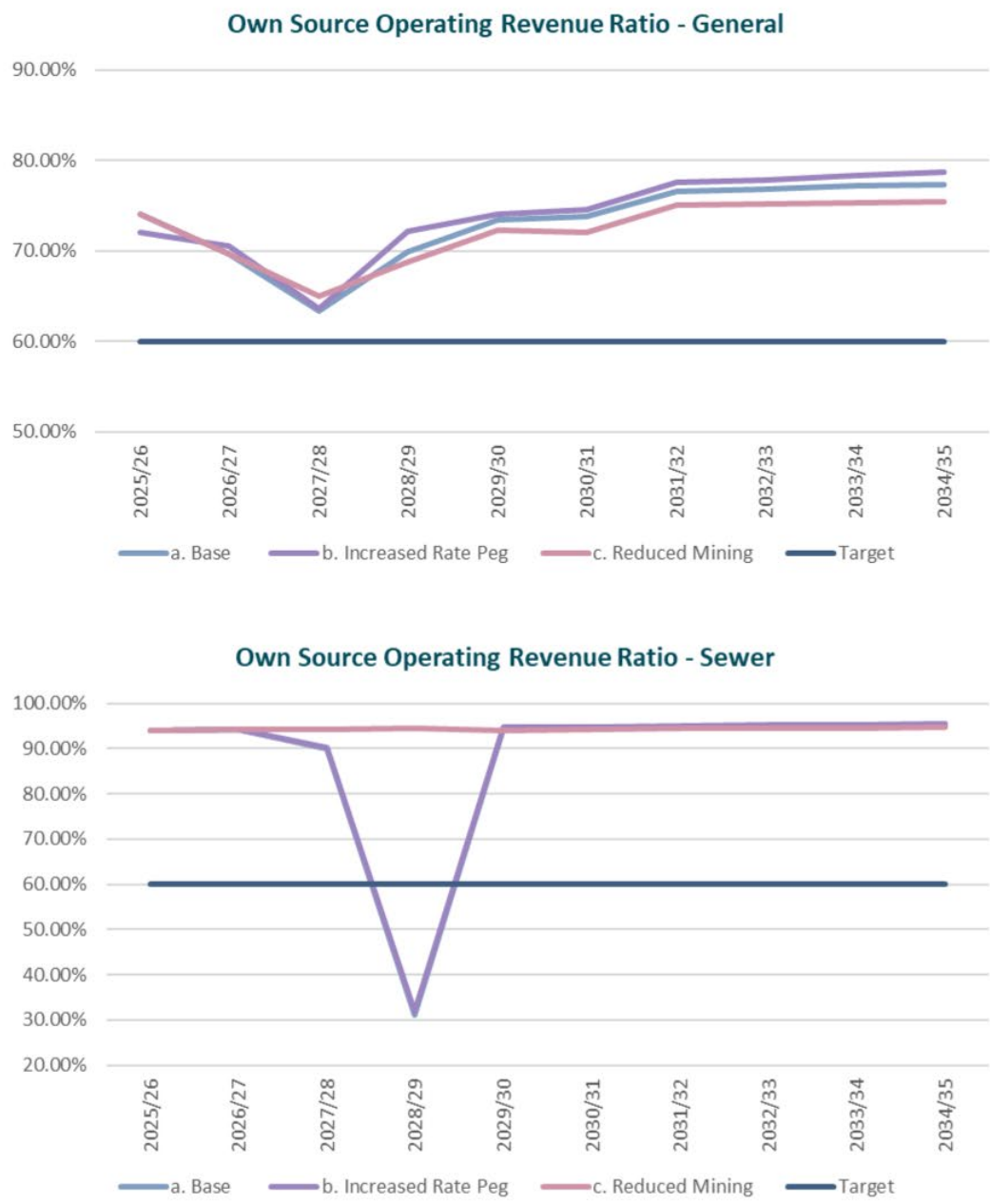
Definition:
$$\frac{\text{Total continuing operating revenue excluding grants \& contributions}}{\text{Total Income from continuing operations}}$$

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

Target:
Minimum >=60.00%

Projection:
The following graph projects the estimated percentage of the LTFP. Whilst it does drop below the benchmark in 2028/29, this is a reflection of significant forecast grant funding in the Sewer Fund rather than a forecast reduction in own source revenue.





7.5 Building & Infrastructure Renewals – General Fund

Council maintains a significant portfolio of infrastructure assets which make up 90% of total infrastructure, property, plant and equipment. Council’s need to ensure that they allocate sufficient resources to maintain those assets into the future.

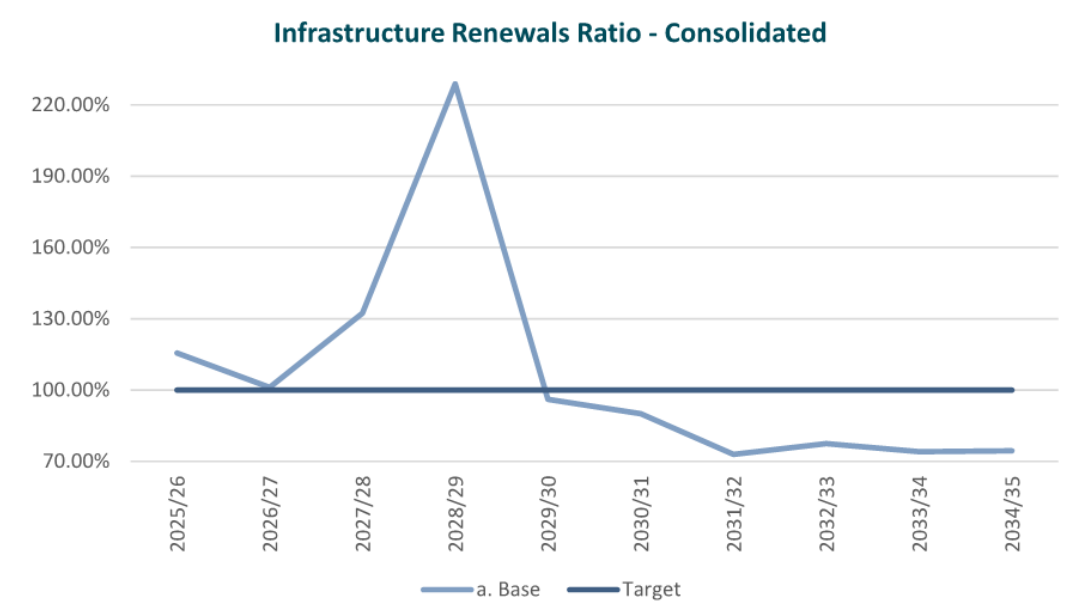
Building & Infrastructure Asset Renewal Ratio

Definition:
Asset renewals
Depreciation, amortisation and impairment

Description:
This ratio assesses the rate at which Council’s infrastructure assets are being renewed relative to the rate at which they are depreciating.

Target:
Minimum >=100.00%

Projection:
The following graph projects the estimated percentage throughout the LTFP. Whilst it does drop below the benchmark the additional funds from the proposed special variation improve the ratio over the base case scenario. This ratio is heavily impacted by depreciation expense which fluctuates between revaluation cycles due to the requirement to assess the fair value of infrastructure annually. The transportation revaluation scheduled for completion in 2024/25 will allow Council to address this ratio through revision of the asset management plans.



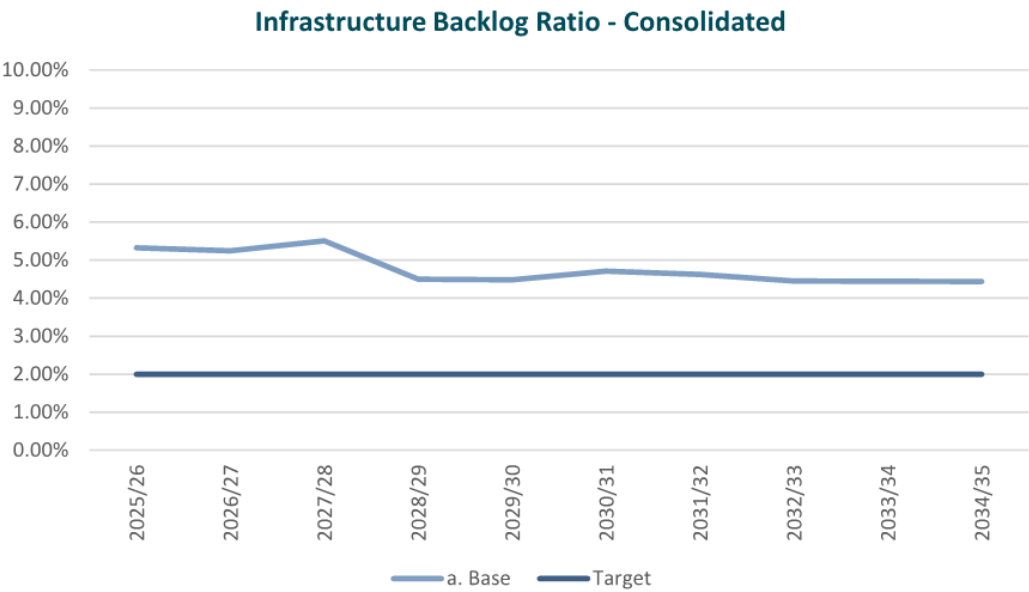
Infrastructure Backlog Ratio

Definition:
Estimated costs to bring assets to a satisfactory standard
Net carrying amount of infrastructure assets

Description:
This ratio shows what proportion the backlog is against the total value of Council's infrastructure.

Target:
Minimum >2.00%

Projection:
The following graph projects the estimated percentage throughout the LTFP. Whilst it does not meet the benchmark the additional funds from the proposed special variation improve the ratio over the life of the plan.



8 SCENARIOS

The Long Term Financial Plan spans for the next 10 years addressing Council's revenue streams, pricing policy, assumptions, risks and forecasts. A consolidated income statement, balance sheet & cash flow statement is tabled for each of the 3 scenarios shown below as follows:

- a. Base Case (SV Model)
- b. Increased Rate Peg
- c. Reduced Mining Income & Grant Funding

a. Base Case (SV Model)

The Base Case applies the final 2 years of the approved 10% Special Variation. Whilst uncertainty still remains around commencement of the McPhillamy's Gold Project, the model has been prepared on the assumption that this previously forecast income will be deferred from 2025/26 until 2027/28.

The model also flows through the results of the 2024/25 transportation revaluation which provides for a reduction in depreciation expense. This remains subject to sign off by the NSW Audit Office during finalisation of the 2024/25 Financial Statements.

Increased Rate Peg

IPART recommend forecasting rates conservatively at 2.50% throughout the life of the LTFP. Outside of the approved SV in 2025/26 – 2026/27, this forecast has been modelled in the Base Case.

Similarly, the Financial Assistance Grant which makes up another significant portion of Council's general revenue is also forecast conservatively at 2.50% annually.

Expenditure however is forecast to increase by 3.00% – 4.00% across the plan which results in a disproportionate growth in operating expenditure compared to operating income. In reality means that Council would need to find operational savings year on year or consider reduction of services or ultimately model a declining position if additional revenue cannot be generated.

Therefore, this scenario models a 4.00% rate peg for general rates and a 5.00% increase for sewerage charges outside of the approved SV period.

b. Reduced Mining Income & Grant Funding

The Base Case (SV Model) scenario excluding the increased mining income was modelled to demonstrate the reliance of Council on this future income stream which informed Council's decision of the percentage of special variation that was needed to improve and maintain financial sustainability.

The Mining rating category makes up 49% of Council's rate base and is likely to increase to upwards of 60% should the final stages of approval for the McPhillamy's Gold Mine be granted. Should approval not be granted or not to the level of income that has been modelled in the plan it is likely that Council will be required to apply for an additional special variation to address its future financial

sustainability obligations.

Another project with a high level of uncertainty is the capacity upgrade of the Sewerage Treatment Plant. The project is forecast to cost close to \$9m with \$5.89m in forecast grant funding. If Council is not successful in obtaining grant funding, the project is likely to have a significantly strain on cash flow of the Sewer Fund.

This models assumes no grant funding and the project is funded by a combination of externally restricted cash (Sewer) and a portion from developer contributions. It also assumes increased operational expenditure from 2029/30 which is largely unknown at the present time.

Following completion of the Strategic Business Plan which incorporates the above project, Council will be better informed and be able to structure future annual charges to reflect the likely cost of the

a. Base Case

| Blayney Shire Council | | | | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| INCOME STATEMENT - CONSOLIDATED | | | | | | | | | | |
| Scenario: Base Case | | | | | | | | | | |
| | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | |
| Revenue: | | | | | | | | | | |
| Rates & Annual Charges | 15,580,895 | 16,896,190 | 17,801,290 | 18,934,986 | 19,449,552 | 20,669,350 | 21,236,164 | 21,817,406 | 22,762,206 | 23,378,037 |
| User Charges & Fees | 1,873,057 | 1,984,687 | 2,063,346 | 2,159,785 | 2,229,437 | 2,301,361 | 2,415,633 | 2,493,729 | 2,574,378 | 2,657,666 |
| Other Revenues | 241,818 | 250,721 | 259,975 | 291,582 | 279,531 | 289,768 | 300,386 | 310,502 | 320,965 | 331,788 |
| Grants & Contributions provided for Operating Purposes | 5,356,054 | 5,381,903 | 5,399,284 | 5,515,296 | 5,629,121 | 5,743,506 | 5,866,792 | 5,987,052 | 6,110,362 | 6,236,799 |
| Grants & Contributions provided for Capital Purposes | 540,576 | 2,463,770 | 5,612,212 | 8,931,004 | 1,824,006 | 1,986,375 | 999,072 | 1,012,105 | 1,025,484 | 1,039,219 |
| Interest & Investment Revenue | 1,063,901 | 986,325 | 989,948 | 1,085,810 | 903,269 | 942,361 | 1,034,493 | 1,130,637 | 1,143,895 | 1,175,340 |
| Other Income: | | | | | | | | | | |
| Net Gains from the Disposal of Assets | 67,531 | 7,122 | 26,207 | 34,525 | 42,957 | 51,427 | 57,379 | 110,165 | 60,449 | 18,702 |
| Fair value increment on investment properties | - | - | - | - | - | - | - | - | - | - |
| Reversal of revaluation decrements on IPPE previously expensed | - | - | - | - | - | - | - | - | - | - |
| Reversal of impairment losses on receivables | - | - | - | - | - | - | - | - | - | - |
| Other Income | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Gain | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Income from Continuing Operations | 24,748,833 | 27,995,719 | 32,177,262 | 36,977,986 | 30,382,872 | 32,009,149 | 31,934,918 | 32,886,596 | 34,022,739 | 34,862,551 |
| Expenses from Continuing Operations | | | | | | | | | | |
| Employee Benefits & On-Costs | 8,689,730 | 8,910,531 | 9,184,307 | 9,459,836 | 9,743,631 | 10,036,543 | 10,337,640 | 10,647,769 | 10,967,202 | 11,296,218 |
| Borrowing Costs | 156,697 | 139,223 | 120,888 | 106,283 | 97,651 | 86,213 | 76,645 | 66,742 | 56,490 | 48,453 |
| Materials & Contracts | 7,037,644 | 7,362,448 | 7,429,058 | 8,239,897 | 8,618,729 | 8,753,371 | 8,946,455 | 9,441,648 | 9,841,599 | 10,270,429 |
| Depreciation & Amortisation | 7,991,307 | 8,147,680 | 8,309,124 | 8,724,499 | 8,898,179 | 9,201,029 | 9,384,234 | 9,571,101 | 9,761,973 | 9,956,662 |
| Impairment of investments | - | - | - | - | - | - | - | - | - | - |
| Impairment of receivables | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 1,211,022 | 1,190,843 | 1,216,151 | 1,333,825 | 1,268,141 | 1,295,115 | 1,322,763 | 1,453,103 | 1,380,151 | 1,409,925 |
| Interest & Investment Losses | - | - | - | - | - | - | - | - | - | - |
| Net Losses from the Disposal of Assets | - | - | - | - | - | - | - | - | - | - |
| Revaluation decrement/impairment of IPPE | - | - | - | - | - | - | - | - | - | - |
| Fair value decrement on investment properties | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities | - | - | - | - | - | - | - | - | - | - |
| Total Expenses from Continuing Operations | 25,086,400 | 25,750,725 | 26,259,527 | 27,864,340 | 28,626,331 | 29,372,271 | 30,067,737 | 31,180,363 | 32,007,415 | 32,981,687 |
| Operating Result from Continuing Operations | (337,568) | 2,244,995 | 5,917,735 | 9,113,647 | 1,756,541 | 2,636,878 | 1,867,181 | 1,706,233 | 2,015,324 | 1,880,864 |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | (337,568) | 2,244,995 | 5,917,735 | 9,113,647 | 1,756,541 | 2,636,878 | 1,867,181 | 1,706,233 | 2,015,324 | 1,880,864 |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (878,144) | (218,776) | 305,523 | 182,643 | (67,465) | 650,503 | 868,109 | 694,128 | 989,840 | 841,645 |

| | | | | | | | | | | |
|---|------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| INCOME STATEMENT - GENERAL FUND | Projected Years | | | | | | | | | |
| Scenario: Base Case | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | |
| Revenue: | | | | | | | | | | |
| Rates & Annual Charges | 13,812,714 | 15,075,376 | 15,926,264 | 17,004,122 | 17,461,174 | 18,621,734 | 19,127,532 | 19,645,928 | 20,525,996 | 21,074,872 |
| User Charges & Fees | 1,589,220 | 1,640,435 | 1,693,352 | 1,748,187 | 1,804,820 | 1,863,311 | 1,923,722 | 1,986,117 | 2,050,561 | 2,117,123 |
| Other Revenues | 241,818 | 250,721 | 259,975 | 291,582 | 279,531 | 289,768 | 300,386 | 310,502 | 320,965 | 331,788 |
| Grants & Contributions provided for Operating Purposes | 5,356,054 | 5,381,903 | 5,399,284 | 5,515,296 | 5,629,121 | 5,743,506 | 5,866,792 | 5,987,052 | 6,110,362 | 6,236,799 |
| Grants & Contributions provided for Capital Purposes | 391,172 | 2,311,918 | 5,325,852 | 3,020,527 | 1,664,451 | 1,824,129 | 834,069 | 844,278 | 854,763 | 865,533 |
| Interest & Investment Revenue | 744,726 | 646,515 | 648,376 | 750,311 | 551,820 | 553,375 | 604,976 | 656,625 | 633,324 | 660,074 |
| Other Income: | | | | | | | | | | |
| Net Gains from the Disposal of Assets | 67,531 | 7,122 | 26,207 | 34,525 | 42,957 | 51,427 | 57,379 | 110,165 | 60,449 | 18,702 |
| Fair value increment on investment properties | - | - | - | - | - | - | - | - | - | - |
| Reversal of revaluation decrements on IPPE previously expensed | - | - | - | - | - | - | - | - | - | - |
| Reversal of impairment losses on receivables | - | - | - | - | - | - | - | - | - | - |
| Other Income | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Gain | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Income from Continuing Operations | 22,228,235 | 25,338,990 | 29,304,310 | 28,389,549 | 27,458,874 | 28,972,250 | 28,739,855 | 29,565,666 | 30,581,420 | 31,329,890 |
| Expenses from Continuing Operations | | | | | | | | | | |
| Employee Benefits & On-Costs | 8,359,462 | 8,569,184 | 8,831,012 | 9,095,942 | 9,368,820 | 9,650,488 | 9,940,003 | 10,238,203 | 10,545,349 | 10,861,710 |
| Borrowing Costs | 141,014 | 129,784 | 118,202 | 106,283 | 97,651 | 86,213 | 76,645 | 66,742 | 56,490 | 48,453 |
| Materials & Contracts | 6,056,673 | 6,209,468 | 6,322,525 | 7,110,267 | 7,454,342 | 7,551,081 | 7,695,027 | 8,149,452 | 8,507,302 | 8,892,655 |
| Depreciation & Amortisation | 7,179,837 | 7,320,233 | 7,465,383 | 7,614,140 | 7,765,873 | 8,046,340 | 8,206,717 | 8,370,301 | 8,537,157 | 8,707,351 |
| Impairment of investments | - | - | - | - | - | - | - | - | - | - |
| Impairment of receivables | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 1,208,772 | 1,188,536 | 1,213,787 | 1,331,402 | 1,265,657 | 1,292,569 | 1,320,154 | 1,450,428 | 1,377,409 | 1,407,115 |
| Interest & Investment Losses | - | - | - | - | - | - | - | - | - | - |
| Net Losses from the Disposal of Assets | - | - | - | - | - | - | - | - | - | - |
| Revaluation decrement/impairment of IPPE | - | - | - | - | - | - | - | - | - | - |
| Fair value decrement on investment properties | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Loss | - | - | - | - | - | - | - | - | - | - |
| Total Expenses from Continuing Operations | 22,945,756 | 23,417,204 | 23,950,908 | 25,258,034 | 25,952,343 | 26,626,692 | 27,238,546 | 28,275,127 | 29,023,708 | 29,917,283 |
| Operating Result from Continuing Operations | (717,521) | 1,921,786 | 5,353,402 | 3,131,515 | 1,506,531 | 2,345,559 | 1,501,309 | 1,290,539 | 1,557,711 | 1,412,607 |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | (717,521) | 1,921,786 | 5,353,402 | 3,131,515 | 1,506,531 | 2,345,559 | 1,501,309 | 1,290,539 | 1,557,711 | 1,412,607 |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (1,108,693) | (390,132) | 27,550 | 110,988 | (157,920) | 521,430 | 667,241 | 446,261 | 702,948 | 547,074 |

| | | | | | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| INCOME STATEMENT - SEWER FUND | | | | | | | | | | |
| Projected Years | | | | | | | | | | |
| Scenario: Base Case | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | |
| Revenue: | | | | | | | | | | |
| Rates & Annual Charges | 1,768,181 | 1,820,814 | 1,875,026 | 1,930,864 | 1,988,377 | 2,047,616 | 2,108,632 | 2,171,478 | 2,236,210 | 2,303,165 |
| User Charges & Fees | 283,838 | 344,253 | 369,994 | 411,598 | 424,617 | 438,050 | 491,910 | 507,612 | 523,817 | 540,543 |
| Other Revenues | - | - | - | - | - | - | - | - | - | - |
| Grants & Contributions provided for Operating Purposes | - | - | - | - | - | - | - | - | - | - |
| Grants & Contributions provided for Capital Purposes | 149,404 | 151,853 | 286,360 | 5,910,477 | 159,555 | 162,247 | 165,004 | 167,828 | 170,721 | 173,686 |
| Interest & Investment Revenue | 319,175 | 339,810 | 341,572 | 335,499 | 351,449 | 388,986 | 429,517 | 474,012 | 510,571 | 515,266 |
| Other Income: | | | | | | | | | | |
| Net Gains from the Disposal of Assets | - | - | - | - | - | - | - | - | - | - |
| Fair value increment on investment properties | - | - | - | - | - | - | - | - | - | - |
| Reversal of revaluation decrements on IPPE previously expensed | - | - | - | - | - | - | - | - | - | - |
| Reversal of impairment losses on receivables | - | - | - | - | - | - | - | - | - | - |
| Other Income | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Gain | - | - | - | - | - | - | - | - | - | - |
| Total Income from Continuing Operations | 2,520,597 | 2,656,729 | 2,872,952 | 8,588,437 | 2,923,998 | 3,036,899 | 3,195,063 | 3,320,930 | 3,441,320 | 3,532,661 |
| Expenses from Continuing Operations | | | | | | | | | | |
| Employee Benefits & On-Costs | 330,268 | 341,348 | 353,295 | 363,894 | 374,811 | 386,055 | 397,637 | 409,566 | 421,853 | 434,508 |
| Borrowing Costs | 15,683 | 9,439 | 2,686 | - | - | - | - | - | - | - |
| Materials & Contracts | 980,972 | 1,152,980 | 1,106,533 | 1,129,630 | 1,164,387 | 1,202,290 | 1,251,428 | 1,292,196 | 1,334,297 | 1,377,773 |
| Depreciation & Amortisation | 811,470 | 827,447 | 843,741 | 1,110,358 | 1,132,305 | 1,154,689 | 1,177,517 | 1,200,799 | 1,224,815 | 1,249,312 |
| Impairment of investments | - | - | - | - | - | - | - | - | - | - |
| Impairment of receivables | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 2,250 | 2,307 | 2,364 | 2,423 | 2,484 | 2,546 | 2,610 | 2,675 | 2,742 | 2,810 |
| Interest & Investment Losses | - | - | - | - | - | - | - | - | - | - |
| Net Losses from the Disposal of Assets | - | - | - | - | - | - | - | - | - | - |
| Revaluation decrement/impairment of IPPE | - | - | - | - | - | - | - | - | - | - |
| Fair value decrement on investment properties | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Loss | - | - | - | - | - | - | - | - | - | - |
| Total Expenses from Continuing Operations | 2,140,644 | 2,333,520 | 2,308,619 | 2,606,306 | 2,673,987 | 2,745,579 | 2,829,191 | 2,905,236 | 2,983,707 | 3,064,404 |
| Operating Result from Continuing Operations | 379,953 | 323,209 | 564,333 | 5,982,131 | 250,011 | 291,319 | 365,872 | 415,694 | 457,613 | 468,257 |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | 379,953 | 323,209 | 564,333 | 5,982,131 | 250,011 | 291,319 | 365,872 | 415,694 | 457,613 | 468,257 |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | 230,550 | 171,356 | 277,973 | 71,655 | 90,455 | 129,073 | 200,868 | 247,866 | 286,892 | 294,570 |

| | | | | | | | | | | |
|--|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| BALANCE SHEET - CONSOLIDATED | Projected Years | | | | | | | | | |
| Scenario: Base Case | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | |
| Current Assets | | | | | | | | | | |
| Cash & Cash Equivalents | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Investments | 20,863,772 | 21,133,855 | 24,840,305 | 23,648,554 | 24,532,664 | 27,623,010 | 29,966,622 | 30,486,427 | 32,387,071 | 35,201,440 |
| Receivables | 966,263 | 1,027,935 | 1,139,906 | 1,145,991 | 1,148,075 | 1,212,617 | 1,237,874 | 1,254,148 | 1,294,533 | 1,343,150 |
| Inventories | 1,888,849 | 1,926,013 | 1,954,949 | 2,135,000 | 2,215,480 | 2,240,495 | 2,276,215 | 2,381,785 | 2,465,767 | 2,556,037 |
| Contract assets and contract cost assets | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 |
| Other | 122,584 | 124,900 | 127,358 | 142,019 | 146,685 | 148,890 | 151,866 | 161,441 | 166,239 | 173,123 |
| Non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Current Assets | 27,514,469 | 27,885,703 | 31,735,518 | 30,744,564 | 31,715,904 | 34,898,012 | 37,305,578 | 37,956,801 | 39,986,610 | 42,946,750 |
| Non-Current Assets | | | | | | | | | | |
| Investments | 266,758 | 260,489 | 319,696 | 332,171 | 327,481 | 367,288 | 387,933 | 368,056 | 376,794 | 405,549 |
| Receivables | - | - | - | - | - | - | - | - | - | - |
| Inventories | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - |
| Infrastructure, Property, Plant & Equipment | 413,083,156 | 414,431,844 | 415,868,019 | 425,808,473 | 426,227,453 | 425,204,069 | 424,326,510 | 425,151,128 | 424,800,342 | 423,302,228 |
| Investment Property | - | - | - | - | - | - | - | - | - | - |
| Intangible Assets | 139,214 | 236,413 | 354,303 | 368,193 | 361,083 | 544,973 | 587,863 | 623,253 | 686,143 | 816,033 |
| Right of use assets | 91,020 | 91,020 | 91,020 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 |
| Investments Accounted for using the equity method | 37,973,000 | 37,998,000 | 38,023,000 | 38,048,000 | 38,073,000 | 38,098,000 | 38,123,000 | 38,148,000 | 38,173,000 | 38,198,000 |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Assets | 451,553,149 | 453,017,766 | 454,656,037 | 464,698,917 | 465,131,096 | 464,356,410 | 463,567,386 | 464,432,518 | 464,178,359 | 462,863,890 |
| TOTAL ASSETS | 479,067,617 | 480,903,469 | 486,391,555 | 495,443,481 | 496,847,000 | 499,254,422 | 500,872,964 | 502,389,318 | 504,164,969 | 505,810,640 |
| LIABILITIES | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | |
| Bank Overdraft | - | - | - | - | - | - | - | - | - | - |
| Payables | 2,317,526 | 2,391,142 | 2,436,314 | 2,621,776 | 2,686,662 | 2,746,112 | 2,795,938 | 2,914,373 | 2,993,300 | 3,084,725 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | 3,113 | 3,164 | 5,966 | 123,135 | 3,324 | 3,380 | 3,438 | 3,496 | 3,557 | 3,618 |
| Lease liabilities | 8,660 | 8,205 | - | 18,398 | - | - | - | - | - | - |
| Borrowings | 474,194 | 469,471 | 415,562 | 279,771 | 289,015 | 298,583 | 308,486 | 318,738 | 326,775 | 337,702 |
| Employee benefit provisions | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 |
| Other provisions | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 |
| Liabilities associated with assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Current Liabilities | 4,981,362 | 5,049,850 | 5,035,711 | 5,220,949 | 5,156,870 | 5,225,944 | 5,285,730 | 5,414,476 | 5,501,501 | 5,603,915 |
| Non-Current Liabilities | | | | | | | | | | |
| Payables | 2,032 | 2,077 | 2,129 | 2,279 | 2,351 | 2,404 | 2,464 | 2,578 | 2,655 | 2,750 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | 67,225 | 59,020 | 59,020 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 |
| Borrowings | 3,978,691 | 3,509,220 | 3,093,658 | 2,813,887 | 2,524,872 | 2,226,289 | 1,917,803 | 1,599,065 | 1,272,290 | 934,588 |
| Employee benefit provisions | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 |
| Other provisions | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 |
| Investments Accounted for using the equity method | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Liabilities | 5,481,079 | 5,003,448 | 4,587,938 | 4,340,979 | 4,052,036 | 3,753,506 | 3,445,080 | 3,126,456 | 2,799,758 | 2,462,151 |
| TOTAL LIABILITIES | 10,462,441 | 10,053,298 | 9,623,649 | 9,561,928 | 9,208,906 | 8,979,450 | 8,730,811 | 8,540,933 | 8,301,259 | 8,066,066 |
| Net Assets | 468,605,177 | 470,850,171 | 476,767,906 | 485,881,553 | 487,638,094 | 490,274,972 | 492,142,153 | 493,848,386 | 495,863,710 | 497,744,574 |
| EQUITY | | | | | | | | | | |
| Retained Earnings | 206,297,177 | 208,542,171 | 214,459,906 | 223,573,553 | 225,330,094 | 227,966,972 | 229,834,153 | 231,540,386 | 233,555,710 | 235,436,574 |
| Revaluation Reserves | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 |
| Other Reserves | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 |
| Council Equity Interest | 468,605,177 | 470,850,171 | 476,767,906 | 485,881,553 | 487,638,094 | 490,274,972 | 492,142,153 | 493,848,386 | 495,863,710 | 497,744,574 |
| Non-controlling equity interests | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 468,605,177 | 470,850,171 | 476,767,906 | 485,881,553 | 487,638,094 | 490,274,972 | 492,142,153 | 493,848,386 | 495,863,710 | 497,744,574 |

| | | | | | | | | | | |
|--|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| BALANCE SHEET - GENERAL FUND | Projected Years | | | | | | | | | |
| Scenario: Base Case | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | |
| Current Assets | | | | | | | | | | |
| Cash & Cash Equivalents | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Investments | 12,239,493 | 11,951,825 | 14,668,380 | 15,240,763 | 15,025,583 | 16,852,009 | 17,799,255 | 16,887,272 | 17,288,171 | 18,607,546 |
| Receivables | 927,261 | 987,772 | 1,098,548 | 1,103,401 | 1,104,216 | 1,167,451 | 1,191,362 | 1,206,251 | 1,245,208 | 1,292,348 |
| Inventories | 1,888,849 | 1,926,013 | 1,954,949 | 2,135,000 | 2,215,480 | 2,240,495 | 2,276,215 | 2,381,785 | 2,465,767 | 2,556,037 |
| Contract assets and contract cost assets | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 |
| Other | 122,584 | 124,900 | 127,358 | 142,019 | 146,685 | 148,890 | 151,866 | 161,441 | 166,239 | 173,123 |
| Non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Current Assets | 18,351,187 | 18,163,510 | 21,022,234 | 21,794,183 | 21,664,964 | 23,581,846 | 24,591,699 | 23,809,749 | 24,338,385 | 25,802,053 |
| Non-Current Assets | | | | | | | | | | |
| Investments | 266,758 | 260,489 | 319,696 | 332,171 | 327,481 | 367,288 | 387,933 | 368,056 | 376,794 | 405,549 |
| Receivables | - | - | - | - | - | - | - | - | - | - |
| Inventories | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - |
| Infrastructure, Property, Plant & Equipment | 383,809,085 | 385,460,810 | 387,390,726 | 389,466,903 | 390,853,188 | 390,800,335 | 390,950,293 | 392,788,764 | 393,477,793 | 393,004,028 |
| Investment Property | - | - | - | - | - | - | - | - | - | - |
| Intangible Assets | 139,214 | 236,413 | 354,303 | 368,193 | 361,083 | 544,973 | 587,863 | 623,253 | 686,143 | 816,033 |
| Right of use assets | 91,020 | 91,020 | 91,020 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 |
| Investments Accounted for using the equity method | 37,973,000 | 37,998,000 | 38,023,000 | 38,048,000 | 38,073,000 | 38,098,000 | 38,123,000 | 38,148,000 | 38,173,000 | 38,198,000 |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Assets | 422,279,077 | 424,046,732 | 426,178,745 | 428,357,347 | 429,756,832 | 429,952,675 | 430,191,169 | 432,070,153 | 432,855,810 | 432,565,690 |
| TOTAL ASSETS | 440,630,265 | 442,210,242 | 447,200,979 | 450,151,530 | 451,421,796 | 453,534,521 | 454,782,868 | 455,879,901 | 457,194,195 | 458,367,744 |
| LIABILITIES | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | |
| Bank Overdraft | - | - | - | - | - | - | - | - | - | - |
| Payables | 2,229,132 | 2,288,624 | 2,338,059 | 2,521,447 | 2,583,279 | 2,639,408 | 2,684,968 | 2,799,835 | 2,875,078 | 2,962,700 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | 8,660 | 8,205 | - | 18,398 | - | - | - | - | - | - |
| Borrowings | 392,686 | 403,947 | 415,562 | 279,771 | 289,015 | 298,583 | 308,486 | 318,738 | 326,775 | 337,702 |
| Employee benefit provisions | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 |
| Other provisions | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 |
| Total Current Liabilities | 4,808,347 | 4,878,645 | 4,931,490 | 4,997,485 | 5,050,163 | 5,115,860 | 5,171,323 | 5,296,441 | 5,379,722 | 5,478,271 |
| Non-Current Liabilities | | | | | | | | | | |
| Payables | 2,032 | 2,077 | 2,129 | 2,279 | 2,351 | 2,404 | 2,464 | 2,578 | 2,655 | 2,750 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | 67,225 | 59,020 | 59,020 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 |
| Borrowings | 3,913,167 | 3,509,220 | 3,093,658 | 2,813,887 | 2,524,872 | 2,226,289 | 1,917,803 | 1,599,065 | 1,272,290 | 934,588 |
| Employee benefit provisions | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 |
| Other provisions | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 |
| Investments Accounted for using the equity method | - | - | - | - | - | - | - | - | - | - |
| Liabilities associated with assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Liabilities | 5,415,555 | 5,003,448 | 4,587,938 | 4,340,979 | 4,052,036 | 3,753,506 | 3,445,080 | 3,126,456 | 2,799,758 | 2,462,151 |
| TOTAL LIABILITIES | 10,223,901 | 9,882,093 | 9,519,428 | 9,338,464 | 9,102,199 | 8,869,366 | 8,616,403 | 8,422,898 | 8,179,480 | 7,940,422 |
| Net Assets | 430,406,363 | 432,328,149 | 437,681,551 | 440,813,066 | 442,319,597 | 444,665,155 | 446,166,465 | 447,457,004 | 449,014,715 | 450,427,322 |
| EQUITY | | | | | | | | | | |
| Retained Earnings | 194,217,363 | 196,139,149 | 201,492,551 | 204,624,066 | 206,130,597 | 208,476,155 | 209,977,465 | 211,268,004 | 212,825,715 | 214,238,322 |
| Revaluation Reserves | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 |
| Other Reserves | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 |
| Council Equity Interest | 430,406,363 | 432,328,149 | 437,681,551 | 440,813,066 | 442,319,597 | 444,665,155 | 446,166,465 | 447,457,004 | 449,014,715 | 450,427,322 |
| Non-controlling equity interests | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 430,406,363 | 432,328,149 | 437,681,551 | 440,813,066 | 442,319,597 | 444,665,155 | 446,166,465 | 447,457,004 | 449,014,715 | 450,427,322 |

| | | | | | | | | | | |
|--|-----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| BALANCE SHEET - SEWER FUND | Projected Years | | | | | | | | | |
| Scenario: Base Case | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | |
| Current Assets | | | | | | | | | | |
| Cash & Cash Equivalents | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Investments | 8,624,280 | 9,182,031 | 10,171,925 | 8,407,791 | 9,507,081 | 10,771,001 | 12,167,367 | 13,599,155 | 15,098,900 | 16,593,894 |
| Receivables | 39,002 | 40,163 | 41,359 | 42,590 | 43,859 | 45,165 | 46,511 | 47,898 | 49,325 | 50,802 |
| Inventories | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Current Assets | 9,163,281 | 9,722,193 | 10,713,283 | 8,950,381 | 10,050,940 | 11,316,166 | 12,713,879 | 14,147,052 | 15,648,225 | 17,144,696 |
| Non-Current Assets | | | | | | | | | | |
| Investments | - | - | - | - | - | - | - | - | - | - |
| Receivables | - | - | - | - | - | - | - | - | - | - |
| Inventories | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - |
| Infrastructure, Property, Plant & Equipment | 29,274,071 | 28,971,034 | 28,477,293 | 36,341,570 | 35,374,264 | 34,403,734 | 33,376,217 | 32,362,365 | 31,322,549 | 30,298,199 |
| Investment Property | - | - | - | - | - | - | - | - | - | - |
| Intangible Assets | - | - | - | - | - | - | - | - | - | - |
| Right of use assets | - | - | - | - | - | - | - | - | - | - |
| Investments Accounted for using the equity method | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Assets | 29,274,071 | 28,971,034 | 28,477,293 | 36,341,570 | 35,374,264 | 34,403,734 | 33,376,217 | 32,362,365 | 31,322,549 | 30,298,199 |
| TOTAL ASSETS | 38,437,353 | 38,693,227 | 39,190,576 | 45,291,951 | 45,425,204 | 45,719,901 | 46,090,096 | 46,509,417 | 46,970,774 | 47,442,896 |
| LIABILITIES | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | |
| Bank Overdraft | - | - | - | - | - | - | - | - | - | - |
| Payables | 88,395 | 102,517 | 98,255 | 100,329 | 103,383 | 106,704 | 110,970 | 114,539 | 118,222 | 122,026 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | 3,113 | 3,164 | 5,966 | 123,135 | 3,324 | 3,380 | 3,438 | 3,496 | 3,557 | 3,618 |
| Lease liabilities | - | - | - | - | - | - | - | - | - | - |
| Borrowings | 81,508 | 65,524 | - | - | - | - | - | - | - | - |
| Employee benefit provisions | - | - | - | - | - | - | - | - | - | - |
| Other provisions | - | - | - | - | - | - | - | - | - | - |
| Total Current Liabilities | 173,015 | 171,205 | 104,221 | 223,464 | 106,707 | 110,084 | 114,408 | 118,035 | 121,779 | 125,644 |
| Non-Current Liabilities | | | | | | | | | | |
| Payables | - | - | - | - | - | - | - | - | - | - |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | - | - | - | - | - | - | - | - | - | - |
| Borrowings | 65,524 | - | - | - | - | - | - | - | - | - |
| Employee benefit provisions | - | - | - | - | - | - | - | - | - | - |
| Other provisions | - | - | - | - | - | - | - | - | - | - |
| Investments Accounted for using the equity method | - | - | - | - | - | - | - | - | - | - |
| Liabilities associated with assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Liabilities | 65,524 | - | - | - | - | - | - | - | - | - |
| TOTAL LIABILITIES | 238,539 | 171,205 | 104,221 | 223,464 | 106,707 | 110,084 | 114,408 | 118,035 | 121,779 | 125,644 |
| Net Assets | 38,198,813 | 38,522,022 | 39,086,355 | 45,068,487 | 45,318,497 | 45,609,816 | 45,975,688 | 46,391,382 | 46,848,995 | 47,317,252 |
| EQUITY | | | | | | | | | | |
| Retained Earnings | 12,079,813 | 12,403,022 | 12,967,355 | 18,949,487 | 19,199,497 | 19,490,816 | 19,856,688 | 20,272,382 | 20,729,995 | 21,198,252 |
| Revaluation Reserves | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 |
| Other Reserves | - | - | - | - | - | - | - | - | - | - |
| Council Equity Interest | 38,198,813 | 38,522,022 | 39,086,355 | 45,068,487 | 45,318,497 | 45,609,816 | 45,975,688 | 46,391,382 | 46,848,995 | 47,317,252 |
| Non-controlling equity interests | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 38,198,813 | 38,522,022 | 39,086,355 | 45,068,487 | 45,318,497 | 45,609,816 | 45,975,688 | 46,391,382 | 46,848,995 | 47,317,252 |

| | | | | | | | | | | |
|---|------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| CASH FLOW STATEMENT - CONSOLIDATED | Projected Years | | | | | | | | | |
| Scenario: Base Case | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Rates & Annual Charges | 15,600,628 | 16,916,041 | 17,814,253 | 18,951,690 | 19,455,889 | 20,687,356 | 21,243,235 | 21,824,646 | 22,775,423 | 23,385,694 |
| User Charges & Fees | 1,823,474 | 1,970,799 | 2,048,996 | 2,144,914 | 2,214,079 | 2,285,500 | 2,399,250 | 2,476,808 | 2,556,902 | 2,639,616 |
| Investment & Interest Revenue Received | 1,110,635 | 984,906 | 950,287 | 1,076,756 | 905,101 | 913,846 | 1,020,896 | 1,141,839 | 1,135,936 | 1,155,954 |
| Grants & Contributions | 5,894,210 | 7,845,392 | 11,013,781 | 14,563,843 | 7,333,528 | 7,729,891 | 6,866,069 | 6,999,194 | 7,135,883 | 7,276,056 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - |
| Other | 362,382 | 220,746 | 213,766 | 322,994 | 297,421 | 284,648 | 312,272 | 307,470 | 317,848 | 328,582 |
| Payments: | | | | | | | | | | |
| Employee Benefits & On-Costs | (8,689,730) | (8,910,531) | (9,184,307) | (9,459,836) | (9,743,631) | (10,036,543) | (10,337,640) | (10,647,769) | (10,967,202) | (11,296,218) |
| Materials & Contracts | (7,056,492) | (7,363,575) | (7,439,167) | (8,283,160) | (8,653,281) | (8,754,799) | (8,950,560) | (9,455,676) | (9,877,805) | (10,293,644) |
| Borrowing Costs | (158,733) | (141,349) | (122,933) | (107,864) | (98,715) | (87,312) | (77,781) | (67,916) | (57,703) | (49,696) |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - |
| Other | (1,210,313) | (1,189,317) | (1,214,362) | (1,328,733) | (1,265,710) | (1,293,309) | (1,320,716) | (1,449,239) | (1,377,536) | (1,406,708) |
| Net Cash provided (or used in) Operating Activities | 7,676,062 | 10,333,112 | 14,080,314 | 17,880,604 | 10,444,680 | 11,729,276 | 11,155,027 | 11,129,358 | 11,641,747 | 11,739,635 |
| Cash Flows from Investing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Sale of Investment Securities | 4,283,634 | 293,938 | - | 1,764,134 | 219,870 | - | - | 931,859 | - | - |
| Sale of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Sale of Infrastructure, Property, Plant & Equipment | 1,173,656 | 837,384 | 1,576,949 | 651,709 | 740,480 | 927,599 | 1,078,531 | 1,529,410 | 1,072,820 | 686,572 |
| Sale of non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Purchase of Investment Securities | (285,981) | (557,751) | (3,765,657) | (584,858) | (1,099,290) | (3,130,153) | (2,364,257) | (1,431,788) | (1,909,381) | (2,843,125) |
| Purchase of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Purchase of Infrastructure, Property, Plant & Equipment | (12,361,490) | (10,308,829) | (11,278,931) | (19,265,027) | (9,997,571) | (9,036,707) | (9,510,718) | (11,797,854) | (10,406,448) | (9,109,308) |
| Purchase of Intangible Assets | (20,500) | (115,000) | (135,000) | (31,000) | (10,000) | (201,000) | (60,000) | (52,500) | (80,000) | (147,000) |
| Deferred Debtors & Advances Made | - | - | - | - | - | - | - | - | - | - |
| Net Cash provided (or used in) Investing Activities | (7,210,682) | (9,850,258) | (13,602,638) | (17,465,042) | (10,146,511) | (11,440,261) | (10,856,444) | (10,820,872) | (11,323,009) | (11,412,860) |
| Cash Flows from Financing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Proceeds from Borrowings & Advances | - | - | - | - | - | - | - | - | - | - |
| Proceeds from Finance Leases | - | - | - | - | - | - | - | - | - | - |
| Other Financing Activity Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Repayment of Borrowings & Advances | (457,029) | (474,194) | (469,471) | (415,562) | (279,771) | (289,015) | (298,583) | (308,486) | (318,738) | (326,775) |
| Repayment of lease liabilities (principal repayments) | (8,351) | (8,660) | (8,205) | - | (18,398) | - | - | - | - | - |
| Net Cash Flow provided (used in) Financing Activities | (465,380) | (482,854) | (477,676) | (415,562) | (298,169) | (289,015) | (298,583) | (308,486) | (318,738) | (326,775) |
| Net Increase/(Decrease) in Cash & Cash Equivalents | 0 | 0 | 0 | 0 | (0) | 0 | (0) | (0) | 0 | 0 |
| plus: Cash & Cash Equivalents - beginning of year | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Cash & Cash Equivalents - end of the year | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| | | | | | | | | | | |
| | | | | | | | | | | |
| Cash & Cash Equivalents - end of the year | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Investments - end of the year | 21,130,531 | 21,394,344 | 25,160,001 | 23,980,725 | 24,860,145 | 27,990,298 | 30,354,555 | 30,854,483 | 32,763,865 | 35,606,989 |
| Cash, Cash Equivalents & Investments - end of the year | 23,130,531 | 23,394,344 | 27,160,001 | 25,980,725 | 26,860,145 | 29,990,298 | 32,354,555 | 32,854,483 | 34,763,865 | 37,606,989 |
| Representing: | | | | | | | | | | |
| - External Restrictions | 11,991,430 | 12,779,680 | 15,266,264 | 14,018,542 | 15,627,351 | 17,419,165 | 19,322,422 | 21,320,737 | 23,251,941 | 24,841,435 |
| - Internal Restrictions | 6,556,784 | 6,602,152 | 6,262,368 | 6,151,781 | 6,279,813 | 6,407,844 | 6,535,876 | 6,564,908 | 6,695,440 | 6,825,972 |
| - Unrestricted | 4,582,317 | 4,012,512 | 5,631,369 | 5,810,402 | 4,952,981 | 6,163,288 | 6,496,257 | 4,968,838 | 4,816,483 | 5,939,583 |
| | 23,130,531 | 23,394,344 | 27,160,001 | 25,980,725 | 26,860,145 | 29,990,298 | 32,354,555 | 32,854,483 | 34,763,865 | 37,606,989 |

| | | | | | | | | | | |
|--|-----------------|-------------|--------------|--------------|-------------|-------------|-------------|--------------|--------------|--------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| CASH FLOW STATEMENT - GENERAL FUND | Projected Years | | | | | | | | | |
| Scenario: Base Case | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Rates & Annual Charges | 13,835,634 | 15,096,388 | 15,940,424 | 17,022,058 | 17,468,780 | 18,641,047 | 19,135,949 | 19,654,554 | 20,540,641 | 21,084,006 |
| User Charges & Fees | 1,539,637 | 1,626,546 | 1,679,002 | 1,733,317 | 1,789,462 | 1,847,450 | 1,907,340 | 1,969,197 | 2,033,085 | 2,099,073 |
| Investment & Interest Revenue Received | 791,460 | 645,095 | 608,715 | 741,257 | 553,652 | 524,860 | 591,379 | 667,827 | 625,365 | 640,688 |
| Grants & Contributions | 5,748,627 | 7,693,488 | 10,724,618 | 8,536,197 | 7,293,784 | 7,567,588 | 6,701,008 | 6,831,307 | 6,965,102 | 7,102,308 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - |
| Other | 362,382 | 220,746 | 213,766 | 322,994 | 297,421 | 284,648 | 312,272 | 307,470 | 317,848 | 328,582 |
| Payments: | | | | | | | | | | |
| Employee Benefits & On-Costs | (8,359,462) | (8,569,184) | (8,831,012) | (9,095,942) | (9,368,820) | (9,650,488) | (9,940,003) | (10,238,203) | (10,545,349) | (10,861,710) |
| Materials & Contracts | (6,048,740) | (6,225,349) | (6,328,881) | (7,155,604) | (7,491,948) | (7,555,831) | (7,703,399) | (8,167,049) | (8,547,192) | (8,919,674) |
| Borrowing Costs | (142,466) | (131,278) | (119,739) | (107,864) | (98,715) | (87,312) | (77,781) | (67,916) | (57,703) | (49,696) |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - |
| Other | (1,208,063) | (1,187,010) | (1,211,998) | (1,326,309) | (1,263,226) | (1,290,763) | (1,318,106) | (1,446,564) | (1,374,794) | (1,403,898) |
| Net Cash provided (or used in) Operating Activities | 6,519,009 | 9,169,443 | 12,674,896 | 10,670,103 | 9,180,390 | 10,281,197 | 9,608,660 | 9,510,623 | 9,957,002 | 10,019,679 |
| Cash Flows from Investing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Sale of Investment Securities | 4,283,634 | 293,938 | - | - | 219,870 | - | - | 931,859 | - | - |
| Sale of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Sale of Infrastructure, Property, Plant & Equipment | 1,173,656 | 806,968 | 1,576,949 | 618,811 | 740,480 | 892,016 | 1,078,531 | 1,490,924 | 1,072,820 | 644,945 |
| Sale of Interests in Joint Ventures & Associates | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Purchase of Investment Securities | - | - | (2,775,762) | (584,858) | - | (1,866,233) | (967,891) | - | (409,637) | (1,348,130) |
| Purchase of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Purchase of Infrastructure, Property, Plant & Equipment | (11,565,683) | (9,754,003) | (10,928,931) | (10,257,494) | (9,832,571) | (8,816,965) | (9,360,718) | (11,572,421) | (10,221,448) | (8,842,719) |
| Purchase of Intangible Assets | (20,500) | (115,000) | (135,000) | (31,000) | (10,000) | (201,000) | (60,000) | (52,500) | (80,000) | (147,000) |
| Deferred Debtors & Advances Made | - | - | - | - | - | - | - | - | - | - |
| Net Cash provided (or used in) Investing Activities | (6,128,893) | (8,768,097) | (12,262,744) | (10,254,541) | (8,882,221) | (9,992,182) | (9,310,077) | (9,202,137) | (9,638,264) | (9,692,904) |
| Cash Flows from Financing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Proceeds from Borrowings & Advances | - | - | - | - | - | - | - | - | - | - |
| Proceeds from Finance Leases | - | - | - | - | - | - | - | - | - | - |
| Other Financing Activity Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Repayment of Borrowings & Advances | (381,765) | (392,686) | (403,947) | (415,562) | (279,771) | (289,015) | (298,583) | (308,486) | (318,738) | (326,775) |
| Repayment of lease liabilities (principal repayments) | (8,351) | (8,660) | (8,205) | - | (18,398) | - | - | - | - | - |
| Net Cash Flow provided (used in) Financing Activities | (390,116) | (401,346) | (412,152) | (415,562) | (298,169) | (289,015) | (298,583) | (308,486) | (318,738) | (326,775) |
| Net Increase/(Decrease) in Cash & Cash Equivalents | 0 | 0 | 0 | 0 | (0) | 0 | (0) | (0) | - | (0) |
| plus: Cash & Cash Equivalents - beginning of year | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Cash & Cash Equivalents - end of the year | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| | | | | | | | | | | |
| | | | | | | | | | | |
| Cash & Cash Equivalents - end of the year | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Investments - end of the year | 12,506,251 | 12,212,313 | 14,988,076 | 15,572,934 | 15,353,064 | 17,219,297 | 18,187,188 | 17,255,328 | 17,664,965 | 19,013,095 |
| Cash, Cash Equivalents & Investments - end of the year | 14,006,251 | 13,712,313 | 16,488,076 | 17,072,934 | 16,853,064 | 18,719,297 | 19,687,188 | 18,755,328 | 19,164,965 | 20,513,095 |
| Representing: | | | | | | | | | | |
| - External Restrictions | 2,867,150 | 3,097,649 | 4,594,339 | 5,110,751 | 5,620,270 | 6,148,164 | 6,655,054 | 7,221,582 | 7,653,042 | 7,747,541 |
| - Internal Restrictions | 6,556,784 | 6,602,152 | 6,262,368 | 6,151,781 | 6,279,813 | 6,407,844 | 6,535,876 | 6,564,908 | 6,695,440 | 6,825,972 |
| - Unrestricted | 4,582,317 | 4,012,512 | 5,631,369 | 5,810,402 | 4,952,981 | 6,163,288 | 6,496,257 | 4,968,838 | 4,816,483 | 5,939,583 |
| | 14,006,251 | 13,712,313 | 16,488,076 | 17,072,934 | 16,853,064 | 18,719,297 | 19,687,188 | 18,755,328 | 19,164,965 | 20,513,095 |

| | | | | | | | | | | |
|--|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| CASH FLOW STATEMENT - SEWER FUND | Projected Years | | | | | | | | | |
| Scenario: Base Case | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Rates & Annual Charges | 1,764,994 | 1,819,653 | 1,873,830 | 1,929,632 | 1,987,109 | 2,046,309 | 2,107,286 | 2,170,092 | 2,234,783 | 2,301,689 |
| User Charges & Fees | 283,838 | 344,253 | 369,994 | 411,598 | 424,617 | 438,050 | 491,910 | 507,612 | 523,817 | 540,543 |
| Investment & Interest Revenue Received | 319,175 | 339,810 | 341,572 | 335,499 | 351,449 | 388,986 | 429,517 | 474,012 | 510,571 | 515,266 |
| Grants & Contributions | 145,583 | 151,904 | 289,162 | 6,027,646 | 39,744 | 162,303 | 165,061 | 167,887 | 170,782 | 173,748 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Employee Benefits & On-Costs | (330,268) | (341,348) | (353,295) | (363,894) | (374,811) | (386,055) | (397,637) | (409,566) | (421,853) | (434,508) |
| Materials & Contracts | (1,007,752) | (1,138,225) | (1,110,287) | (1,127,556) | (1,161,333) | (1,198,969) | (1,247,162) | (1,288,627) | (1,330,613) | (1,373,970) |
| Borrowing Costs | (16,267) | (10,071) | (3,194) | - | - | - | - | - | - | - |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - |
| Other | (2,250) | (2,307) | (2,364) | (2,423) | (2,484) | (2,546) | (2,610) | (2,675) | (2,742) | (2,810) |
| Net Cash provided (or used in) Operating Activities | 1,157,052 | 1,163,669 | 1,405,418 | 7,210,501 | 1,264,290 | 1,448,079 | 1,546,366 | 1,618,735 | 1,684,745 | 1,719,956 |
| Cash Flows from Investing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Sale of Investment Securities | - | - | - | 1,764,134 | - | - | - | - | - | - |
| Sale of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Sale of Infrastructure, Property, Plant & Equipment | - | 30,416 | - | 32,898 | - | 35,583 | - | 38,486 | - | 41,627 |
| Sale of Interests in Joint Ventures & Associates | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Purchase of Investment Securities | (285,981) | (557,751) | (989,894) | - | (1,099,290) | (1,263,920) | (1,396,366) | (1,431,788) | (1,499,745) | (1,494,994) |
| Purchase of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Purchase of Infrastructure, Property, Plant & Equipment | (795,807) | (554,826) | (350,000) | (9,007,533) | (165,000) | (219,742) | (150,000) | (225,433) | (185,000) | (266,589) |
| Purchase of Intangible Assets | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors & Advances Made | - | - | - | - | - | - | - | - | - | - |
| Net Cash provided (or used in) Investing Activities | (1,081,788) | (1,082,161) | (1,339,894) | (7,210,501) | (1,264,290) | (1,448,079) | (1,546,366) | (1,618,735) | (1,684,745) | (1,719,956) |
| Cash Flows from Financing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Proceeds from Borrowings & Advances | - | - | - | - | - | - | - | - | - | - |
| Proceeds from Finance Leases | - | - | - | - | - | - | - | - | - | - |
| Other Financing Activity Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Repayment of Borrowings & Advances | (75,264) | (81,508) | (65,524) | - | - | - | - | - | - | - |
| Repayment of lease liabilities (principal repayments) | - | - | - | - | - | - | - | - | - | - |
| Net Cash Flow provided (used in) Financing Activities | (75,264) | (81,508) | (65,524) | - | - | - | - | - | - | - |
| Net Increase/(Decrease) in Cash & Cash Equivalents | (0) | - | (0) | (0) | (0) | - | (0) | - | (0) | 0 |
| plus: Cash & Cash Equivalents - beginning of year | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Cash & Cash Equivalents - end of the year | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| | | | | | | | | | | |
| | | | | | | | | | | |
| Cash & Cash Equivalents - end of the year | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Investments - end of the year | 8,624,280 | 9,182,031 | 10,171,925 | 8,407,791 | 9,507,081 | 10,771,001 | 12,167,367 | 13,599,155 | 15,098,900 | 16,593,894 |
| Cash, Cash Equivalents & Investments - end of the year | 9,124,280 | 9,682,031 | 10,671,925 | 8,907,791 | 10,007,081 | 11,271,001 | 12,667,367 | 14,099,155 | 15,598,900 | 17,093,894 |
| Representing: | | | | | | | | | | |
| - External Restrictions | 2,432,173 | 2,695,224 | 2,979,255 | 3,285,762 | 3,616,340 | 3,972,692 | 4,356,629 | 4,770,086 | 5,216,833 | 5,700,901 |
| - Internal Restrictions | - | - | - | - | - | - | - | - | - | - |
| - Unrestricted | 6,692,107 | 6,986,807 | 7,692,670 | 5,622,029 | 6,390,741 | 7,298,309 | 8,310,739 | 9,329,069 | 10,382,067 | 11,392,993 |
| | 9,124,280 | 9,682,031 | 10,671,925 | 8,907,791 | 10,007,081 | 11,271,001 | 12,667,367 | 14,099,155 | 15,598,900 | 17,093,894 |

b. Increased Rate Peg

| | | | | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| INCOME STATEMENT - CONSOLIDATED | | | | | | | | | | |
| Scenario: Increased Rate Peg | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | |
| Revenue: | | | | | | | | | | |
| Rates & Annual Charges | 15,588,913 | 16,922,073 | 18,046,507 | 19,414,009 | 20,177,576 | 21,662,328 | 22,510,837 | 23,391,343 | 24,653,840 | 25,606,421 |
| User Charges & Fees | 1,873,057 | 1,984,687 | 2,063,346 | 2,159,785 | 2,229,437 | 2,301,361 | 2,415,633 | 2,493,729 | 2,574,378 | 2,657,666 |
| Other Revenues | 241,818 | 250,721 | 259,975 | 291,582 | 279,531 | 289,768 | 300,386 | 310,502 | 320,965 | 331,788 |
| Grants & Contributions provided for Operating Purposes | 5,356,054 | 5,381,903 | 5,399,284 | 5,515,296 | 5,629,121 | 5,743,506 | 5,866,792 | 5,987,052 | 6,110,362 | 6,236,799 |
| Grants & Contributions provided for Capital Purposes | 540,576 | 2,463,770 | 5,612,212 | 8,931,004 | 1,824,006 | 1,986,375 | 999,072 | 1,012,105 | 1,025,484 | 1,039,219 |
| Interest & Investment Revenue | 1,063,901 | 986,325 | 989,948 | 1,085,810 | 903,269 | 942,361 | 1,034,493 | 1,130,637 | 1,143,895 | 1,175,340 |
| Other Income: | | | | | | | | | | |
| Net Gains from the Disposal of Assets | 67,531 | 7,122 | 26,207 | 34,525 | 42,957 | 51,427 | 57,379 | 110,165 | 60,449 | 18,702 |
| Fair value increment on investment properties | - | - | - | - | - | - | - | - | - | - |
| Reversal of revaluation decrements on IPPE previously expensed | - | - | - | - | - | - | - | - | - | - |
| Reversal of impairment losses on receivables | - | - | - | - | - | - | - | - | - | - |
| Other Income | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Gain | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Income from Continuing Operations | 24,756,850 | 28,021,602 | 32,422,480 | 37,457,010 | 31,110,896 | 33,002,126 | 33,209,591 | 34,460,533 | 35,914,373 | 37,090,934 |
| Expenses from Continuing Operations | | | | | | | | | | |
| Employee Benefits & On-Costs | 8,689,730 | 8,910,531 | 9,184,307 | 9,459,836 | 9,743,631 | 10,036,543 | 10,337,640 | 10,647,769 | 10,967,202 | 11,296,218 |
| Borrowing Costs | 156,697 | 139,223 | 120,888 | 106,283 | 97,651 | 86,213 | 76,645 | 66,742 | 56,490 | 48,453 |
| Materials & Contracts | 7,037,644 | 7,362,448 | 7,429,058 | 8,239,897 | 8,618,729 | 8,753,371 | 8,946,455 | 9,441,648 | 9,841,599 | 10,270,429 |
| Depreciation & Amortisation | 7,991,307 | 8,147,680 | 8,309,124 | 8,724,499 | 8,898,179 | 9,201,029 | 9,384,234 | 9,571,101 | 9,761,973 | 9,956,662 |
| Impairment of investments | - | - | - | - | - | - | - | - | - | - |
| Impairment of receivables | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 1,211,022 | 1,190,843 | 1,216,151 | 1,333,825 | 1,268,141 | 1,295,115 | 1,322,763 | 1,453,103 | 1,380,151 | 1,409,925 |
| Interest & Investment Losses | - | - | - | - | - | - | - | - | - | - |
| Net Losses from the Disposal of Assets | - | - | - | - | - | - | - | - | - | - |
| Revaluation decrement/impairment of IPPE | - | - | - | - | - | - | - | - | - | - |
| Fair value decrement on investment properties | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities | - | - | - | - | - | - | - | - | - | - |
| Total Expenses from Continuing Operations | 25,086,400 | 25,750,725 | 26,259,527 | 27,864,340 | 28,626,331 | 29,372,271 | 30,067,737 | 31,180,363 | 32,007,415 | 32,981,687 |
| Operating Result from Continuing Operations | (329,550) | 2,270,878 | 6,162,952 | 9,592,670 | 2,484,566 | 3,629,855 | 3,141,854 | 3,280,170 | 3,906,958 | 4,109,247 |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | (329,550) | 2,270,878 | 6,162,952 | 9,592,670 | 2,484,566 | 3,629,855 | 3,141,854 | 3,280,170 | 3,906,958 | 4,109,247 |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (870,126) | (192,893) | 550,741 | 661,666 | 660,560 | 1,643,480 | 2,142,781 | 2,268,065 | 2,881,474 | 3,070,028 |

| | | | | | | | | | | |
|---|------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| INCOME STATEMENT - GENERAL FUND | Projected Years | | | | | | | | | |
| Scenario: Increased Rate Peg | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | |
| Revenue: | | | | | | | | | | |
| Rates & Annual Charges | 13,812,714 | 15,075,376 | 16,126,493 | 17,417,744 | 18,102,010 | 19,504,289 | 20,267,027 | 21,058,331 | 22,228,057 | 23,084,157 |
| User Charges & Fees | 1,589,220 | 1,640,435 | 1,693,352 | 1,748,187 | 1,804,820 | 1,863,311 | 1,923,722 | 1,986,117 | 2,050,561 | 2,117,123 |
| Other Revenues | 241,818 | 250,721 | 259,975 | 291,582 | 279,531 | 289,768 | 300,386 | 310,502 | 320,965 | 331,788 |
| Grants & Contributions provided for Operating Purposes | 5,356,054 | 5,381,903 | 5,399,284 | 5,515,296 | 5,629,121 | 5,743,506 | 5,866,792 | 5,987,052 | 6,110,362 | 6,236,799 |
| Grants & Contributions provided for Capital Purposes | 391,172 | 2,311,918 | 5,325,852 | 3,020,527 | 1,664,451 | 1,824,129 | 834,069 | 844,278 | 854,763 | 865,533 |
| Interest & Investment Revenue | 744,726 | 646,515 | 648,376 | 750,311 | 551,820 | 553,375 | 604,976 | 656,625 | 633,324 | 660,074 |
| Other Income: | | | | | | | | | | |
| Net Gains from the Disposal of Assets | 67,531 | 7,122 | 26,207 | 34,525 | 42,957 | 51,427 | 57,379 | 110,165 | 60,449 | 18,702 |
| Fair value increment on investment properties | - | - | - | - | - | - | - | - | - | - |
| Reversal of revaluation decrements on IPPE previously expensed | - | - | - | - | - | - | - | - | - | - |
| Reversal of impairment losses on receivables | - | - | - | - | - | - | - | - | - | - |
| Other Income | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Gain | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Income from Continuing Operations | 22,228,235 | 25,338,990 | 29,504,539 | 28,803,171 | 28,099,710 | 29,854,805 | 29,879,350 | 30,978,069 | 32,283,481 | 33,339,175 |
| Expenses from Continuing Operations | | | | | | | | | | |
| Employee Benefits & On-Costs | 8,359,462 | 8,569,184 | 8,831,012 | 9,095,942 | 9,368,820 | 9,650,488 | 9,940,003 | 10,238,203 | 10,545,349 | 10,861,710 |
| Borrowing Costs | 141,014 | 129,784 | 118,202 | 106,283 | 97,651 | 86,213 | 76,645 | 66,742 | 56,490 | 48,453 |
| Materials & Contracts | 6,056,673 | 6,209,468 | 6,322,525 | 7,110,267 | 7,454,342 | 7,551,081 | 7,695,027 | 8,149,452 | 8,507,302 | 8,892,655 |
| Depreciation & Amortisation | 7,179,837 | 7,320,233 | 7,465,383 | 7,614,140 | 7,765,873 | 8,046,340 | 8,206,717 | 8,370,301 | 8,537,157 | 8,707,351 |
| Impairment of investments | - | - | - | - | - | - | - | - | - | - |
| Impairment of receivables | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 1,208,772 | 1,188,536 | 1,213,787 | 1,331,402 | 1,265,657 | 1,292,569 | 1,320,154 | 1,450,428 | 1,377,409 | 1,407,115 |
| Interest & Investment Losses | - | - | - | - | - | - | - | - | - | - |
| Net Losses from the Disposal of Assets | - | - | - | - | - | - | - | - | - | - |
| Revaluation decrement/impairment of IPPE | - | - | - | - | - | - | - | - | - | - |
| Fair value decrement on investment properties | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Loss | - | - | - | - | - | - | - | - | - | - |
| Total Expenses from Continuing Operations | 22,945,756 | 23,417,204 | 23,950,908 | 25,258,034 | 25,952,343 | 26,626,692 | 27,238,546 | 28,275,127 | 29,023,708 | 29,917,283 |
| Operating Result from Continuing Operations | (717,521) | 1,921,786 | 5,553,631 | 3,545,137 | 2,147,367 | 3,228,114 | 2,640,804 | 2,702,943 | 3,259,773 | 3,421,892 |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | (717,521) | 1,921,786 | 5,553,631 | 3,545,137 | 2,147,367 | 3,228,114 | 2,640,804 | 2,702,943 | 3,259,773 | 3,421,892 |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (1,108,693) | (390,132) | 227,779 | 524,610 | 482,916 | 1,403,985 | 1,806,736 | 1,858,665 | 2,405,010 | 2,556,360 |

| | | | | | | | | | | |
|---|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| INCOME STATEMENT - SEWER FUND | Projected Years | | | | | | | | | |
| Scenario: Increased Rate Peg | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | |
| Revenue: | | | | | | | | | | |
| Rates & Annual Charges | 1,776,199 | 1,846,697 | 1,920,014 | 1,996,265 | 2,075,566 | 2,158,038 | 2,243,810 | 2,333,012 | 2,425,783 | 2,522,264 |
| User Charges & Fees | 283,838 | 344,253 | 369,994 | 411,598 | 424,617 | 438,050 | 491,910 | 507,612 | 523,817 | 540,543 |
| Other Revenues | - | - | - | - | - | - | - | - | - | - |
| Grants & Contributions provided for Operating Purposes | - | - | - | - | - | - | - | - | - | - |
| Grants & Contributions provided for Capital Purposes | 149,404 | 151,853 | 286,360 | 5,910,477 | 159,555 | 162,247 | 165,004 | 167,828 | 170,721 | 173,686 |
| Interest & Investment Revenue | 319,175 | 339,810 | 341,572 | 335,499 | 351,449 | 388,986 | 429,517 | 474,012 | 510,571 | 515,266 |
| Other Income: | | | | | | | | | | |
| Net Gains from the Disposal of Assets | - | - | - | - | - | - | - | - | - | - |
| Fair value increment on investment properties | - | - | - | - | - | - | - | - | - | - |
| Reversal of revaluation decrements on IPPE previously expensed | - | - | - | - | - | - | - | - | - | - |
| Reversal of impairment losses on receivables | - | - | - | - | - | - | - | - | - | - |
| Other Income | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Gain | - | - | - | - | - | - | - | - | - | - |
| Total Income from Continuing Operations | 2,528,615 | 2,682,612 | 2,917,941 | 8,653,839 | 3,011,186 | 3,147,321 | 3,330,241 | 3,482,464 | 3,630,892 | 3,751,759 |
| Expenses from Continuing Operations | | | | | | | | | | |
| Employee Benefits & On-Costs | 330,268 | 341,348 | 353,295 | 363,894 | 374,811 | 386,055 | 397,637 | 409,566 | 421,853 | 434,508 |
| Borrowing Costs | 15,683 | 9,439 | 2,686 | - | - | - | - | - | - | - |
| Materials & Contracts | 980,972 | 1,152,980 | 1,106,533 | 1,129,630 | 1,164,387 | 1,202,290 | 1,251,428 | 1,292,196 | 1,334,297 | 1,377,773 |
| Depreciation & Amortisation | 811,470 | 827,447 | 843,741 | 1,110,358 | 1,132,305 | 1,154,689 | 1,177,517 | 1,200,799 | 1,224,815 | 1,249,312 |
| Impairment of investments | - | - | - | - | - | - | - | - | - | - |
| Impairment of receivables | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 2,250 | 2,307 | 2,364 | 2,423 | 2,484 | 2,546 | 2,610 | 2,675 | 2,742 | 2,810 |
| Interest & Investment Losses | - | - | - | - | - | - | - | - | - | - |
| Net Losses from the Disposal of Assets | - | - | - | - | - | - | - | - | - | - |
| Revaluation decrement/impairment of IPPE | - | - | - | - | - | - | - | - | - | - |
| Fair value decrement on investment properties | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Loss | - | - | - | - | - | - | - | - | - | - |
| Total Expenses from Continuing Operations | 2,140,644 | 2,333,520 | 2,308,619 | 2,606,306 | 2,673,987 | 2,745,579 | 2,829,191 | 2,905,236 | 2,983,707 | 3,064,404 |
| Operating Result from Continuing Operations | 387,971 | 349,092 | 609,322 | 6,047,533 | 337,199 | 401,742 | 501,049 | 577,228 | 647,185 | 687,355 |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | 387,971 | 349,092 | 609,322 | 6,047,533 | 337,199 | 401,742 | 501,049 | 577,228 | 647,185 | 687,355 |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | 238,568 | 197,239 | 322,962 | 137,056 | 177,644 | 239,495 | 336,046 | 409,400 | 476,464 | 513,669 |

| | | | | | | | | | | |
|--|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| BALANCE SHEET - CONSOLIDATED | Projected Years | | | | | | | | | |
| Scenario: Increased Rate Peg | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | |
| Current Assets | | | | | | | | | | |
| Cash & Cash Equivalents | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Investments | 20,871,613 | 21,167,185 | 25,114,255 | 24,389,826 | 25,982,653 | 30,038,575 | 33,620,854 | 35,669,449 | 39,406,874 | 44,384,483 |
| Receivables | 966,440 | 1,028,506 | 1,146,496 | 1,161,582 | 1,175,878 | 1,256,045 | 1,300,552 | 1,339,923 | 1,407,484 | 1,487,594 |
| Inventories | 1,888,849 | 1,926,013 | 1,954,949 | 2,135,000 | 2,215,480 | 2,240,495 | 2,276,215 | 2,381,785 | 2,465,767 | 2,556,037 |
| Contract assets and contract cost assets | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 |
| Other | 122,584 | 124,900 | 127,358 | 142,019 | 146,685 | 148,890 | 151,866 | 161,441 | 166,239 | 173,123 |
| Non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Current Assets | 27,522,487 | 27,919,604 | 32,016,057 | 31,501,426 | 33,193,695 | 37,357,005 | 41,022,488 | 43,225,597 | 47,119,364 | 52,274,237 |
| Non-Current Assets | | | | | | | | | | |
| Investments | 266,758 | 260,489 | 323,969 | 345,213 | 354,080 | 412,536 | 457,243 | 467,179 | 511,830 | 582,973 |
| Receivables | - | - | - | - | - | - | - | - | - | - |
| Inventories | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - |
| Infrastructure, Property, Plant & Equipment | 413,083,156 | 414,431,844 | 415,868,019 | 425,808,473 | 426,227,453 | 425,204,069 | 424,326,510 | 425,151,128 | 424,800,342 | 423,302,228 |
| Investment Property | - | - | - | - | - | - | - | - | - | - |
| Intangible Assets | 139,214 | 236,413 | 354,303 | 368,193 | 361,083 | 544,973 | 587,863 | 623,253 | 686,143 | 816,033 |
| Right of use assets | 91,020 | 91,020 | 91,020 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 |
| Investments Accounted for using the equity method | 37,973,000 | 37,998,000 | 38,023,000 | 38,048,000 | 38,073,000 | 38,098,000 | 38,123,000 | 38,148,000 | 38,173,000 | 38,198,000 |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Assets | 451,553,149 | 453,017,766 | 454,660,310 | 464,711,959 | 465,157,696 | 464,401,658 | 463,636,697 | 464,531,640 | 464,313,395 | 463,041,313 |
| TOTAL ASSETS | 479,075,635 | 480,937,370 | 486,676,368 | 496,213,385 | 498,351,390 | 501,758,663 | 504,659,184 | 507,757,237 | 511,432,759 | 515,315,550 |
| LIABILITIES | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | |
| Bank Overdraft | - | - | - | - | - | - | - | - | - | - |
| Payables | 2,317,526 | 2,391,142 | 2,442,008 | 2,633,538 | 2,704,886 | 2,771,210 | 2,828,343 | 2,954,539 | 3,041,703 | 3,141,865 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | 3,113 | 3,164 | 5,966 | 123,135 | 3,324 | 3,380 | 3,438 | 3,496 | 3,557 | 3,618 |
| Lease liabilities | 8,660 | 8,205 | - | 18,398 | - | - | - | - | - | - |
| Borrowings | 474,194 | 469,471 | 415,562 | 279,771 | 289,015 | 298,583 | 308,486 | 318,738 | 326,775 | 337,702 |
| Employee benefit provisions | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 |
| Other provisions | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 |
| Total Current Liabilities | 4,981,362 | 5,049,850 | 5,041,405 | 5,232,711 | 5,175,094 | 5,251,042 | 5,318,135 | 5,454,642 | 5,549,903 | 5,661,054 |
| Non-Current Liabilities | | | | | | | | | | |
| Payables | 2,032 | 2,077 | 2,129 | 2,279 | 2,351 | 2,404 | 2,464 | 2,578 | 2,655 | 2,750 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | 67,225 | 59,020 | 59,020 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 |
| Borrowings | 3,978,691 | 3,509,220 | 3,093,658 | 2,813,887 | 2,524,872 | 2,226,289 | 1,917,803 | 1,599,065 | 1,272,290 | 934,588 |
| Employee benefit provisions | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 |
| Other provisions | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 |
| Investments Accounted for using the equity method | - | - | - | - | - | - | - | - | - | - |
| Liabilities associated with assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Liabilities | 5,481,079 | 5,003,448 | 4,587,938 | 4,340,979 | 4,052,036 | 3,753,506 | 3,445,080 | 3,126,456 | 2,799,758 | 2,462,151 |
| TOTAL LIABILITIES | 10,462,441 | 10,053,298 | 9,629,343 | 9,573,691 | 9,227,130 | 9,004,548 | 8,763,216 | 8,581,098 | 8,349,662 | 8,123,205 |
| Net Assets | 468,613,194 | 470,884,072 | 477,047,025 | 486,639,694 | 489,124,260 | 492,754,115 | 495,895,969 | 499,176,139 | 503,083,098 | 507,192,345 |
| EQUITY | | | | | | | | | | |
| Retained Earnings | 206,305,194 | 208,576,072 | 214,739,025 | 224,331,694 | 226,816,260 | 230,446,115 | 233,587,969 | 236,868,139 | 240,775,098 | 244,884,345 |
| Revaluation Reserves | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 |
| Other Reserves | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 |
| Council Equity Interest | 468,613,194 | 470,884,072 | 477,047,025 | 486,639,694 | 489,124,260 | 492,754,115 | 495,895,969 | 499,176,139 | 503,083,098 | 507,192,345 |
| Non-controlling equity interests | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 468,613,194 | 470,884,072 | 477,047,025 | 486,639,694 | 489,124,260 | 492,754,115 | 495,895,969 | 499,176,139 | 503,083,098 | 507,192,345 |

| | | | | | | | | | | |
|--|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| BALANCE SHEET - GENERAL FUND | Projected Years | | | | | | | | | |
| Scenario: Increased Rate Peg | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | |
| Current Assets | | | | | | | | | | |
| Cash & Cash Equivalents | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Investments | 12,239,493 | 11,951,825 | 14,864,433 | 15,839,186 | 16,246,015 | 18,928,108 | 20,979,389 | 21,435,244 | 23,483,970 | 26,748,138 |
| Receivables | 927,261 | 987,772 | 1,104,145 | 1,117,549 | 1,130,096 | 1,208,443 | 1,251,059 | 1,288,462 | 1,353,977 | 1,431,959 |
| Inventories | 1,888,849 | 1,926,013 | 1,954,949 | 2,135,000 | 2,215,480 | 2,240,495 | 2,276,215 | 2,381,785 | 2,465,767 | 2,556,037 |
| Contract assets and contract cost assets | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 |
| Other | 122,584 | 124,900 | 127,358 | 142,019 | 146,685 | 148,890 | 151,866 | 161,441 | 166,239 | 173,123 |
| Non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Current Assets | 18,351,187 | 18,163,510 | 21,223,884 | 22,406,754 | 22,911,275 | 25,698,937 | 27,831,530 | 28,439,932 | 30,642,953 | 34,082,256 |
| Non-Current Assets | | | | | | | | | | |
| Investments | 266,758 | 260,489 | 323,969 | 345,213 | 354,080 | 412,536 | 457,243 | 467,179 | 511,830 | 582,973 |
| Receivables | - | - | - | - | - | - | - | - | - | - |
| Inventories | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - |
| Infrastructure, Property, Plant & Equipment | 383,809,085 | 385,460,810 | 387,390,726 | 389,466,903 | 390,853,188 | 390,800,335 | 390,950,293 | 392,788,764 | 393,477,793 | 393,004,028 |
| Investment Property | - | - | - | - | - | - | - | - | - | - |
| Intangible Assets | 139,214 | 236,413 | 354,303 | 368,193 | 361,083 | 544,973 | 587,863 | 623,253 | 686,143 | 816,033 |
| Right of use assets | 91,020 | 91,020 | 91,020 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 |
| Investments Accounted for using the equity method | 37,973,000 | 37,998,000 | 38,023,000 | 38,048,000 | 38,073,000 | 38,098,000 | 38,123,000 | 38,148,000 | 38,173,000 | 38,198,000 |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Assets | 422,279,077 | 424,046,732 | 426,183,017 | 428,370,390 | 429,783,431 | 429,997,924 | 430,260,480 | 432,169,275 | 432,990,846 | 432,743,114 |
| TOTAL ASSETS | 440,630,265 | 442,210,242 | 447,406,902 | 450,777,143 | 452,694,707 | 455,696,861 | 458,092,009 | 460,609,207 | 463,633,799 | 466,825,370 |
| LIABILITIES | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | |
| Bank Overdraft | - | - | - | - | - | - | - | - | - | - |
| Payables | 2,229,132 | 2,288,624 | 2,343,753 | 2,533,209 | 2,601,503 | 2,664,506 | 2,717,373 | 2,840,000 | 2,923,480 | 3,019,839 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | 8,660 | 8,205 | - | 18,398 | - | - | - | - | - | - |
| Borrowings | 392,686 | 403,947 | 415,562 | 279,771 | 289,015 | 298,583 | 308,486 | 318,738 | 326,775 | 337,702 |
| Employee benefit provisions | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 |
| Other provisions | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 |
| Total Current Liabilities | 4,808,347 | 4,878,645 | 4,937,184 | 5,009,247 | 5,068,387 | 5,140,958 | 5,203,728 | 5,336,607 | 5,428,124 | 5,535,410 |
| Non-Current Liabilities | | | | | | | | | | |
| Payables | 2,032 | 2,077 | 2,129 | 2,279 | 2,351 | 2,404 | 2,464 | 2,578 | 2,655 | 2,750 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | 67,225 | 59,020 | 59,020 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 |
| Borrowings | 3,913,167 | 3,509,220 | 3,093,658 | 2,813,887 | 2,524,872 | 2,226,289 | 1,917,803 | 1,599,065 | 1,272,290 | 934,588 |
| Employee benefit provisions | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 |
| Other provisions | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 |
| Investments Accounted for using the equity method | - | - | - | - | - | - | - | - | - | - |
| Liabilities associated with assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Liabilities | 5,415,555 | 5,003,448 | 4,587,938 | 4,340,979 | 4,052,036 | 3,753,506 | 3,445,080 | 3,126,456 | 2,799,758 | 2,462,151 |
| TOTAL LIABILITIES | 10,223,901 | 9,882,093 | 9,525,122 | 9,350,226 | 9,120,423 | 8,894,464 | 8,648,808 | 8,463,063 | 8,227,883 | 7,997,561 |
| Net Assets | 430,406,363 | 432,328,149 | 437,881,780 | 441,426,917 | 443,574,283 | 446,802,397 | 449,443,201 | 452,146,144 | 455,405,917 | 458,827,809 |
| EQUITY | | | | | | | | | | |
| Retained Earnings | 194,217,363 | 196,139,149 | 201,692,780 | 205,237,917 | 207,385,283 | 210,613,397 | 213,254,201 | 215,957,144 | 219,216,917 | 222,638,809 |
| Revaluation Reserves | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 |
| Other Reserves | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 |
| Council Equity Interest | 430,406,363 | 432,328,149 | 437,881,780 | 441,426,917 | 443,574,283 | 446,802,397 | 449,443,201 | 452,146,144 | 455,405,917 | 458,827,809 |
| Non-controlling equity interests | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 430,406,363 | 432,328,149 | 437,881,780 | 441,426,917 | 443,574,283 | 446,802,397 | 449,443,201 | 452,146,144 | 455,405,917 | 458,827,809 |

| | | | | | | | | | | |
|--|------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| BALANCE SHEET - SEWER FUND | Projected Years | | | | | | | | | |
| Scenario: Increased Rate Peg | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | |
| Current Assets | | | | | | | | | | |
| Cash & Cash Equivalents | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Investments | 8,632,121 | 9,215,361 | 10,249,822 | 8,550,639 | 9,736,638 | 11,110,467 | 12,641,465 | 14,234,205 | 15,922,904 | 17,636,345 |
| Receivables | 39,179 | 40,734 | 42,351 | 44,033 | 45,782 | 47,601 | 49,493 | 51,461 | 53,507 | 55,635 |
| Inventories | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Current Assets | 9,171,299 | 9,756,094 | 10,792,173 | 9,094,672 | 10,282,420 | 11,658,068 | 13,190,958 | 14,785,666 | 16,476,411 | 18,191,980 |
| Non-Current Assets | | | | | | | | | | |
| Investments | - | - | - | - | - | - | - | - | - | - |
| Receivables | - | - | - | - | - | - | - | - | - | - |
| Inventories | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - |
| Infrastructure, Property, Plant & Equipment | 29,274,071 | 28,971,034 | 28,477,293 | 36,341,570 | 35,374,264 | 34,403,734 | 33,376,217 | 32,362,365 | 31,322,549 | 30,298,199 |
| Investment Property | - | - | - | - | - | - | - | - | - | - |
| | - | - | - | - | - | - | - | - | - | - |
| Right of use assets | - | - | - | - | - | - | - | - | - | - |
| Investments Accounted for using the equity method | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Assets | 29,274,071 | 28,971,034 | 28,477,293 | 36,341,570 | 35,374,264 | 34,403,734 | 33,376,217 | 32,362,365 | 31,322,549 | 30,298,199 |
| TOTAL ASSETS | 38,445,371 | 38,727,128 | 39,269,466 | 45,436,242 | 45,656,684 | 46,061,802 | 46,567,175 | 47,148,030 | 47,798,960 | 48,490,180 |
| LIABILITIES | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | |
| Bank Overdraft | - | - | - | - | - | - | - | - | - | - |
| Payables | 88,395 | 102,517 | 98,255 | 100,329 | 103,383 | 106,704 | 110,970 | 114,539 | 118,222 | 122,026 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | 3,113 | 3,164 | 5,966 | 123,135 | 3,324 | 3,380 | 3,438 | 3,496 | 3,557 | 3,618 |
| Lease liabilities | - | - | - | - | - | - | - | - | - | - |
| Borrowings | 81,508 | 65,524 | - | - | - | - | - | - | - | - |
| Employee benefit provisions | - | - | - | - | - | - | - | - | - | - |
| Other provisions | - | - | - | - | - | - | - | - | - | - |
| Total Current Liabilities | 173,015 | 171,205 | 104,221 | 223,464 | 106,707 | 110,084 | 114,408 | 118,035 | 121,779 | 125,644 |
| Non-Current Liabilities | | | | | | | | | | |
| Payables | - | - | - | - | - | - | - | - | - | - |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | - | - | - | - | - | - | - | - | - | - |
| Borrowings | 65,524 | - | - | - | - | - | - | - | - | - |
| Employee benefit provisions | - | - | - | - | - | - | - | - | - | - |
| Other provisions | - | - | - | - | - | - | - | - | - | - |
| Investments Accounted for using the equity method | - | - | - | - | - | - | - | - | - | - |
| Liabilities associated with assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Liabilities | 65,524 | - | - | - | - | - | - | - | - | - |
| TOTAL LIABILITIES | 238,539 | 171,205 | 104,221 | 223,464 | 106,707 | 110,084 | 114,408 | 118,035 | 121,779 | 125,644 |
| Net Assets | 38,206,831 | 38,555,923 | 39,165,245 | 45,212,778 | 45,549,977 | 45,951,718 | 46,452,768 | 47,029,995 | 47,677,181 | 48,364,536 |
| EQUITY | | | | | | | | | | |
| Retained Earnings | 12,087,831 | 12,436,923 | 13,046,245 | 19,093,778 | 19,430,977 | 19,832,718 | 20,333,768 | 20,910,995 | 21,558,181 | 22,245,536 |
| Revaluation Reserves | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 |
| Other Reserves | - | - | - | - | - | - | - | - | - | - |
| Council Equity Interest | 38,206,831 | 38,555,923 | 39,165,245 | 45,212,778 | 45,549,977 | 45,951,718 | 46,452,768 | 47,029,995 | 47,677,181 | 48,364,536 |
| Non-controlling equity interests | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 38,206,831 | 38,555,923 | 39,165,245 | 45,212,778 | 45,549,977 | 45,951,718 | 46,452,768 | 47,029,995 | 47,677,181 | 48,364,536 |

| | | | | | | | | | | |
|---|------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| CASH FLOW STATEMENT - CONSOLIDATED | Projected Years | | | | | | | | | |
| Scenario: Increased Rate Peg | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Rates & Annual Charges | 15,608,469 | 16,941,529 | 18,062,381 | 19,433,814 | 20,187,213 | 21,683,843 | 22,521,637 | 23,402,544 | 24,671,259 | 25,618,539 |
| User Charges & Fees | 1,823,474 | 1,970,799 | 2,048,996 | 2,144,914 | 2,214,079 | 2,285,500 | 2,399,250 | 2,476,808 | 2,556,902 | 2,639,616 |
| Investment & Interest Revenue Received | 1,110,635 | 984,906 | 947,052 | 1,070,723 | 896,050 | 901,585 | 1,005,224 | 1,122,544 | 1,112,796 | 1,128,736 |
| Grants & Contributions | 5,894,210 | 7,845,392 | 11,013,781 | 14,563,843 | 7,333,528 | 7,729,891 | 6,866,069 | 6,999,194 | 7,135,883 | 7,276,056 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - |
| Other | 362,382 | 220,746 | 213,766 | 322,994 | 297,421 | 284,648 | 312,272 | 307,470 | 317,848 | 328,582 |
| Payments: | | | | | | | | | | |
| Employee Benefits & On-Costs | (8,689,730) | (8,910,531) | (9,184,307) | (9,459,836) | (9,743,631) | (10,036,543) | (10,337,640) | (10,647,769) | (10,967,202) | (11,296,218) |
| Materials & Contracts | (7,056,492) | (7,363,575) | (7,439,167) | (8,283,160) | (8,653,281) | (8,754,799) | (8,950,560) | (9,455,676) | (9,877,805) | (10,293,644) |
| Borrowing Costs | (158,733) | (141,349) | (122,933) | (107,864) | (98,715) | (87,312) | (77,781) | (67,916) | (57,703) | (49,696) |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - |
| Other | (1,210,313) | (1,189,317) | (1,214,362) | (1,328,733) | (1,265,710) | (1,293,309) | (1,320,716) | (1,449,239) | (1,377,536) | (1,406,708) |
| Net Cash provided (or used in) Operating Activities | 7,683,903 | 10,358,601 | 14,325,207 | 18,356,695 | 11,166,954 | 12,713,502 | 12,417,756 | 12,687,960 | 13,514,442 | 13,945,262 |
| Cash Flows from Investing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Sale of Investment Securities | 4,283,634 | 293,938 | - | 1,699,183 | - | - | - | - | - | - |
| Sale of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Sale of Infrastructure, Property, Plant & Equipment | 1,173,656 | 837,384 | 1,576,949 | 651,709 | 740,480 | 927,599 | 1,078,531 | 1,529,410 | 1,072,820 | 686,572 |
| Sale of Interests in Joint Ventures & Associates | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Purchase of Investment Securities | (293,822) | (583,240) | (4,010,550) | (995,999) | (1,601,694) | (4,114,378) | (3,626,987) | (2,058,530) | (3,782,077) | (5,048,752) |
| Purchase of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Purchase of Infrastructure, Property, Plant & Equipment | (12,361,490) | (10,308,829) | (11,278,931) | (19,265,027) | (9,997,571) | (9,036,707) | (9,510,718) | (11,797,854) | (10,406,448) | (9,109,308) |
| Purchase of Intangible Assets | (20,500) | (115,000) | (135,000) | (31,000) | (10,000) | (201,000) | (60,000) | (52,500) | (80,000) | (147,000) |
| Deferred Debtors & Advances Made | - | - | - | - | - | - | - | - | - | - |
| Net Cash provided (or used in) Investing Activities | (7,218,523) | (9,875,747) | (13,847,531) | (17,941,133) | (10,868,785) | (12,424,487) | (12,119,173) | (12,379,474) | (13,195,704) | (13,618,487) |
| Cash Flows from Financing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Proceeds from Borrowings & Advances | - | - | - | - | - | - | - | - | - | - |
| Proceeds from Finance Leases | - | - | - | - | - | - | - | - | - | - |
| Other Financing Activity Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Repayment of Borrowings & Advances | (457,029) | (474,194) | (469,471) | (415,562) | (279,771) | (289,015) | (298,583) | (308,486) | (318,738) | (326,775) |
| Repayment of lease liabilities (principal repayments) | (8,351) | (8,660) | (8,205) | - | (18,398) | - | - | - | - | - |
| Distributions to non-controlling interests | - | - | - | - | - | - | - | - | - | - |
| Other Financing Activity Payments | - | - | - | - | - | - | - | - | - | - |
| Net Cash Flow provided (used in) Financing Activities | (465,380) | (482,854) | (477,676) | (415,562) | (298,169) | (289,015) | (298,583) | (308,486) | (318,738) | (326,775) |
| Net Increase/(Decrease) in Cash & Cash Equivalents | 0 | 0 | 0 | 0 | - | - | (0) | 0 | - | 0 |
| plus: Cash & Cash Equivalents - beginning of year | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Cash & Cash Equivalents - end of the year | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| | | | | | | | | | | |
| Cash & Cash Equivalents - end of the year | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Investments - end of the year | 21,138,372 | 21,427,674 | 25,438,223 | 24,735,039 | 26,336,733 | 30,451,111 | 34,078,098 | 36,136,628 | 39,918,704 | 44,967,456 |
| Cash, Cash Equivalents & Investments - end of the year | 23,138,372 | 23,427,674 | 27,438,223 | 26,735,039 | 28,336,733 | 32,451,111 | 36,078,098 | 38,136,628 | 41,918,704 | 46,967,456 |
| Representing: | | | | | | | | | | |
| - External Restrictions | 11,999,271 | 12,813,010 | 15,344,161 | 14,161,391 | 15,856,908 | 17,758,631 | 19,796,519 | 21,955,787 | 24,075,945 | 25,883,886 |
| - Internal Restrictions | 6,556,784 | 6,602,152 | 6,262,368 | 6,151,781 | 6,279,813 | 6,407,844 | 6,535,876 | 6,564,908 | 6,695,440 | 6,825,972 |
| - Unrestricted | 4,582,317 | 4,012,512 | 5,831,694 | 6,421,867 | 6,200,012 | 8,284,635 | 9,745,702 | 9,615,933 | 11,147,319 | 14,257,598 |
| | 23,138,372 | 23,427,674 | 27,438,223 | 26,735,039 | 28,336,733 | 32,451,111 | 36,078,098 | 38,136,628 | 41,918,704 | 46,967,456 |

| | | | | | | | | | | |
|---|------------------------|--------------------|---------------------|---------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| CASH FLOW STATEMENT - GENERAL FUND | Projected Years | | | | | | | | | |
| Scenario: Increased Rate Peg | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Rates & Annual Charges | 13,835,634 | 15,096,388 | 16,143,984 | 17,439,231 | 18,113,397 | 19,527,624 | 20,279,719 | 21,071,499 | 22,247,522 | 23,098,403 |
| User Charges & Fees | 1,539,637 | 1,626,546 | 1,679,002 | 1,733,317 | 1,789,462 | 1,847,450 | 1,907,340 | 1,969,197 | 2,033,085 | 2,099,073 |
| Investment & Interest Revenue Received | 791,460 | 645,095 | 605,480 | 735,224 | 544,601 | 512,598 | 575,707 | 648,531 | 602,225 | 613,470 |
| Grants & Contributions | 5,748,627 | 7,693,488 | 10,724,618 | 8,536,197 | 7,293,784 | 7,567,588 | 6,701,008 | 6,831,307 | 6,965,102 | 7,102,308 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - |
| Other | 362,382 | 220,746 | 213,766 | 322,994 | 297,421 | 284,648 | 312,272 | 307,470 | 317,848 | 328,582 |
| Payments: | | | | | | | | | | |
| Employee Benefits & On-Costs | (8,359,462) | (8,569,184) | (8,831,012) | (9,095,942) | (9,368,820) | (9,650,488) | (9,940,003) | (10,238,203) | (10,545,349) | (10,861,710) |
| Materials & Contracts | (6,048,740) | (6,225,349) | (6,328,881) | (7,155,604) | (7,491,948) | (7,555,831) | (7,703,399) | (8,167,049) | (8,547,192) | (8,919,674) |
| Borrowing Costs | (142,466) | (131,278) | (119,739) | (107,864) | (98,715) | (87,312) | (77,781) | (67,916) | (57,703) | (49,696) |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - |
| Other | (1,208,063) | (1,187,010) | (1,211,998) | (1,326,309) | (1,263,226) | (1,290,763) | (1,318,106) | (1,446,564) | (1,374,794) | (1,403,898) |
| Net Cash provided (or used in) Operating Activities | 6,519,009 | 9,169,443 | 12,875,221 | 11,081,243 | 9,815,956 | 11,155,513 | 10,736,758 | 10,908,273 | 11,640,743 | 12,006,859 |
| Cash Flows from Investing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Sale of Investment Securities | 4,283,634 | 293,938 | - | - | - | - | - | - | - | - |
| Sale of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Sale of Infrastructure, Property, Plant & Equipment | 1,173,656 | 806,968 | 1,576,949 | 618,811 | 740,480 | 892,016 | 1,078,531 | 1,490,924 | 1,072,820 | 644,945 |
| Sale of non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Purchase of Investment Securities | - | - | (2,976,088) | (995,999) | (415,696) | (2,740,549) | (2,095,989) | (465,790) | (2,093,378) | (3,335,310) |
| Purchase of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Purchase of Infrastructure, Property, Plant & Equipment | (11,565,683) | (9,754,003) | (10,928,931) | (10,257,494) | (9,832,571) | (8,816,965) | (9,360,718) | (11,572,421) | (10,221,448) | (8,842,719) |
| Deferred Debtors & Advances Made | - | - | - | - | - | - | - | - | - | - |
| Net Cash provided (or used in) Investing Activities | (6,128,893) | (8,768,097) | (12,463,069) | (10,665,681) | (9,517,787) | (10,866,498) | (10,438,175) | (10,599,787) | (11,322,005) | (11,680,084) |
| Cash Flows from Financing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Proceeds from Borrowings & Advances | - | - | - | - | - | - | - | - | - | - |
| Proceeds from Finance Leases | - | - | - | - | - | - | - | - | - | - |
| Other Financing Activity Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Repayment of Borrowings & Advances | (381,765) | (392,686) | (403,947) | (415,562) | (279,771) | (289,015) | (298,583) | (308,486) | (318,738) | (326,775) |
| Repayment of lease liabilities (principal repayments) | (8,351) | (8,660) | (8,205) | - | (18,398) | - | - | - | - | - |
| Distributions to non-controlling interests | - | - | - | - | - | - | - | - | - | - |
| Other Financing Activity Payments | - | - | - | - | - | - | - | - | - | - |
| Net Cash Flow provided (used in) Financing Activities | (390,116) | (401,346) | (412,152) | (415,562) | (298,169) | (289,015) | (298,583) | (308,486) | (318,738) | (326,775) |
| Net Increase/(Decrease) in Cash & Cash Equivalents | 0 | 0 | 0 | 0 | 0 | 0 | (0) | (0) | (0) | (0) |
| plus: Cash & Cash Equivalents - beginning of year | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Cash & Cash Equivalents - end of the year | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| | | | | | | | | | | |
| | | | | | | | | | | |
| Cash & Cash Equivalents - end of the year | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Investments - end of the year | 12,506,251 | 12,212,313 | 15,188,401 | 16,184,400 | 16,600,095 | 19,340,644 | 21,436,633 | 21,902,423 | 23,995,800 | 27,331,110 |
| Cash, Cash Equivalents & Investments - end of the year | 14,006,251 | 13,712,313 | 16,688,401 | 17,684,400 | 18,100,095 | 20,840,644 | 22,936,633 | 23,402,423 | 25,495,800 | 28,831,110 |
| Representing: | | | | | | | | | | |
| - External Restrictions | 2,867,150 | 3,097,649 | 4,594,339 | 5,110,751 | 5,620,270 | 6,148,164 | 6,655,054 | 7,221,582 | 7,653,042 | 7,747,541 |
| - Internal Restrictions | 6,556,784 | 6,602,152 | 6,262,368 | 6,151,781 | 6,279,813 | 6,407,844 | 6,535,876 | 6,564,908 | 6,695,440 | 6,825,972 |
| - Unrestricted | 4,582,317 | 4,012,512 | 5,831,694 | 6,421,867 | 6,200,012 | 8,284,635 | 9,745,702 | 9,615,933 | 11,147,319 | 14,257,598 |
| | 14,006,251 | 13,712,313 | 16,688,401 | 17,684,400 | 18,100,095 | 20,840,644 | 22,936,633 | 23,402,423 | 25,495,800 | 28,831,110 |

| | | | | | | | | | | |
|--|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| CASH FLOW STATEMENT - SEWER FUND | Projected Years | | | | | | | | | |
| Scenario: Increased Rate Peg | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Rates & Annual Charges | 1,772,835 | 1,845,142 | 1,918,397 | 1,994,583 | 2,073,816 | 2,156,219 | 2,241,918 | 2,331,045 | 2,423,736 | 2,520,136 |
| User Charges & Fees | 283,838 | 344,253 | 369,994 | 411,598 | 424,617 | 438,050 | 491,910 | 507,612 | 523,817 | 540,543 |
| Investment & Interest Revenue Received | 319,175 | 339,810 | 341,572 | 335,499 | 351,449 | 388,986 | 429,517 | 474,012 | 510,571 | 515,266 |
| Grants & Contributions | 145,583 | 151,904 | 289,162 | 6,027,646 | 39,744 | 162,303 | 165,061 | 167,887 | 170,782 | 173,748 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Employee Benefits & On-Costs | (330,268) | (341,348) | (353,295) | (363,894) | (374,811) | (386,055) | (397,637) | (409,566) | (421,853) | (434,508) |
| Materials & Contracts | (1,007,752) | (1,138,225) | (1,110,287) | (1,127,556) | (1,161,333) | (1,198,969) | (1,247,162) | (1,288,627) | (1,330,613) | (1,373,970) |
| Borrowing Costs | (16,267) | (10,071) | (3,194) | - | - | - | - | - | - | - |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - |
| Other | (2,250) | (2,307) | (2,364) | (2,423) | (2,484) | (2,546) | (2,610) | (2,675) | (2,742) | (2,810) |
| Net Cash provided (or used in) Operating Activities | 1,164,893 | 1,189,158 | 1,449,986 | 7,275,452 | 1,350,998 | 1,557,988 | 1,680,998 | 1,779,687 | 1,873,699 | 1,938,404 |
| Cash Flows from Investing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Sale of Investment Securities | - | - | - | 1,699,183 | - | - | - | - | - | - |
| Sale of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Sale of Infrastructure, Property, Plant & Equipment | - | 30,416 | - | 32,898 | - | 35,583 | - | 38,486 | - | 41,627 |
| Sale of non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Purchase of Investment Securities | (293,822) | (583,240) | (1,034,462) | - | (1,185,998) | (1,373,829) | (1,530,998) | (1,592,740) | (1,688,699) | (1,713,442) |
| Purchase of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Purchase of Infrastructure, Property, Plant & Equipment | (795,807) | (554,826) | (350,000) | (9,007,533) | (165,000) | (219,742) | (150,000) | (225,433) | (185,000) | (266,589) |
| Deferred Debtors & Advances Made | - | - | - | - | - | - | - | - | - | - |
| Net Cash provided (or used in) Investing Activities | (1,089,629) | (1,107,650) | (1,384,462) | (7,275,452) | (1,350,998) | (1,557,988) | (1,680,998) | (1,779,687) | (1,873,699) | (1,938,404) |
| Cash Flows from Financing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Proceeds from Borrowings & Advances | - | - | - | - | - | - | - | - | - | - |
| Proceeds from Finance Leases | - | - | - | - | - | - | - | - | - | - |
| Other Financing Activity Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Repayment of Borrowings & Advances | (75,264) | (81,508) | (65,524) | - | - | - | - | - | - | - |
| Repayment of lease liabilities (principal repayments) | - | - | - | - | - | - | - | - | - | - |
| Distributions to non-controlling interests | - | - | - | - | - | - | - | - | - | - |
| Other Financing Activity Payments | - | - | - | - | - | - | - | - | - | - |
| Net Cash Flow provided (used in) Financing Activities | (75,264) | (81,508) | (65,524) | - | - | - | - | - | - | - |
| Net Increase/(Decrease) in Cash & Cash Equivalents | (0) | 0 | (0) | - | (0) | - | (0) | - | (0) | 0 |
| plus: Cash & Cash Equivalents - beginning of year | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Cash & Cash Equivalents - end of the year | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| | | | | | | | | | | |
| Cash & Cash Equivalents - end of the year | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Investments - end of the year | 8,632,121 | 9,215,361 | 10,249,822 | 8,550,639 | 9,736,638 | 11,110,467 | 12,641,465 | 14,234,205 | 15,922,904 | 17,636,345 |
| Cash, Cash Equivalents & Investments - end of the year | 9,132,121 | 9,715,361 | 10,749,822 | 9,050,639 | 10,236,638 | 11,610,467 | 13,141,465 | 14,734,205 | 16,422,904 | 18,136,345 |
| Representing: | | | | | | | | | | |
| - External Restrictions | 2,432,173 | 2,695,224 | 2,979,255 | 3,285,762 | 3,616,340 | 3,972,692 | 4,356,629 | 4,770,086 | 5,216,833 | 5,700,901 |
| - Internal Restrictions | - | - | - | - | - | - | - | - | - | - |
| - Unrestricted | 6,699,948 | 7,020,137 | 7,770,567 | 5,764,878 | 6,620,298 | 7,637,775 | 8,784,836 | 9,964,119 | 11,206,071 | 12,435,444 |
| | 9,132,121 | 9,715,361 | 10,749,822 | 9,050,639 | 10,236,638 | 11,610,467 | 13,141,465 | 14,734,205 | 16,422,904 | 18,136,345 |

c. Reduced Mining & Grant Funding

| | | | | | | | | | | |
|---|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| INCOME STATEMENT - CONSOLIDATED | | | | | | | | | | |
| Projected Years | | | | | | | | | | |
| Scenario: Reduced Mining & Grant Funding | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | |
| Revenue: | | | | | | | | | | |
| Rates & Annual Charges | 15,580,895 | 16,896,190 | 17,347,435 | 17,995,506 | 18,477,190 | 18,971,558 | 19,478,949 | 19,998,688 | 20,532,124 | 21,069,902 |
| User Charges & Fees | 1,873,057 | 1,984,687 | 2,063,346 | 2,159,785 | 2,229,437 | 2,301,361 | 2,415,633 | 2,493,729 | 2,574,378 | 2,657,666 |
| Other Revenues | 241,818 | 250,721 | 259,975 | 291,582 | 279,531 | 289,768 | 300,386 | 310,502 | 320,965 | 331,788 |
| Grants & Contributions provided for Operating Purposes | 5,356,054 | 5,381,903 | 5,399,284 | 5,515,296 | 5,629,121 | 5,743,506 | 5,866,792 | 5,987,052 | 6,110,362 | 6,236,799 |
| Grants & Contributions provided for Capital Purposes | 540,576 | 2,463,770 | 4,480,212 | 3,177,454 | 1,824,006 | 1,986,375 | 999,072 | 1,012,105 | 1,025,484 | 1,039,219 |
| Interest & Investment Revenue | 1,063,901 | 986,325 | 989,948 | 985,810 | 565,269 | 591,871 | 671,044 | 753,744 | 753,051 | 770,021 |
| Other Income: | | | | | | | | | | |
| Net Gains from the Disposal of Assets | 67,531 | 7,122 | 26,207 | 34,525 | 42,957 | 51,427 | 57,379 | 110,165 | 60,449 | 18,702 |
| Fair value increment on investment properties | - | - | - | - | - | - | - | - | - | - |
| Reversal of revaluation decrements on IPPE previously expensed | - | - | - | - | - | - | - | - | - | - |
| Reversal of impairment losses on receivables | - | - | - | - | - | - | - | - | - | - |
| Other Income | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Gain | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Income from Continuing Operations | 24,748,833 | 27,995,719 | 30,591,407 | 30,184,956 | 29,072,510 | 29,960,867 | 29,814,255 | 30,690,984 | 31,401,813 | 32,149,097 |
| Expenses from Continuing Operations | | | | | | | | | | |
| Employee Benefits & On-Costs | 8,689,730 | 8,910,531 | 9,184,307 | 9,459,836 | 9,743,631 | 10,036,543 | 10,337,640 | 10,647,769 | 10,967,202 | 11,296,218 |
| Borrowing Costs | 156,697 | 139,223 | 120,888 | 106,283 | 97,651 | 86,213 | 76,645 | 66,742 | 56,490 | 48,453 |
| Materials & Contracts | 7,037,644 | 7,362,448 | 7,429,058 | 8,539,897 | 8,929,229 | 9,074,738 | 9,279,070 | 9,785,905 | 10,197,905 | 10,639,205 |
| Depreciation & Amortisation | 7,991,307 | 8,147,680 | 8,309,124 | 8,724,499 | 8,898,179 | 9,201,029 | 9,384,234 | 9,571,101 | 9,761,973 | 9,956,662 |
| Impairment of investments | - | - | - | - | - | - | - | - | - | - |
| Impairment of receivables | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 1,211,022 | 1,190,843 | 1,216,151 | 1,333,825 | 1,268,141 | 1,295,115 | 1,322,763 | 1,453,103 | 1,380,151 | 1,409,925 |
| Interest & Investment Losses | - | - | - | - | - | - | - | - | - | - |
| Net Losses from the Disposal of Assets | - | - | - | - | - | - | - | - | - | - |
| Revaluation decrement/impairment of IPPE | - | - | - | - | - | - | - | - | - | - |
| Fair value decrement on investment properties | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities | - | - | - | - | - | - | - | - | - | - |
| Total Expenses from Continuing Operations | 25,086,400 | 25,750,725 | 26,259,527 | 28,164,340 | 28,936,831 | 29,693,639 | 30,400,353 | 31,524,620 | 32,363,721 | 33,350,464 |
| Operating Result from Continuing Operations | (337,568) | 2,244,995 | 4,331,880 | 2,020,617 | 135,679 | 267,228 | (586,098) | (833,636) | (961,908) | (1,201,367) |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | (337,568) | 2,244,995 | 4,331,880 | 2,020,617 | 135,679 | 267,228 | (586,098) | (833,636) | (961,908) | (1,201,367) |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (878,144) | (218,776) | (148,332) | (1,156,837) | (1,688,327) | (1,719,147) | (1,585,170) | (1,845,741) | (1,987,392) | (2,240,586) |

| | | | | | | | | | | |
|---|--------------------|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| INCOME STATEMENT - GENERAL FUND | | | | | | | | | | |
| Projected Years | | | | | | | | | | |
| Scenario: Reduced Mining & Grant Funding | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | |
| Revenue: | | | | | | | | | | |
| Rates & Annual Charges | 13,812,714 | 15,075,376 | 15,472,409 | 16,064,642 | 16,488,812 | 16,923,942 | 17,370,317 | 17,827,210 | 18,295,914 | 18,766,737 |
| User Charges & Fees | 1,589,220 | 1,640,435 | 1,693,352 | 1,748,187 | 1,804,820 | 1,863,311 | 1,923,722 | 1,986,117 | 2,050,561 | 2,117,123 |
| Other Revenues | 241,818 | 250,721 | 259,975 | 291,582 | 279,531 | 289,768 | 300,386 | 310,502 | 320,965 | 331,788 |
| Grants & Contributions provided for Operating Purposes | 5,356,054 | 5,381,903 | 5,399,284 | 5,515,296 | 5,629,121 | 5,743,506 | 5,866,792 | 5,987,052 | 6,110,362 | 6,236,799 |
| Grants & Contributions provided for Capital Purposes | 391,172 | 2,311,918 | 4,325,852 | 3,020,527 | 1,664,451 | 1,824,129 | 834,069 | 844,278 | 854,763 | 865,533 |
| Interest & Investment Revenue | 744,726 | 646,515 | 648,376 | 650,311 | 448,820 | 447,285 | 495,703 | 544,074 | 517,396 | 540,668 |
| Other Income: | | | | | | | | | | |
| Net Gains from the Disposal of Assets | 67,531 | 7,122 | 26,207 | 34,525 | 42,957 | 51,427 | 57,379 | 110,165 | 60,449 | 18,702 |
| Fair value increment on investment properties | - | - | - | - | - | - | - | - | - | - |
| Reversal of revaluation decrements on IPPE previously expensed | - | - | - | - | - | - | - | - | - | - |
| Reversal of impairment losses on receivables | - | - | - | - | - | - | - | - | - | - |
| Other Income | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Gain | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Income from Continuing Operations | 22,228,235 | 25,338,990 | 27,850,455 | 27,350,069 | 26,383,512 | 27,168,368 | 26,873,368 | 27,634,397 | 28,235,410 | 28,902,350 |
| Expenses from Continuing Operations | | | | | | | | | | |
| Employee Benefits & On-Costs | 8,359,462 | 8,569,184 | 8,831,012 | 9,095,942 | 9,368,820 | 9,650,488 | 9,940,003 | 10,238,203 | 10,545,349 | 10,861,710 |
| Borrowing Costs | 141,014 | 129,784 | 118,202 | 106,283 | 97,651 | 86,213 | 76,645 | 66,742 | 56,490 | 48,453 |
| Materials & Contracts | 6,056,673 | 6,209,468 | 6,322,525 | 7,110,267 | 7,454,342 | 7,551,081 | 7,695,027 | 8,149,452 | 8,507,302 | 8,892,655 |
| Depreciation & Amortisation | 7,179,837 | 7,320,233 | 7,465,383 | 7,614,140 | 7,765,873 | 8,046,340 | 8,206,717 | 8,370,301 | 8,537,157 | 8,707,351 |
| Impairment of investments | - | - | - | - | - | - | - | - | - | - |
| Impairment of receivables | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 1,208,772 | 1,188,536 | 1,213,787 | 1,331,402 | 1,265,657 | 1,292,569 | 1,320,154 | 1,450,428 | 1,377,409 | 1,407,115 |
| Interest & Investment Losses | - | - | - | - | - | - | - | - | - | - |
| Net Losses from the Disposal of Assets | - | - | - | - | - | - | - | - | - | - |
| Revaluation decrement/impairment of IPPE | - | - | - | - | - | - | - | - | - | - |
| Fair value decrement on investment properties | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Loss | - | - | - | - | - | - | - | - | - | - |
| Total Expenses from Continuing Operations | 22,945,756 | 23,417,204 | 23,950,908 | 25,258,034 | 25,952,343 | 26,626,692 | 27,238,546 | 28,275,127 | 29,023,708 | 29,917,283 |
| Operating Result from Continuing Operations | (717,521) | 1,921,786 | 3,899,547 | 2,092,035 | 431,169 | 541,677 | (365,178) | (640,730) | (788,298) | (1,014,933) |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | (717,521) | 1,921,786 | 3,899,547 | 2,092,035 | 431,169 | 541,677 | (365,178) | (640,730) | (788,298) | (1,014,933) |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (1,108,693) | (390,132) | (426,305) | (928,492) | (1,233,282) | (1,282,452) | (1,199,247) | (1,485,008) | (1,643,061) | (1,880,466) |

| | | | | | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| INCOME STATEMENT - SEWER FUND | | | | | | | | | | |
| Projected Years | | | | | | | | | | |
| Scenario: Reduced Mining & Grant Funding | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | |
| Revenue: | | | | | | | | | | |
| Rates & Annual Charges | 1,768,181 | 1,820,814 | 1,875,026 | 1,930,864 | 1,988,377 | 2,047,616 | 2,108,632 | 2,171,478 | 2,236,210 | 2,303,165 |
| User Charges & Fees | 283,838 | 344,253 | 369,994 | 411,598 | 424,617 | 438,050 | 491,910 | 507,612 | 523,817 | 540,543 |
| Other Revenues | - | - | - | - | - | - | - | - | - | - |
| Grants & Contributions provided for Operating Purposes | - | - | - | - | - | - | - | - | - | - |
| Grants & Contributions provided for Capital Purposes | 149,404 | 151,853 | 154,360 | 156,927 | 159,555 | 162,247 | 165,004 | 167,828 | 170,721 | 173,686 |
| Interest & Investment Revenue | 319,175 | 339,810 | 341,572 | 335,499 | 116,449 | 144,586 | 175,341 | 209,669 | 235,654 | 229,353 |
| Other Income: | | | | | | | | | | |
| Net Gains from the Disposal of Assets | - | - | - | - | - | - | - | - | - | - |
| Fair value increment on investment properties | - | - | - | - | - | - | - | - | - | - |
| Reversal of revaluation decrements on IPPE previously expensed | - | - | - | - | - | - | - | - | - | - |
| Reversal of impairment losses on receivables | - | - | - | - | - | - | - | - | - | - |
| Other Income | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Gain | - | - | - | - | - | - | - | - | - | - |
| Total Income from Continuing Operations | 2,520,597 | 2,656,729 | 2,740,952 | 2,834,887 | 2,688,998 | 2,792,499 | 2,940,887 | 3,056,587 | 3,166,403 | 3,246,747 |
| Expenses from Continuing Operations | | | | | | | | | | |
| Employee Benefits & On-Costs | 330,268 | 341,348 | 353,295 | 363,894 | 374,811 | 386,055 | 397,637 | 409,566 | 421,853 | 434,508 |
| Borrowing Costs | 15,683 | 9,439 | 2,686 | - | - | - | - | - | - | - |
| Materials & Contracts | 980,972 | 1,152,980 | 1,106,533 | 1,429,630 | 1,474,887 | 1,523,657 | 1,584,043 | 1,636,453 | 1,690,603 | 1,746,550 |
| Depreciation & Amortisation | 811,470 | 827,447 | 843,741 | 1,110,358 | 1,132,305 | 1,154,689 | 1,177,517 | 1,200,799 | 1,224,815 | 1,249,312 |
| Impairment of investments | - | - | - | - | - | - | - | - | - | - |
| Impairment of receivables | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 2,250 | 2,307 | 2,364 | 2,423 | 2,484 | 2,546 | 2,610 | 2,675 | 2,742 | 2,810 |
| Interest & Investment Losses | - | - | - | - | - | - | - | - | - | - |
| Net Losses from the Disposal of Assets | - | - | - | - | - | - | - | - | - | - |
| Revaluation decrement/impairment of IPPE | - | - | - | - | - | - | - | - | - | - |
| Fair value decrement on investment properties | - | - | - | - | - | - | - | - | - | - |
| Joint Ventures & Associated Entities - Loss | - | - | - | - | - | - | - | - | - | - |
| Total Expenses from Continuing Operations | 2,140,644 | 2,333,520 | 2,308,619 | 2,906,306 | 2,984,487 | 3,066,947 | 3,161,807 | 3,249,493 | 3,340,013 | 3,433,181 |
| Operating Result from Continuing Operations | 379,953 | 323,209 | 432,333 | (71,419) | (295,489) | (274,448) | (220,920) | (192,906) | (173,610) | (186,433) |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | 379,953 | 323,209 | 432,333 | (71,419) | (295,489) | (274,448) | (220,920) | (192,906) | (173,610) | (186,433) |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | 230,550 | 171,356 | 277,973 | (228,345) | (455,045) | (436,695) | (385,923) | (360,734) | (344,331) | (360,120) |

| | | | | | | | | | | |
|---|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| BALANCE SHEET - CONSOLIDATED | Projected Years | | | | | | | | | |
| Scenario: Reduced Mining & Grant Funding | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | |
| Current Assets | | | | | | | | | | |
| Cash & Cash Equivalents | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Investments | 20,863,772 | 21,133,855 | 23,310,281 | 14,947,333 | 14,367,730 | 15,141,298 | 15,095,399 | 13,141,452 | 12,140,525 | 11,955,512 |
| Receivables | 966,263 | 1,027,935 | 1,098,829 | 1,099,636 | 1,087,025 | 1,117,159 | 1,117,210 | 1,107,266 | 1,110,804 | 1,126,522 |
| Inventories | 1,888,849 | 1,926,013 | 1,954,949 | 2,135,000 | 2,215,480 | 2,240,495 | 2,276,215 | 2,381,785 | 2,465,767 | 2,556,037 |
| Contract assets and contract cost assets | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 |
| Other | 122,584 | 124,900 | 127,358 | 142,019 | 146,685 | 148,890 | 151,866 | 161,441 | 166,239 | 173,123 |
| Non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Current Assets | 27,514,469 | 27,885,703 | 30,164,416 | 21,996,988 | 21,489,919 | 22,320,842 | 22,313,691 | 20,464,943 | 19,556,336 | 19,484,195 |
| Non-Current Assets | | | | | | | | | | |
| Investments | 266,758 | 260,489 | 289,286 | 279,407 | 252,073 | 253,697 | 235,031 | 174,483 | 133,716 | 111,347 |
| Receivables | - | - | - | - | - | - | - | - | - | - |
| Inventories | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - |
| Infrastructure, Property, Plant & Equipment | 413,083,156 | 414,431,844 | 415,868,019 | 425,808,473 | 426,227,453 | 425,204,069 | 424,326,510 | 425,151,128 | 424,800,342 | 423,302,228 |
| Investment Property | - | - | - | - | - | - | - | - | - | - |
| Intangible Assets | 139,214 | 236,413 | 354,303 | 368,193 | 361,083 | 544,973 | 587,863 | 623,253 | 686,143 | 816,033 |
| Right of use assets | 91,020 | 91,020 | 91,020 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 |
| Investments Accounted for using the equity method | 37,973,000 | 37,998,000 | 38,023,000 | 38,048,000 | 38,073,000 | 38,098,000 | 38,123,000 | 38,148,000 | 38,173,000 | 38,198,000 |
| Non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Assets | 451,553,149 | 453,017,766 | 454,625,628 | 464,646,153 | 465,055,689 | 464,242,819 | 463,414,485 | 464,238,944 | 463,935,281 | 462,569,687 |
| TOTAL ASSETS | 479,067,617 | 480,903,469 | 484,790,044 | 486,643,140 | 486,545,608 | 486,563,661 | 485,728,175 | 484,703,887 | 483,491,617 | 482,053,882 |
| LIABILITIES | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | |
| Bank Overdraft | - | - | - | - | - | - | - | - | - | - |
| Payables | 2,317,526 | 2,391,142 | 2,423,407 | 2,620,186 | 2,685,017 | 2,724,747 | 2,773,825 | 2,891,486 | 2,959,724 | 3,049,974 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | 3,113 | 3,164 | 3,216 | 3,269 | 3,324 | 3,380 | 3,438 | 3,496 | 3,557 | 3,618 |
| Lease liabilities | 8,660 | 8,205 | - | 18,398 | - | - | - | - | - | - |
| Borrowings | 474,194 | 469,471 | 415,562 | 279,771 | 289,015 | 298,583 | 308,486 | 318,738 | 326,775 | 337,702 |
| Employee benefit provisions | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 |
| Other provisions | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 |
| Total Current Liabilities | 4,981,362 | 5,049,850 | 5,020,054 | 5,099,493 | 5,155,225 | 5,204,579 | 5,263,618 | 5,391,590 | 5,467,925 | 5,569,164 |
| Non-Current Liabilities | | | | | | | | | | |
| Payables | 2,032 | 2,077 | 2,129 | 2,279 | 2,351 | 2,404 | 2,464 | 2,578 | 2,655 | 2,750 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | 67,225 | 59,020 | 59,020 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 |
| Borrowings | 3,978,691 | 3,509,220 | 3,093,658 | 2,813,887 | 2,524,872 | 2,226,289 | 1,917,803 | 1,599,065 | 1,272,290 | 934,588 |
| Employee benefit provisions | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 |
| Other provisions | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 |
| Investments Accounted for using the equity method | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Liabilities | 5,481,079 | 5,003,448 | 4,587,938 | 4,340,979 | 4,052,036 | 3,753,506 | 3,445,080 | 3,126,456 | 2,799,758 | 2,462,151 |
| TOTAL LIABILITIES | 10,462,441 | 10,053,298 | 9,607,993 | 9,440,473 | 9,207,261 | 8,958,085 | 8,708,698 | 8,518,046 | 8,267,683 | 8,031,315 |
| Net Assets | 468,605,177 | 470,850,171 | 475,182,051 | 477,202,668 | 477,338,347 | 477,605,575 | 477,019,477 | 476,185,841 | 475,223,934 | 474,022,567 |
| EQUITY | | | | | | | | | | |
| Retained Earnings | 206,297,177 | 208,542,171 | 212,874,051 | 214,894,668 | 215,030,347 | 215,297,575 | 214,711,477 | 213,877,841 | 212,915,934 | 211,714,567 |
| Revaluation Reserves | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 | 262,243,000 |
| Other Reserves | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 |
| Council Equity Interest | 468,605,177 | 470,850,171 | 475,182,051 | 477,202,668 | 477,338,347 | 477,605,575 | 477,019,477 | 476,185,841 | 475,223,934 | 474,022,567 |
| Non-controlling equity interests | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 468,605,177 | 470,850,171 | 475,182,051 | 477,202,668 | 477,338,347 | 477,605,575 | 477,019,477 | 476,185,841 | 475,223,934 | 474,022,567 |

| | | | | | | | | | | |
|--|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| BALANCE SHEET - GENERAL FUND | Projected Years | | | | | | | | | |
| Scenario: Reduced Mining & Grant Funding | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | |
| Current Assets | | | | | | | | | | |
| Cash & Cash Equivalents | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Investments | 12,239,493 | 11,951,825 | 13,273,106 | 12,819,831 | 11,565,693 | 11,640,198 | 10,783,782 | 8,005,672 | 6,135,214 | 5,108,852 |
| Receivables | 927,261 | 987,772 | 1,057,470 | 1,057,046 | 1,043,166 | 1,071,993 | 1,070,699 | 1,059,368 | 1,061,479 | 1,075,720 |
| Inventories | 1,888,849 | 1,926,013 | 1,954,949 | 2,135,000 | 2,215,480 | 2,240,495 | 2,276,215 | 2,381,785 | 2,465,767 | 2,556,037 |
| Contract assets and contract cost assets | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 | 1,673,000 |
| Other | 122,584 | 124,900 | 127,358 | 142,019 | 146,685 | 148,890 | 151,866 | 161,441 | 166,239 | 173,123 |
| Non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Current Assets | 18,351,187 | 18,163,510 | 19,585,883 | 19,326,895 | 18,144,023 | 18,274,577 | 17,455,563 | 14,781,266 | 13,001,699 | 12,086,733 |
| Non-Current Assets | | | | | | | | | | |
| Investments | 266,758 | 260,489 | 289,286 | 279,407 | 252,073 | 253,697 | 235,031 | 174,483 | 133,716 | 111,347 |
| Receivables | - | - | - | - | - | - | - | - | - | - |
| Inventories | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - |
| Infrastructure, Property, Plant & Equipment | 383,809,085 | 385,460,810 | 387,390,726 | 389,466,903 | 390,853,188 | 390,800,335 | 390,950,293 | 392,788,764 | 393,477,793 | 393,004,028 |
| Investment Property | - | - | - | - | - | - | - | - | - | - |
| Intangible Assets | 139,214 | 236,413 | 354,303 | 368,193 | 361,083 | 544,973 | 587,863 | 623,253 | 686,143 | 816,033 |
| Right of use assets | 91,020 | 91,020 | 91,020 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 | 142,080 |
| Investments Accounted for using the equity method | 37,973,000 | 37,998,000 | 38,023,000 | 38,048,000 | 38,073,000 | 38,098,000 | 38,123,000 | 38,148,000 | 38,173,000 | 38,198,000 |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Assets | 422,279,077 | 424,046,732 | 426,148,335 | 428,304,583 | 429,681,424 | 429,839,084 | 430,038,268 | 431,876,579 | 432,612,732 | 432,271,488 |
| TOTAL ASSETS | 440,630,265 | 442,210,242 | 445,734,217 | 447,631,479 | 447,825,447 | 448,113,661 | 447,493,830 | 446,657,846 | 445,614,431 | 444,358,221 |
| LIABILITIES | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | |
| Bank Overdraft | - | - | - | - | - | - | - | - | - | - |
| Payables | 2,229,132 | 2,288,624 | 2,325,152 | 2,494,730 | 2,555,628 | 2,591,126 | 2,634,997 | 2,748,114 | 2,811,659 | 2,897,062 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | 8,660 | 8,205 | - | 18,398 | - | - | - | - | - | - |
| Borrowings | 392,686 | 403,947 | 415,562 | 279,771 | 289,015 | 298,583 | 308,486 | 318,738 | 326,775 | 337,702 |
| Employee benefit provisions | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 | 2,085,119 |
| Other provisions | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 | 92,750 |
| Liabilities associated with assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Current Liabilities | 4,808,347 | 4,878,645 | 4,918,583 | 4,970,768 | 5,022,512 | 5,067,578 | 5,121,352 | 5,244,721 | 5,316,303 | 5,412,633 |
| Non-Current Liabilities | | | | | | | | | | |
| Payables | 2,032 | 2,077 | 2,129 | 2,279 | 2,351 | 2,404 | 2,464 | 2,578 | 2,655 | 2,750 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | 67,225 | 59,020 | 59,020 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 | 91,682 |
| Borrowings | 3,913,167 | 3,509,220 | 3,093,658 | 2,813,887 | 2,524,872 | 2,226,289 | 1,917,803 | 1,599,065 | 1,272,290 | 934,588 |
| Employee benefit provisions | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 | 63,881 |
| Other provisions | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 | 1,369,250 |
| Investments Accounted for using the equity method | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Liabilities | 5,415,555 | 5,003,448 | 4,587,938 | 4,340,979 | 4,052,036 | 3,753,506 | 3,445,080 | 3,126,456 | 2,799,758 | 2,462,151 |
| TOTAL LIABILITIES | 10,223,901 | 9,882,093 | 9,506,521 | 9,311,747 | 9,074,548 | 8,821,085 | 8,566,432 | 8,371,178 | 8,116,061 | 7,874,784 |
| Net Assets | 430,406,363 | 432,328,149 | 436,227,696 | 438,319,731 | 438,750,900 | 439,292,576 | 438,927,398 | 438,286,668 | 437,498,370 | 436,483,437 |
| EQUITY | | | | | | | | | | |
| Retained Earnings | 194,217,363 | 196,139,149 | 200,038,696 | 202,130,731 | 202,561,900 | 203,103,576 | 202,738,398 | 202,097,668 | 201,309,370 | 200,294,437 |
| Revaluation Reserves | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 | 236,124,000 |
| Other Reserves | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 |
| Council Equity Interest | 430,406,363 | 432,328,149 | 436,227,696 | 438,319,731 | 438,750,900 | 439,292,576 | 438,927,398 | 438,286,668 | 437,498,370 | 436,483,437 |
| Non-controlling equity interests | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 430,406,363 | 432,328,149 | 436,227,696 | 438,319,731 | 438,750,900 | 439,292,576 | 438,927,398 | 438,286,668 | 437,498,370 | 436,483,437 |

| | | | | | | | | | | |
|--|------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| BALANCE SHEET - SEWER FUND | Projected Years | | | | | | | | | |
| Scenario: Reduced Mining & Grant Funding | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | |
| Current Assets | | | | | | | | | | |
| Cash & Cash Equivalents | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Investments | 8,624,280 | 9,182,031 | 10,037,175 | 2,127,502 | 2,802,037 | 3,501,100 | 4,311,617 | 5,135,780 | 6,005,311 | 6,846,660 |
| Receivables | 39,002 | 40,163 | 41,359 | 42,590 | 43,859 | 45,165 | 46,511 | 47,898 | 49,325 | 50,802 |
| Inventories | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Current Assets | 9,163,281 | 9,722,193 | 10,578,533 | 2,670,092 | 3,345,896 | 4,046,265 | 4,858,128 | 5,683,677 | 6,554,636 | 7,397,462 |
| Non-Current Assets | | | | | | | | | | |
| Investments | - | - | - | - | - | - | - | - | - | - |
| Receivables | - | - | - | - | - | - | - | - | - | - |
| Inventories | - | - | - | - | - | - | - | - | - | - |
| Contract assets and contract cost assets | - | - | - | - | - | - | - | - | - | - |
| Infrastructure, Property, Plant & Equipment | 29,274,071 | 28,971,034 | 28,477,293 | 36,341,570 | 35,374,264 | 34,403,734 | 33,376,217 | 32,362,365 | 31,322,549 | 30,298,199 |
| Investment Property | - | - | - | - | - | - | - | - | - | - |
| Intangible Assets | - | - | - | - | - | - | - | - | - | - |
| Right of use assets | - | - | - | - | - | - | - | - | - | - |
| Investments Accounted for using the equity method | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Assets | 29,274,071 | 28,971,034 | 28,477,293 | 36,341,570 | 35,374,264 | 34,403,734 | 33,376,217 | 32,362,365 | 31,322,549 | 30,298,199 |
| TOTAL ASSETS | 38,437,353 | 38,693,227 | 39,055,826 | 39,011,662 | 38,720,160 | 38,450,000 | 38,234,345 | 38,046,042 | 37,877,185 | 37,695,661 |
| LIABILITIES | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | |
| Bank Overdraft | - | - | - | - | - | - | - | - | - | - |
| Payables | 88,395 | 102,517 | 98,255 | 125,456 | 129,389 | 133,621 | 138,828 | 143,372 | 148,065 | 152,913 |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | 3,113 | 3,164 | 3,216 | 3,269 | 3,324 | 3,380 | 3,438 | 3,496 | 3,557 | 3,618 |
| Lease liabilities | - | - | - | - | - | - | - | - | - | - |
| Borrowings | 81,508 | 65,524 | - | - | - | - | - | - | - | - |
| Employee benefit provisions | - | - | - | - | - | - | - | - | - | - |
| Other provisions | - | - | - | - | - | - | - | - | - | - |
| Total Current Liabilities | 173,015 | 171,205 | 101,471 | 128,725 | 132,713 | 137,001 | 142,266 | 146,868 | 151,622 | 156,531 |
| Non-Current Liabilities | | | | | | | | | | |
| Payables | - | - | - | - | - | - | - | - | - | - |
| Income received in advance | - | - | - | - | - | - | - | - | - | - |
| Contract liabilities | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | - | - | - | - | - | - | - | - | - | - |
| Borrowings | 65,524 | - | - | - | - | - | - | - | - | - |
| Employee benefit provisions | - | - | - | - | - | - | - | - | - | - |
| Other provisions | - | - | - | - | - | - | - | - | - | - |
| Investments Accounted for using the equity method | - | - | - | - | - | - | - | - | - | - |
| Liabilities associated with assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Total Non-Current Liabilities | 65,524 | - | - | - | - | - | - | - | - | - |
| TOTAL LIABILITIES | 238,539 | 171,205 | 101,471 | 128,725 | 132,713 | 137,001 | 142,266 | 146,868 | 151,622 | 156,531 |
| Net Assets | 38,198,813 | 38,522,022 | 38,954,355 | 38,882,937 | 38,587,447 | 38,312,999 | 38,092,079 | 37,899,173 | 37,725,564 | 37,539,130 |
| EQUITY | | | | | | | | | | |
| Retained Earnings | 12,079,813 | 12,403,022 | 12,835,355 | 12,763,937 | 12,468,447 | 12,193,999 | 11,973,079 | 11,780,173 | 11,606,564 | 11,420,130 |
| Revaluation Reserves | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 | 26,119,000 |
| Other Reserves | - | - | - | - | - | - | - | - | - | - |
| Council Equity Interest | 38,198,813 | 38,522,022 | 38,954,355 | 38,882,937 | 38,587,447 | 38,312,999 | 38,092,079 | 37,899,173 | 37,725,564 | 37,539,130 |
| Non-controlling equity interests | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 38,198,813 | 38,522,022 | 38,954,355 | 38,882,937 | 38,587,447 | 38,312,999 | 38,092,079 | 37,899,173 | 37,725,564 | 37,539,130 |

| | | | | | | | | | | |
|---|--------------------|--------------------|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| CASH FLOW STATEMENT - CONSOLIDATED | | | | | | | | | | |
| Scenario: Reduced Mining & Grant Funding | | | | | | | | | | |
| | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Rates & Annual Charges | 15,600,628 | 16,916,041 | 17,352,846 | 18,004,129 | 18,482,979 | 18,977,493 | 19,485,031 | 20,004,905 | 20,538,496 | 21,076,260 |
| User Charges & Fees | 1,823,474 | 1,970,799 | 2,048,996 | 2,144,914 | 2,214,079 | 2,285,500 | 2,399,250 | 2,476,808 | 2,556,902 | 2,639,616 |
| Investment & Interest Revenue Received | 1,110,635 | 984,906 | 970,902 | 991,413 | 581,408 | 589,206 | 681,952 | 790,439 | 777,086 | 782,613 |
| Grants & Contributions | 5,894,210 | 7,845,392 | 9,879,201 | 8,693,006 | 7,453,393 | 7,729,891 | 6,866,069 | 6,999,194 | 7,135,883 | 7,276,056 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - |
| Other | 362,382 | 220,746 | 228,704 | 308,056 | 297,421 | 284,648 | 312,272 | 307,470 | 317,848 | 328,582 |
| Payments: | | | | | | | | | | |
| Employee Benefits & On-Costs | (8,689,730) | (8,910,531) | (9,184,307) | (9,459,836) | (9,743,631) | (10,036,543) | (10,337,640) | (10,647,769) | (10,967,202) | (11,296,218) |
| Materials & Contracts | (7,056,492) | (7,363,575) | (7,439,167) | (8,558,033) | (8,962,902) | (9,075,256) | (9,282,234) | (9,798,958) | (10,233,102) | (10,661,377) |
| Borrowing Costs | (158,733) | (141,349) | (122,933) | (107,864) | (98,715) | (87,312) | (77,781) | (67,916) | (57,703) | (49,696) |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - |
| Other | (1,210,313) | (1,189,317) | (1,214,362) | (1,328,733) | (1,265,710) | (1,293,309) | (1,320,716) | (1,449,239) | (1,377,536) | (1,406,708) |
| Net Cash provided (or used in) Operating Activities | 7,676,062 | 10,333,112 | 12,519,880 | 10,687,053 | 8,958,324 | 9,374,315 | 8,726,205 | 8,614,934 | 8,690,673 | 8,689,128 |
| Cash Flows from Investing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Sale of Investment Securities | 4,283,634 | 293,938 | - | 8,372,827 | 1,281,472 | - | 875,081 | 2,838,659 | 1,911,224 | 1,048,731 |
| Sale of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Sale of Infrastructure, Property, Plant & Equipment | 1,173,656 | 837,384 | 1,576,949 | 651,709 | 740,480 | 927,599 | 1,078,531 | 1,529,410 | 1,072,820 | 686,572 |
| Sale of non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Purchase of Investment Securities | (285,981) | (557,751) | (2,205,223) | - | (674,535) | (775,191) | (810,517) | (824,163) | (869,531) | (841,349) |
| Purchase of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Purchase of Infrastructure, Property, Plant & Equipment | (12,361,490) | (10,308,829) | (11,278,931) | (19,265,027) | (9,997,571) | (9,036,707) | (9,510,718) | (11,797,854) | (10,406,448) | (9,109,308) |
| Purchase of Intangible Assets | (20,500) | (115,000) | (135,000) | (31,000) | (10,000) | (201,000) | (60,000) | (52,500) | (80,000) | (147,000) |
| Deferred Debtors & Advances Made | - | - | - | - | - | - | - | - | - | - |
| Net Cash provided (or used in) Investing Activities | (7,210,682) | (9,850,258) | (12,042,204) | (10,271,491) | (8,660,155) | (9,085,300) | (8,427,622) | (8,306,448) | (8,371,935) | (8,362,353) |
| Cash Flows from Financing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Proceeds from Borrowings & Advances | - | - | - | - | - | - | - | - | - | - |
| Proceeds from Finance Leases | - | - | - | - | - | - | - | - | - | - |
| Other Financing Activity Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Repayment of Borrowings & Advances | (457,029) | (474,194) | (469,471) | (415,562) | (279,771) | (289,015) | (298,583) | (308,486) | (318,738) | (326,775) |
| Repayment of lease liabilities (principal repayments) | (8,351) | (8,660) | (8,205) | - | (18,398) | - | - | - | - | - |
| Net Cash Flow provided (used in) Financing Activities | (465,380) | (482,854) | (477,676) | (415,562) | (298,169) | (289,015) | (298,583) | (308,486) | (318,738) | (326,775) |
| Net Increase/(Decrease) in Cash & Cash Equivalents | 0 | 0 | 0 | 0 | (0) | 0 | (0) | (0) | (0) | 0 |
| plus: Cash & Cash Equivalents - beginning of year | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Cash & Cash Equivalents - end of the year | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| | | | | | | | | | | |
| Cash & Cash Equivalents - end of the year | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Investments - end of the year | 21,130,531 | 21,394,344 | 23,599,566 | 15,226,740 | 14,619,803 | 15,394,995 | 15,330,430 | 13,315,934 | 12,274,242 | 12,066,859 |
| Cash, Cash Equivalents & Investments - end of the year | 23,130,531 | 23,394,344 | 25,599,566 | 17,226,740 | 16,619,803 | 17,394,995 | 17,330,430 | 15,315,934 | 14,274,242 | 14,066,859 |
| Representing: | | | | | | | | | | |
| - External Restrictions | 11,991,430 | 12,779,680 | 14,131,514 | 6,738,253 | 7,922,308 | 9,149,264 | 10,466,671 | 11,857,361 | 13,158,353 | 14,094,201 |
| - Internal Restrictions | 6,556,784 | 6,602,152 | 6,262,368 | 6,151,781 | 6,279,813 | 6,407,844 | 6,535,876 | 6,564,908 | 6,695,440 | 6,825,972 |
| - Unrestricted | 4,582,317 | 4,012,512 | 5,205,685 | 4,336,705 | 2,417,683 | 1,837,886 | 327,883 | (3,106,335) | (5,579,551) | (6,853,313) |
| | 23,130,531 | 23,394,344 | 25,599,566 | 17,226,740 | 16,619,803 | 17,394,995 | 17,330,430 | 15,315,934 | 14,274,242 | 14,066,859 |

| | | | | | | | | | | |
|---|--------------------|--------------------|---------------------|--------------------|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| CASH FLOW STATEMENT - GENERAL FUND | | | | | | | | | | |
| Scenario: Reduced Mining & Grant Funding | | | | | | | | | | |
| | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Projected Years | | | | | |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Rates & Annual Charges | 13,835,634 | 15,096,388 | 15,479,016 | 16,074,497 | 16,495,871 | 16,931,183 | 17,377,745 | 17,834,813 | 18,303,713 | 18,774,572 |
| User Charges & Fees | 1,539,637 | 1,626,546 | 1,679,002 | 1,733,317 | 1,789,462 | 1,847,450 | 1,907,340 | 1,969,197 | 2,033,085 | 2,099,073 |
| Investment & Interest Revenue Received | 791,460 | 645,095 | 629,330 | 655,914 | 464,960 | 444,619 | 506,611 | 580,769 | 541,432 | 553,260 |
| Grants & Contributions | 5,748,627 | 7,693,488 | 9,724,789 | 8,536,026 | 7,293,784 | 7,567,588 | 6,701,008 | 6,831,307 | 6,965,102 | 7,102,308 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - |
| Other | 362,382 | 220,746 | 228,704 | 308,056 | 297,421 | 284,648 | 312,272 | 307,470 | 317,848 | 328,582 |
| Payments: | | | | | | | | | | |
| Employee Benefits & On-Costs | (8,359,462) | (8,569,184) | (8,831,012) | (9,095,942) | (9,368,820) | (9,650,488) | (9,940,003) | (10,238,203) | (10,545,349) | (10,861,710) |
| Materials & Contracts | (6,048,740) | (6,225,349) | (6,328,881) | (7,155,604) | (7,491,948) | (7,555,831) | (7,703,399) | (8,167,049) | (8,547,192) | (8,919,674) |
| Borrowing Costs | (142,466) | (131,278) | (119,739) | (107,864) | (98,715) | (87,312) | (77,781) | (67,916) | (57,703) | (49,696) |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - |
| Other | (1,208,063) | (1,187,010) | (1,211,998) | (1,326,309) | (1,263,226) | (1,290,763) | (1,318,106) | (1,446,564) | (1,374,794) | (1,403,898) |
| Net Cash provided (or used in) Operating Activities | 6,519,009 | 9,169,443 | 11,249,212 | 9,622,091 | 8,118,788 | 8,491,093 | 7,765,688 | 7,603,824 | 7,636,142 | 7,622,817 |
| Cash Flows from Investing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Sale of Investment Securities | 4,283,634 | 293,938 | - | 463,154 | 1,281,472 | - | 875,081 | 2,838,659 | 1,911,224 | 1,048,731 |
| Sale of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Sale of Infrastructure, Property, Plant & Equipment | 1,173,656 | 806,968 | 1,576,949 | 618,811 | 740,480 | 892,016 | 1,078,531 | 1,490,924 | 1,072,820 | 644,945 |
| Sale of non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Purchase of Investment Securities | - | - | (1,350,078) | - | - | (76,129) | - | - | - | - |
| Purchase of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Purchase of Infrastructure, Property, Plant & Equipment | (11,565,683) | (9,754,003) | (10,928,931) | (10,257,494) | (9,832,571) | (8,816,965) | (9,360,718) | (11,572,421) | (10,221,448) | (8,842,719) |
| Purchase of Intangible Assets | (20,500) | (115,000) | (135,000) | (31,000) | (10,000) | (201,000) | (60,000) | (52,500) | (80,000) | (147,000) |
| Deferred Debtors & Advances Made | - | - | - | - | - | - | - | - | - | - |
| Net Cash provided (or used in) Investing Activities | (6,128,893) | (8,768,097) | (10,837,060) | (9,206,529) | (7,820,619) | (8,202,078) | (7,467,105) | (7,295,338) | (7,317,404) | (7,296,042) |
| Cash Flows from Financing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Proceeds from Borrowings & Advances | - | - | - | - | - | - | - | - | - | - |
| Proceeds from Finance Leases | - | - | - | - | - | - | - | - | - | - |
| Other Financing Activity Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Repayment of Borrowings & Advances | (381,765) | (392,686) | (403,947) | (415,562) | (279,771) | (289,015) | (298,583) | (308,486) | (318,738) | (326,775) |
| Repayment of lease liabilities (principal repayments) | (8,351) | (8,660) | (8,205) | - | (18,398) | - | - | - | - | - |
| Net Cash Flow provided (used in) Financing Activities | (390,116) | (401,346) | (412,152) | (415,562) | (298,169) | (289,015) | (298,583) | (308,486) | (318,738) | (326,775) |
| Net Increase/(Decrease) in Cash & Cash Equivalents | 0 | 0 | 0 | 0 | - | 0 | (0) | (0) | (0) | 0 |
| plus: Cash & Cash Equivalents - beginning of year | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Cash & Cash Equivalents - end of the year | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| | | | | | | | | | | |
| Cash & Cash Equivalents - end of the year | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Investments - end of the year | 12,506,251 | 12,212,313 | 13,562,392 | 13,099,238 | 11,817,766 | 11,893,895 | 11,018,813 | 8,180,155 | 6,268,931 | 5,220,199 |
| Cash, Cash Equivalents & Investments - end of the year | 14,006,251 | 13,712,313 | 15,062,392 | 14,599,238 | 13,317,766 | 13,393,895 | 12,518,813 | 9,680,155 | 7,768,931 | 6,720,199 |
| Representing: | | | | | | | | | | |
| - External Restrictions | 2,867,150 | 3,097,649 | 3,594,339 | 4,110,751 | 4,620,270 | 5,148,164 | 5,655,054 | 6,221,582 | 6,653,042 | 6,747,541 |
| - Internal Restrictions | 6,556,784 | 6,602,152 | 6,262,368 | 6,151,781 | 6,279,813 | 6,407,844 | 6,535,876 | 6,564,908 | 6,695,440 | 6,825,972 |
| - Unrestricted | 4,582,317 | 4,012,512 | 5,205,685 | 4,336,705 | 2,417,683 | 1,837,886 | 327,883 | (3,106,335) | (5,579,551) | (6,853,313) |
| | 14,006,251 | 13,712,313 | 15,062,392 | 14,599,238 | 13,317,766 | 13,393,895 | 12,518,813 | 9,680,155 | 7,768,931 | 6,720,199 |

| | | | | | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|------------------------|------------------|------------------|--------------------|--------------------|--------------------|
| Blayney Shire Council | | | | | | | | | | |
| 10 Year Financial Plan for the Years ending 30 June 2035 | | | | | | | | | | |
| CASH FLOW STATEMENT - SEWER FUND | | | | | | | | | | |
| Scenario: Reduced Mining & Grant Funding | | | | | | | | | | |
| | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Projected Years | | | | | |
| | \$ | \$ | \$ | \$ | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | | | | | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Rates & Annual Charges | 1,764,994 | 1,819,653 | 1,873,830 | 1,929,632 | 1,987,109 | 2,046,309 | 2,107,286 | 2,170,092 | 2,234,783 | 2,301,689 |
| User Charges & Fees | 283,838 | 344,253 | 369,994 | 411,598 | 424,617 | 438,050 | 491,910 | 507,612 | 523,817 | 540,543 |
| Investment & Interest Revenue Received | 319,175 | 339,810 | 341,572 | 335,499 | 116,449 | 144,586 | 175,341 | 209,669 | 235,654 | 229,353 |
| Grants & Contributions | 145,583 | 151,904 | 154,412 | 156,980 | 159,610 | 162,303 | 165,061 | 167,887 | 170,782 | 173,748 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Employee Benefits & On-Costs | (330,268) | (341,348) | (353,295) | (363,894) | (374,811) | (386,055) | (397,637) | (409,566) | (421,853) | (434,508) |
| Materials & Contracts | (1,007,752) | (1,138,225) | (1,110,287) | (1,402,429) | (1,470,954) | (1,519,426) | (1,578,835) | (1,631,909) | (1,685,909) | (1,741,702) |
| Borrowing Costs | (16,267) | (10,071) | (3,194) | - | - | - | - | - | - | - |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - |
| Other | (2,250) | (2,307) | (2,364) | (2,423) | (2,484) | (2,546) | (2,610) | (2,675) | (2,742) | (2,810) |
| Net Cash provided (or used in) Operating Activities | 1,157,052 | 1,163,669 | 1,270,668 | 1,064,962 | 839,535 | 883,221 | 960,517 | 1,011,110 | 1,054,531 | 1,066,311 |
| Cash Flows from Investing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Sale of Investment Securities | - | - | - | 7,909,673 | - | - | - | - | - | - |
| Sale of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Sale of Infrastructure, Property, Plant & Equipment | - | 30,416 | - | 32,898 | - | 35,583 | - | 38,486 | - | 41,627 |
| Sale of non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Purchase of Investment Securities | (285,981) | (557,751) | (855,144) | - | (674,535) | (699,062) | (810,517) | (824,163) | (869,531) | (841,349) |
| Purchase of Investment Property | - | - | - | - | - | - | - | - | - | - |
| Purchase of Infrastructure, Property, Plant & Equipment | (795,807) | (554,826) | (350,000) | (9,007,533) | (165,000) | (219,742) | (150,000) | (225,433) | (185,000) | (266,589) |
| Purchase of Intangible Assets | - | - | - | - | - | - | - | - | - | - |
| Deferred Debtors & Advances Made | - | - | - | - | - | - | - | - | - | - |
| Net Cash provided (or used in) Investing Activities | (1,081,788) | (1,082,161) | (1,205,144) | (1,064,962) | (839,535) | (883,221) | (960,517) | (1,011,110) | (1,054,531) | (1,066,311) |
| Cash Flows from Financing Activities | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Proceeds from Borrowings & Advances | - | - | - | - | - | - | - | - | - | - |
| Proceeds from Finance Leases | - | - | - | - | - | - | - | - | - | - |
| Other Financing Activity Receipts | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Repayment of Borrowings & Advances | (75,264) | (81,508) | (65,524) | - | - | - | - | - | - | - |
| Repayment of lease liabilities (principal repayments) | - | - | - | - | - | - | - | - | - | - |
| Net Cash Flow provided (used in) Financing Activities | (75,264) | (81,508) | (65,524) | - | - | - | - | - | - | - |
| Net Increase/(Decrease) in Cash & Cash Equivalents | (0) | - | (0) | (0) | (0) | 0 | (0) | (0) | (0) | 0 |
| plus: Cash & Cash Equivalents - beginning of year | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Cash & Cash Equivalents - end of the year | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| | | | | | | | | | | |
| Cash & Cash Equivalents - end of the year | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Investments - end of the year | 8,624,280 | 9,182,031 | 10,037,175 | 2,127,502 | 2,802,037 | 3,501,100 | 4,311,617 | 5,135,780 | 6,005,311 | 6,846,660 |
| Cash, Cash Equivalents & Investments - end of the year | 9,124,280 | 9,682,031 | 10,537,175 | 2,627,502 | 3,302,037 | 4,001,100 | 4,811,617 | 5,635,780 | 6,505,311 | 7,346,660 |
| Representing: | | | | | | | | | | |
| - External Restrictions | 2,432,173 | 2,695,224 | 2,979,255 | 1,755,762 | 2,025,140 | 2,317,844 | 2,635,587 | 2,980,202 | 3,355,354 | 3,764,963 |
| - Internal Restrictions | - | - | - | - | - | - | - | - | - | - |
| - Unrestricted | 6,692,107 | 6,986,807 | 7,557,920 | 871,740 | 1,276,897 | 1,683,256 | 2,176,030 | 2,655,577 | 3,149,957 | 3,581,697 |
| | 9,124,280 | 9,682,031 | 10,537,175 | 2,627,502 | 3,302,037 | 4,001,100 | 4,811,617 | 5,635,780 | 6,505,311 | 7,346,660 |

9. CAPITAL EXPENDITURE PROGRAM

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

| | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2030/32 | 2032/33 | 2033/34 | 2034/35 |
|------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|-------------------|-------------------|------------------|
| Roads | 5,768,464 | 3,803,213 | 7,404,826 | 5,905,811 | 4,882,251 | 4,231,135 | 4,347,457 | 4,758,039 | 5,430,496 | 5,585,233 |
| Footpaths | 197,507 | 175,477 | 249,714 | 635,407 | 121,995 | 298,166 | 234,558 | 372,252 | 123,689 | 220,860 |
| Bridges | - | 1,667,500 | - | 596,225 | 850,000 | 1,306,261 | - | 316,980 | - | - |
| Buildings | 668,000 | 942,000 | 707,000 | 692,000 | 707,000 | 723,000 | 738,000 | 755,000 | 771,000 | 790,275 |
| Other Structures | 688,450 | 221,650 | 259,500 | 188,300 | 189,150 | 191,500 | 194,000 | 199,750 | 205,709 | 15,076 |
| Information Technology | 23,000 | 117,500 | 487,500 | 49,000 | 12,500 | 203,500 | 62,500 | 72,500 | 82,500 | 149,500 |
| Plant & Equipment | 4,039,761 | 2,736,663 | 1,745,390 | 1,932,749 | 2,860,869 | 1,840,034 | 3,614,551 | 4,830,399 | 3,449,101 | 1,792,822 |
| Sewerage Services | 795,807 | 554,826 | 350,000 | 9,007,533 | 165,000 | 219,742 | 150,000 | 225,433 | 185,000 | 266,589 |
| Stormwater | 201,000 | 205,000 | 210,000 | 214,000 | 219,000 | 224,000 | 229,000 | 234,000 | 239,000 | 244,950 |
| Kerb & Gutter | - | - | - | 75,000 | - | - | - | 86,000 | - | - |
| TOTAL | 12,381,989 | 10,423,829 | 11,413,930 | 19,296,024 | 10,007,764 | 9,237,338 | 9,570,065 | 11,850,353 | 10,486,494 | 9,065,305 |

| NEW | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2030/32 | 2032/33 | 2033/34 | 2034/35 |
|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Roads | 95,000 | - | - | - | - | - | - | - | - | - |
| Footpaths | 145,023 | 121,681 | 194,573 | 578,888 | 64,063 | 238,785 | 173,692 | 309,865 | 59,742 | 156,912 |
| Bridges | - | - | - | - | - | - | - | - | - | - |
| Buildings | 20,000 | 30,000 | 30,000 | - | - | - | - | - | - | - |
| Other Structures | 631,600 | 164,500 | 172,000 | 175,500 | 176,000 | 178,000 | 180,000 | 185,400 | 191,000 | - |
| Information Technology | 23,000 | 117,500 | 487,500 | 49,000 | 12,500 | 203,500 | 62,500 | 72,500 | 82,500 | 149,500 |
| Plant & Equipment | 4,039,761 | 2,736,663 | 1,745,390 | 1,932,749 | 2,860,869 | 1,840,034 | 3,614,551 | 4,830,399 | 3,449,101 | 1,792,822 |
| Sewerage Services | 15,000 | 59,616 | - | 64,481 | - | 69,742 | - | 75,433 | - | 81,589 |
| Stormwater | - | - | - | - | - | - | - | - | - | - |
| Kerb & Gutter | - | - | - | 75,000 | - | - | - | 86,000 | - | - |
| TOTAL | 4,969,384 | 3,229,960 | 2,629,463 | 2,875,618 | 3,113,432 | 2,530,061 | 4,030,743 | 5,559,597 | 3,782,343 | 2,180,823 |

| Renewal | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2030/32 | 2032/33 | 2033/34 | 2034/35 |
|------------------------|------------------|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Roads | 5,673,464 | 3,803,213 | 7,404,826 | 5,905,811 | 4,882,251 | 4,231,135 | 4,347,457 | 4,758,039 | 5,430,496 | 5,585,233 |
| Footpaths | 52,484 | 53,796 | 55,141 | 56,519 | 57,932 | 59,381 | 60,866 | 62,387 | 63,947 | 63,948 |
| Bridges | - | 1,667,500 | - | 596,225 | 850,000 | 1,306,261 | - | 316,980 | - | - |
| Buildings | 648,000 | 912,000 | 677,000 | 692,000 | 707,000 | 723,000 | 738,000 | 755,000 | 771,000 | 790,275 |
| Other Structures | 56,850 | 57,150 | 87,500 | 12,800 | 13,150 | 13,500 | 14,000 | 14,350 | 14,709 | 15,076 |
| Information Technology | - | - | - | - | - | - | - | - | - | - |
| Plant & Equipment | - | - | - | - | - | - | - | - | - | - |
| Sewerage Services | 780,807 | 495,210 | 350,000 | 8,943,052 | 165,000 | 150,000 | 150,000 | 150,000 | 185,000 | 185,000 |
| Stormwater | 201,000 | 205,000 | 210,000 | 214,000 | 219,000 | 224,000 | 229,000 | 234,000 | 239,000 | 244,950 |
| Kerb & Gutter | - | - | - | - | - | - | - | - | - | - |
| TOTAL | 7,412,605 | 7,193,869 | 8,784,467 | 16,420,407 | 6,894,333 | 6,707,277 | 5,539,322 | 6,290,756 | 6,704,151 | 6,884,482 |

Programmed Infrastructure Renewals

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

| Asset Class | Average annual budget over the plan | What does it cost? | What does it get us? |
|---------------------|-------------------------------------|----------------------------|---------------------------|
| Road Rehabilitation | \$3,429,843 | \$600-\$950k per km | Between 3 - 6km annually |
| Reseals | \$552,170 | \$50-\$75k per km | Between 8 – 10km annually |
| Gravel Resheeting | \$506,695 | | Between 5 – 20km annually |
| Heavy Patching | \$688,196 | \$200-\$600k per km | Between 1 - 4km per year |
| Bridges (Culverts) | \$440,697 | Varies | Varies |
| Footpaths | \$254,872 | \$180-\$210/m ² | Varies |
| Urban Stormwater | \$221,995 | Varies | Varies |

Other Major Infrastructure works

Newbridge Road

| | |
|---------------------------|-------------|
| Project commencement | 2027/28 |
| Project completion | 2027/28 |
| Total cost of the project | \$2,000,000 |
| Grant funding sought | \$2,000,000 |
| Other funding | \$0 |

Spring Hill Road

| | |
|---------------------------|-------------|
| Project commencement | 2027/28 |
| Project completion | 2028/29 |
| Total cost of the project | \$3,000,000 |
| Grant funding sought | \$3,000,000 |
| Other funding | \$0 |

Regional Roads Improvements (Hobbys Yards & Belubula Way)

| | |
|---------------------------|-------------|
| Project commencement | 2026/27 |
| Project completion | 2033/34 |
| Total cost of the project | \$7,200,000 |
| Grant funding sought | \$3,600,000 |
| Other funding | \$3,600,000 |

Coombing Street Bridge Replacement,

| | |
|---------------------------|-------------|
| Project commencement | 2026/27 |
| Project completion | 2026/27 |
| Total cost of the project | \$1,300,000 |
| Grant funding sought | \$1,300,000 |
| Other funding | \$0 |

Liscombes Creek Bridge Replacement, Realignment & Associated Roadworks

| | |
|---------------------------|-------------|
| Project commencement | 2029/30 |
| Project completion | 2029/30 |
| Total cost of the project | \$1,050,000 |
| Grant funding sought | \$1,050,000 |
| Other funding | \$0 |

Corporate Management System Upgrade

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

| | |
|--|-----------|
| Project commencement | 2027/28 |
| Project completion | 2027/28 |
| Total cost of the project | \$350,000 |
| Grant funding sought | \$0 |
| Other funding – IT Internal Allocation | \$350,000 |
| Proposed borrowings | \$0 |

Sewer Relining

Project Description: CCTV monitoring and relining of deteriorated sewer mains.

| | |
|---------------------------------------|-----------|
| Project commencement | 2025/26 |
| Project completion | 2028/29 |
| Total cost of the project | \$775,000 |
| Grant funding sought | \$0 |
| Other funding – Sewer Restricted Cash | \$775,000 |
| Proposed borrowings | \$0 |

Other Major Capital Works Program

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

Sewerage Treatment Plant

Project Description: Capacity upgrade at Blayney STP.

| | |
|--------------------------------|-------------|
| Project commencement | 2027/28 |
| Project completion | 2028/29 |
| Total cost of the project | \$8,917,500 |
| Grant funding sought | \$5,796,375 |
| Other funding – Sewer reserves | \$3,121,125 |
| Proposed borrowings | \$0 |



BLAYNEY SHIRE Council

Strategic Asset Management Plan (SAMP)

| | Date | Minute |
|---------------|------------|----------|
| Adopted: | 23/01/2024 | 2401/003 |
| Last Reviewed | | |

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1 Executive summary

This Strategic Asset Management Plan (SAMP) states the approach to implementing the principles and the objectives set out in the Asset Management Policy. It includes specific requirements to outline the processes, resources, structures, roles and responsibilities necessary to establish and maintain the asset management system. The asset groups covered by this SAMP are Buildings and Other Structures, Transport, including Urban Stormwater, Sewerage Network and Swimming pools and Open Space and Recreation infrastructure assets.

The SAMP highlights major issues which need to be addressed for each of the asset classes over the next ten years. The SAMP also highlights the necessary actions for Blayney Shire Council (Council) to help close the gap between current asset management practice and move towards a 'good practice' position in the future.

Both the SAMP and the Asset Management Plans (AMPs) have been prepared in accordance with the International Infrastructure Management Manual (IIMM) and the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) guidelines. Development of an asset management strategy and plans for council infrastructure assets is a mandatory requirement for NSW local government. The key findings for each asset class are included in the asset management plans (Appendices) and are covered in a concise but detailed manner.

The SAMP has been prepared based on best information available to Council at the time of development. The financial analysis is based on Council's current and most recent (2023/24) Financial Statements. The SAMP improvement plan identifies asset improvement strategies to improve the organisation's capability and to provide more confidence in the reliability of the asset data that informs our decisions, including the need to incorporate resilience into Councils' infrastructure risk management approach.

This strategy includes Council's Asset Management Policy. The policy provides a framework for managing infrastructure assets to support the delivery needs of the community.

1.1 Our Assets

Our infrastructure and asset portfolio has a current replacement cost of approximately \$455.7 million. The asset values are estimates as at 30 June 2025, based on Council’s audited annual financial statements.



Buildings and Structures



Sealed Roads



Unsealed Roads



Bridges



Pathways



**Other Transport Infrastructure –
Signs, Crash Barriers**



Stormwater



Sewer



Aquatic Centre



Open Space and Recreational Assets

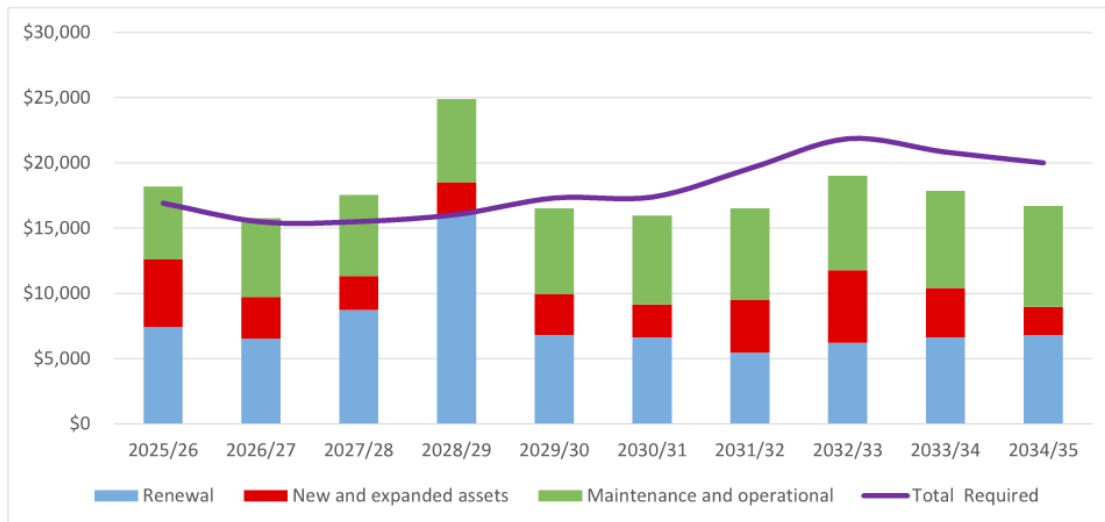


Table 1: Asset classes and values ¹

| Asset Class | Gross Replacement Cost \$m | Written Down Value \$m | Annual Depreciation Expense \$m | Asset Management Plan |
|---------------------------------------|----------------------------|------------------------|---------------------------------|--------------------------------|
| Buildings and Other Structures | 49.4 | 32.8 | 0.95 | Buildings and Other Structures |
| Pools | 3.6 | 3.3 | 0.06 | Buildings and Other Structures |
| Roads | 255.0 | 213.4 | 2.90 | Transportation |
| Bridges | 39.3 | 27.0 | 0.40 | Transportation |
| Footpaths | 11.8 | 8.0 | 0.15 | Transportation |
| Bulk Earthworks | 16.2 | 16.2 | 0.00 | Transportation |
| Stormwater | 23.6 | 18.1 | 0.20 | Transportation |
| Sewer | 38.4 | 28.0 | 0.71 | Sewer |
| Open Space and Rec | 8.1 | 5.6 | 0.19 | Parks and Gardens |
| Land Improvements | 10.4 | 8.5 | 0.16 | Parks and Gardens |
| Total | 455.7 | 360.9 | 5.7 | |

¹ Table 1 includes Land Improvements that are reported as Land assets in C1-7

Figure 1: Assets 10 – year Expenditure Summary



1.2 Asset backlog

In 2024/25, Council had a combined asset backlog of \$18.81 million, with this being the estimated cost to bring assets to a satisfactory standard. The satisfactory standard is currently taken as condition 3. The breakdown of backlog per asset class as of 30 June 2025 is shown in the following table.

Table 2: Asset backlog summary

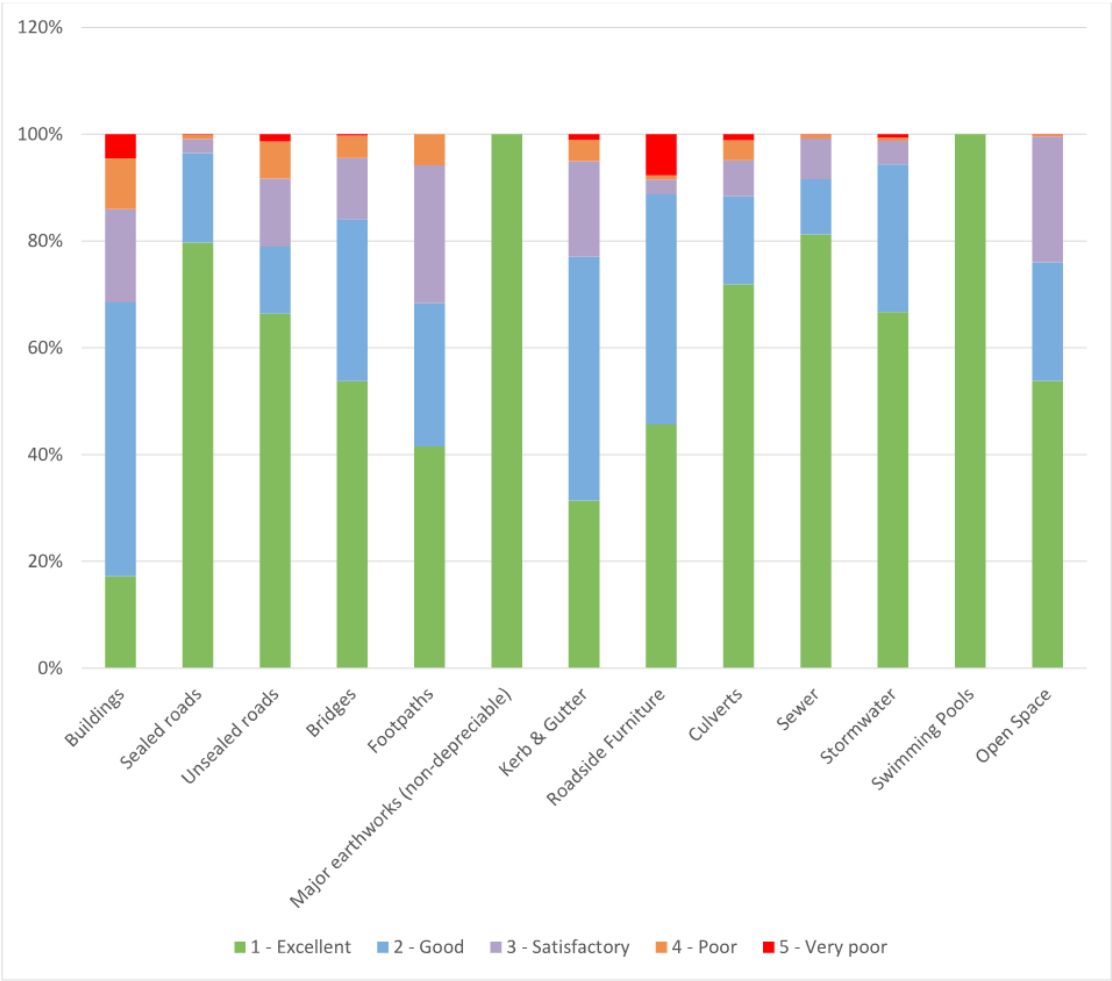
| Estimated cost to satisfactory | Backlog \$m | Backlog ratio % (Backlog / WDV) |
|---|--------------|---------------------------------|
| Buildings | 6.49 | 20% |
| Transport Assets | 11.98 | 3% |
| Sewerage Network | 0.31 | 1% |
| Swimming pools and Open Space and Recreation infrastructure | 0.03 | 0% |
| Total | 18.81 | 5% |

Our condition data reflects the significant capital works that council has undertaken in the previous term of council with a significant portion of new assets particularly in the buildings and open space assets classes with significant success in securing grant funding to deliver on the Sports and Recreation Plan. (Table 4; Figure 2). The condition is represented as a percentage of the replacement cost of Council's assets. Condition is a measure of an asset's physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = very poor/impaired.

Table 3: Asset condition

| Asset class | Asset condition (% of CRC) | | | | |
|---|----------------------------|------------|------------------|-----------|---------------|
| | 1 - Excellent | 2 - Good | 3 - Satisfactory | 4 - Poor | 5 - Very poor |
| Buildings | 17% | 51% | 17% | 10% | 5% |
| Sealed roads | 80% | 17% | 3% | 1% | 0% |
| Unsealed roads | 66% | 13% | 13% | 7% | 1% |
| Bridges | 54% | 30% | 11% | 4% | 0% |
| Footpaths | 42% | 27% | 26% | 6% | 0% |
| Major earthworks (non-depreciable) | 100% | 0% | 0% | 0% | 0% |
| Kerb & Gutter | 31% | 46% | 18% | 4% | 1% |
| Roadside Furniture | 46% | 43% | 3% | 1% | 8% |
| Culverts | 72% | 17% | 7% | 4% | 1% |
| Sewer | 81% | 10% | 8% | 1% | 0% |
| Stormwater | 67% | 28% | 4% | 1% | 1% |
| Swimming Pools | 100% | 0% | 0% | 0% | 0% |
| Open Space | 54% | 22% | 24% | 0% | 0% |
| Combined | 66% | 22% | 8% | 3% | 1% |

Figure 2: Asset condition summary



1.3 Expenditure and reporting

Table 4: Consolidated asset expenditure projections – base case

| Expenditure projections (\$,000s) | | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
|-----------------------------------|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| – combined assets | | | | | | | | | | | |
| Actual | Renewal | \$7,420 | \$6,526 | \$8,710 | \$16,034 | \$6,816 | \$6,627 | \$5,457 | \$6,206 | \$6,618 | \$6,795 |
| | New and expanded assets | \$5,193 | \$3,200 | \$2,629 | \$2,470 | \$3,113 | \$2,530 | \$4,031 | \$5,559 | \$3,782 | \$2,181 |
| | Maintenance and operational | \$5,592 | \$6,040 | \$6,215 | \$6,398 | \$6,597 | \$6,803 | \$7,027 | \$7,247 | \$7,475 | \$7,715 |
| | Total expenditure | \$18,205 | \$15,766 | \$17,554 | \$24,902 | \$16,526 | \$15,960 | \$16,515 | \$19,012 | \$17,875 | \$16,691 |
| Required | Required renewal (depreciation) | \$5,965 | \$6,323 | \$6,702 | \$7,104 | \$7,531 | \$7,982 | \$8,461 | \$8,969 | \$9,507 | \$10,078 |
| | New and expanded assets | \$5,193 | \$3,200 | \$2,629 | \$2,470 | \$3,113 | \$2,530 | \$4,031 | \$5,559 | \$3,782 | \$2,181 |
| | Required maintenance and operational | \$5,764 | \$5,961 | \$6,181 | \$6,481 | \$6,687 | \$6,887 | \$7,094 | \$7,332 | \$7,555 | \$7,764 |
| | Total | \$16,922 | \$15,484 | \$15,512 | \$16,055 | \$17,331 | \$17,399 | \$19,586 | \$21,860 | \$20,844 | \$20,022 |
| Maintenance gap | | -\$172 | \$79 | \$35 | -\$83 | -\$91 | -\$84 | -\$67 | -\$84 | -\$80 | -\$49 |
| Renewals gap | | \$1,455 | \$203 | \$2,008 | \$8,930 | -\$715 | -\$1,355 | -\$3,004 | -\$2,763 | -\$2,889 | -\$3,283 |
| Overall gap | | \$1,283 | \$282 | \$2,043 | \$8,847 | -\$805 | -\$1,439 | -\$3,072 | -\$2,847 | -\$2,970 | -\$3,331 |

The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$17.9 million per year. This compares to the expenditure which is required to maintain, operate, and renew the asset network as required being \$18.1 million per year.

The projections indicate that Council currently has insufficient funds to maintain and improve its portfolio of assets. There is a shortfall in CAPEX (\$1.4m) and OPEX (\$0.6m) over the life of the plan and this will result in a likely deterioration in the condition of Council's assets portfolio.

Table 5 General Fund expenditure projections – base case

| Expenditure projections (\$,000s) | | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
|-----------------------------------|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| – combined assets | | | | | | | | | | | |
| Actual | Renewal | \$6,639 | \$6,031 | \$8,360 | \$7,091 | \$6,651 | \$6,477 | \$5,307 | \$6,056 | \$6,433 | \$6,610 |
| | New and expanded assets | \$5,178 | \$3,140 | \$2,629 | \$2,406 | \$3,113 | \$2,460 | \$4,031 | \$5,484 | \$3,782 | \$2,099 |
| | Maintenance and operational | 4,983.18 | 5,326.23 | 5,506.51 | 5,678.69 | 5,856.70 | 6,039.45 | 6,227.75 | 6,422.71 | 6,623.59 | 6,836.34 |
| | Total expenditure | \$16,800 | \$14,497 | \$16,496 | \$15,176 | \$15,621 | \$14,976 | \$15,566 | \$17,963 | \$16,839 | \$15,545 |
| Required | Required renewal (depreciation) | \$5,182 | \$5,493 | \$5,823 | \$6,172 | \$6,543 | \$6,935 | \$7,351 | \$7,793 | \$8,260 | \$8,756 |
| | New and expanded assets | \$5,178 | \$3,140 | \$2,629 | \$2,406 | \$3,113 | \$2,460 | \$4,031 | \$5,484 | \$3,782 | \$2,099 |
| | Required maintenance and operational | \$5,318 | \$5,501 | \$5,709 | \$5,900 | \$6,096 | \$6,285 | \$6,481 | \$6,707 | \$6,919 | \$7,115 |
| | Total | \$15,679 | \$14,134 | \$14,161 | \$14,478 | \$15,752 | \$15,680 | \$17,863 | \$19,984 | \$18,961 | \$17,970 |
| Maintenance gap | | -\$335 | -\$175 | -\$202 | -\$221 | -\$240 | -\$245 | -\$253 | -\$284 | -\$296 | -\$279 |
| Renewals gap | | \$1,457 | \$538 | \$2,537 | \$919 | \$108 | -\$458 | -\$2,044 | -\$1,737 | -\$1,827 | -\$2,146 |
| Overall gap | | \$1,121 | \$363 | \$2,335 | \$698 | -\$131 | -\$704 | -\$2,298 | -\$2,021 | -\$2,123 | -\$2,424 |

The average capital and maintenance expenditure on Council General Fund assets over the ten-year forecast period is approximately \$15.9 million per year. This compares to the expenditure which is required to maintain, operate, and renew the asset network as required being \$16.4 million per year.

The projections indicate that Council currently has insufficient funds to maintain and improve its portfolio of assets. There is a shortfall in CAPEX (\$0.3m) and OPEX (\$0.3m) over the life of the plan and this will result in a likely deterioration in the condition of Council's assets portfolio.

Table 6 Sewer Fund expenditure projections – base case

| Expenditure projections (\$,000s) | | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
|-----------------------------------|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| – combined assets | | | | | | | | | | | |
| Actual | Renewal | \$781 | \$495 | \$350 | \$8,943 | \$165 | \$150 | \$150 | \$150 | \$185 | \$185 |
| | New and expanded assets | \$15 | \$60 | \$0 | \$64 | \$0 | \$70 | \$0 | \$75 | \$0 | \$82 |
| | Maintenance and operational | \$609 | \$714 | \$709 | \$719 | \$740 | \$764 | \$799 | \$825 | \$851 | \$879 |
| | Total expenditure | \$1,405 | \$1,269 | \$1,059 | \$9,726 | \$905 | \$984 | \$949 | \$1,050 | \$1,036 | \$1,146 |
| Required | Required renewal (depreciation) | \$782 | \$829 | \$879 | \$932 | \$988 | \$1,047 | \$1,110 | \$1,176 | \$1,247 | \$1,322 |
| | New and expanded assets | \$15 | \$60 | \$0 | \$64 | \$0 | \$70 | \$0 | \$75 | \$0 | \$82 |
| | Required maintenance and operational | \$446 | \$460 | \$472 | \$581 | \$591 | \$602 | \$613 | \$625 | \$636 | \$649 |
| | Total | \$1,243 | \$1,350 | \$1,351 | \$1,577 | \$1,579 | \$1,719 | \$1,723 | \$1,876 | \$1,883 | \$2,053 |
| Maintenance gap | | \$163 | \$254 | \$237 | \$138 | \$149 | \$162 | \$186 | \$200 | \$215 | \$230 |
| Renewals gap | | -\$1 | -\$334 | -\$529 | \$8,011 | -\$823 | -\$897 | -\$960 | -\$1,026 | -\$1,062 | -\$1,137 |
| Overall gap | | \$162 | -\$81 | -\$292 | \$8,149 | -\$674 | -\$735 | -\$774 | -\$826 | -\$847 | -\$907 |

The average capital and maintenance expenditure on Council Sewer Fund assets over the ten-year forecast period is approximately \$1.9 million per year. This compares to the expenditure which is required to maintain, operate, and renew the asset network as required being \$1.6 million per year.

The projections indicate that Council currently has sufficient funds to maintain its portfolio of assets. There is a surplus in CAPEX (\$0.1m) and OPEX (\$0.2m) over the life of the plan and this will result in maintaining the condition of Council's assets portfolio.

1.4 Levels of service

The objective of asset management is to enable assets to be managed in the most cost-effective way, based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the level of service.

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Council has prepared an Asset Management Policy to ensure that adequate provision is made for the long-term replacement of major assets by:

- Ensuring that Council's infrastructure is maintained in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment.
- Implementing appropriate asset management strategies and providing financial resources required to safeguard Council assets.
- Creating and sustaining an asset management awareness throughout the organisation by way of training and development.
- Meeting legislative requirements for asset management.
- Ensuring resources and operational capabilities are identified and responsibilities for asset management are allocated.
- Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

Figure 3 Service Level Pyramid



1.5 Asset management principles

Council has developed twelve principles to guide asset management activities.

Table 7: Asset management principles

| No | Principle |
|----|---|
| 1 | A consistent Asset Management Strategy (The Strategic Asset Management Plan) must exist for implementing systematic and appropriate asset management best practice throughout all departments of Council. |
| 2 | All relevant legislative requirements and Office of Local Government Long Term Financial Indicators are considered in asset management. |
| 3 | Asset management principles will be integrated within existing planning and operational processes. |
| 4 | Asset Management Plans will be developed for major asset categories. The plans will be informed by community consultation and financial planning and reporting. |
| 5 | An inspection regime will ensure agreed service levels are maintained and to identify asset renewal priorities. |
| 6 | Asset renewals required to meet agreed service levels are identified in adopted asset management plans and funded in Councils Long Term Financial Plan. |
| 7 | Asset renewal plans will be prioritised and implemented progressively based on agreed service levels and the effectiveness of the current assets to provide that level of service. |
| 8 | Renewal works will use current engineering and construction technology (Modern engineering equivalent), and consider intergenerational equity, current and future population growth and social amenity. |
| 9 | Systematic and cyclic reviews will be applied to all asset classes and are to ensure that the assets are managed, valued, and depreciated in accordance with appropriate best practice and applicable Australian Standards, including Australian Accounting Standards (AASB). |
| 10 | Future life cycle costs will be reported and considered in all decisions relating to new services and assets or upgrading of existing assets and services. |
| 11 | Future service levels will be determined in consultation with the community. |
| 12 | Training in asset and financial management will be provided for Councilors and relevant staff. |

2 Introduction

2.1 Asset planning

Development of AMPs for Council's infrastructure is a mandatory requirement for NSW councils, as per the *NSW Local Government Act 1993* and its subsequent amendments. As such, Council has developed the following SAMP to cover the period 2025/26 – 2034/35. The key findings for each asset class are included in the asset management plans section of this strategy (Appendices) and are covered in a concise but detailed manner.

Providing infrastructure is one of the most important roles of Council, as assets support services that deliver on Council's long-term objectives. A formal approach to asset management is essential to ensure that services are provided in the most cost-effective and value-driven manner. Asset management needs to be fully aligned and integrated with Council's Community Strategic Plan, LTFP and Workforce Strategy. This ensures that community needs, and expectations are well understood, and that funding requirements and consequences are understood and available.

Figure 4: Council asset management planning framework

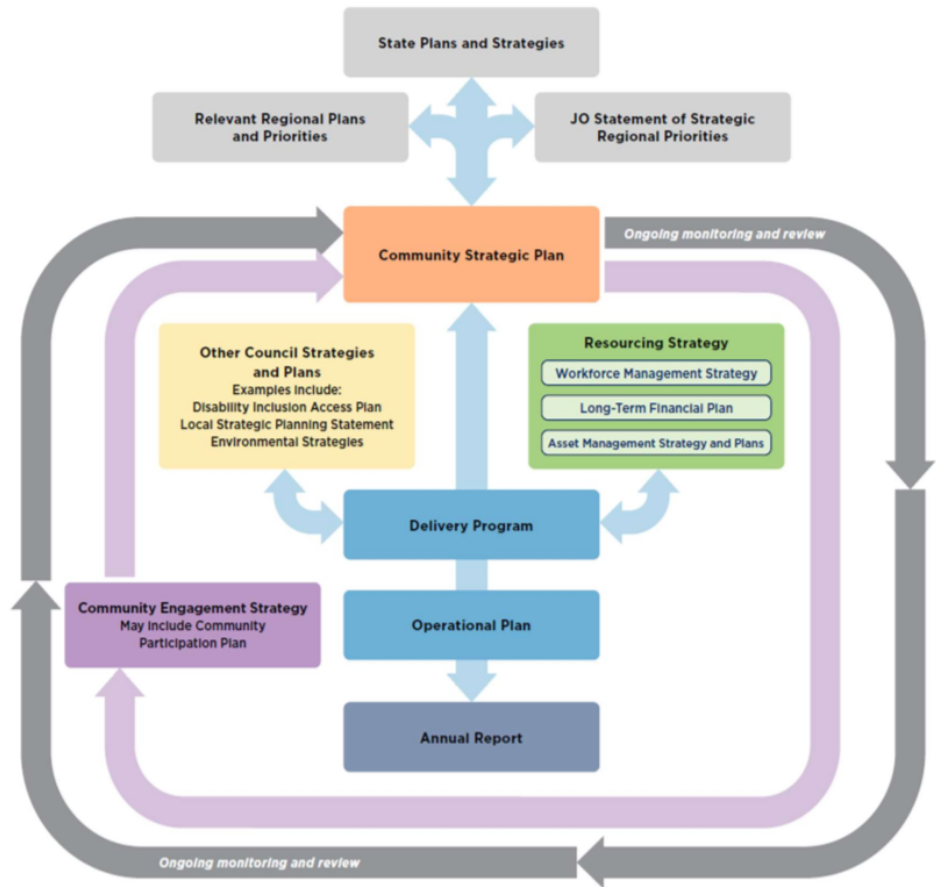


Figure 5: Relationship between Council's plans and resourcing strategies

This SAMP establishes a framework to enable the prioritisation of asset groups through planning, construction, maintenance, and operation of infrastructure necessary to achieve the goals and objectives as set out in:

- Blayney Shire Community Strategic Plan 2024-2034
- Blayney Shire Council Resourcing Strategy:
 - 2024/25 – 2033/34 Long Term Financial Plan
 - Workforce Management Plan 2022/23 – 2025/26
 - Delivery Program and Operational Plan 2023/24-2026/27
- Blayney Showground and Equestrian Sports Facilities Strategic Plan 2020-2025
- Blayney Shire Roads Strategy
- Blayney Shire Sport and Rec Plan
- Councils Community and Master plans for its Town, villages and precincts.

2.2 Scope of this Strategic Asset Management Plan

This SAMP has been developed to provide the framework to ensure that Council's new and existing infrastructure assets are operated, maintained, renewed and upgraded to ensure that the levels of service are achieved in the most cost effective and sustainable way. It meets Council's commitments under the *Integrated Planning and Reporting Framework* (IP&R) in that all Council's infrastructure assets are fully accounted for. Details on each asset class, including the inventory, condition, predicted and required expenditure are included in the AMPs.

The audience for this SAMP is Council staff, the Council executive management team, elected representatives (Councillors), interest groups, stakeholders and other interested members of the general community.

The specific objectives of this strategy are:

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

The strategy identifies the future funding requirements and service delivery in the context of:

- current asset condition and performance
- levels of service
- forecasted demand for infrastructure and services
- funding constraints

This strategy supports Council's aim to have systematic and appropriate asset management best-practice throughout all departments of Council. This is achieved by continually developing and improving the whole of Council's knowledge, systems, processes and strategies. This will ensure that Council is providing the level of asset management necessary to competently, responsibly and sustainably manage the community assets for current and future generations.

This SAMP has been prepared using a 'top down' approach whereby analysis is applied at the 'system' or 'network' level. The focus is on current levels of service and current practices. It includes expenditure forecasts for asset maintenance, renewal and replacement based on local knowledge of Council's assets and options for meeting current levels of service.

The format of this SAMP is outlined in the following table.

Table 8: Asset Management Strategy structure

| Sections | Guidelines |
|--|--|
| 1. Executive summary | Provides a high-level summary of the combined asset management plans and highlights the main issues for consideration. |
| 2. Introduction | Outlines the purpose and scope of the plan and how the plan relates to other key policies and strategies. |
| 3. Asset Management Policy | Excerpt from Council's adopted Asset Management Policy outlining the principles guiding Council's asset management practices. |
| 4. Asset management practices | Provision of a comprehensive strategic asset management gap analysis process for asset management. |
| 5. Levels of service | Outline of levels of service and asset performance standards and customer/community expectations and feedback regarding levels of service. |
| 6. Future demand | Identification of demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning. |
| 7. Risk management plan | Provision of an asset-based risk management plan. |
| 8. Overarching Strategic Asset Management Plan | Provision of a summary of Council's overall Asset Strategy including Asset Management Policy and identification of critical assets. |

2.3 Council's assets

Council uses infrastructure assets to provide services to the community. An outline of the range of infrastructure assets and the services provided from the assets is shown below:

Table 9: Range of infrastructure assets and services

| Asset Plan | Description |
|--------------------------------|--|
| Buildings and Other Structures | Community, cultural, commercial, council operational and leisure facilities. |

| | |
|---|---|
| Transportation Assets | Roads, bridges, culverts, footpaths, shared paths, kerb & gutter, urban stormwater, rural drainage, and signage. |
| Sewerage Network | Reticulation network, pumping stations, rising mains, trunk mains, and treatment plant, excluding Buildings. |
| Swimming pools and Open Space and Recreation infrastructure | Active and passive recreation areas, sports facilities, playgrounds, surfaces, fencing and memorial assets, including Cemeteries. |

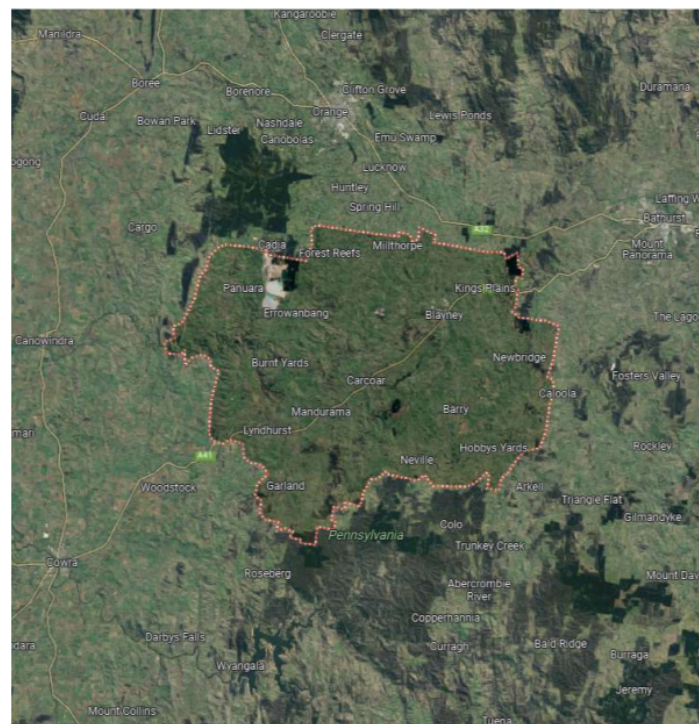
Full details of Council's assets are covered in the individual asset management plans found in the appendices.

2.4 About Blayney Shire Council

Blayney Shire Council has an area of 1,524 km² and is located in the Central Tablelands of New South Wales, approximately three hours by road from the centre of Sydney. The principal town in the Shire is Blayney, situated some 37km southwest of Bathurst, 35km southeast of Orange and approximately 244km by road from Sydney.

It is the centre of a district, which stretches east to Bathurst, southwest to Cowra and north to Orange. Blayney Shire comprises a number of villages and localities including Millthorpe; Carcoar; Mandurama; Lyndhurst; Neville; Newbridge; Hobbys Yards, Forest Reefs and Barry.

Figure 6: Blayney Shire Council LGA



2.5 Links to Council plans and strategies

The Strategic Asset Management Plan and Asset Management Plans have been prepared in line with the strategic objectives outlined in the Blayney Shire Community Strategic Plan 2025-2035 (CSP).

Infrastructure assets will play both a direct and indirect role in achieving the strategic objectives of the CSP. The following table indicates how Council's assets play a role in the delivery of the key strategies outlined in the CSP.

Table 10: Linkages to the Corporate Strategic Plan

| Strategy | Buildings and other structures | Transport | Sewerage network | Swimming pools, Open Space and Recreation |
|---|--------------------------------|-----------|------------------|---|
| Future Direction 1. Prioritise transparency, financial sustainability and strong partnerships with and for our community | | | | |
| 1.1. Transparent and accountable council trusted by the community | | | | |
| 1.1.1. Implement and promote best practice governance levels | | | | |
| 1.1.2. Monitor, evaluate and update Council's strategic planning documents and policies | | | | |
| 1.1.3. Provide access to Council information, services and facilities | ✓ | | | ✓ |
| 1.2. Local priorities are championed through advocacy | | | | |
| 1.2.1. Engage with state and federal governments, agencies and associations for the betterment of the community | | | | |
| 1.3. The community is informed and engaged | | | | |
| 1.3.1. Ensure effective communication throughout the Shire. | | | | |
| 1.3.2. Provide support and opportunities for town and village associations | | | | |
| 1.3.3. Inform and encourage community input into decision making | | | | |
| 1.4. Finances are managed sustainably and responsibly | | | | |
| 1.4.1. Council meets all statutory and regulatory compliance obligations | ✓ | ✓ | ✓ | ✓ |
| 1.4.2. Council operates in a financially sustainable manner and seeks ongoing efficiencies | | | | |
| 1.4.3. Creation of new and upgraded public assets is balanced with the needs of the greater community | ✓ | ✓ | ✓ | ✓ |
| Future Direction 2. A connected, healthy and inclusive community | | | | |
| 2.1. Community groups are capable, resilient and well-supported | | | | |
| 2.1.1. Community groups are supported to actively represent their community or group | ✓ | | | ✓ |
| 2.1.2. Explore opportunities to address the decline of volunteers | | | | |

| Strategy | Buildings and other structures | Transport | Sewerage network | Swimming pools, Open Space and Recreation |
|---|--------------------------------|-----------|------------------|---|
| 2.2. Social connection and learning opportunities are available for all | | | | |
| 2.2.1. Encourage and facilitate youth participation, engagement and employment opportunities | ✓ | | | ✓ |
| 2.2.2. Provide library services, community spaces and facilities that create social connection opportunities | ✓ | | | ✓ |
| 2.2.3. Support and assist with the promotion of community events and activities | | | | |
| 2.3. A safe and healthy community | | | | |
| 2.3.1. Engage with and support agencies (including Emergency Services) to ensure adequate service levels throughout the Blayney Shire | ✓ | | | |
| 2.3.2. Enhanced health and medical services for the Blayney Shire | | | | |
| 2.4. An inclusive and liveable community | | | | |
| 2.4.1. Provide and promote access and inclusion for people with a disability | ✓ | ✓ | | ✓ |
| 2.4.2. Financial decisions are sensitive to the impact on vulnerable groups | | | | |
| 2.4.3. Public transport services are adequate for the communities needs | | ✓ | | |
| Future Direction 3. Infrastructure is resilient, fit for purpose and maintained to support our community | | | | |
| 3.1. Safe, resilient and well-maintained road and transportation infrastructure | | | | |
| 3.1.1. Ensure transport infrastructure is planned, well maintained and safe | | ✓ | | |
| 3.1.2. Ensure pedestrian networks are planned, well maintained and safe | | ✓ | | |
| 3.1.3. Advocate to the NSW Government for improved transportation networks | | ✓ | | |
| 3.1.4. Ensure renewal of existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity. | ✓ | ✓ | ✓ | ✓ |
| 3.2. Facilities and open spaces that promote and encourage a healthy lifestyle | | | | |
| 3.2.1. Ensure public and sporting facilities are planned, well maintained, fit for purpose and safe | ✓ | | | ✓ |
| 3.2.2. Provide a range of recreational and sporting facilities which enable the community to pursue recreational activities | ✓ | | | ✓ |
| 3.2.3. Ensure renewal of existing and future infrastructure is planned and fit for purpose | ✓ | ✓ | ✓ | ✓ |
| 3.3. Utility services meet the growing needs of the community | | | | |

| Strategy | Buildings and other structures | Transport | Sewerage network | Swimming pools, Open Space and Recreation |
|---|--------------------------------|-----------|------------------|---|
| 3.3.1. Ensure provision of stormwater drainage and sewer assets are adequate and facilitate growth | | ✓ | ✓ | |
| 3.3.2. Ensure everyone within the community has access to an appropriate water supply | | | | |
| 3.3.3. Advocate to authorities and communication service providers | | | | |
| Future Direction 4. A diverse, vibrant and sustainable economy | | | | |
| 4.1. Our economy is strong and diverse | | | | |
| 4.1.1. Support existing and new business to encourage economic growth | | | | |
| 4.1.2. Support the agriculture sector to be productive and sustainable | | ✓ | | |
| 4.1.3. Seek to leverage economic growth from large scale development opportunities | | | | |
| 4.2. Mining industry balances prosperity and sustainability | | | | |
| 4.2.1. Engage and advocate in relation to social, corporate and environmental responsibilities of the mining sector | | | | |
| 4.2.2. Advocate for the wider community benefit in relation to any change (new, expanded or closure) in mining activities | | | | |
| 4.3. A growing tourism industry | | | | |
| 4.3.1. Leverage the strengths of a regional tourism industry approach with our neighbouring councils | | | | |
| 4.3.2. Collaborate with key stakeholders representing the tourism industry | | | | |
| 4.3.3. Support and encourage events, businesses and experiences which add value to the local visitor economy | | | | |
| 4.4. Sustainable growth of our community | | | | |
| 4.4.1. Assess and process developments in a timely manner | | | | |
| 4.4.2. Council infrastructure is not negatively impacted in an unsustainable manner by proposed developments | ✓ | ✓ | ✓ | ✓ |
| 4.4.3. Land use strategies and plans are reviewed to meet the needs of the community | | | | |
| Future Direction 5. Protecting our assets for future generations | | | | |
| 5.1. Natural ecosystems, including waterways, bushland, and wildlife, are preserved and enhanced | | | | |
| 5.1.1. Natural environment is well managed and preserved for current and future generations | | | | ✓ |

| Strategy | Buildings and other structures | Transport | Sewerage network | Swimming pools, Open Space and Recreation |
|--|--------------------------------|-----------|------------------|---|
| 5.1.2. The impact of weeds and pest animals is minimised. | | | | |
| 5.1.3. Pet and livestock owners responsibly manage their animals. | | | | |
| 5.2. Heritage and cultural sites are valued and protected | | | | |
| 5.2.1. Built heritage items and heritage conservation areas are preserved and maintained | ✓ | ✓ | | ✓ |
| 5.2.2. Work with cultural groups when significant places of interest are identified | | | | |
| 5.3. Sustainable waste management | | | | |
| 5.3.1. Minimise the amount of landfill waste deposited to landfill | | | | |
| 5.3.2. Promote opportunities for waste diversion and reduction within kerbside collection services | | | | |
| 5.4. Climate Change adaptation and mitigation | | | | |
| 5.4.1. Transition to a sustainable, secure and affordable energy future | | | | |
| 5.4.2. Disaster risk preparedness, reduction, response and recovery | | ✓ | | |

3 Asset Management Policy

Adopted: 14/11/2011

Reviewed: 08/06/2022

3.1 Scope

This policy applies to all physical infrastructure assets owned, controlled or managed by Council.

3.2 Objectives

To ensure adequate provision is made for the long-term replacement of major assets by:

1. Ensuring that Council's infrastructure is maintained in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment.
2. Implementing appropriate asset management strategies and providing financial resources required to safeguard Council assets.
3. Creating and sustaining an asset management awareness throughout the organisation by way of training and development.
4. Meeting legislative requirements for asset management.
5. Ensuring resources and operational capabilities are identified and responsibilities for asset management are allocated.
6. Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

3.3 Policy Background

Council is committed to implementing a systematic asset management methodology in order to apply appropriate asset management best practices across all areas of the organisation. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed of in accordance with Council's priorities for service delivery.

Asset management practices impact directly on the core business of the organisation and appropriate asset management is required to achieve our strategic service delivery objectives.

Adopting asset management principles will assist Council in achieving its Strategic Longer-Term Plan and Long-Term Financial Plan objectives.

A strategic approach to asset management will ensure that the Council delivers the required levels of service through its assets. This will provide positive impact on:

- Members of the public and staff,
- Council's financial sustainability over the medium to long term,
- The ability to provide expected levels of service and required infrastructure,
- The political environment in which Council operates, and

- The legal liabilities of Council.

3.4 Principles

1. A consistent Asset Management Strategy (The Strategic Asset Management Plan) must exist for implementing systematic and appropriate asset management best practice throughout all departments of Council.
2. All relevant legislative requirements and Office of Local Government Long Term Financial Indicators are considered in asset management.
3. Asset management principles will be integrated within existing planning and operational processes.
4. Asset Management Plans will be developed for major asset categories. The plans will be informed by community consultation and financial planning and reporting.
5. An inspection regime will ensure agreed service levels are maintained and to identify asset renewal priorities.
6. Asset renewals required to meet agreed service levels are identified in adopted asset management plans and funded in Council's Long Term Financial Plan.
7. Asset renewal plans will be prioritised and implemented progressively based on agreed service levels and the effectiveness of the current assets to provide that level of service.
8. Renewal works will use current engineering and construction technology (Modern engineering equivalent), and consider intergenerational equity, current and future population growth and social amenity.
9. Systematic and cyclic reviews will be applied to all asset classes and are to ensure that the assets are managed, valued, and depreciated in accordance with appropriate best practice and applicable Australian Standards, including Australian Accounting Standards (AASB).
10. Future life cycle costs will be reported and considered in all decisions relating to new services and assets or upgrading of existing assets and services.
11. Future service levels will be determined in consultation with the community.
12. Training in asset and financial management will be provided for Councillors and relevant staff.

3.5 Responsibility

Councillors are responsible for adopting the policy and ensuring that sufficient resources are applied to manage the assets.

The General Manager has overall responsibility for developing an asset management strategy, plans and procedures and reporting on the status and effectiveness of asset management within Council.

3.6 Review Date

This policy is scheduled for review in June 2026

4 Asset management practices

4.1 Asset management information systems

Council's asset knowledge, information and data are corporate assets and are managed as part of the asset management framework. The current applications used by Council include:

- Council's corporate system, "Synergyssoft" - financial module
- Council's asset management system is Univerus Assets (Formally AssetFinda).

4.2 Data collection and validation

In the preparation of this Strategic Asset Management Plan, Council has used the most current and up to date information available. This document will be supported by the Asset Management Plans, including ongoing monitoring, audit and improvement practices, which are to be used to optimise Council's operational and renewal expenditure.

4.3 Monitoring and review procedures

Council reports quarterly and annually on activities and outcomes to track the achievement of the CSP and Delivery Program. The asset management service levels and improvement plan actions will be reported to the community through this process.

4.4 Confidence in data

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the following below.

Table 11: Asset data confidence scale

| Confidence grade | General meaning |
|------------------|---|
| Highly reliable | Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment. |
| Reliable | Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation. |
| Acceptable | Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies. |
| Uncertain | Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample. |
| Very uncertain | Data based on unconfirmed verbal reports and/or cursory inspection and analysis. |

Summary of confidence in asset data for all asset classes is detailed in the table below.

Table 12: Asset data confidence rating

| Asset class | Inventory | Condition | Age | Overall |
|---|-----------|------------|-----------|------------|
| Buildings and Other Structures | Reliable | Acceptable | Uncertain | Acceptable |
| Transport Assets | Reliable | Acceptable | Uncertain | Acceptable |
| Sewerage Network | Reliable | Reliable | Uncertain | Reliable |
| Swimming pools and Open Space and Recreation infrastructure | Reliable | Acceptable | Uncertain | Acceptable |

4.5 Funding strategy

Council's funding strategy aims to align Council's Long Term Financial Plan, Asset Management Plans and annual budget to accommodate the lifecycle requirements of its assets. By having a unified process, all decision-making numbers can be traced back to the AMPs, thereby informing the Resourcing Strategy, annual budgets, Delivery Program and forward programs providing a degree of certainty for delivery timeframes and resourcing requirements.

In order to ensure value, Council will plan capital upgrade and new projects to meet level of service objectives by:

- planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- undertaking project scoping for all capital upgrade/new projects to identify:
 - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset
 - the project objectives to rectify the deficiency including value management for major projects
 - the range of options, estimated capital and lifecycle costs for each option that could address the service deficiency
 - the management of risks associated with alternative options
 - evaluate the options against evaluation criteria adopted by Council
 - the best option to be included in capital upgrade/new programs.
- reviewing current and required skills base and implement training and development to meet required construction and project management needs
- reviewing the current resources and capacity of the organisation to deliver the Capital Works Program on an annual basis
- reviewing management of capital project management activities to ensure Council is obtaining best value for resources used.

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal, as shown in the appendices.

4.6 Asset management roles and functions

Council is currently facing challenges in providing linkages between long term planning for all asset classes, which is being driven out of Council's assets division with limited involvement and input from Council's asset custodians. Council is currently in the process of mapping out its asset management roles and responsibilities to ensure that there is clarity throughout the organisation and that all asset management functions are identified, allocated and being completed.

In the context of asset management, it is essential that the executive show leadership in this regard and support and show their commitment to asset management. This includes cultivating an organisational culture around asset management; ensuring that all personnel involved are aware of the need of asset management to balance value, risk, opportunities, and cost throughout the asset lifecycle. There needs to be a unified vision and intention from the Executive which aligns with the organisation's values.

Asset management governance will be managed by Council's Executive who will be reported to bi-annually and monitor and report on the progress of asset improvement plan actions.

The efficient and effective management of Council's assets is essential to the wellbeing of the community through service delivery functions of Council. There must be a clear definition of the roles and responsibilities for all aspects of the management of assets.

Clearly, for asset management to be effective, there should be a whole of organisational approach and, as such, the traditional engineering fit for asset management is not always the best fit for all organisations and as such should be reviewed at Blayney. As with most council functions at a high level, there is an activity continuum, as shown in the following figure.

Figure 7: Asset management roles



Within these areas, asset management generally has a number of key functions, each with core activity responsibilities, as set out below. While these roles and functions can be combined, better results are typically achieved where there are distinct boundaries within functional areas.

Roles are defined as:

| | |
|------------------------|---|
| Asset owner | This position takes ownership responsibility for the management of assets and is usually responsible for policy and overall asset strategy. |
| Asset custodian | This role is normally the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc. |
| Asset delivery | This role is responsible for the day-to-day maintenance of assets. |

A summary of current Asset Management Roles and Responsibilities will be provided as part of each asset plan.

5 Levels of service

5.1 Defining levels of service

There are a variety of ways to describe levels of service (also known as service level). The concept adopted in this plan is that 'levels of service are output descriptions supported by quantifiable performance measures.'

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Service levels may relate to:

- the reliability of an asset
- the quality of an asset
- having the right quantity of assets
- the safety/risk/security of the assets.

The objective of asset management is to enable assets to be managed in the most cost-effective way based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the levels of service.

5.2 Performance measures

The level of service statement is supported by performance measure(s), also referred to as performance indicator(s), that indicate how the organisation is performing in relation to that level of service. The performance measure includes targets that are made up of community and technical measures. The customer measure relates to how the community receives the service, whereas technical measures support customer measures to ensure all aspects of organisational performance are being monitored, even those that may not be understood by customers.

In this plan, the level of service is prepared so that they are clearly and directly linked with the performance measures. For some performance measures in this plan, Council will have full control over the outcome, for example 'respond to service requests within seven days'. However, it is important to recognise that some performance measures may be influenced by external factors. For example, the number of fatalities can be influenced by road management, but driver behaviours, police enforcement and a number of other factors also strongly contribute to the overall outcome.

5.3 Service level outcomes

The levels of service in this plan have been developed with a customer focus and are grouped into core customer value areas that are referred to as 'service level outcomes'. These service level outcomes (sometimes referred to as service criteria) encompass:

- condition
 - accessibility and/or availability
 - quality/condition

- functionality
 - reliability/responsiveness
 - sustainability
 - customer satisfaction
- capacity
 - affordability
 - health and safety.

5.3.1 Condition

Accessibility

To ensure the asset base performs as required, it is essential that the asset, no matter which type of asset, is generally available to the community as required. As a service outcome, Council's customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.

Quality/condition

Asset quality is also very important. Council should determine the quality of the assets required. Quality will have more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.

Condition is a measure of an asset's physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. A copy of a typical condition rating matrix is detailed below.

Table 13: Asset condition rating matrix

| Condition rating | Condition | Descriptor | Guide | Residual life as a % of total life | Mean percentage residual life |
|------------------|-----------|---|---|------------------------------------|-------------------------------|
| 1 | Excellent | An asset in excellent overall condition, however, is not new and providing its intended level of service. | Normal maintenance required | >86 | 95 |
| 2 | Good | An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues. No indicators of any future obsolescence and providing a good level of service. | Normal maintenance plus minor repairs required (to 5% or less of the asset) | 65 to 85 | 80 |

| Condition rating | Condition | Descriptor | Guide | Residual life as a % of total life | Mean percentage residual life |
|------------------|--------------|---|--|------------------------------------|-------------------------------|
| 3 | Satisfactory | An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues. Providing an adequate level of service with no signs of immediate or short-term obsolescence. | Significant maintenance and/or repairs required (to 10 - 20% of the asset) | 41 to 64 | 55 |
| 4 | Poor | An asset in poor overall condition, moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable. Will need to be renewed, upgraded or disposed of in near future. Is reflected via inclusion in the ten-year Capital Works Plan. | Significant renewal required (to 20 - 40% of the asset) | 10 to 40 | 35 |
| 5 | Very poor | An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future. | Over 50% of the asset requires renewal | <10 | 5 |

5.3.2 Function

Responsiveness

Council will maintain assets in a diligent manner and be responsive to the needs of the community now and into the future. Whilst this may be difficult in some instances, Council places a high emphasis on customer service and its responsiveness to customer enquiries. Strategies will be implemented to ensure that Council maintains a high level of customer support.

Customer satisfaction

Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

Sustainability

Council will ensure that its assets are maintained in a manner that will ensure the long term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

5.3.3 Capacity

Affordability

Council will maintain its infrastructure assets in a cost-effective, affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to ensure that assets are maintained in their current condition.

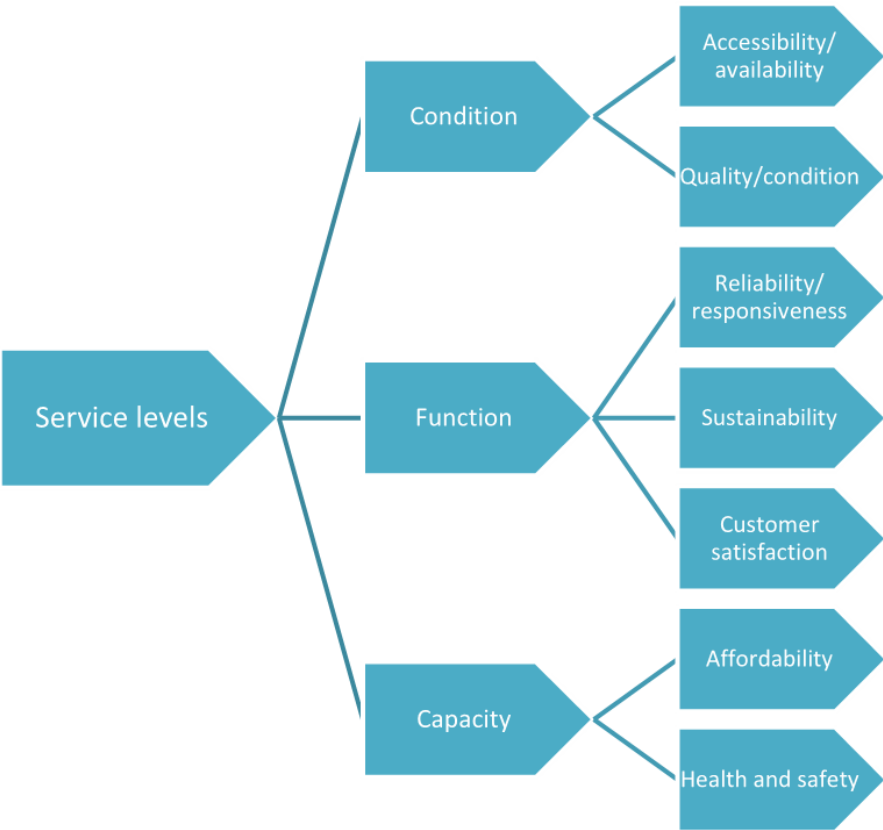
Health and safety

Council will endeavour to identify and mitigate all key health and safety risks created by the provision of services. Examples of level of service based on safety might include the following:

- services do not cause a hazard to people
- water is safe for swimming.

Each of the service level outcomes is related directly to the Council's Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council.

Figure 8: Service level framework



5.4 Financial based service levels

The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the levels of service for Council's assets that have been used to provide the basis for the lifecycle management strategies and works program identified within this SAMP.

5.4.1 Asset backlog ratio

This ratio shows what proportion the infrastructure backlog is against the total value of a councils infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets (averaged over three years).

5.4.2 Asset consumption ratio

The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of

capital outlays required in the future to preserve their service potential. It is also a measure of Council's past commitment to renewal of the asset class. A consumption ratio of less than 50% would suggest that past renewal funding has been inadequate or that the asset could expect to decay more rapidly.

5.4.3 Asset renewal and renewals funding ratio

Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its Long Term Financial Plan to adequately fund asset renewals. The benchmark is 100% (averaged over three years).

5.4.4 Asset maintenance ratio

This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that Council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100% (averaged over three years).

Table 14: Service levels

| Key performance indicator | Level of service | Performance measurement process | Performance target |
|-----------------------------|---|--|--|
| Accessibility | Provision of quality of assets to meet community needs | Condition of assets are measured and reported annually | No net decrease in condition across all asset classes |
| | Community has confidence in Council to manage assets | Community satisfaction survey and Community engagement strategy | Increased level of confidence from previous survey |
| Quality/condition | Assets are maintained in a satisfactory condition | Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets) | OLG benchmark <2% |
| Reliability/ responsiveness | Provision of sufficient assets to meet community needs | Number of requests for additional/increased level of service | Number of requests for additional/ increased level of service less than rolling previous three-year average |
| Customer satisfaction | Be responsive to the needs of customers using asset | No customer requests received | 85% of requests are completed within Council's service charter |
| | Opportunity for community involvement in decision making are provided | Asset management plan | All asset management plans are available on the website and for circulation to the public |
| Sustainability | Assets are managed with respect for future generations | Lifecycle approach to managing assets | Prepare a ten-year asset condition and age-based renewals plan - ensure the plan is approved by Council and updated annually |
| | Continuous improvement in asset knowledge, systems and processes. | Asset Management Working Group meets regularly to report on performance of strategic asset improvement program | 100% of the strategic asset improvement actions completed annually |
| | Assets are being renewed in a sustainable manner | Asset renewal ratio (asset renewal expenditure / annual depreciation expense) | OLG benchmark >100% |
| Affordability | Council maintains its assets | Asset maintenance ratio, measured by (actual maintenance expenditure and required maintenance expenditure) | OLG benchmark 100% |
| Health and safety | Ensure all assets are safe and do not cause a hazard to people | Safety audits | The three-year rolling average of total claims decreases |

6 Future demand

Over time, the community’s demand for Council services changes. The reasons for changes can be varied, but often include demographic and workforce trends, changes in community preferences, technological changes, economic factors, and changes in regulations.

6.1 Demand forecast

The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in:

- population growth
- changes in the demography of the community
- urban planning
- residential occupancy levels
- commercial/industrial demand
- technological changes which impact the asset
- the economic situation
- government policy
- the environment.

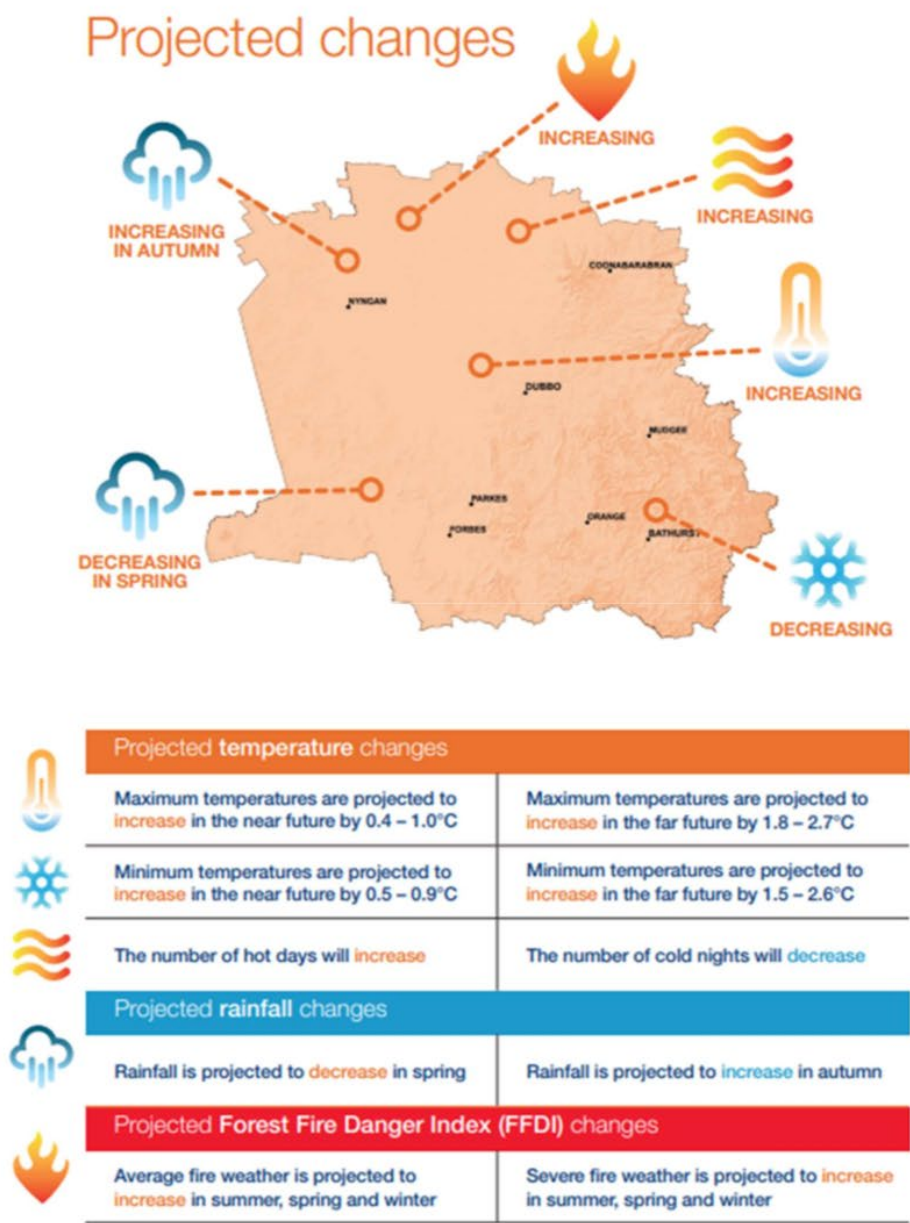
Table 15: Future demand impacts

| Demand drivers | Present position | Projection | Impact on services |
|---|--|---|--|
| Population growth and residential development | Current estimated population is around 7,500 ¹ with approximately 40% of the population over the age of 50. | Growth projections to 8,000 residents by 2036 as well as a continued increase in the age profile of the population. | Anticipated population growth requires new development and supporting infrastructure primarily in Blayney and Milthorpe. |

¹ NSW Department of Regional NSW, Orange, Blayney and Cabonne Regional Economic Development Strategy – 2023 update, <https://www.nsw.gov.au/sites/default/files/2023-03/Orange-Blayney-and-Cabonne-REDS-2023-Update.pdf>

| Demand drivers | Present position | Projection | Impact on services |
|--------------------------------------|--|---|--|
| Industry and Critical Infrastructure | Blayney Shire is predominately rural in nature, supporting primary industries such as dairying, beef, lamb, wool, viticulture, orchards, potatoes, canola, and other grains. Mining is also a key industry and the area supports other industrial activities such as manufacturing, transportation, and food processing. | Targets include to enable growth in the agriculture, mining and manufacturing industries. | Enabling infrastructure will be required to facilitate these growth industries and ensure adequate linkages to suppliers and markets. Increases in the visitor economy will also require improved and sustainable infrastructure. |
| Environment | The NSW and ACT Regional Climate Modelling (NARCLIM) Project has undertaken climate modelling of the region for 2020-2039 and 2060-2079 | Expected climatic changes can be found in figure 10. This includes: <ul style="list-style-type: none"> • overall increased temperatures • increased risk and intensity of natural disaster (fire) events • decreasing spring rainfall. | Increased frequency of significant weather events and natural disaster events will put increase the strain on the existing portfolio. |

Figure 9: NARClm Modelling and Expectations



6.2 Demand management strategies

Demand management strategies have been developed to effectively manage the change in Blayney Shire. These strategies will need to be monitored to ensure that they capture and are responsive to changing community expectations and demographic profile as the region changes.

Table 16: Demand management strategies

| Demand Description | Projected Change | Impact on Services | Demand Management Plan |
|-------------------------|---|--|--|
| Population growth | Increased urban development. Increased rural / residential development. | Increased need for urban services. Increased desire for sealed roads. | Development and implementation of infrastructure strategies for key asset groups (e.g., Sewerage Business Plan, Active Movement Strategy, Master Plans). Blayney Shire Settlement Strategy, 2020. |
| Population change | Aging population and smaller household size. | Change in use of urban services | Development and implementation of infrastructure strategies for key asset groups (e.g., Active Movement Strategy, Master Plans). |
| Technological changes | Significant demand for larger and heavier vehicles. | Damage to road pavements. Risk to Bridge structures. | Implementation of Blayney Shire Roads Strategy. |
| Industrial developments | Growth in Logging operations in and around the Shire. Growth in the mining industry. | Damage to road pavements. Wider and sealed roads. | Implementation of Blayney Shire Roads Strategy. |
| Regulations | Accessibility standards | Requirement for upgrading facilities | Upgrades to contemporary standards during project scoping |
| Climate change | Increased number and severity of storms. | Overloading of urban stormwater systems. Increased inundation of bridge and culvert structures. | Inclusion of Climate change projections in future flood and drainage studies and bridge designs. Regular inspections of Bridge and Culvert structures. |
| Covid-19 | Continuance of 'social distancing' rules. | Reduction in capacity of public halls etc | Monitor impacts on major facilities, including Blayney Shire Community Centre and CentrePoint Sport and Leisure Centre. |

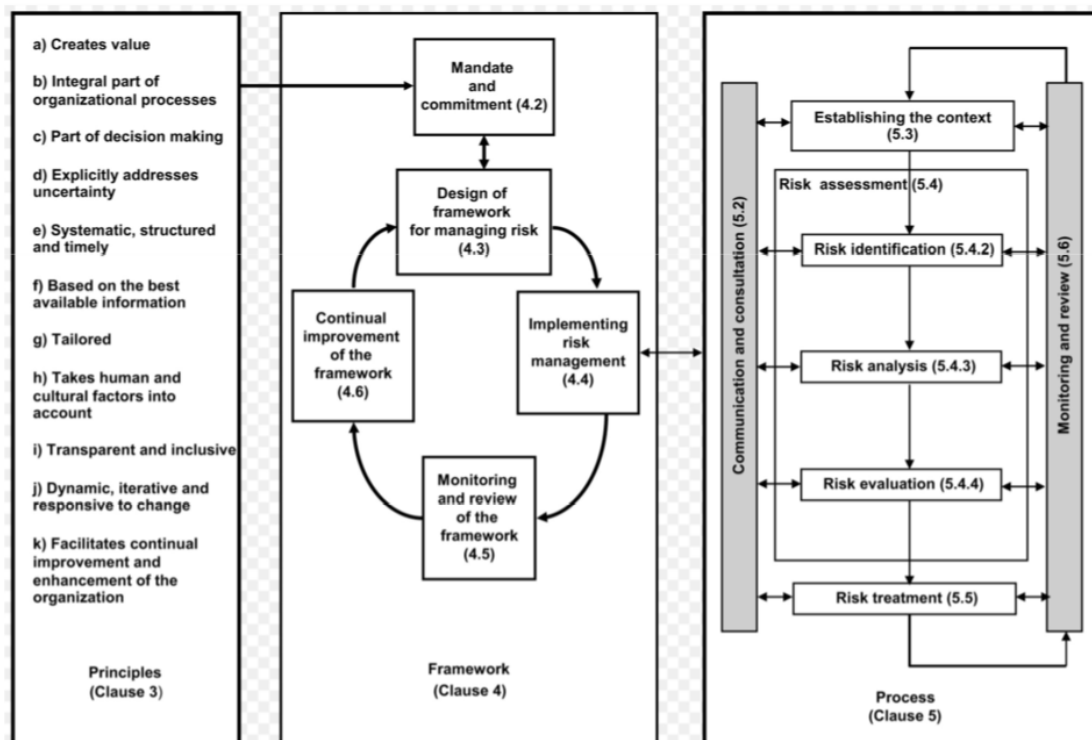
7 Risk management

Risk management is defined in 'AS/NZS 4360:2004' as: "the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects".

Council is committed to a structured and systematic approach to the management of risk with Council's enterprise risk management framework aligned with ISO 31000:2018. This aims to embed the principles of risk management in all aspects of Council's operations, which ultimately:

- increases the likelihood of Council achieving its objectives
- creates an environment where all employees have a key role in managing risk
- encourages proactive management
- improves the identification of opportunities and threats
- improves stakeholder confidence and trust
- improves financial stability and minimise losses
- improves organisational performance.

Figure 10: ISO 31000 Framework



This is a structured, best-practice and proven approach that is to be applied Council-wide to support the management of strategic, operational, financial, regulatory, and other risk. Under this approach, there are five key stages to the risk management process:

- **communicate and consult** - with internal and external stakeholders
- **establish context** - the boundaries
- **risk assessment** - identify, analyse and evaluate risks
- **treat risks** - implement and assess controls to address risk
- **monitoring and review** - risks reviews and audit.

7.1 Strategic infrastructure risks

To understand and mitigate the risk of Council not being able to maintain current levels of service and provide new assets as demanded, Council considers these risks through its Enterprise Risk Management Policy and Plan (ERMP). Significant risks are elevated to the Corporate Risk Register, which is reviewed on a regular basis and oversighted by Council's Audit, Risk and Improvement Committee (ARIC).

7.2 Critical assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas.

ISO 55001 Cl 6.2.1.2b requires organisations to 'review the importance of assets related to their intended outcomes, objectives and product or service requirements.' ISO 55002 Cl 6.2.2.1 suggests that 'a key aspect of planning is the identification of events in which the functionality of assets is compromised, including potentially catastrophic events in which function is completely lost'. Council determines the criticality of assets based upon the following criteria:

- complexity
- impact of loss of service
- environmental impact
- health and safety impact
- cost of failure.

Council is currently in the process of identifying its critical assets which will be listed in their respective asset management plans.

8 Expenditure projections

8.1 Asset values

Council has an infrastructure and asset portfolio with a current replacement cost of approximately \$446.4 million. The asset values are estimates of the value of assets, as at 30 June 2023 based on Council's audited annual financial statements. These values should be updated on an annual basis, in line with the annual financial statements, once completed.

Table 17: Asset classes and values ¹

| Asset Class | Gross Replacement Cost \$m | Written Down Value \$m | Annual Depreciation Expense \$m | Asset Management Plan |
|---------------------------------------|----------------------------|------------------------|---------------------------------|--------------------------------|
| Buildings and Other Structures | 49.4 | 32.8 | 0.95 | Buildings and Other Structures |
| Pools | 3.6 | 3.3 | 0.06 | Buildings and Other Structures |
| Roads | 255.0 | 213.4 | 2.90 | Transportation |
| Bridges | 39.3 | 27.0 | 0.40 | Transportation |
| Footpaths | 11.8 | 8.0 | 0.15 | Transportation |
| Bulk Earthworks | 16.2 | 16.2 | 0.00 | Transportation |
| Stormwater | 23.6 | 18.1 | 0.20 | Transportation |
| Sewer | 38.4 | 28.0 | 0.71 | Sewer |
| Open Space and Rec | 8.1 | 5.6 | 0.19 | Parks and Gardens |
| Land Improvements | 10.4 | 8.5 | 0.16 | Parks and Gardens |
| Total | 455.7 | 360.9 | 5.7 | |

¹ Table 17 includes Land Improvements that are reported as Land assets in C1-7

8.2 Asset backlog

In 2024/25, Council had a combined asset backlog of \$18.81 million, with this being the estimated cost to bring assets to a satisfactory standard. The satisfactory standard is currently taken as condition 3. The breakdown of backlog per asset class as of 30 June 2025 is shown in the following table.

Table 18: Asset backlog summary

| Estimated cost to satisfactory | Backlog \$m | Backlog ratio % (Backlog / WDV) |
|--------------------------------|-------------|---------------------------------|
| Buildings | 6.49 | 20% |
| Transport Assets | 11.98 | 3% |
| Sewerage Network | 0.31 | 1% |

| | | |
|---|--------------|-----------|
| Swimming pools and Open Space and Recreation infrastructure | 0.03 | 0% |
| Total | 18.81 | 5% |

In 2024/25, Council's Sewerage network and Swimming pools and Open Space and Recreation infrastructure met the OLG benchmark of 2%. The other asset classes exceeded this level with an overall Backlog Ratio of council sitting at 4.7%.

8.3 Asset condition

Our condition data reflects the significant capital works that council has undertaken in the previous term of council with a significant portion of new assets particularly in the buildings and open space assets classes with significant success in securing grant funding to deliver on the Sport and Recreation Plan. (Table 4; Figure 2). The condition is represented as a percentage of the replacement cost of Council's assets. Condition is a measure of an asset's physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. Overall, the quality of Council's condition data is rated as acceptable.

Table 19: Confidence in condition data

| Asset class | Condition |
|--------------------------------|------------|
| Buildings and Other Structures | Reliable |
| Transport Assets | Acceptable |
| Sewerage Network | Reliable |
| Parks and Gardens | Acceptable |

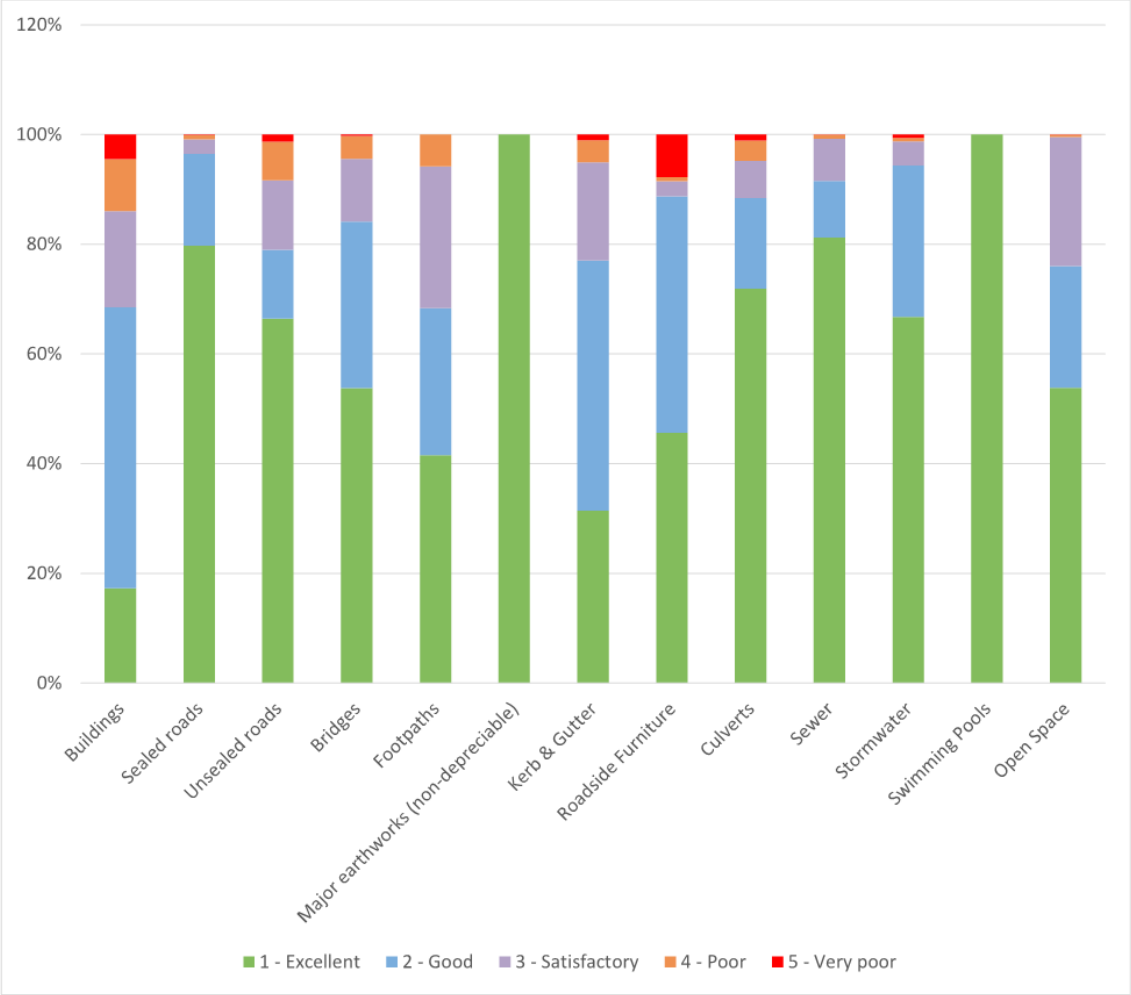
Details of Council's current asset condition are shown in the table below. The condition is represented as a percentage of the replacement cost of Council's assets.

Table 20: Asset Condition Data

| Asset class | Asset condition (% of CRC) | | | | |
|------------------------------------|----------------------------|------------|------------------|-----------|---------------|
| | 1 - Excellent | 2 - Good | 3 - Satisfactory | 4 - Poor | 5 - Very poor |
| Buildings | 17% | 51% | 17% | 10% | 5% |
| Sealed roads | 80% | 17% | 3% | 1% | 0% |
| Unsealed roads | 66% | 13% | 13% | 7% | 1% |
| Bridges | 54% | 30% | 11% | 4% | 0% |
| Footpaths | 42% | 27% | 26% | 6% | 0% |
| Major earthworks (non-depreciable) | 100% | 0% | 0% | 0% | 0% |
| Kerb & Gutter | 31% | 46% | 18% | 4% | 1% |
| Roadside Furniture | 46% | 43% | 3% | 1% | 8% |
| Culverts | 72% | 17% | 7% | 4% | 1% |
| Sewer | 81% | 10% | 8% | 1% | 0% |
| Stormwater | 67% | 28% | 4% | 1% | 1% |
| Swimming Pools | 100% | 0% | 0% | 0% | 0% |
| Open Space | 54% | 22% | 24% | 0% | 0% |
| Combined | 66% | 22% | 8% | 3% | 1% |

*Formation and Sub-base condition excluded

Figure 11: Condition summary



8.4 Expenditure and reporting

The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$17.9 million per year. This compares to the expenditure which is required to maintain, operate, and renew the asset network as required being \$18.1 million per year.

The projections indicate that Council currently has insufficient funds maintain and improve its portfolio of assets. There is a shortfall in CAPEX (\$1.4m) and OPEX (\$0.6m) over the life of the plan and this will result in a likely deterioration in the condition of Council's assets portfolio.

A summary of the projected expenditure requirements can be found in the following tables for Council's consolidated assets, general fund assets as well as its sewer fund assets.

Table 21: Combined asset expenditure projections

| Expenditure projections (\$,000s) | | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
|-----------------------------------|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| – combined assets | | | | | | | | | | | |
| Actual | Renewal | \$7,420 | \$6,526 | \$8,710 | \$16,034 | \$6,816 | \$6,627 | \$5,457 | \$6,206 | \$6,618 | \$6,795 |
| | New and expanded assets | \$5,193 | \$3,200 | \$2,629 | \$2,470 | \$3,113 | \$2,530 | \$4,031 | \$5,559 | \$3,782 | \$2,181 |
| | Maintenance and operational | \$5,592 | \$6,040 | \$6,215 | \$6,398 | \$6,597 | \$6,803 | \$7,027 | \$7,247 | \$7,475 | \$7,715 |
| | Total expenditure | \$18,205 | \$15,766 | \$17,554 | \$24,902 | \$16,526 | \$15,960 | \$16,515 | \$19,012 | \$17,875 | \$16,691 |
| Required | Required renewal (depreciation) | \$5,965 | \$6,323 | \$6,702 | \$7,104 | \$7,531 | \$7,982 | \$8,461 | \$8,969 | \$9,507 | \$10,078 |
| | New and expanded assets | \$5,193 | \$3,200 | \$2,629 | \$2,470 | \$3,113 | \$2,530 | \$4,031 | \$5,559 | \$3,782 | \$2,181 |
| | Required maintenance and operational | \$5,764 | \$5,961 | \$6,181 | \$6,481 | \$6,687 | \$6,887 | \$7,094 | \$7,332 | \$7,555 | \$7,764 |
| | Total | \$16,922 | \$15,484 | \$15,512 | \$16,055 | \$17,331 | \$17,399 | \$19,586 | \$21,860 | \$20,844 | \$20,022 |
| Maintenance gap | | -\$172 | \$79 | \$35 | -\$83 | -\$91 | -\$84 | -\$67 | -\$84 | -\$80 | -\$49 |
| Renewals gap | | \$1,455 | \$203 | \$2,008 | \$8,930 | -\$715 | -\$1,355 | -\$3,004 | -\$2,763 | -\$2,889 | -\$3,283 |
| Overall gap | | \$1,283 | \$282 | \$2,043 | \$8,847 | -\$805 | -\$1,439 | -\$3,072 | -\$2,847 | -\$2,970 | -\$3,331 |

Figure 12: Consolidated Fund asset expenditure projections.

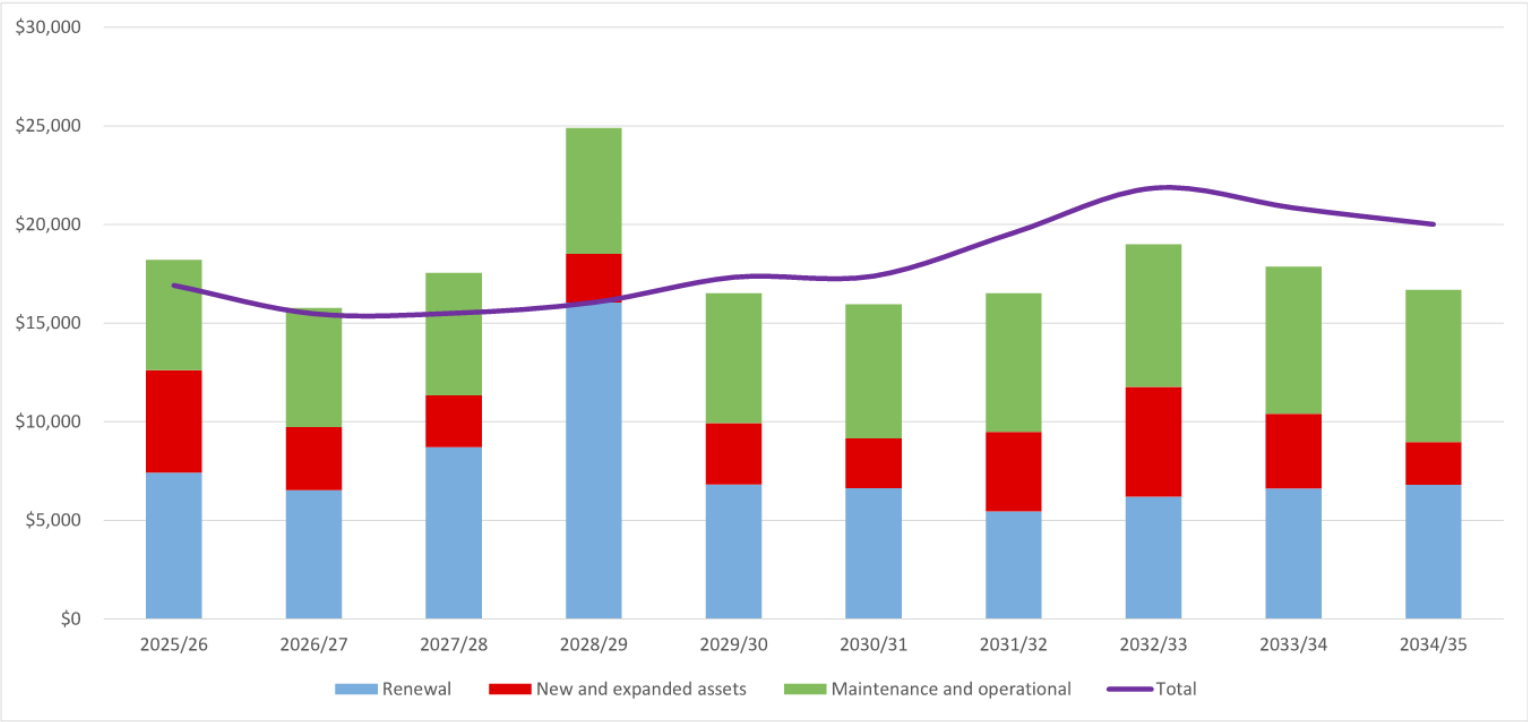


Table 22 General Fund expenditure projections

| Expenditure projections (\$,000s) | | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
|-----------------------------------|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| – combined assets | | | | | | | | | | | |
| Actual | Renewal | \$6,639 | \$6,031 | \$8,360 | \$7,091 | \$6,651 | \$6,477 | \$5,307 | \$6,056 | \$6,433 | \$6,610 |
| | New and expanded assets | \$5,178 | \$3,140 | \$2,629 | \$2,406 | \$3,113 | \$2,460 | \$4,031 | \$5,484 | \$3,782 | \$2,099 |
| | Maintenance and operational | 4,983.18 | 5,326.23 | 5,506.51 | 5,678.69 | 5,856.70 | 6,039.45 | 6,227.75 | 6,422.71 | 6,623.59 | 6,836.34 |
| | Total expenditure | \$16,800 | \$14,497 | \$16,496 | \$15,176 | \$15,621 | \$14,976 | \$15,566 | \$17,963 | \$16,839 | \$15,545 |
| Required | Required renewal (depreciation) | \$5,182 | \$5,493 | \$5,823 | \$6,172 | \$6,543 | \$6,935 | \$7,351 | \$7,793 | \$8,260 | \$8,756 |
| | New and expanded assets | \$5,178 | \$3,140 | \$2,629 | \$2,406 | \$3,113 | \$2,460 | \$4,031 | \$5,484 | \$3,782 | \$2,099 |
| | Required maintenance and operational | \$5,318 | \$5,501 | \$5,709 | \$5,900 | \$6,096 | \$6,285 | \$6,481 | \$6,707 | \$6,919 | \$7,115 |
| | Total | \$15,679 | \$14,134 | \$14,161 | \$14,478 | \$15,752 | \$15,680 | \$17,863 | \$19,984 | \$18,961 | \$17,970 |
| Maintenance gap | | -\$335 | -\$175 | -\$202 | -\$221 | -\$240 | -\$245 | -\$253 | -\$284 | -\$296 | -\$279 |
| Renewals gap | | \$1,457 | \$538 | \$2,537 | \$919 | \$108 | -\$458 | -\$2,044 | -\$1,737 | -\$1,827 | -\$2,146 |
| Overall gap | | \$1,121 | \$363 | \$2,335 | \$698 | -\$131 | -\$704 | -\$2,298 | -\$2,021 | -\$2,123 | -\$2,424 |

Figure 13 General Fund Expenditure Projection

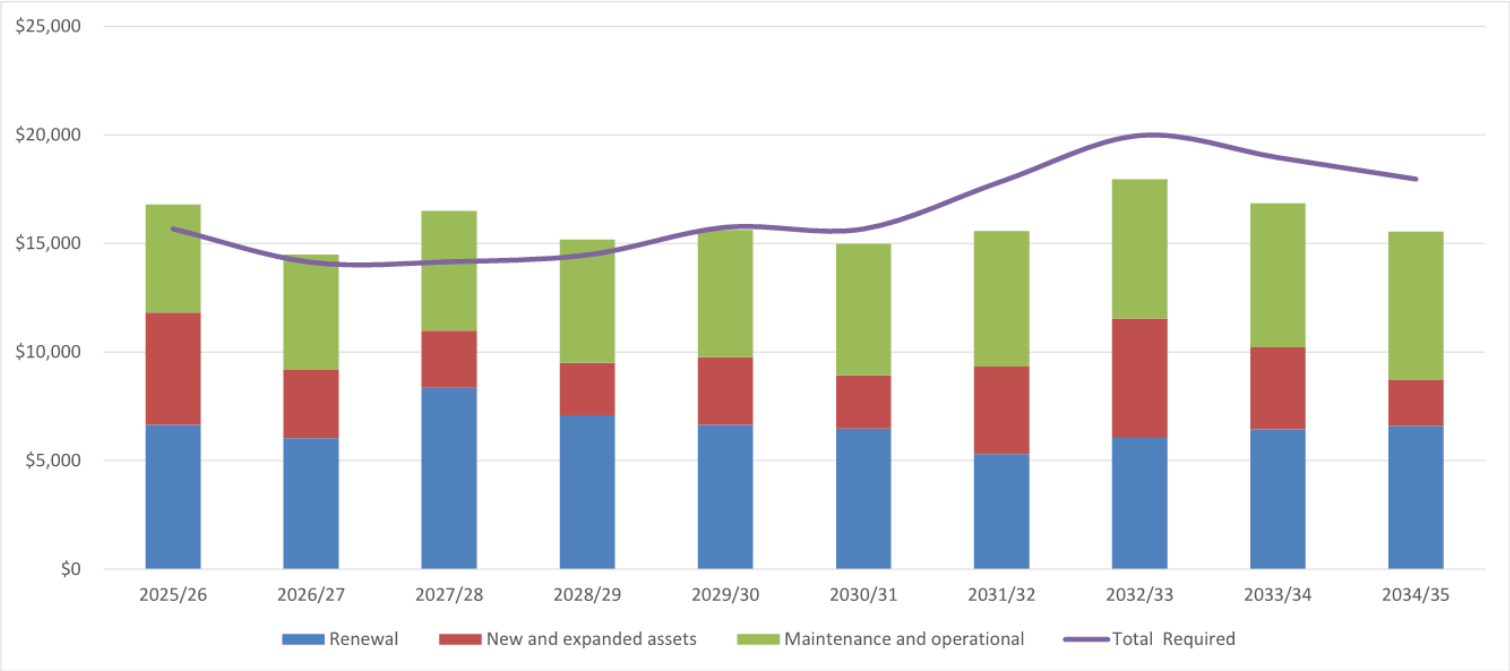


Table 23 Sewer Fund Projections

| Expenditure projections (\$,000s) | | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
|-----------------------------------|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| – combined assets | | | | | | | | | | | |
| Actual | Renewal | \$781 | \$495 | \$350 | \$8,943 | \$165 | \$150 | \$150 | \$150 | \$185 | \$185 |
| | New and expanded assets | \$15 | \$60 | \$0 | \$64 | \$0 | \$70 | \$0 | \$75 | \$0 | \$82 |
| | Maintenance and operational | \$609 | \$714 | \$709 | \$719 | \$740 | \$764 | \$799 | \$825 | \$851 | \$879 |
| | Total expenditure | \$1,405 | \$1,269 | \$1,059 | \$9,726 | \$905 | \$984 | \$949 | \$1,050 | \$1,036 | \$1,146 |
| Required | Required renewal (depreciation) | \$782 | \$829 | \$879 | \$932 | \$988 | \$1,047 | \$1,110 | \$1,176 | \$1,247 | \$1,322 |
| | New and expanded assets | \$15 | \$60 | \$0 | \$64 | \$0 | \$70 | \$0 | \$75 | \$0 | \$82 |
| | Required maintenance and operational | \$446 | \$460 | \$472 | \$581 | \$591 | \$602 | \$613 | \$625 | \$636 | \$649 |
| | Total | \$1,243 | \$1,350 | \$1,351 | \$1,577 | \$1,579 | \$1,719 | \$1,723 | \$1,876 | \$1,883 | \$2,053 |
| Maintenance gap | | \$163 | \$254 | \$237 | \$138 | \$149 | \$162 | \$186 | \$200 | \$215 | \$230 |
| Renewals gap | | -\$1 | -\$334 | -\$529 | \$8,011 | -\$823 | -\$897 | -\$960 | -\$1,026 | -\$1,062 | -\$1,137 |
| Overall gap | | \$162 | -\$81 | -\$292 | \$8,149 | -\$674 | -\$735 | -\$774 | -\$826 | -\$847 | -\$907 |

8.5 Financial performance

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council's current financial service levels and the impacts of Council's projected expenditure upon these service levels.

Figure 14: Consolidated Portfolio

| Infrastructure Ratios | Budget 2025/26 | Estimated 2032/33 | | Funding Gap \$ 000's |
|---|----------------|-------------------|-----------------|----------------------|
| Infrastructure renewals ratio | 124.40% | 67.43% | Budget year | \$1,455 |
| Benchmark 100% | | | 5-year average | \$2,376 |
| | | | 10-year average | -\$141 |
| Infrastructure Backlog Ratio ¹ | 4.81% | 5.60% | Budget year | -\$17,359 |
| Benchmark 2% | | | 5-year average | -\$12,563 |
| | | | 10-year average | -\$13,362 |
| Infrastructure Maintenance Ratio | 97.01% | 99% | Budget year | -\$172 |
| Benchmark 100% | | | 5-year average | -\$46 |
| | | | 10-year average | -\$60 |
| Total Funding Gap | | | Budget year | \$1,283 |
| | | | 5-year average | \$2,330 |
| | | | 10-year average | -\$201 |

¹ The Infrastructure Backlog Ratio Funding Gap is the amount required to reduce Councils 5.2% Backlog Ratio to the OLG benchmark of 2.0%.

Figure 15 General Fund Portfolio

| Infrastructure Ratios | Budget 2025/26 | Estimated 2032/33 | | Funding Gap \$ 000's |
|---|----------------|-------------------|-----------------|----------------------|
| Infrastructure renewals ratio | 128.10% | 75.49% | Budget year | \$1,457 |
| Benchmark 100% | | | 5-year average | \$1,112 |
| | | | 10-year average | -\$265 |
| Infrastructure Backlog Ratio ¹ | 5.12% | 6.36% | Budget year | -\$17,050 |
| Benchmark 2% | | | 5-year average | -\$14,708 |
| | | | 10-year average | -\$15,976 |
| Infrastructure Maintenance Ratio | 94% | 96% | Budget year | -\$335 |
| Benchmark 100% | | | 5-year average | -\$234 |
| | | | 10-year average | -\$253 |
| Total Funding Gap | | | Budget year | \$1,121 |
| | | | 5-year average | \$877 |
| | | | 10-year average | -\$518 |

¹ The Infrastructure Backlog Ratio Funding Gap is the amount required to reduce Councils 5.6% Backlog Ratio to the OLG benchmark of 2.0%.

Figure 16 Sewer Fund Portfolio

| Infrastructure Ratios | Budget 2025/26 | Estimated 2032/33 | | Funding Gap \$ 000's |
|----------------------------------|----------------|-------------------|-----------------|----------------------|
| Infrastructure renewals ratio | 99.82% | 14.00% | Budget year | -\$1 |
| Benchmark 100% | | | 5-year average | \$1,265 |
| | | | 10-year average | \$124 |
| | | | | |
| Infrastructure Backlog Ratio 1 | 1.10% | 0.00% | Budget year | -\$310 |
| Benchmark 2% | | | 5-year average | \$2,145 |
| | | | 10-year average | \$2,614 |
| | | | | |
| Infrastructure Maintenance Ratio | 137% | 135% | Budget year | \$163 |
| Benchmark 100% | | | 5-year average | \$188 |
| | | | 10-year average | \$193 |
| | | | | |
| Total Funding Gap | | | Budget year | \$162 |
| | | | 5-year average | \$1,453 |
| | | | 10-year average | \$317 |

¹ Councils Sewer Fund Infrastructure Backlog Ratio is below the OLG benchmark of 2%.

Figure 17: Consolidated OLG asset expenditure ratios

Figure 18: Consolidated OLG backlog ratio

Figure 19 General Fund OLG asset expenditure ratios

Figure 20 General Fund Backlog Ratio

Figure 21 Sewer OLG asset expenditure ratios

Figure 22 Sewer backlog ratio

9 Overarching improvement Plan

The Strategic Asset Management Plan is to enable Council to:

- demonstrate how its asset portfolio will meet the service delivery needs of its community into the future.
- ensure the integration of Council's asset management with its Community Strategic Plan.

The Strategic Asset Management Plan proposes the following strategies to enable the objectives of the Community Strategic Plan to be achieved.

Table 24: Asset management strategic actions

| No | Strategy | Desired outcome |
|----|---|---|
| 1 | Continue the move from annual budgeting to long term financial planning for all asset classes. | The long-term implications of Council services are considered in annual budget deliberations. |
| 2 | Further develop and review the Long Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome. | Sustainable funding model to provide Council services. |
| 3 | Review and update asset management plan financial projections and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks. | Council and the community are aware of changes to service levels and costs arising from budget decisions. |
| 4 | Continue to report Council's financial position at fair value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that asset remaining lives are assessed on an annual basis. | Financial sustainability information is available for Council and the community. |
| 5 | Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs. | Improved decision making and greater value for money. |
| 6 | Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report. | Services delivery is matched to available resources and operational capabilities. |
| 7 | Ensure responsibilities for asset management are identified and incorporated into staff position descriptions. Assess whether current resourcing is sufficient to cover all asset management functions for all asset classes. | Responsibility for asset management is defined. |
| 8 | Implement an improvement plan to initially realise 'core/good' maturity for the financial and asset management competencies, then progress to 'advanced/better' maturity. | Improved financial and asset management capacity within Council. |
| 9 | Report annually to Council on development and implementation of asset management strategy and plan and long-term financial plans. | Oversight of resource allocation and performance. |
| 10 | Incorporate resilience into Council's infrastructure risk management approach, particularly in disaster sensitive areas. | Improved ability for Council to build and maintain infrastructure vulnerable to natural disasters. |

Table 25: Improvement plan

| Ref No. | Improvement Plan tasks | Priority | Suggested Timeframe |
|-----------|---|-----------|---------------------|
| 0 | Existing Data Improvement Plan | | |
| 0.1 | Calculation and disclosure of data input confidence levels for all assets classes (per AMPs). | Low | 2027 |
| 0.2 | Develop Data improvement plans for all asset classes within individual AMPs. | High | 2026 |
| 0.3 | Assess and include Functionality and Capacity scores (1 to 5) for all relevant assets, as per asset class revaluations. | Low | 2026 |
| 0.4 | Develop age data for assets, where construction date unknown, as per asset class revaluations. | Medium | Per Revaluation |
| 1. | Asset Management Maturity | | |
| 1.1 | Implement an improvement plan to initially realise 'core/good' maturity for the financial and asset management competencies, then progress to 'advanced/better' maturity. | High | 2026 |
| 2. | Asset Data and Knowledge | | |
| 2.1 | Separate non-depreciable components from reported condition profiles | High | Per Revaluation |
| 3. | Asset Knowledge Processes | | |
| 3.1 | Undertake an annual desktop review of asset valuations ensuring that there is an annual review of useful life of assets. | High | Ongoing |
| 3.2 | Implementation of 1:1 relationship between financial and technical register. | Very High | Ongoing Quarterly |
| 3.3 | Develop Asset Accounting Manual to provide guidance on asset accounting policies and functions e.g. (Capitalisation, Thresholds, Valuation etc.) | High | 2026 |
| 4. | Strategic Asset Planning Processes | | |
| 4.1 | Ensure that all asset classes have up to date asset management plans. | Very High | 2026 |
| 4.2 | Review and update asset management plans and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks. | Very High | Ongoing |
| 4.3 | Review the Asset Management Strategy to ensure that it incorporates the most up to date and relevant information on each asset class. | Very High | 2029 |
| 5. | Operations and Maintenance Work Practices | | |
| 5.1 | Identify critical assets and incorporate critical asset risk mitigation plans into Council's emergency response planning procedures. | High | 2026 |
| 6. | Information Systems | | |
| 6.1 | Feasibility review of self-hosted asset management system | High | 2025 |
| 6.2 | Feasibility review of integrated maintenance management/work order system | Medium | 2025 |
| 7. | Organisational Context | | |
| 7.2 | Council to undertake an in-depth workforce review of asset management roles and responsibilities and ensuring that all functions of asset management are covered and are attached to position descriptions and such that Council has an understanding of current gaps in capacity and capability. | Medium | 2025 |

| Ref No. | Improvement Plan tasks | Priority | Suggested Timeframe |
|---------|--|----------|---------------------|
| 7.3 | Ensure responsibilities for asset management are identified and incorporated into staff position descriptions. | High | 2025 |
| 7.4 | Develop and document project management framework | High | 2026 |

[Back Cover]



BLAYNEY SHIRE COUNCIL

Workforce Management Plan

2025/26 – 2028/29





Published by Blayney Shire Council
Adopted XXXXX

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Executive Summary

Built on the foundation established by Council's previous Workforce Management Plan, this Workforce Management Strategy aligns with the Community Strategic Plan and should be read in conjunction with this document.

The Strategy is designed to support Council's long-term workforce and human resource planning, which is expected to remain relatively stable over the next four years.

The core objective remains ensuring Blayney Shire Council has the right people, with the right skills, in the right roles, at the right time. Achieving this goal requires effective systems to attract, develop, and support employees.

Council faces several workforce-related challenges over the coming years, including:

- Aligning organisational culture with strategic objectives
- Managing an ageing workforce
- Supporting staff as they adapt to the future of work and the evolving workplace
- Attracting skilled professionals in an increasingly competitive labour market by becoming an employer of choice
- Addressing critical skills shortages
- Cost of Living Crisis
- Enhancing productivity and improving organisational systems to ensure value for the community

Strategic workforce planning allows Council to respond to these challenges proactively and effectively.

This strategy reaffirms our ongoing commitment to key priorities, including fostering a positive workplace culture, enhancing staff satisfaction, and attracting and retaining skilled employees. We are dedicated to supporting staff development, effectively managing workforce transitions, and recognising the valuable contributions of our employees. Additionally, we aim to prioritise and promote the health and safety of our staff, ensuring a supportive and thriving work environment.

While many initiatives will be led by the Human Resources team, successful implementation depends on the active involvement of all employees.

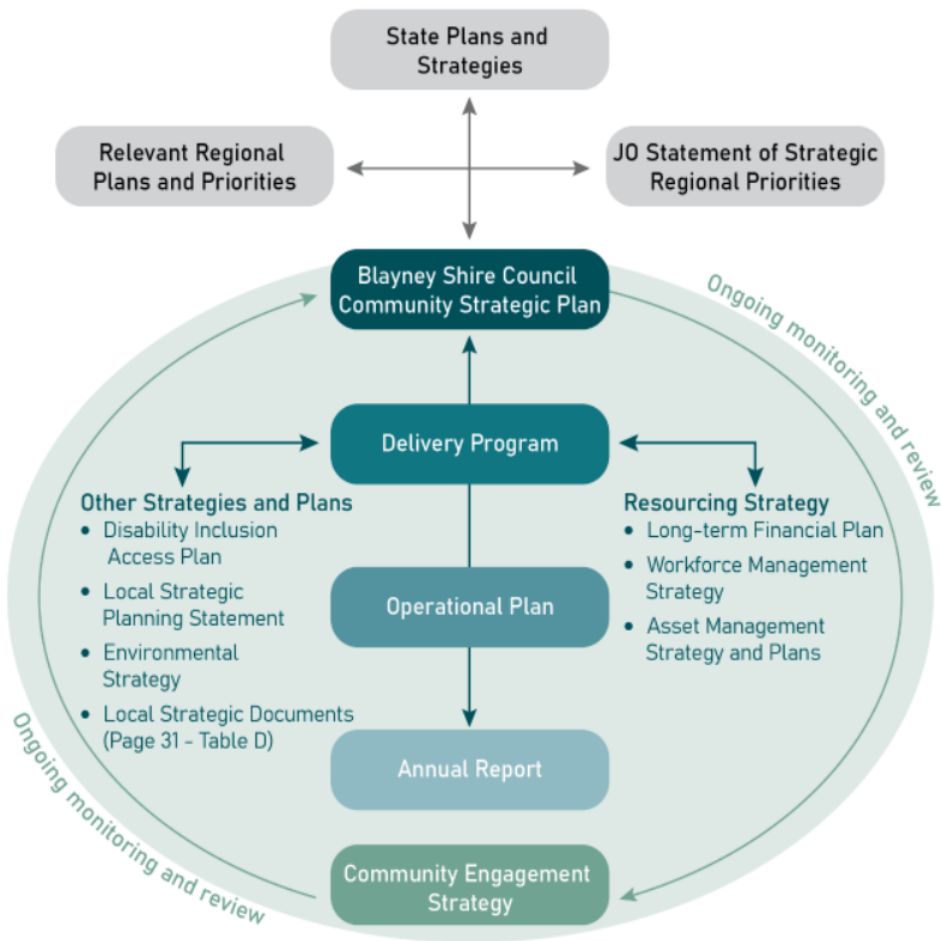
All staff are encouraged to read this Workforce Management Strategy and actively engage in its implementation to help shape a strong, capable, and future-ready organisation.

Introduction

All NSW councils must develop a set of documents that meet the requirements of the Integrated Planning and Reporting framework.

This Integrated Planning and Reporting framework encourages councils to better integrate their various plans to ensure a practical and wholistic approach is adopted for the future.

As shown in the diagram below, the Workforce Management Plan is part of the Delivery Program which contains specific timeframes, and responsibilities.



These goals and priorities are identified in Blayney Shire Council Community Strategic Plan and achieve the objectives and actions identified in the delivery program.

Community priorities are grouped under the themes of:

| | | |
|---|--|--|
|  | Leadership | Prioritise transparency, financial sustainability and strong partnerships with and for our community |
|  | Community | A connected, healthy and inclusive community |
|  | Infrastructure | Infrastructure is resilient, fit for purpose and maintained to support our community |
|  | Economy | A diverse, vibrant and sustainable economy |
|  | Natural & Built Environment | Protecting our assets for future generations |

Addressing four key questions for the community



This Workforce Management Plan is an important component as it depicts an approach to plan for and supply a workforce that can ensure the goals of the community are able to be met.

This Workforce Management Plan covers the financial years' 2025/26 to 2028/29.

Workforce Planning

Workforce planning is a continuous and integrated process that ensures the Council has the right people, with the right skills, to meet current and future goals.

It follows a cyclical approach, helping build capacity to deliver on both strategic and operational priorities. This process also enhances understanding of the workforce profile, supports proactive responses to both expected and unexpected changes, and guides clear strategies for staff development and career progression.

The initiatives outlined in a Workforce Management Plan can boost employee engagement & wellbeing, reduce operational costs, and drive greater efficiency across the organisation.

Objectives

The objectives of Councils Workforce Management Plan are to:

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



Workforce Analysis*



* all statistics are current as at 30th April 2025

Current Workplace Challenges

According to the *2025 HR Industry Benchmark Report, several key factors are shaping the current HR landscape. These include the growing adoption of AI in HR processes, the increasing complexity of a multigenerational workforce, and the impacts of an ageing population moving into retirement.

The report identifies upskilling, cross-skilling, and reskilling employees as the top workforce challenge, with increasing productivity listed as the highest priority. It also highlights that a major barrier to improvement is a lack of clear goals and performance expectations.

Previous Workforce Management Plans have highlighted ongoing challenges, including:

- Communication
- Council's salary system and wage structure
- Scheduling and quality of work
- Employees being included in the procurement process to ensure equipment is fit for purpose

The strategies detailed in this plan are a response to the challenges that Council has faced, and currently facing. These include several recurring issues across the themes of:

- Attraction & Recruitment
- Learning & Development
- Employee Engagement & Retention
- Succession Planning & Talent Management
- Reporting & Workforce Systems
- Performance & Accountability
- Legislative Compliance & Risk

Accompanied by a Summary Action Plan, this Workforce Management Plan aims to not only identify areas for improvement but also implement targeted strategies to support workforce capability, adaptability, and long-term organisational success.

* 2025 HR Industry Benchmark Report provided by ELMO



Workforce Planning & Gap Analysis

Workforce planning and gap analysis are critical components of Council's Workforce Management Plan, ensuring our organisation has the right people, with the right skills, in the right roles to meet current and future service demands.

Workforce planning involves analysing the existing workforce profile, forecasting future staffing needs based on strategic priorities and community expectations, and developing strategies to attract, retain, and develop staff.

Gap analysis supports workforce planning by identifying differences between current workforce capabilities and those that may be needed in the future:

- Identifying and highlighting skill shortages,
- Possible leadership gaps,
- Continuity risks in key roles,
- Opportunities for redeployment or upskilling.

Together, these processes enable Council to make informed, proactive decisions to build a sustainable, capable, and responsive workforce.

Strategies

Strategies aim to build a sustainable, skilled, and flexible workforce. These include targeted recruitment to fill skill gaps, succession planning to manage transitioning into retirement, and training programs to upskill staff.

In addition to this, flexible work options, digital tools, and leadership development initiatives also boost efficiency, staff wellbeing, and retention. Promoting diversity, inclusion, and a positive workplace culture further supports long-term workforce stability.

Attraction & Recruitment

Council has faced several challenges in its attraction and recruitment strategies due to a combination of geographic, economic, and sector-specific factors including:

- Attracting skilled professionals to Blayney Shire, particularly in specialised fields.
- Competition with the private sector for talent, especially when Council has limited salary flexibility under the local government award structure.
- Our ageing workforce and Council's limited succession pipelines can put pressure on recruitment efforts.

These challenges require other innovative approaches, such as improving employer branding, continuing to offer flexible work arrangements, building partnerships with educational institutions, and investing in internal talent development.

Learning & Development

In learning and development, Council faces several challenges, particularly in ensuring training is aligned with organisational goals while remaining accessible and cost-effective. These include:

- Budgetary restraints
- Time constraints, as operational demands often make it difficult for staff to attend development activities
- Small workforce and ability to provide mentoring and supervision
- Tailoring training to diverse roles across the different departments
- Keeping pace with evolving technology and utilising learning platforms to full capacity
- Regulatory changes that require ongoing updates to training content or introduce mandatory training, strain internal resources

To overcome these challenges, Council will endeavour to utilise digital learning platforms, identify optimum training opportunities, strengthen partnerships with external training providers, and partner with other regional councils offering similar training.

Employee Engagement & Retention

Council's strategies will continue to build on the fundamentals of engagement and retention. This includes areas such as work/life balance, various leave options, communication, culture, developing pathways for critical positions, and training.

Currently, Council faces several challenges including:

- Limited career progression opportunities
- Attracting and retaining younger workers
- Salary constraints under the NSW Local Government Awards also limits competitiveness compared to the private sector.
- Additionally, Council is dealing with an ageing workforce. This makes succession planning and knowledge transfer critical, especially in a small organisation
- Maintaining staff morale during organisational change and high workloads; and
- Ensuring ongoing engagement in the face of high workloads.

Addressing these challenges requires focused strategies such as continuing to offer flexible work options, further investing in staff development, employee wellbeing, and fostering a positive, communicative and inclusive workplace culture.

Succession Planning and Talent Management

Council faces several key challenges in succession planning and talent management including these recurring themes:

- Ageing workforce, with a number of experienced staff approaching retirement, creating risks around the loss of critical skills and organisational knowledge.
- Limited internal career pathways
- Insufficient data or workforce analytics to identify talent gaps early or track employee potential effectively.
- Budget constraints

Addressing these issues requires proactive planning, implementing appraisal systems, mentoring programs, targeted development opportunities, and a stronger alignment between workforce data and strategic goals.

Reporting & Workforce Systems

Reporting and workforce system strategies aim to improve decision-making through accurate, timely, and integrated HR data. In Council, there are several challenges that limit effectiveness including:

- Outdated and fragmented systems that make data collection and analysis inefficient or inconsistent.
- Limited integration between HR, payroll, and operational systems can result in poor visibility of workforce trends, hindering strategic planning.
- Challenges around staff capability in using workforce analytics tools and interpreting data for planning purposes.
- Budget constraints may delay system upgrades or limit access to modern HR technologies like cloud-based platforms or automation.
- Data accuracy, security, and compliance with privacy regulations is also an ongoing concern.

To address these challenges, councils need to invest in system modernisation, staff training, and the development of clear policies, data governance and reporting frameworks.

Performance & Accountability

Performance and accountability strategies in Council includes aligning staff performance with organisational goals, improving service delivery, and ensuring transparency. The challenges at Council include:

- Establishing clear, measurable performance indicators that reflect both individual contributions and broader community outcomes.
- Inconsistent application of performance review processes including limited training for managers on the review process
- Lack of timely feedback can weaken accountability and staff engagement.
- Cultural resistance to performance management, especially where expectations and consequences are not clearly communicated.

Linking performance data to strategic planning and decision-making is often hampered by inadequate systems or data gaps.

Overcoming these challenges requires strong leadership, consistent performance frameworks, manager capability-building, and integration of performance metrics into broader planning and reporting structures.

Legislative Compliance & Risk

In Council, legislative compliance and risk strategies ensure lawful operations, protection of public resources, and maintaining community trust.

However, Council has found challenges which include:

- Complexity and volume of regulatory requirements, which can change frequently across state and federal levels.
- Limited internal expertise or resources may hinder timely compliance, particularly in specialised areas.
- Managing risk across diverse services and departments with fewer dedicated compliance staff.
- Inconsistent policies, documentation, and training leads to gaps in awareness and application of compliance responsibilities.

Effective strategies require clear governance frameworks, regular staff training, internal audits, and the integration of compliance and risk management into everyday operations and strategic planning.



Summary Action Plan

This plan supports the ongoing implementation of workforce strategies identified in this workforce management plan including the *recommended year* the action is likely to occur

| Identified risk or gap | Action | Responsibility | FY 26 | FY 27 | FY 28 | FY 29 |
|---|---|---|-------|-------|-------|-------|
| Attraction and Recruitment - | Establish a recruitment procedure which identifies timeframes and modernises recruitment strategies incl social media | Human Resources & Corporate Services | X | X | X | X |
| Learning & Development - Learning Management System (LMS) | SALT (Online learning platform) to be implemented prior to FY 2026 and all staff familiar with the program upon implementation. Further utilisation of the platform will assist onboarding and compliance | Human Resources, Corporate Services and WHS | X | X | | |
| Policies - Monitor, evaluate and update | Identify policies needing updating as priority followed by gaps in policy and processes [Continuous Improvement] | Human Resources, WHS & Corporate Services | X | X | X | X |
| Development and Growth Review Framework | With Managers and Supervisor input, identify a process for implementation of a robust cyclic Development and Growth system <i>(Previously known as a Performance Management framework)</i> | Human Resources | | X | | |
| Learning and Development - Mentoring program | More experienced staff, and staff transitioning into retirement to provide mentoring to new and/or inexperienced staff | Human Resources | | | X | X |
| Employee Engagement & Retention - Creating Values | Creation of values as a foundation of how we work and who we are as a Council | Human Resources | X | X | | |
| Employee Engagement & Retention - Living the Values | Creating a culture where every team member behaves in accordance with the values. | Human Resources | | | X | X |

Blayney Shire Council

| Identified risk or gap | Action | Responsibility | FY 26 | FY 27 | FY 28 | FY 29 |
|--|--|------------------------------|-------|-------|-------|-------|
| Graduate, Trainee and Apprentices | <p>Identify opportunities within the organisation.</p> <p>Aligning this focus with funding opportunities.</p> <p>Create a collaborative working relationship with Blayney High School.</p> | Human Resources & Executive | X | X | X | X |
| WHS Committee collaboration for initiatives | <p>Continuous improvement in the WHS environment including:</p> <ul style="list-style-type: none"> • Communication • Collaboration • Employee wellbeing • Mental health awareness • Engaging staff in initiatives that will receive rebate funding | WHS & Human Resources | X | X | X | X |
| Encouraging and reinforcing equal employment opportunities | <p>Target segments of the workforce that have traditionally been under-represented e.g. Females in outdoor operations roles.</p> | Human Resources | X | X | X | X |
| Develop training and secondment opportunities for critical roles | <p>Identify gaps where:</p> <ul style="list-style-type: none"> • "Acting or Higher Duties" may apply • Formal training or secondment opportunities may exist for employees transitioning into other roles or retirement • Opportunity to collaborate with other organisations <p>This is an ongoing process</p> | Human Resources & Operations | X | X | X | X |



Blayney Shire Council

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BLAYNEY SHIRE COUNCIL

2025/26 – 2028/29 Delivery Program & 2025/26 Operational Plan





Acknowledgement of Country

Here in Blayney Shire, we gather on Wiradjuri country on which members and elders of the local indigenous community and their forebearers have been custodians for many centuries and on which aboriginal people have performed age old ceremonies of celebration, initiation and renewal, we acknowledge their living culture and their unique role in the region.

Published by Blayney Shire Council

Adopted XXXXX

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



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Message from the Mayor and Councillors

The Blayney Shire Council Delivery Program and Operational Plan is the Shire's Guide to what gets delivered over the coming twelve months and the next four years, to you, our valued community.

There is a large amount of input that goes into this document, with our community giving us a large amount of feedback on the future direction of the Blayney Shire in the Community Strategic Plan, that cascades into this document for delivery by Council through operational and capital expenditure.

Whether it be mowing sportsground, showgrounds or parks, funding the operation of the Centrepont facility, cleaning out table drains or resurfacing roads and repairing footpaths, it comes under this plan. Under the Special Rate Variation we have focused on service delivery and better communication with you the community when it comes to customer service.

On top of this, Council is renewing and upgrading our infrastructure. We have a designated Capital Works program over the next four years focused on upgrading our road network, including bridges and culverts, as well as footpaths and maintaining our buildings across the Shire.

One of our key focuses is on building our roads to a better standard, to ensure they are more resilient when we get the next wet period. We are also looking at sealing one new road and there is a potential we may finish sealing the streets in Blayney township. We are also examining more interconnecting footpaths as part of our highly successful Active Movement Strategy.

Council is forecasting a deficit for the coming financial year, which has been compounded with the uncertainty of the McPhillamys Gold Project, which will see substantially less revenue coming to Council over the next four years. Despite of this setback, your Council is focused on delivering as much as we possibly can within our means over this Council term.

The following pages detail the Council's plan for the next four years. We look forward to another successful year working to achieve outcomes for and with the Blayney Shire community.



Back Row: Cr. Bruce Reynolds (Mayor), Cr. C Gosewisch
Middle Row: Cr. John Newstead, Cr. K Hutchings
Front Row: Cr. I Dorsett, Cr. S Johnston, Cr. R Scott (Deputy Mayor)

Council's Guiding Principles

The Local Government Act requires Council to carry out its functions in a way to support local communities to be strong, healthy and prosperous.

The following general principles apply to the core functions of Council:

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

The following principles apply to decision-making by Council:

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

The following principles of sound financial management apply to Council:

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

Financial Sustainability Update

Over recent years Council has experienced costs increasing faster than revenue growth.

It was recognised that Council faced significant financial sustainability challenges in the General Fund, which it was not possible to 'do nothing'. Council has sought to implement a range of measures to address a poor financial outlook. This was critically important because the General Fund contains provision for all Council services, apart from sewerage, and the funding available supports the maintenance and renewal of critical assets such as roads, bridges, pathways, kerbs, stormwater drains and public buildings.

Following a financial sustainability review completed in 2023 and subsequent implementation of recommendations from this review, Council identified the need for a Special Variation (SV) to increase rates by 33.1% over 3 years (or 10% p.a.) commencing 1 July 2024, as one measure seeking to address growing forecast deficits in the Long Term Financial Plan (LTFP).

The additional revenue from the special variation to rates will be used to:

- reduce the infrastructure renewal funding gap; and
- invest additional funds in operational service delivery.

Of importance for Council and the community to understand in relation to the Long Term Financial Plan is that in the event that planned assumptions around income forecasts in the Base Case, specifically new mine rate income, do not eventuate, then without the presence of additional and/or alternate income sources Council will be required to undertake further remedial action.

In the short term, Council may be required to scale back the capital expenditure program to the level that maintains a positive unrestricted cash position, however this will likely not be sustainable over the longer term. Further remedial action would entail a review of Council services / service levels and exploring other revenue sources including the option of a further special variation to rate income.

Rationale

Financial sustainability for local government is critical as we are responsible for directly providing the community with a wide range of public services, community infrastructure and facilities.

This requires Council to hold and maintain a significant base of infrastructure assets. This necessitates not only substantial initial investments but also continued expenditure to operate, maintain and renew assets over the course of their useful lives.

There are many definitions of financial sustainability. NSW Treasury Corporation defines financial sustainability as:

A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community.

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

- a) *Council spending should be responsible and sustainable, aligning general revenue and expenses.*
- b) *Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.*

- c) *Councils should have effective financial and asset management, including sound policies and processes for the following:*
 - (i) performance management and reporting,*
 - (ii) asset maintenance and enhancement,*
 - (iii) funding decisions,*
 - (iv) risk management practices.*
- d) *Councils should have regard to achieving intergenerational equity, including ensuring the following:*
 - (i) policy decisions are made after considering their financial effects on future generations,*
 - (ii) the current generation funds the cost of its services.*

All NSW councils are required under the Act to apply these principles in order to ultimately achieve a financially sustainable position.

Application of these principles means that:

- Council must maintain sufficient cash reserves;
- Council must have an appropriately funded capital works program;
- Council must maintain its asset base;
- Expenditure on assets should be driven by Asset Management Plans.

Operational Budget Summary

The 2025/26 budget has been informed by the LTFP taking the following into account:

- The current financial outlook;
- The activities contained in the Delivery Program 2025-2029, which provides for the community aspirations for future growth of the Blayney Shire;
- Asset renewal funding requirements identified in the Ten Year Capital Works program.

The 2025/26 budget has been informed by the LTFP taking the following into account:

Further details on the above areas including a summary of Net Cost of Services are contained in the 2025/26 – 2028/29 Delivery Program and 2025/26 Operational Plan Appendix in the Revenue Policy section and Council's Long Term Financial Plan. The 2025/26 budget includes a consolidated operating deficit of \$877k, which is a significant improvement on the previous forecast operating deficit for 2025/26 of \$1.34m

Council's 2025/26 budget includes the approved special variation of 10% and provides for a higher allowance of expenditure relating to Council's infrastructure assets in an attempt to reduce Council's backlog and ensure the assets remain in a satisfactory condition, which extends the life and timing of required renewals.

With the implementation of the approved special variation and other assumptions in the Long Term Financial Plan coming to fruition, a more financially sustainable outcome for Council over the life of the 2025/26 – 2034/35 Long Term Financial Plan (LTFP) should be achieved.

A summary of Council's Operating Result for 2025/26 is shown below:

| Surplus / (Deficit) ('000) | |
|----------------------------|-----------|
| Fund | |
| General Fund | (\$1,108) |
| Sewer Fund | \$231 |
| TOTAL | (\$877) |

Capital Budget Summary

Council is committed to investing in infrastructure that supports the needs of the community, both now and in the future, and drives further investment and population growth across our region. However, this commitment is balanced against the need to ensure that existing assets are maintained and that, as far as possible, asset renewal outcomes are optimised through the budget process.

A summary of the Capital Budget by fund is shown below:

| Surplus / (Deficit) ('000) | |
|----------------------------|----------|
| Fund | |
| General Fund | \$11,586 |
| Sewer Fund | \$796 |
| TOTAL | \$12,382 |

The 2025/26 Capital Budget includes infrastructure projects encompassing scheduled and ongoing asset renewal investment. Many projects are predominantly and/or partially funded through State and Commonwealth funding grants, allowing Council to undertake major projects that will protect and grow our region. It is highlighted grant funding opportunities from both State and Commonwealth are significantly reducing.

Grant funded projects are governed by the terms of the funding agreement including completion dates and have had to be prioritised for this reason. Council's Capital Expenditure Program within the Revenue Policy Section of this document identifies projects proposed with project funding disclosed under the heading 'Source'.

Further information on Council's Capital Budget forecasts can be found in the 2025/26 – 2028/29 Delivery Program and 2025/26 Operational Plan Appendix in the Revenue Policy section.

Council’s Functions

Blayney Shire Council



Executive Services

- ▶ Councillors
- ▶ Human Resources
- ▶ Risk/WHS
- ▶ Project Management
- ▶ Community and Economic Development
- ▶ Civic Functions/Council Events
- ▶ Australia Day
- ▶ Community Engagement
- ▶ Tourism
- ▶ Media/PR and Communications



Corporate Services

- ▶ Governance
- ▶ Customer Services
- ▶ Financial Services
- ▶ Records Management
- ▶ Information Technology
- ▶ Children’s/Family Services
- ▶ Aged and Disability Services
- ▶ Community Centre
- ▶ Cultural Services



Infrastructure Services

- ▶ Roads and Bridges
- ▶ Footpaths
- ▶ Asset Management
- ▶ Sporting Grounds
- ▶ Parks and Gardens
- ▶ Blayney Showground
- ▶ Wastewater
- ▶ Public Conveniences
- ▶ Street Cleaning
- ▶ Stormwater Drainage
- ▶ Fleet and Plant
- ▶ Emergency Services
- ▶ Quarries and Pits
- ▶ Private Works
- ▶ Building Maintenance
- ▶ Stores
- ▶ Works Depot



Planning and Environmental Services

- ▶ Town Planning
- ▶ Building Control
- ▶ Environmental Health
- ▶ Waste Management
- ▶ Animal Control
- ▶ Public Cemeteries
- ▶ CentrePoint Sport and Leisure Centre
- ▶ Fire Protection
- ▶ Environmental Sustainability
- ▶ Education

What is the Delivery Program?

The Delivery Program 2025/26-2028/29 is one layer of the Integrated Planning and Reporting framework that all NSW Councils must develop to meet the requirements of the Local Government Act. It outlines the work Council can do to achieve the Future Directions identified by the community in the Community Strategic Plan.

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

What is the Operational Plan?

The 2025/26 Operational Plan completes the planning documents and details the activities to be undertaken and the financial requirements to deliver the commitments of the Community Strategic Plan and Delivery Program.

The diagram below demonstrates their linkages:



BLAYNEY SHIRE COUNCIL

Future Directions

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

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

A list of community projects, aspirations and objectives were grouped into an overarching strategy and listed in order of collective priority as determined by the community forums. The strategies are categorised under the themes of:

| | | |
|---|--|--|
|  | Leadership | Prioritise transparency, financial sustainability and strong partnerships with and for our community |
|  | Community | A connected, healthy and inclusive community |
|  | Infrastructure | Infrastructure is resilient, fit for purpose and maintained to support our community |
|  | Economy | A diverse, vibrant and sustainable economy |
|  | Natural & Built Environment | Protecting our assets for future generations |

| | | |
|----------------------|----------------------------------|-----------------------------------|
| Annual Budget | \$ 15.8m Income | \$ 3.6m Expenses |
|----------------------|----------------------------------|-----------------------------------|



1 – Leadership

Prioritise transparency, financial sustainability and strong partnerships with and for our community

| 1.1 Transparent and accountable Council trusted by the community | | | | | | | | |
|--|---|---|--------------------|--------|-------|-------|-------|-------|
| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
| a. Implement and promote best practice governance | Councillor Upskilling: Support Councillors with training / skill / professional development opportunities | Councillor professional development identified and scheduled | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| | Audit, Risk and Improvement: Delivery of a robust governance, audit and risk framework | Quarterly meeting of ARIC committee Adoption of Four Year and Annual audit plans per statutory requirements Audit, Risk and Improvement Committee minutes reported to Council | Corporate Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| | Enterprise Risk Management: Implement and embed an Enterprise Risk Management system | Corporate Risk Register reviewed by Executive Leadership Team quarterly Operational Risk Register reviewed by Senior Leadership Team quarterly | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| | Disclosures of Interests: Councillor and Designated Persons disclosures of interest returns completed annually in accordance with the Local Government Act | Disclosures of Interest Returns completed and reported to Council by 31 October | Corporate Services | ADM2 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|--|--|--------------------|------|---|---|---|---|
| | Code of Conduct: Annually report on complaints under Council's Code of Conduct | Annual report to Council (before December) | Corporate Services | ADM2 | ✓ | ✓ | ✓ | ✓ |
| b. Monitor, evaluate and update Council's strategic planning documents and policies | Integrated Planning and Reporting: Review Council's Integrated Plans in accordance with statutory requirements and timelines | IP&R Documents updated and adopted Regular reporting to Council | Corporate Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| | Review Council Policies: Review all policies during the term of the current Council | Council updated on progress on progress of Policy Review Program Policies reviewed and adopted by Council | Corporate Services | ADM2 | ✓ | ✓ | ✓ | ✓ |
| | Delegations and Authorisations: Review Delegations and Authorisations completed with new term of Council and issued upon recruitment of new staff | Delegations Register reviewed and authorisations assigned to staff | Corporate Services | ADM2 | ✓ | ✓ | ✓ | ✓ |
| c. Provide access to Council information, services and facilities | Information: Community is informed of various types of information held by Council and how that information can be accessed | Review and adoption of Agency information Guide annually and publication on website | Corporate Services | ADM2 | ✓ | ✓ | ✓ | ✓ |
| | Requests for information: Requests are responded to within statutory timeframe in accordance with Government Information (Public Access) Act | Statistics and response timeframes | Corporate Services | ADM2 | ✓ | ✓ | ✓ | ✓ |

1.2. Local priorities are championed through advocacy

| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
|--|--|--|--------------------|--------|-------|-------|-------|-------|
| a. Engage with governments, councils, agencies, associations and private companies for the betterment of the community | Elected representative advocacy: Build strong relationships with state and federal members to represent the community | Number of occasions Council met with State and Federal representatives | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| | Agency and Association engagement: Build strong relationships with state and federal agencies for the betterment of the community | Membership, participation and engagement activities, including: CNSWJO, MERC, Country Mayors, LGNSW, ALGA, TfNSW, DPHI, EPA etc | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| | Private sector engagement: Build strong relationships with the private sector for the betterment of the community | Number of engagements with key private sector stakeholders including: Newmont (Cadia), Regis Resources (McPhillamys), Iberdrola (Flyers Creek) etc | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |

1.3 The community is informed and engaged

| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
|---|--|--|--------------------|--------|-------|-------|-------|-------|
| a. Ensure various communication methods are used to engage the community throughout the shire | Communication: Communicate Council's activities through a range of media platforms | Number of promotion activities undertaken | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| | Website - Maintain a user-friendly website with easily accessible information on council services, policies, events, news, meeting agendas, minutes, and other public records | Website reviewed and updated | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| b. Inform and encourage community input into decision making | Meetings: Regular meetings of Council, committees and community groups comprising Councillor and community representatives | Number of: Council meetings, Financial Assistance Program Committee, Disability Inclusion Working Group, Blayney | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|---|---|-------------------------------------|------|---|---|---|---|
| | | Showground User Group and community group meetings | | | | | | |
| | Engagement: Engage with the community on key strategies and documents | Number of engagements undertaken | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| | Engagement: Review the Blayney Shire Community Participation Plan | Review and update Community Participation Plan | Planning and Environmental Services | ADM1 | | ✓ | | |
| | Public Forum: Provide opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings | Business paper available to public 3 days prior to Council meeting and public advised of the availability of the public forum | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |

1.4 Finances are managed sustainably and responsibly

| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
|---|--|---|-------------------------|--------|-------|-------|-------|-------|
| a. Council meets all statutory and regulatory compliance obligations | Financial reporting: Statutory financial returns, annual and quarterly financial reports are filed in accordance with legislative requirements | Audited financial statements and financial returns lodged within legislative timeframe QBRS reported to Council quarterly within legislative timeframe | Corporate Services | ADM2 | ✓ | ✓ | ✓ | ✓ |
| | Financial reporting: Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations | Unmodified audit report issued by 31 October | Corporate Services | ADM2 | ✓ | ✓ | ✓ | ✓ |
| | Private works: Works conducted on private land are in accordance with Local Government Act and such works charged at appropriate commercial rates | Income from private works exceeds expenditure | Infrastructure Services | ECA4 | ✓ | ✓ | ✓ | ✓ |
| | Legislative compliance: Legislative compliance obligations reviewed | Legislative compliance review status report tabled to Audit, Risk and Improvement | Corporate Services | ADM1 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|---|---|--|--|------|---|---|---|---|
| | | Committee on a 6-monthly basis | | | | | | |
| b. Council operates in a financially sustainable manner and seeks to identify and implement ongoing efficiencies | Financial sustainability: Manage Council financial systems, processes and projects in a sustainable way that maximises value for money for Ratepayers | Longterm financial plan reviewed, updated and adopted | Corporate Services | ADM2 | ✓ | ✓ | ✓ | ✓ |
| | Financial sustainability: Ensure Council has adequate cash flow to meet its needs | Unrestricted current ratio exceeds NSW local government industry key performance indicator (OLG) of 1.5X | Corporate Services | ADM2 | ✓ | ✓ | ✓ | ✓ |
| | Service improvements: Promote and facilitate excellent performance through the development of streamlined and improved systems, processes and frameworks | Report improvements and efficiencies to ARIC, Council and Annual Report Undertake 2 service reviews per annum | Corporate Services / Other Depts. | ADM1 | ✓ | ✓ | ✓ | ✓ |
| c. Creation of new and upgraded public assets is balanced with the needs of the greater community | New and Upgraded assets: Ongoing operational impacts from new and upgraded assets is considered prior to a project being committed to and/or supported | Number of projects considered under the Blayney Shire Community Initiated Infrastructure Policy | Infrastructure Services | ADM3 | ✓ | ✓ | ✓ | ✓ |
| | Asset maintenance: Maintenance and renewal is undertaken in a financial sustainable manner | Asset backlog ratio, reported annually, trending downward | Corporate Services / Infrastructure Services | ADM3 | ✓ | ✓ | ✓ | ✓ |

| | | |
|----------------------|---------------------------------|-----------------------------------|
| Annual Budget | \$ 560k Income | \$ 1.8m Expenses |
|----------------------|---------------------------------|-----------------------------------|



2 – Community

A connected, healthy and inclusive community

| 2.1 Community groups are capable, resilient and well-supported | | | | | | | | |
|--|--|--|--------------------|---------|-------|-------|-------|-------|
| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref. | 25/26 | 26/27 | 27/28 | 28/29 |
| a. Provide support and opportunities for town and village associations and community groups to actively represent their community or group | Town / Village plans: Each town / village identifies projects and opportunities needed by the community | Action Plan completed for each town and village | Executive Services | GOV1 | ✓ | | | |
| | Town and village associations: Assist associations to function so they can represent their community | Assistance provided through Community Financial Assistance Program | Corporate Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| | Community groups: Assist community groups to have the capacity to seek funding through other sources | Value and number of projects provided and delivered under the Village Enhancement Program Communicate funding opportunities to community groups | Corporate Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| b. Explore opportunities seeking to address the decline of volunteers | Community directory: Develop and maintain a Community Directory including volunteering opportunities | Community directory developed and promoted | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| | Volunteer numbers: Partner with government agencies to conduct / promote programs to increase volunteer numbers | Events, programs and opportunities promoted | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| | Recognition of volunteers: Work with Australia Day Committee to recognise the contribution volunteers make to the community | Australia Day Breakfast conducted and awardees recognised | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |

| 2.2 Social connection and learning opportunities are available for all | | | | | | | | |
|---|--|--|-------------------------|----------------|--------------|--------------|--------------|--------------|
| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref. | 25/26 | 26/27 | 27/28 | 28/29 |
| a. Encourage and facilitate youth participation, engagement and employment opportunities | Youth Week: Allocate funding through Youth Week Small Grants Program | Value and number of projects funded by the program | Corporate Services | CSE3 | ✓ | ✓ | ✓ | ✓ |
| | Youth leadership and Education: Support youth programs for Blayney Shire residents | Value and number of projects funded by the program | Corporate Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| | Youth Employment Opportunities: Identify youth employment opportunities within Council and the Blayney Shire | Number of cadets, trainees and apprentice positions provided within Council | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| b. Provide library services, community spaces and facilities that create social connection opportunities | Library: Maintain Library Services delivered through service level agreement with Central West Libraries | Library usage and circulation statistics reported to Council on six-monthly basis | Corporate Services | REC1 | ✓ | ✓ | ✓ | ✓ |
| | Community Centre: Ensure the Blayney Shire Community Centre is presented and maintained to encourage community use and activities | Usage statistics reported to Council on six-monthly basis | Corporate Services | REC2 | ✓ | ✓ | ✓ | ✓ |
| | Community Halls: Support village and community halls to enable local activities and community events | Maintenance and enhancement activities undertaken to community spaces and facilities within the villages | Infrastructure Services | REC2 | ✓ | ✓ | ✓ | ✓ |
| c. Support and assist with the promotion of community events and cultural activities | Community Events: Assist community groups to host and facilitate community events | Number of applications supported | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|--|--|--------------------|------|---|---|---|---|
| | Communications: Promote community events and activities through Council channels | Number of events promoted | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| | Financial Assistance Program: Review and update the Community Financial Assistance Program Policy | Updated Financial Assistance Program Policy adopted by Council | Corporate Services | GOV1 | ✓ | | | |
| | Arts: Support Platform Arts Hub and other providers to enable community activities and programs | Annual report on usage and outcome from arts groups and events reported to Council Community activities supported | Executive Services | REC3 | ✓ | ✓ | ✓ | ✓ |

2.3 A safe and healthy community

| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref. | 25/26 | 26/27 | 27/28 | 28/29 |
|---|--|--|-------------------------|---------|-------|-------|-------|-------|
| a. Engage with, and support agencies (including Emergency Services) to ensure adequate service levels and disaster resilience throughout the shire | Local Traffic Committee: Ongoing facilitation and involvement in the Local Traffic Committee (LTC) | Host, coordinate and provide technical support to the LTC | Infrastructure Services | ADM3 | ✓ | ✓ | ✓ | ✓ |
| | Local Emergency Management Committee: Ongoing facilitation and involvement in the Local Emergency Management Committee (LEMC) | Host, coordinate and chair meetings of LEMC Maintain the LEMC Emergency Management Plan and contact lists | Infrastructure Services | POS3 | ✓ | ✓ | ✓ | ✓ |
| | Rural Fire Service: Involvement and participation in the Canobolas Zone Bushfire Management and Liaison Committees | Number of meetings attended | Infrastructure Services | POS1 | ✓ | ✓ | ✓ | ✓ |
| b. Enhanced and improved health and medical services for the shire | Health and medical facilities: Advocate on behalf of the Blayney community for improved health | Engagement with stakeholders as required | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|---|---|---|-------------------------------------|------|---|---|---|---|
| | services within the Blayney Shire and adjoining regional centres | | | | | | | |
| | Health and medical professionals: Support the attraction and retention of medical practitioners and allied services within the Blayney Shire | Promotion of Attraction and Retention of Medical Professionals policy and assessment of applications received | Corporate Services | ADM2 | ✓ | ✓ | ✓ | ✓ |
| | Inclusion: Support organisations who assist vulnerable members of our community | Assistance provided for accessing facilities and sourcing grant funding for essential services | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| c. Council meets legislative requirements to facilitate a healthy and safe community | Responsible pet ownership: Promote and educate our community on companion animal legislation requirements including an annual assistance program | Communication and Engagement statistics Annual program statistics | Planning and Environment Services | POS2 | ✓ | ✓ | ✓ | ✓ |
| | Ranger services: Promote and enforce local laws and regulations, addressing issues like animal control, parking, litter, and environmental protection, to keep the shire safe, clean and well-managed. | Compliance statistics | Planning and Environmental Services | POS4 | ✓ | ✓ | ✓ | ✓ |
| | Food safety: Maintain a food shop inspection program that is proactive and educational and also responds appropriately to breaches of health standards | All high-risk food premises in the shire inspected in accordance with regulatory requirements and necessary compliance action taken | Planning and Environmental Services | HEA1 | ✓ | ✓ | ✓ | ✓ |

| 2.4 An inclusive and liveable community | | | | | | | | |
|--|---|---|--------------------------|---------|-------|-------|-------|-------|
| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref. | 25/26 | 26/27 | 27/28 | 28/29 |
| a. Provide and promote access and inclusion for people with a disability | Disability Inclusion Action Plan: Review and update the Disability Inclusion Action Plan | Review and update Disability Inclusion Action Plan | Corporate Services | ADM2 | ✓ | | | |
| | Disability Inclusion Action Plan: Implement the Disability Inclusion Action Plan | Meetings of Disability Inclusion Working Group held and minutes reported to Council Six monthly and annual reporting | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| | Access Incentive Fund: Provide an Access Incentive Fund to assist building owners with the cost of having an Access Consultant provide an initial report | No. of applications received | Planning and Environment | MMC1 | ✓ | ✓ | ✓ | ✓ |
| | Council Works: Disability Inclusion Working Group is consulted on relevant Council projects | Delivery Program and Operational Plan is referred annually to the DIWG | Corporate Services | TCO5 | ✓ | ✓ | ✓ | ✓ |
| b. All decisions are sensitive to the impact on vulnerable groups | Vulnerable groups: Review the Pensioner and Hardship Policy | Policy reviewed and adopted | Corporate Services | ADM2 | | ✓ | | |
| | Affordable housing: Advocate and identify opportunities for affordable housing developments | Engagement with state government and community housing providers e.g. Housing Plus | Executive Services | ECA3 | ✓ | ✓ | ✓ | ✓ |
| | Child Care: Advocate and support for childcare services | Contribution to Blayney Out of School Hours Care Service | Corporate Services | CSE2 | ✓ | ✓ | ✓ | ✓ |
| c. Public transport services are adequate for communities needs | Public Transport: Liaise with Transport for NSW and other not for profit operators seeking to improve public transport connectivity as required | Service gaps identified and advocacy undertaken | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| | Bus Stops: Facilitate requests and engage with bus service providers on bus stop locations and associated infrastructure | Requests for formal bus stops facilitated through Local Traffic Committee and application to TfNSW | Infrastructure Services | TCO7 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|--|--|--------------------|------|---|---|---|---|
| | | Requests for informal bus stops coordinated internally as per guidelines | | | | | | |
| | Newbridge Railway Station: Advocate for the reactivation of Newbridge Railway Station through upgrades and a stop on demand service | Reactivation of Newbridge Railway Station | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |

Blayney OOSH Services

After School Care or Out of School Hours (OOSH) service is operated in the Blayney Shire at Blayney Public School and is delivered by Cabonne Shire Council.

It operates 5 days a week from 3.00pm to 5.30pm during school terms at Blayney Public School. Council makes an annual financial contribution to assist its retention and sustainability in the Blayney Shire. The service is largely funded by the Australian Department of Education, Skills and Employment via the Childcare Subsidy and administration charges from parents.

Village Enhancement Program

The Village Enhancement Program budget is allocated to local community infrastructure improvement and renewal projects throughout the Shire. Council works with the Village Committees, Progress Associations and Hall Committees to determine those projects funded and completed, in consultation with Council's Asset Management Plans; strategies and respective Town/Village Community Plans.

The completion of individual Town and Village Community Plans, enables each Town and Village to determine a project list of community, tourism, heritage, cultural, public infrastructure, economic growth and environmental based projects.

Through the program Council currently supports both Blayney Town Association and Millthorpe Village Committee for the reimbursement of Association incorporation expenses, Public Liability Insurance and administration costs.

Blayney Library

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

Council receives an annual subsidy as part contribution for provision of library services from the State Library of NSW. The library service has grown to provide more than just books to borrow, with modern libraries becoming a vital community asset where all ages can research information, access online book, magazine and audio apps, on-demand streaming video platforms, the internet and obtain social interaction.

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

- | | |
|--------------------------------------|--|
| ➤ Fiction books | ➤ Large print materials |
| ➤ Non-fiction books | ➤ Newspapers |
| ➤ Audio books and magazines | ➤ Film collection |
| ➤ Online books and magazines | ➤ Talking books and music CD's |
| ➤ On-demand streaming video platform | ➤ Local Studies and family history resources |

A ready reference collection suited to homework and general needs is also available.

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

Youth Development

The Youth Development Program is responsible for encouraging, engaging and empowering youth across the shire, for the continued enhancement of long-term social, economic, and environmental conditions of their community. The Youth Development program focusses on developing and building upon a culture of a positive youth community.

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

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

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

Animal Control

Council operates an animal pound to service the Shire. The Animal Control function is coordinated by Council's Ranger who undertakes a wide range of duties including animal control, daily operation and maintenance of the pound and regulation of companion animals and off-leash areas. Off-leash areas in the Blayney LGA are located at Heritage Park, Blayney and in the village of Millthorpe on Glenorie Road.

Contributions to Emergency Services

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

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

Health & Food Control

Council employs staff who specialise in environmental health activities to carry out a broad range of inspections from an educational and enforcement perspective. Council is part of the NSW Food Regulation Partnership with the NSW Food Authority. The Partnership defines the responsibilities of the New South Wales Food Authority and NSW Councils in relation to food safety issues.

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

| | | |
|----------------------|---------------------------|----------------------------|
| Annual Budget | \$ 5.3m Income | \$ 16m Expenses |
|----------------------|---------------------------|----------------------------|



3 – Infrastructure

Infrastructure is resilient, fit for purpose and maintained to support our community

| 3.1 Resilient and well-maintained road and transportation infrastructure | | | | | | | | |
|---|--|--|-------------------------|--------|-------|-------|-------|-------|
| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
| a. Ensure transport infrastructure is safe and well maintained | Road allocations: Deliver road allocations projects in accordance with budgetary allocations and asset management plans | Heavy patching, culvert renewal, reseal and gravel sheeting programs delivered Ensure adequate renewal of existing infrastructure | Infrastructure Services | TCO1 | ✓ | ✓ | ✓ | ✓ |
| | Bridges - Local Roads: Maintain local bridges | Maintenance and renewal works undertaken | Infrastructure Services | TCO3 | ✓ | ✓ | ✓ | ✓ |
| | Bridges - Regional: Maintain regional bridges | Maintenance and renewal works undertaken | Infrastructure Services | TCO4 | ✓ | ✓ | ✓ | ✓ |
| b. Advocate to the NSW Government for improved transportation networks | Transport for NSW: Build strong relationships with Transport for NSW seeking improved Transportation networks for the betterment of the community | Number of meetings held and engagements with Transport for NSW | Infrastructure Services | TCO2 | ✓ | ✓ | ✓ | ✓ |
| | Regional collaboration: Participate in committees, groups and events seeking improved Transportation networks for the betterment of the community | Actions undertaken during the period | Infrastructure Services | ADM3 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|--|---|-------------------------|------|---|---|---|---|
| c. Ensure renewal of existing and future infrastructure is sustainable, planned and based on ensuring inter-generational equity | Project design: Infrastructure projects are designed and scoped in advance of project commencement | Designs finalised, projects scope and costing adopted ready for delivery | Infrastructure Services | ADM3 | ✓ | ✓ | ✓ | ✓ |
| | Quarries: Source roadmaking material in an environmentally sustainable and efficient manner through operation of Council quarries | Quarries operated in accordance with regulatory and legislative requirements with nil compliance breaches | Infrastructure Services | MMC2 | ✓ | ✓ | ✓ | ✓ |
| | Grant funding submissions: Identify opportunities and make application for state and federal government grants | Grant applications made and delivered for transport projects | Infrastructure Services | ADM3 | ✓ | ✓ | ✓ | ✓ |
| | Asset management plans: Regularly review asset management plans and infrastructure related policies | Asset management plans and infrastructure policies reviewed | Infrastructure Services | ADM3 | ✓ | ✓ | ✓ | ✓ |

3.2 Facilities and open spaces that promote and encourage a healthy lifestyle

| Strategy: How will we get there? | Sporting grounds: Maintain Council sporting fields for all sporting associations | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
|---|---|---|-------------------------|--------|-------|-------|-------|-------|
| a. Ensure public spaces and facilities are planned, maintained and fit for purpose | Blayney Showground: Maintain Blayney Showground for all users and engage users on projects prior to commencement | Maintenance undertaken Users engaged | Infrastructure Services | REC7 | ✓ | ✓ | ✓ | ✓ |
| | Street cleaning: Delivery of street cleaning services across the Blayney Shire | Street cleaning services undertaken | Infrastructure Services | ENV4 | ✓ | ✓ | ✓ | ✓ |
| | Public conveniences: Provide public amenities to facilitate community activity | Maintenance undertaken | Infrastructure Services | HCA2 | ✓ | ✓ | ✓ | ✓ |
| | Public conveniences: Perform a review of access to public amenities and facilities e.g. opening hours of toilets | Review undertaken and changes implemented | Infrastructure Services | HCA2 | ✓ | | | |

| | | | | | | | | |
|--|--|--|-------------------------------------|------|---|---|---|---|
| | Cemeteries: Cemeteries maintained to current high standard | Maintenance undertaken | Infrastructure Services | HCA1 | ✓ | ✓ | ✓ | ✓ |
| b. Ensure pedestrian networks are planned, maintained and safe | Active movement strategy: Review and update Active Movement Strategy | Updated Active Movement Strategy adopted by Council | Infrastructure Services | TCO5 | ✓ | | | |
| | Active movement capital works: Identify funding opportunities and seek to deliver Active Movement Strategy projects | Number of projects funding has been obtained for Number of projects delivered | Infrastructure Services | TCO5 | | ✓ | ✓ | ✓ |
| | Footpath renewal: Prioritise Council expenditure on footpath renewal works | Footpath and pathway maintenance and renewal in accordance with Council's Pathway Hierarchy, Standard and Maintenance Policy 25H | Infrastructure Services | TCO5 | ✓ | ✓ | ✓ | ✓ |
| c. Provide a variety of recreational and sporting facilities which enable and encourage the community to pursue recreational activities | Sporting grounds: Maintain Council sporting fields for all sporting associations | Sporting grounds maintained to high standard | Infrastructure Services | REC5 | ✓ | ✓ | ✓ | ✓ |
| | Sporting grounds: Review opening hours and access to Council facilities (e.g. Tennis Courts, King George Oval) | Review undertaken and changes implemented | Infrastructure Services | REC5 | ✓ | | | |
| | Centrepont Sport and Leisure Centre: Ensure CentrePoint is operated in a manner to maximise patronage and participation | Statistics reported by the contract Manager | Planning and Environmental Services | REC4 | ✓ | ✓ | ✓ | ✓ |
| | Parks, gardens and open space: Provide recreation opportunities through the provision of attractive parks, gardens and open space | Parks, gardens and open space maintenance undertaken | Infrastructure Services | REC6 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|---|---|--|-------------------------|------|---|---|---|---|
| | Parks, gardens and open space: Review the areas which are mowed and maintained by Council | Perform a review of areas which are mowed and maintained by Council Undertake a playground and park audit of safety, compliance and condition | Infrastructure Services | REC6 | ✓ | | | |
| d. Ensure renewal of existing and future infrastructure is planned and fit for purpose | Grant funding submissions: Identify opportunities and apply for grant funding | Grant applications lodged and received | Infrastructure Services | ADM3 | ✓ | ✓ | ✓ | ✓ |
| | Project design: Infrastructure projects are designed and scoped in advance of project commencement | Designs finalised, projects scope and costing adopted ready for delivery | Infrastructure Services | ADM3 | ✓ | ✓ | ✓ | ✓ |
| | Asset management plans: Review Asset management plans and infrastructure related policies | Asset management plans and infrastructure policies regularly reviewed | Infrastructure Services | ADM3 | ✓ | ✓ | ✓ | ✓ |

3.3 Utility services meet the growing needs of the community

| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
|---|---|--|-------------------------|--------|-------|-------|-------|-------|
| a. Stormwater drainage and sewer assets are maintained, resilient and planned to facilitate growth | Sewerage services: Complete sewer strategic plan | Plan completed and Council endorsed | Infrastructure Services | SSE1 | ✓ | | | |
| | Stormwater: Stormwater assets, including kerb and gutter and culverts are maintained and renewed | Stormwater, culverts and kerb and gutter maintenance and renewals undertaken | Infrastructure Services | TCO6 | ✓ | ✓ | ✓ | ✓ |
| | Stormwater drainage: Township of Blayney Flood study | Blayney Township Local Flood study completed and Council endorsed | Infrastructure Services | ENV6 | ✓ | | | |
| | Sewerage services: Maintain Council's sewer infrastructure | Ensure adequate renewal provisions for existing infrastructure | Infrastructure Services | SSE1 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|---|---|---|-------------------------|------|---|---|---|---|
| b. The community has access to an appropriate water supply | Water services: Councillor representation as constituent member of Central Tablelands Water | Participation in meetings and other CTW activities | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| | Council bores: Manage the water supply bores in rural locations to provide 'non-potable' water supply options within the Shire | Bores operated and reported in accordance with regulator and legislative requirements | Infrastructure Services | HCA2 | ✓ | ✓ | ✓ | ✓ |
| | Recycled water: Manage Recycled Water Treatment Plant in accordance with legislative requirements to reduce consumption and reliance on potable water supply | Treatment plant commissioned and operated in accordance with regulator and legislative requirements | Infrastructure Services | SSE1 | ✓ | ✓ | ✓ | ✓ |
| | Regional collaboration: Participate in CNSWJO committees, groups and events | Participate in CNSWJO Water Utilities Alliance | Infrastructure Services | ADM3 | ✓ | ✓ | ✓ | ✓ |
| c. Enhanced and improved utility and communication services throughout the shire | Street lighting: Review requests for lighting improvements throughout the shire | Engage with essential energy for maintenance of public lighting in the Blayney LGA. Evaluate requests for new public lighting | Infrastructure Services | HCA3 | ✓ | ✓ | ✓ | ✓ |
| | Internet and communications: Advocate for improved connectivity and affordable access to internet and communications technology across the Shire | Number of applications to address mobile / communication black spots within the Shire | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| | Smart hub: Investigate and support emerging communication technologies that support and enhance our community | Number of opportunities identified or implemented for the expansion of Council smart hub system | Infrastructure Services | ADM3 | ✓ | ✓ | ✓ | ✓ |

Roads

Council has responsibility for 3 categories of roads:

- Regional Roads;
- Local Roads – Sealed; and
- Local Roads – Unsealed.

State Roads (highways) within the Blayney Shire LGA are the responsibility of Transport for NSW. Roads within the shire maintained by Council are subject to road classification, renewal standards, and service levels. Council’s Road Hierarchy, Renewal and Maintenance Policy (25G) sets the framework for undertaking maintenance and renewal in accordance with each road’s class. Council’s adopted policy utilises a 6-level road hierarchy wherein a road’s class is based on:

- Regional Road Classification
 - Function within the road network
 - Typical traffic volumes
- Number of heavy vehicles
 - School bus routes; and
 - Level of connectivity it provides

Local Roads – Sealed

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

There is 345km of sealed Local Roads in Blayney Shire, the major ones being Forest Reefs Road, Vittoria Road, Newbridge Road, Barry Road, Errowanbang Road, Cadia Road, Tallwood Road, and Browns Creek Road. In 2024/25 Council undertook a condition assessment of the entire local sealed road network. The assessment determined the condition of the underlying pavement and the road seal condition. The next condition assessment is scheduled for September 2029. The pavement conditions within Council’s sealed road network assessed in late 2024 were as follows:

| Rating | What does this mean | % of Road Network | Total km |
|--------|--|-------------------|----------|
| 1 | As New: New or recently constructed pavement. | 14.51 | 50.1 |
| 2 | Good: Requires only minor maintenance (pothole patching) plus planned maintenance (drainage). | 72.29 | 249.5 |

| | | | |
|---|---|-------|------|
| 3 | Fair:: Requires ongoing significant maintenance (heavy patching / sealing) | 11.79 | 40.7 |
| 4 | Poor: Significant renewal (structural rehabilitation / extensive heavy patching) required and sealing. | 1.37 | 4.7 |
| 5 | Very Poor: Requires full rehabilitation / reconstruction drainage and seal). | 0.04 | 0.16 |

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

| Rating | What does this mean | % of Road Network | Total km |
|--------|--|-------------------|----------|
| 1 | As New: New or recently placed seal. | 53.65 | 185.2 |
| 2 | Good: Requires only minor maintenance (pothole patching) | 25.48 | 87.9 |
| 3 | Fair: Requires ongoing significant maintenance (pothole patching) and resealing required in short term. | 12.54 | 43.3 |
| 4 | Poor: Significant renewal (new seal) required | 5.28 | 18.2 |
| 5 | Very Poor: requires full rehabilitation. Likely to require pavement rehabilitation also). | 3.06 | 10.6 |

The condition assessment is programmed to be undertaken again as part of the 2024/25 Operational Plan, and on a five yearly cycle thereafter.

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

- Rehabilitation/reconstruction

➤ Heavy patching
- Resealing

➤ Line marking

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

In 2023/24, Council reviewed the Roads Strategy to improve its identification/prioritisation of capital renewal/rehabilitation works. The Roads Strategy assesses and rates roads according to the following factors:

- Road hierarchy

➤ Traffic volume; including Heavy Vehicle Usage
- Road crash data and risk profile

➤ Strategy Routes (i.e. Major freight routes, Major through roads, Tourist routes etc.)

- | | |
|--|---|
| ➤ Road width | ➤ Speed environment, and |
| ➤ Whether it is a bus/school bus route | ➤ Road condition, including maintenance costs |

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

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

In 2024/25, Council has allocated funding for the works as disclosed in the Capital Expenditure Program section of this document.

Local Roads – Unsealed

Council has full responsibility over Local Unsealed Roads, with funding sources including the Federal FAG’s Roads Component, Federal Roads to Recovery funding and Council Rates. There is 341km of unsealed Local Roads in Blayney Shire the major ones being Neville-Trunkey Road, Old Lachlan Road, Beneree Road, Gap Road and Village Road.

The sealing of unsealed urban roads is not considered in the Roads Strategy, but on a case-by-case basis. With the exception of minor local streets, the sealing of roads generally leads to an increase in motorist speeds. As such, it often requires improvements in road qualities including alignment, roadside furniture/barriers, kerb and gutter, and further drainage. These improvements require a significant upfront cost in capital expenditure, and as such the sealing of roads is generally subject to funding from Federal and State Government grants.

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

Council allocates funding on an annual basis for the maintenance grading of unsealed roads and gravel re-sheeting. This money is predominately utilised for the gravel re-sheeting works across the network and Council is able to deliver approximately 20 kilometres of full-width gravel re-sheeting of 100-150mm, and 400 kilometres of maintenance grading throughout the year. Council commits one full time Road Maintenance crew, which includes a grader, roller, water cart, and traffic control support as required.

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

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



Regional Roads

Council is responsible for 47.65km of Regional Roads of which the maintenance and repair is funded predominantly by the NSW Government with contribution from Council. These roads are either arterial roads between regional centres or heavy freight routes. Council's Regional Roads are Hobbys Yards Road, Belubula Way, Marshalls Lane, and Gerty Street.

Funding received by the NSW Government supports Council undertaking pothole patching, slashing, sign and guidepost replacement and other maintenance activities.

Council seeks funding opportunities from State and Federal grant programs to undertake major rehabilitation works to Council's regional road network where eligible

Council's Roads Strategy includes the appraisal of the Regional Roads network.

State Roads

Council does not maintain State Roads within the Blayney Shire Council area. Both the Mid-Western Highway (including Adelaide Street, Martha Street), and Orange Road (including Church Street, Millthorpe Road) are managed and maintained by Transport for NSW.

Parks and Open Spaces

Council manages a total of 15 Parks and 16 Open Spaces across the Shire. Council prioritises parks, with cleaning of amenities, maintenance of play equipment, soft fall, tree pruning, weed management, and mowing.

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

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

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

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

Street verges across the Shire are the responsibility of the property owner to maintain. Depending on the growth rate through the season, and availability of resources, Council may undertake some maintenance of verges throughout the Shire on an ad-hoc basis, or verges which are directly correlated with a Council asset.

This work is specifically excluded in Council’s annual plan and is only undertaken as resources allow.

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

The following table describes the parks and open spaces provided and approximate service intervals:

Town or Village and Service Regime

| Location | Cleaning and Maintenance | Parks and Open Space | Playgrounds | Public Toilets and/or BBQs |
|----------|--------------------------|--|--------------------------------------|--------------------------------------|
| Blayney | Daily | | | ► Heritage Park ► Carrington Park |
| | Weekly | ► Heritage Park ► Carrington Park ► CentrePoint ► Hobbys Yards Road ► Council office precinct ► Goose Park ► Belubula River Walk ► Blayney Tennis Court Surrounds | ► Heritage Park ► Carrington Park | |

| Location | Cleaning and Maintenance | Parks and Open Space | Playgrounds | Public Toilets and/or BBQs |
|-------------------|--------------------------|--|---------------------|---|
| | Monthly | <ul style="list-style-type: none"> ▶ Albert Cook ▶ Innes Park ▶ Gilchrist Street ▶ Billy Soo ▶ Church Hill ▶ Frog Hollow ▶ Medway Street ▶ Cowra Road ▶ Bathurst Road ▶ Orange Road ▶ Industrial Area ▶ Depot ▶ Presidents Walk | | |
| Millthorpe | Daily | | | <ul style="list-style-type: none"> ▶ Redmond Oval ▶ Railway Station |
| | Weekly | <ul style="list-style-type: none"> ▶ Mill Green ▶ Redmond Oval | ▶ Redmond Oval | |
| Neville | Weekly | ▶ Memorial Park | ▶ Memorial Park | ▶ Memorial Park |
| Newbridge | Weekly | ▶ Showground | ▶ Showground | ▶ Showground |
| Barry | Weekly | ▶ Community Hall | ▶ Community Hall | ▶ Community Hall |
| Mandurama | Weekly | ▶ Recreation Ground | ▶ Recreation Ground | ▶ Recreation Ground |

| Location | Cleaning and Maintenance | Parks and Open Space | Playgrounds | Public Toilets and/or BBQs |
|------------------|--------------------------|---|---|---|
| Carcoar | Weekly | <ul style="list-style-type: none"> ▶ Sportsground ▶ Kurt Fearnley ▶ RFS Fire Shed ▶ River Park ▶ Pound Flat ▶ Carcoar Dam | <ul style="list-style-type: none"> ▶ Sportsground ▶ RFS Fire Shed | <ul style="list-style-type: none"> ▶ Sportsground ▶ Kurt Fearnley ▶ RFS Fire Shed ▶ Carcoar Dam |
| Lyndhurst | Weekly | <ul style="list-style-type: none"> ▶ Capital Park ▶ Recreation Ground | <ul style="list-style-type: none"> ▶ Capital Park | <ul style="list-style-type: none"> ▶ Capital Park ▶ Recreation Ground |

Sports and Oval Facilities

Council maintains many recreational facilities that allow for the enjoyment of the community and sporting associations. The level of service may vary depending on the season and number of sporting events held. In summer months, sporting fields have increased mowing requirements for example.

There are varying levels of amenities for sports and ovals throughout the shire. The following table describes the varying amenities provided and approximate service intervals:

| Facility | | Service Classification | Annual Cost | Council Subsidy |
|--|---|--|--|-----------------|
| King George Oval | | Premier | \$176K | 95.2% |
| Amenities and Facilities provided | | What is Council responsible for? | | |
| <ul style="list-style-type: none"> ➤ Turf wicket ➤ 2 grandstands ➤ Track and Field facilities ➤ Lighting | <ul style="list-style-type: none"> ➤ Canteen ➤ Toilets ➤ Changerooms ➤ Scoreboard | Weekly | Annually | |
| | | <ul style="list-style-type: none"> ➤ 2 irrigated fields – summer period ➤ Mowing ➤ Ground preparation ➤ Line marking ➤ Irrigation inspection and maintenance ➤ Toilets / Change rooms cleaning <i>Generally serviced subject to booked events.</i> | <ul style="list-style-type: none"> ➤ Soil amendments (Fertilizer/Top-dress) | |

| Facility | | Service Classification | | Annual Cost | | Council Subsidy | |
|---|--|---|----------------------------------|--|---|--|--|
| Redmond Oval | | Premier | | \$125K | | 90.7% | |
| Amenities and Facilities provided | | | What is Council responsible for? | | | | |
| <div>➤ Lights</div> <div>➤ 1 irrigated field</div> <div>➤ Synthetic wicket 2 Practice nets</div> <div>➤ Lighting</div> <div>➤ Canteen</div> <div>➤ Toilets</div> <div>➤ Change rooms</div> <div>➤ BBQ's</div> | | <div>➤ Playground</div> <div>➤ Beginner and Advanced Skate Park</div> <div>➤ 2 Tennis Courts Exercise equipment</div> | | Weekly | Daily | Annually | |
| | | | | <div>➤ Mowing</div> <div>➤ Ground preparation</div> <div>➤ Line marking</div> <div>➤ Irrigation inspection and maintenance</div> <div>➤ Change rooms</div> | <div>➤ Toilet cleaning</div> <div><i>Generally serviced weekly, more subject to booked events</i></div> | <div>➤ Soil amendmments (Fertilizer/Top-dress)</div> | |

| Facility | Service Classification | Annual Cost | Council Subsidy |
|---|--|--|-----------------|
| Napier Oval | Main | \$63K | 99.5% |
| Amenities and Facilities provided | What is Council responsible for? | | |
| <ul style="list-style-type: none"> ➤ 2 irrigated fields ➤ Lighting ➤ Toilets ➤ Change rooms | Weekly | Fortnightly | |
| | <ul style="list-style-type: none"> ➤ Mowing ➤ Ground preparation ➤ Line marking ➤ Irrigation inspection and maintenance ➤ Change rooms ➤ Toilets | <ul style="list-style-type: none"> ➤ Toilet cleaning ➤ Change rooms <i>Generally serviced fortnightly, more subject to booked events</i> | |

| Facility | Service Classification | Annual Cost | Council Subsidy |
|---|--|--|-----------------|
| Dakers Oval | Main | \$42K | 95.3% |
| Amenities and Facilities provided | What is Council responsible for? | | |
| <ul style="list-style-type: none"> ➤ 1 field ➤ Synthetic Wicket ➤ 3 practice nets ➤ Toilets ➤ Change rooms | Weekly | Monthly | |
| | <ul style="list-style-type: none"> ➤ Toilets/Change room cleaning <i>Generally serviced fortnightly, more subject to booked events and season</i> | <ul style="list-style-type: none"> ➤ Mowing ➤ Ground preparation | |

| Facility | Service Classification | | Annual Cost | Council Subsidy |
|--|--|---|--|--|
| Blayney Showground | Main | | \$252K | 90.0% |
| Amenities and Facilities provided | | What is Council responsible for? | | |
| <div><div>➤ 1 irrigated field</div><div>➤ Multiple playing fields</div><div>➤ Toilets</div><div>➤ Showers</div><div>➤ Canteen</div><div>➤ Kitchen</div><div>➤ Harness racing track</div><div>➤ Pavilion area</div><div>➤ Stables</div></div> | <div>➤ Central West Equestrian and Livestock Centre encompassing: - covered equestrian and livestock arena - outdoor dressage and equestrian arenas</div> <div>➤ Various equine and agriculture show facilities.</div> | Weekly | Fortnightly/Monthly | Annually |
| | | <div><div>➤ Toilets</div><div>➤ Equestrian arena preparation on an as needs basis</div></div> | <div><div>➤ Mowing</div><div>➤ Ground preparation</div><div>➤ Line marking</div><div>➤ Irrigation inspection and maintenance</div></div> <div>Bi-monthly:<div>➤ Mowing and inspections main surrounds/livestock and equestrian areas</div></div> | <div>➤ Maintenance to trotting track surface <i>Generally serviced monthly, more subject to booked events and season.</i></div> <div><i>Equestrian arena preparation on an as needs basis.</i></div> |

| Facility | Service Classification | Annual Cost | Council Subsidy |
|---|----------------------------------|---|-----------------|
| Carcoar Sportsground | Local | \$45K | 97.1% |
| Amenities and Facilities provided | What is Council responsible for? | | |
| <ul style="list-style-type: none"> ➤ Lighting ➤ Toilets ➤ Change rooms ➤ Multi-purpose court ➤ Playground ➤ BBQ | Weekly | Monthly | |
| | ➤ Toilets | <ul style="list-style-type: none"> ➤ Mowing <i>Generally serviced monthly, more subject to season, line marking dependent upon booked events</i> | |

| Facility | Service Classification | Annual Cost | Council Subsidy |
|--|----------------------------------|--|-----------------|
| Lyndhurst Recreation | Local | \$55K | 97.1% |
| Amenities and Facilities provided | What is Council responsible for? | | |
| <ul style="list-style-type: none"> ➤ 1 field ➤ Synthetic wicket ➤ 2 practice nets ➤ Multi-purpose court ➤ Playground ➤ Toilets ➤ Canteen ➤ Dump Point ➤ BBQ | Weekly | Monthly | |
| | ➤ Toilets | <ul style="list-style-type: none"> ➤ Mowing ➤ Septic Tank emptied when required <i>Generally serviced monthly, more subject to booked events</i> | |

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

User fees are determined based upon Council's pricing principle for partial cost recovery of the annual operations cost for the individual facility whilst also seeking to ensure activities remain affordable for the community. Each facility is highly subsidised by Council with the Council subsidy disclosed in the table above for each facility.



Footpaths

Council maintains a 41.2km network of footpaths and shared paths. Minor maintenance repairs include; concrete grinding, minor replacements, and vegetation control. The objective of these maintenance activities is to remove trip and slip hazards, control vegetation encroachment, and minimise edge drops within a pathway segment.

The footpath network is inspected annually to identify maintenance issues and provide a condition rating for each segment of footpath. The CBD areas of Blayney and Millthorpe are assessed twice yearly. Maintenance issues are assessed and repaired on a risk management basis, in accordance with the Statewide Mutual Best Practice Manual; Footpaths (nature strips, medians and shared paths).

The Blayney Shire Active Movement Strategy (AMS) identifies future opportunities for pedestrian/cyclist movements, and maps the current footpaths, as well as the strategic gaps, in the shire's footpath network. The AMS is the primary strategic document adopted by Council that

guides the construction of new footpaths, road crossings, pedestrian blisters, etc. Implementation of the projects in the AMS are often subject to grant funding from the State or Federal Governments, given their significant capital expenditure requirements.

Asset Management

The Assets section within Infrastructure Services is responsible for the development, implementation and maintenance of Council's Asset Management Policy, Strategy and individual Asset Management Plans for Infrastructure Assets, including Transportation (roads, bridges, culverts, footpaths, kerb and gutter, urban stormwater and roadside furniture, including signs and crash barriers), buildings and other structures, including pools, sewer for Blayney and Millthorpe, and parks and gardens assets.

The section plays a critical role in strategic planning for the delivery of services for the Blayney Community, by developing key strategies and delivery programs for roads, footpaths and the Blayney and Millthorpe main streets. Risk management and policy development are important aspects of the work undertaken to minimise Council's exposure to liability and includes development of condition and defect inspections for maintenance and renewal works.

Asset class revaluations, required under Australian Accounting Standards are also undertaken on a minimum 5 yearly basis.

Cemeteries

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

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

Cemeteries cared for and maintained by Council include Blayney, Millthorpe, Carcoar, Lyndhurst, Hobbys Yards, Neville and Newbridge.

Street Lighting

Council is responsible for the operational costs associated with street lighting within the Blayney Local Government Area. The asset and maintenance of the street lighting network are the responsibility of the electricity network provider, Essential Energy. The street lighting luminaires are LED and provide a more sustainable and greener solution to traditional luminaires.

| | | |
|---------------|-------------------|---------------------|
| Annual Budget | \$ 247k Income | \$ 703k Expenses |
|---------------|-------------------|---------------------|



4 – Economy

A diverse, vibrant and sustainable economy

| 4.1 Our economy is strong and diverse | | | | | | | | |
|--|---|--|--------------------|--------|-------|-------|-------|-------|
| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
| a. Support existing and new business to encourage economic growth | Business engagement: Share relevant information with local businesses about grants, training, workshops and policy changes | Local businesses engaged with opportunities | Executive Services | ECA1 | ✓ | ✓ | ✓ | ✓ |
| | Blayney Twilight Shopping: Facilitate and annual Blayney Twilight Shopping event | Annual Twilight shopping event | Executive Services | ECA1 | ✓ | ✓ | ✓ | ✓ |
| | Industrial development: Facilitate the sale and development of industrial land | Available industrial land for sale promoted | Corporate Services | ECA1 | ✓ | ✓ | ✓ | ✓ |
| b. Support the agriculture sector to be productive and sustainable | Advocacy: Advocate as required for the agricultural sector | Advocacy undertaken | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| | Regional collaboration: Work with Cabonne, Cowra, Orange City, Weddin and NSW Government on the 2024 Central West Regional Drought Resilience Plan | Number of implementation actions implemented and/or actioned | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| c. Seek to leverage economic growth | Advocacy: Advocate as required for opportunities | Advocacy undertaken | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|--|--|--------------------|------|---|---|---|---|
| opportunities from large scale developments | Regional collaboration: Work with Cabonne, Orange City, and NSW Government on the combined regional investment attraction analysis | Completion of the 2025 analysis Update the analysis as required | Executive Services | ADM1 | ✓ | | | ✓ |
| | State Significant Projects: When preparing submissions for State Significant Development proposals, consider additional opportunities that will develop additional economic opportunities | Number of opportunities identified | Executive Services | ADM4 | ✓ | ✓ | ✓ | ✓ |

4.2 Large projects and developments are socially responsible balancing prosperity and sustainability

| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
|--|--|--|-------------------------------------|--------|-------|-------|-------|-------|
| a. Engage and advocate in relation to social, corporate and environmental responsibilities for mining and renewable energy projects b. Advocate for the wider community benefit in relation to any change (new, expansion or closure) of mining and renewable energy projects | Participation: Attend Community Consultative Committee (CCC) meetings | Attend Community Consultative Committee (CCC) meetings for Cadia Gold Mine, Flyers Creek Wind Farm and McPhillamy's Gold Project | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| | Advocacy: Advocate by elected representatives as required for the betterment of the community | Advocacy undertaken | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| | Engagement: Liaise and engage with NSW Government agencies as required for the betterment of the community | Number of engagements with relevant agencies | Planning and Environmental Services | HCA4 | ✓ | ✓ | ✓ | ✓ |
| | Engagement: Engage with key stakeholders including: Cadia Gold Mine, Flyers Creek Wind Farm, McPhillamys Gold Project for the betterment of the community | Number of engagements with relevant stakeholders | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |

| 4.3 A growing tourism industry | | | | | | | | |
|--|---|--|--------------------|--------|-------|-------|-------|-------|
| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
| a. Leverage the strengths of a regional tourism industry approach with our neighbouring councils | Regional tourism: Work with Orange360 to grow the visitor economy | Service Level Agreement KPIs | Executive Services | ECA1 | ✓ | ✓ | ✓ | ✓ |
| | Destination management: Implement the Orange Region Destination Management Plan in partnership with Orange and Cabonne Councils | Actions completed | Executive Services | ECA1 | ✓ | ✓ | ✓ | ✓ |
| b. Collaborate with key stakeholders representing the tourism industry | Tourism partnerships: Work with Central NSW Joint Organisation Tourism Group and Destination NSW to enhance and better the visitor economy | Meetings attended | Executive Services | ECA1 | ✓ | ✓ | ✓ | ✓ |
| | Visitor information volunteers: Provide support to the Blayney Visitor Information Centre | Opening hours of the Blayney VIC Number of volunteers involved with Blayney VIC | Executive Services | ECA1 | ✓ | ✓ | ✓ | ✓ |
| c. Support and encourage events, businesses and experiences which add value to the local visitor economy | Tourism Development Program: Review the Tourism Development Program | Review completed | Executive Services | ECA1 | ✓ | | | |
| | Support Program: Allocate annual funding through a program to support community based tourism events and activities | The value and number of events and activities supported | Executive Services | ECA1 | ✓ | ✓ | ✓ | ✓ |
| | Sculptures by the Bush: Coordinate annually to encourage visitation and dispersal around the villages | Benefits of event are seen by local | Executive Services | ECA1 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|---|---|--------------------|------|---|---|---|---|
| | | businesses across the Shire | | | | | | |
| | Marketing: Assist with the promotion of town/villages, events and Council assets (e.g. ATDW Listings, brochures, website listings) | Marketing projects completed | Executive Services | ECA1 | ✓ | ✓ | ✓ | ✓ |
| | Business support: Provide support to the visitor economy industry through training and networking opportunities | Number of activities promoted and supported | Executive Services | ECA1 | ✓ | ✓ | ✓ | ✓ |

4.4. Sustainable growth of our community

| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
|---|---|---|---|--------|-------|-------|-------|-------|
| a. Assess and process applications in a timely manner | Development assessment and certificates: Provide efficient and effective development assessment in a timely manner | Quarterly Development Assessment Report to Council | Planning and Environmental Services | HCA4 | ✓ | ✓ | ✓ | ✓ |
| | Development and property enquiries: Provide efficient and effective property information and pre lodgement information | Number of planning certificates issued Number of pre-lodgement planning enquiries responded to | Planning and Environmental Services | HCA4 | ✓ | ✓ | ✓ | ✓ |
| b. Council infrastructure is not negatively impacted in an unsustainable manner by proposed developments | Infrastructure impact: Each application is considered on its merits by Infrastructure Services | Impact on relevant Council infrastructure is considered and addressed in DA process | Planning and Environmental Services / Infrastructure Services | HCA4 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|---|---|-------------------------------------|------|---|---|---|---|
| | Infrastructure guidelines: Review and update Engineering Guidelines | Guidelines reviewed and updated | Infrastructure Services | HCA4 | | ✓ | | |
| c. Land use strategies and plans are reviewed and updated | Planning documents: Monitor, review and update planning instruments, plans, strategies and planning policies | Blayney Shire Development Control Plan 2017 reviewed and updated | Planning and Environmental Services | HCA4 | ✓ | | | |
| | | Blayney Shire Local Strategic Planning Statement reviewed and updated | Planning and Environmental Services | HCA4 | | | | ✓ |
| | | Blayney Shire Bushfire Mapping reviewed and updated | Planning and Environmental Services | HCA4 | ✓ | | | |
| | | Addendum review to Settlement Strategy for Millthorpe completed | Planning and Environmental Services | HCA4 | | | ✓ | |
| | | Planning Proposal to amend the Blayney Local Environmental Plan 2012 is completed (for town of Blayney) following Township of Blayney Flood Study review and update | Planning and Environmental Services | HCA4 | | ✓ | | |

Tourism

Council endorsed the Orange Region Destination Management Plan 2022-2026 which aims to promote Blayney Shire as part of the Orange Region to grow the local and visitor economy.

Council funds a Tourism and Communications Manager who coordinates activities across Blayney Shire and develops proactive strategies to build the visitor economy in the region. The role has the responsibility of working with businesses, tourism operators, volunteers, Council committees and community groups to develop a program of activities to promote the region, increase visitation and drive economic growth.

Council plays an active role in driving visitor numbers through a multi-level collaborative strategy with key stakeholders. These stakeholders include local volunteers, individual tourism operators, community and village progress groups, Orange360, Central NSW Tourism, Destination Network Central West, Destination NSW and tourism industry associations.

Blayney Shire Council is committed to contribute to destination marketing organisation for the region through Orange360 which is a partnership with Blayney, Orange and Cabonne Councils with the primary Key Performance Indicator to drive the value of our visitor economy by increasing visitor numbers and visitor dispersal to the villages during their stay.

Blayney Shire Council has a Tourism Development Program which provides support to both not-for-profit entities and local businesses to host events aimed to promote and grow the visitor economy in the Blayney Shire.

Town Planning

Council's Planning & Development team are responsible for leading, planning, delivering and managing development control in the Blayney Shire. The overarching legislation for planning in NSW is the Environmental Planning and Assessment Act.

In 2024, Council received, assessed and determined, 138 Applications with a combined total value of \$26.04m. During 2024, Council responded to 449 pre-planning enquiries and issued 307 Planning Certificates, 321 Drainage Diagrams and 74 Outstanding Notice certificates.

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

| | | |
|----------------------|---------------------------|-----------------------------|
| Annual Budget | \$ 2.2m Income | \$ 2.9m Expenses |
|----------------------|---------------------------|-----------------------------|



5 – Natural & Built Environment

Protecting our assets for future generations

| 5.1 Natural ecosystems, including waterways, bushland, and wildlife, are preserved and enhanced | | | | | | | | |
|---|---|---|---|--------|-------|-------|-------|-------|
| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
| a. Natural environment, including the Belubula River, is well managed and preserved for current and future generations | On site sewerage management: Review and prepare a Strategy for on site sewerage management | Council determined position for a On Site Sewerage Management Strategy | Planning and Environment | ADM4 | ✓ | ✓ | ✓ | ✓ |
| | Compliance: Manage Blayney Waste Facility and Blayney Sewerage Treatment Plant in accordance with EPA Licences | Annual Licence returns | Planning and Environmental Services / Infrastructure Services | SSE1 | ✓ | ✓ | ✓ | ✓ |
| | Trees: Work with community groups to develop tree planting strategic plans and maintenance programs in towns and villages across the shire | Number of plans developed, new trees planted or replaced | Planning and Environmental Services / Infrastructure Services | REC6 | ✓ | ✓ | ✓ | ✓ |
| b. Minimise the impact of weeds and pest animals in the shire | Weed management: Councillor representation as constituent member of Central Tablelands Weeds Authority | Participation in meetings and other CTWA activities | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| | Weed management: Ensure budget allocations are adequate for noxious weed management | Spending on noxious weed management Compliance with legislative provisions | Infrastructure Services | ENV1 | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | |
|--|---|-----------------------|-------------------------------------|------|---|---|---|---|
| | Pest management: Work with organisations (Local Land Service) to manage pests as identified and reported | Number of engagements | Planning and Environmental Services | ENV1 | ✓ | ✓ | ✓ | ✓ |
|--|---|-----------------------|-------------------------------------|------|---|---|---|---|

| 5.2 Heritage and cultural sites are valued and protected | | | | | | | | |
|--|---|---|-------------------------------------|--------|-------|-------|-------|-------|
| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
| a. Built heritage items and heritage conservation areas are preserved and maintained | Heritage Advisor Program: Provide a Heritage Advisory Service for guidance on proposed works to heritage listed buildings and proposed developments within Heritage Conservation Areas | Number of proposed guidance reports issued | Planning and Environmental Services | HCA4 | ✓ | ✓ | ✓ | ✓ |
| | Heritage Assistance Program: Provide a Heritage Assistance Program to assist and encourage owners of Heritage listed buildings with maintenance costs | Number of applications received and number of grants provided | Planning and Environmental Services | HCA4 | ✓ | ✓ | ✓ | ✓ |
| b. Work with cultural groups if any significant places of interest are identified | Engagement: Engage with Aboriginal stakeholders as identified and as required | Number of engagements | ALL | HCA4 | ✓ | ✓ | ✓ | ✓ |

| 5.3 Sustainable waste management | | | | | | | | |
|--|---|--|-------------------------------------|--------|-------|-------|-------|-------|
| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
| a. Minimise the amount of landfill waste deposited to landfill | Strategic Plan: Develop Strategic Plan for Blayney Waste Facility to guide future waste resource requirements | Completion of Strategic Plan for Blayney Solid Waste Facility | Planning and Environmental Services | ENV3 | ✓ | ✓ | | |
| | Commercial Waste: Reduce the volume of commercial waste deposited to Blayney Waste Facility | Reduction in the volume of commercial waste deposited to the Blayney Waste Facility | Planning and Environmental Services | ENV3 | ✓ | ✓ | ✓ | ✓ |
| | Bulky Waste Collection: Review the Bulky Waste Collection service | Review undertaken and report provided to Council for consideration | Planning and Environmental Services | ENV2 | | ✓ | | |
| | Village Recycling Stations: Review the adequacy of the village recycling stations | Review undertaken and report provided to Council for consideration | Planning and Environmental Services | ENV2 | | ✓ | | |
| b. Promote and create opportunities for waste diversion and reduction within kerbside collection services | Kerbside Waste Collection: Consider opportunities as part of the NetWaste Regional Waste Collection contract | New collection contract to be implemented | Planning and Environmental Services | ENV2 | ✓ | ✓ | ✓ | |
| | Food Organics / Garden Organics: Oversee implementation of a Food Organics / Garden Organics (FOGO) Collection Service | Community consultation and engagement Introduction of a FOGO Service before 2028 | Planning and Environmental Services | ENV2 | ✓ | ✓ | ✓ | |
| | Regional collaboration and other opportunities: Work with NetWaste to identify and implement opportunities Participate in activities to promote reuse and reduce waste | Participation in NetWaste meetings and procurement activities Participation in the annual Garage Sale Trail | Planning and Environmental Services | ENV2 | ✓ | ✓ | ✓ | ✓ |

| 5.4 Adaptation and mitigation of Climate Change impacts | | | | | | | | |
|---|---|---|-------------------------|--------|-------|-------|-------|-------|
| Strategy: How will we get there? | Principal Activity: Operational Action | Performance Measure | Responsibility | PA Ref | 25/26 | 26/27 | 27/28 | 28/29 |
| a. Transition to a sustainable, secure and affordable energy future | Regional collaboration: Work with CNSWJO Net Zero Group to identify opportunities to minimise carbon emissions | Participation in meetings attended, regional plans developed and number of opportunities identified | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| | Existing renewable energy: Maintain existing renewable energy products to maximise production | Statistics on renewable energy production | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| | New renewable energy: Identify opportunities to install and fund renewable energy technologies | Number of new renewable energy technologies identified Number of new renewable energy technologies installed | Executive Services | ADM1 | ✓ | ✓ | ✓ | ✓ |
| b. Minimise the impact of carbon emissions | Regional collaboration: Work with CNSWJO Net Zero Group to identify opportunities to minimise carbon emissions | Participation in meetings attended, regional plans developed and number of opportunities identified and implemented | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |
| | Fleet adaptation: Investigate opportunities to transition Councils fleet vehicles, where appropriate, to reduce Council's reliance on fossil fuel vehicles | Number of electric and low emission vehicles within Council's fleet | Infrastructure Services | ADM3 | ✓ | ✓ | ✓ | ✓ |
| | Electric vehicle adaptation: Identify opportunities to facilitate installation of public Electric Vehicle charging stations | Number of Electric Vehicle Charging Stations installed throughout the Blayney Shire | Executive Services | GOV1 | ✓ | ✓ | ✓ | ✓ |

Sewerage Services

Blayney Shire Council has sewerage networks in both Blayney and Millthorpe, which currently service a population of approximately 5,000 people.

It is the Council's responsibility to ensure both human health and the environment are protected from pollution generated through our sewerage system. The NSW Environmental Protection Authority (EPA) require Council to have a license to enable discharge of wastewater to the environment. The EPA Licence regulates the quality of any wastewater that is discharged. To achieve the required quality, all wastewater is treated at the Blayney Sewerage Treatment Plant (STP.)

The Blayney STP is located on the southeastern outskirts of Blayney on Hobbys Yards Road. The STP receives sewage from both Blayney and Millthorpe sewerage networks. Over the last year the STP treated an average of 1,520 kilolitres per day.

The original STP was constructed in the 1960's and included a biological filter (trickling filter) with a capacity of 2,100 equivalent persons (EP). The old system was replaced by an Intermittently Decanted Extended Aeration, activated sludge treatment plant in the late 1980's, with a capacity to extend to 7,000 EP. Further enhancements were completed in early 2000s when Millthorpe was connected to the sewer network.

Once treated the sewage is known as treated effluent, and subject to relevant approvals and treatment processes can be reused for a variety of purposes. Currently all effluent is discharged to the Belubula river, however council is working through DPIE approvals for its recycled water treatment plant that further processes the treated effluent and provides recycled water for irrigation of Napier and King George Ovals.

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

In 2014, Council completed a Strategic Business Plan (SBP) for the sewerage services of the Shire. This plan helps to identify the level of service, management and financial planning to operate and maintain the sewerage network. The SBP identifies a 30 year Capital Works Program to renew ageing infrastructure. A new Strategic Business Plan is currently underway and programmed for completion in 2025/26, including forecast demands and options for future growth within the shire.

Priority Weeds

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

The County Council covers a region of approximately 13,500 square kilometres with a population of over 77,000 people in a very diverse area which includes productive agricultural lands, forests and large areas of national park. Council has developed a three year plan to control roadside priority weeds. This involves the treatment of approximately one third of Council rural roadside each year so all rural roadsides are treated at least once every three years.

Blayney Council undertakes spraying of weeds, as needed, in our towns and villages, including in parks and ovals.

Blayney Waste Facility

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

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

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

The Waste Collection Service (WCS) comprises of a weekly waste collection service and a fortnightly recycling collection service to 3,182 premises (both domestic and commercial) throughout the Shire. An annual Bulky Waste collection is also provided to the properties that have the WCS. The WCS is provided to Blayney and all villages throughout the Shire and rural premises along the collection runs between each village and is currently contracted to JR Richards until April 2026.

Council must meet all environmental compliance standards and guidelines for all waste facilities and collection services which is licenced and regulated by the NSW Environmental Protection Authority (EPA). Council is currently facing challenges managing issues at its landfill with costs associated with leachate management and investigating options for continuing operations at the facility in coming years now occurring.

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

Waste Services operates on a full cost recovery basis from user charges to fund all operating and capital expenditure, in addition to provision for future landfill remediation expenses.

Council must meet all environmental compliance standards and guidelines for all waste facilities and collection services which is licenced and regulated by the NSW Environmental Protection Authority (EPA). Council currently faces challenges managing issues at its landfill with costs associated with leachate management and investigating options for continuing operations at the facility in coming years now occurring.





Community Financial Assistance Program – s.356 Donations

Community Financial Assistance Program – s.356 Donations

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

Financial assistance to community organisations is provided in 3 categories:

- a) **Recurrent Annual Donations:** These are donations made to community organisations on an annual basis to assist financially with specified outgoings (such as public liability insurance), the waiver of Council rates and charges, a school activity, or the holding of a regular community event or cultural activity.
The amount of these donations for each organisation or event is approved by Council in its annual budget contained in the Operational Plan, as listed later. The General Manager may approve, slight variations to these donations, other donations to an organisation or event under delegated authority, provided the donation is consistent with the guidelines, within budget and reported to Council via the next available Financial Assistance Committee meeting.
- b) **One-off financial assistance:** This assistance is provided for projects involving the construction, maintenance or repair of community facilities, purchase of equipment, or organising and conducting of local events and functions. In each case having demonstrated broad community benefit and support. Under this category community organisations are eligible to receive Council funding via a competitive submission process. Applications are called in November and May via a public notice published in the local newspaper and on Council's website / social media channels.
- c) **Flagship Funding:** An amount of up to \$25,000 is set aside to provide financial assistance for a major project(s) to be undertaken by a community group(s). Partial matching funding (in cash or kind) is desirable for major project(s). This will usually entail capital works such as ground works, building construction, building repairs, refurbishment or renovation, and/or major equipment purchases. Funding for such a project is non-recurrent and is subject to the applicant entering into a management agreement for the facility with Blayney Shire Council or the Crown with Council's support. Applications are called in November and May via a public notice published in the local newspaper and on Council's website / social media channels.

Council has budgeted \$145,000 towards the Community Financial Assistance Program. An amount is allocated per the following table of financial assistance for 2025/26 while the balance is proposed for distribution in the 2 rounds to be offered in 2025/26.

Community Financial Assistance Program – 2025/26

The below legend relates to the types of s.356 financial assistance proposed.

Legend

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

Administration Assistance

| Recipient | Type | Contributions |
|--|------|---------------|
| Barry Progress Association | I | 700 |
| Blayney Shire Arts & Craft Inc. | I | 740 |
| Blayney Shire Community Mens Shed (50% contribution) | I | 395 |
| Carcoar Community Association | I | 680 |
| Hobbys Yards Community Association | I | 890 |
| Lyndhurst Soldiers Memorial Hall | I | 1,210 |
| Millthorpe & District Historical Society | I | 600 |
| Millthorpe School of Arts | I | 670 |
| Newbridge Progress Association | I | 890 |
| | | 6,775 |

School Awards & Sporting Related Assistance

| Recipient | Type | Contributions |
|---------------------------------------|------|----------------|
| Blayney High School | A | 100 |
| Blayney Public School | A | 100 |
| Carcoar Public School | A | 100 |
| Lyndhurst Public School | A | 100 |
| Millthorpe Primary School | A | 100 |
| Neville Public School | A | 100 |
| Sporting Related Financial Assistance | A | 1,000 |
| St Josephs Primary School Blayney | A | 100 |
| | | \$1,700 |

Rates and Charges Contributions

| Recipient | Type | Contributions |
|---|-----------|---------------|
| Anglican Church Blayney | S (50%) W | 695 |
| Anglican Church Millthorpe | S (50%) W | 620 |
| Carcoar Dam Sailing Club Incorporated | RW | 700 |
| Carcoar Historic Reserve Trust (Carcoar Courthouse) | RW | 1,210 |
| Carcoar Historical Society | RW | 1,095 |
| Carcoar P & H Society | W | 80 |
| Carcoar School of Arts | RW | 1,050 |
| Catholic Church Blayney | S (50%) W | 695 |
| Catholic Church Blayney (Old Church) | W | 235 |
| Hobbys Yards Hall | RW | 915 |
| Lyndhurst Soldiers Hall | RW | 1,095 |
| Mandurama CWA | RW | 1,040 |

| Recipient | Type | Contributions |
|--|-----------|---------------|
| Mandurama Public Hall Reserve | W | 290 |
| Millthorpe & District Historical Society | RSW | 5,740 |
| Millthorpe CWA | RSW | 2,405 |
| Millthorpe School of Arts | RSW | 2,910 |
| Neville Hall Trust | W | 235 |
| Neville Presbyterian Church - Neville | W | 80 |
| Orange RSL (Blayney RSL Hall) | RSW | 2,390 |
| Presbyterian Church Blayney | S (50%) W | 620 |
| St Andrews Presbyterian Church - Mandurama | W | 80 |
| St David's Presbyterian Church - Moorilda | W | 80 |
| St Paul's Carcoar Community Facility | W | 235 |
| Stringybark Craft Cottage/ Gladstone Hall | RW | 1,100 |
| Tallwood Hall | RW | 1,065 |
| Uniting Church Blayney | S (50%) W | 695 |
| Uniting Church Millthorpe | S (50%) W | 620 |
| | | 27,975 |

Community Events/Cultural Activities

| Recipient | Type | Contributions |
|--|------|---------------|
| Bathurst District Sport and Recreation Council (Blayney Sports Awards) | O | 1,000 |
| Blayney A&P Association (Meeting venue hire) | E | 649 |
| Blayney A&P Association (Waste Services) | E | 500 |
| Blayney Community Baptist Church (Carols at Carrington) | E | 1,000 |
| Blayney Floral Art & Garden Club (Meeting venue hire) | E | 177 |
| Blayney Local and Family History Group (Meeting venue hire) | E | 649 |
| Blayney Red Cross (Meeting venue hire) | E | 649 |
| Blayney Shire Arts & Craft Inc. (Meeting venue hire) | E | 649 |
| Blayney Shire Community Mens Shed (Licence rental) | O | 610 |
| Blayney Woolcraft and Hobby Group (Meeting venue hire) | E | 1,180 |
| Can Assist (Meeting venue hire) | E | 649 |
| Can Assist Fundraisers (3 events) (Community Centre hire) | E | 1,014 |
| Carcoar P&H Association (Mowing & Waste Services - Show) | E | 2,780 |
| CWA Central West Group - Schools Public Speaking Competition | O | 300 |
| Heritage Schools Art Show (Meeting venue hire) | E | 636 |
| Inner Wheel Club of Blayney Inc. (Meeting venue hire) | E | 649 |
| Lifeline Central West | O | 500 |
| Lyndhurst RSL - Anzac Day (Band) | E | 700 |
| Lyndhurst RSL - Anzac Day (Activities) | E | 600 |
| Lyndhurst RSL - Remembrance Day (Band) | E | 200 |
| MillFest (Waiver of Council fees) | E | 1,810 |
| Millthorpe Fire Festival (Waiver of Council fees) | E | 1,040 |
| Millthorpe Markets (2 events - Waiver of Council fees) | E | 2,000 |
| Neville Showground Trust (Mowing services - Horse Sports event) | E | 1,770 |
| Neville Showground Trust (Mowing services - Show) | E | 1,830 |
| Newbridge Arts Festival Acquisitive Prize | E | 1,000 |
| Newbridge Progress Association (Winter Solstice - Portaloos hire / traffic mgmt) | E | 3,430 |

| Recipient | Type | Contributions |
|---|------|---------------|
| Newbridge Winter Solstice (Waiver of Council services) | E | 320 |
| Orange RSL / Lyndhurst RSL – Anzac Day (Traffic Management) | E | 8,298 |
| Probus Club of Blayney (Meeting venue hire) | E | 649 |
| St Joseph’s Primary School - Grandparents Day (Comm. Centre hire) | E | 212 |
| Textures of One Acquisitive Prize | E | 1,000 |
| | | 38,450 |

TOTAL \$74,900

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

- Tourism Events Development Fund \$10,000
- Youth Week Grants Program \$ 6,000
- Heritage Assistance Fund \$12,000

Previous projects and events funded by the Community Financial Assistance Program.



Millthorpe Markets



Blayney Show



Lyndhurst Memorial Hall



Newbridge Winter Solstice



Blayney Shire Council
91 Adelaide Street,
BLAYNEY NSW 2799
Ph: (02) 6368 2104





BLAYNEY SHIRE COUNCIL

2025/26 – 2028/29 Delivery Program & 2025/26 Operational Plan

Appendix:

Revenue Policy & Fees and Charges





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Resourcing Strategy

The Resourcing plans should be read in conjunction with the Delivery and Operational Plans. As part of the Integrated Planning and Reporting Framework councils are also required to develop resourcing plans that support the achievement of activities and tasks within the Delivery and Operational Plan.

These plans include:

Long Term Financial Plan

The Long Term Financial Plan is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources councils need to influence and work with other parties so that they might deliver on responsibilities.

Asset Management Plans

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

Workforce Management Plan

Council's Resourcing Strategy documents can be accessed from its website:

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

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

Revenue Policy

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

The Revenue Policy includes details of:

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

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

Included in this Revenue Policy is Council's income statements and capital expenditure program (4 years), rating structure, pricing policy, proposed borrowings and schedule of Fees and Charges.

Income Statement – 4 Years

| INCOME STATEMENT – CONSOLIDATED | Projected Years | | | |
|---|-------------------|-------------------|-------------------|-------------------|
| | 2025/26 \$'000 | 2026/27 \$'000 | 2027/28 \$'000 | 2028/29 \$'000 |
| Income from Continuing Operations | | | | |
| REVENUE | | | | |
| Rates & Annual Charges | 15,581 | 16,896 | 17,801 | 18,935 |
| User Charges & Fees | 1,873 | 1,984 | 2,063 | 2,160 |
| Other Revenues | 242 | 251 | 260 | 292 |
| Grants & Contributions provided for Operating Purposes | 5,356 | 5,382 | 5,399 | 5,515 |
| Grants & Contributions provided for Capital Purposes | 540 | 2,464 | 5,612 | 8,931 |
| Interest & Investment Revenue | 1,064 | 987 | 990 | 1,085 |
| Other Income: | | | | |
| Net gains from the disposal of assets | 68 | 7 | 26 | 35 |
| Joint Ventures & Associated Entities | 25 | 25 | 25 | 25 |
| Total Income from Continuing Operations | 24,749 | 27,996 | 32,176 | 36,978 |
| EXPENSES FROM CONTINUING OPERATIONS | | | | |
| Employee Benefits & On-Costs | 8,689 | 8,910 | 9,184 | 9,460 |
| Borrowing Costs | 157 | 139 | 121 | 106 |
| Materials & Contracts | 7,038 | 7,362 | 7,430 | 8,240 |
| Depreciation & Amortisation | 7,991 | 8,147 | 8,309 | 8,724 |
| Impairment of investments | - | - | - | - |
| Impairment of receivables | - | - | - | - |
| Other Expenses | 1,211 | 1,191 | 1,216 | 1,333 |
| Interest & Investment Losses | - | - | - | - |
| Net Losses from the Disposal of Assets | - | - | - | - |
| Joint Ventures & Associated Entities | - | - | - | - |
| Total Expenses from Continuing Operations | 25,086 | 25,749 | 26,260 | 27,863 |
| Operating Result from Continuing Operations | (337) | 2,247 | 5,916 | 9,115 |
| Discontinued Operations – Profit/(Loss) | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - |
| Net Operating Result for the Year | (337) | 2,247 | 5,916 | 9,115 |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (877) | (217) | 304 | 184 |

| INCOME STATEMENT – GENERAL | Projected Years | | | |
|---|-------------------|-------------------|-------------------|-------------------|
| | 2025/26 \$'000 | 2026/27 \$'000 | 2027/28 \$'000 | 2028/29 \$'000 |
| Income from Continuing Operations | | | | |
| REVENUE | | | | |
| Rates & Annual Charges | 13,813 | 15,075 | 15,926 | 17,004 |
| User Charges & Fees | 1,589 | 1,640 | 1,693 | 1,748 |
| Other Revenues | 242 | 251 | 260 | 292 |
| Grants & Contributions provided for Operating Purposes | 5,356 | 5,382 | 5,399 | 5,515 |
| Grants & Contributions provided for Capital Purposes | 391 | 2,312 | 5,326 | 3,021 |
| Interest & Investment Revenue | 745 | 647 | 648 | 750 |
| Other Income: | | | | |
| Net gains from the disposal of assets | 68 | 7 | 26 | 35 |
| Joint Ventures & Associated Entities | 25 | 25 | 25 | 25 |
| Total Income from Continuing Operations | 22,229 | 25,339 | 29,303 | 28,390 |
| EXPENSES FROM CONTINUING OPERATIONS | | | | |
| Employee Benefits & On-Costs | 8,359 | 8,569 | 8,831 | 9,096 |
| Borrowing Costs | 141 | 130 | 118 | 106 |
| Materials & Contracts | 6,057 | 6,209 | 6,323 | 7,110 |
| Depreciation & Amortisation | 7,180 | 7,320 | 7,465 | 7,614 |
| Impairment of investments | - | - | - | - |
| Impairment of receivables | - | - | - | - |
| Other Expenses | 1,209 | 1,189 | 1,214 | 1,331 |
| Interest & Investment Losses | - | - | - | - |
| Net Losses from the Disposal of Assets | - | - | - | - |
| Joint Ventures & Associated Entities | - | - | - | - |
| Total Expenses from Continuing Operations | 22,946 | 23,417 | 23,951 | 25,257 |
| Operating Result from Continuing Operations | (717) | 1,922 | 5,352 | 3,133 |
| Discontinued Operations – Profit/(Loss) | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - |
| Net Operating Result for the Year | (717) | 1,922 | 5,352 | 3,133 |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (1,108) | (390) | 26 | 112 |

| | Projected Years | | | |
|---|-------------------|-------------------|-------------------|-------------------|
| | 2025/26 \$'000 | 2026/27 \$'000 | 2027/28 \$'000 | 2028/29 \$'000 |
| INCOME STATEMENT – SEWER | | | | |
| Income from Continuing Operations | | | | |
| REVENUE | | | | |
| Rates & Annual Charges | 1,768 | 1,821 | 1,875 | 1,931 |
| User Charges & Fees | 284 | 344 | 370 | 412 |
| Other Revenues | - | - | - | - |
| Grants & Contributions provided for Operating Purposes | - | - | - | - |
| Grants & Contributions provided for Capital Purposes | 149 | 152 | 286 | 5,910 |
| Interest & Investment Revenue | 319 | 340 | 342 | 335 |
| Other Income: | | | | |
| Net gains from the disposal of assets | - | - | - | - |
| Joint Ventures & Associated Entities | - | - | - | - |
| Total Income from Continuing Operations | 2,520 | 2,657 | 2,873 | 8,588 |
| EXPENSES FROM CONTINUING OPERATIONS | | | | |
| Employee Benefits & On-Costs | 330 | 341 | 353 | 364 |
| Borrowing Costs | 16 | 9 | 3 | - |
| Materials & Contracts | 981 | 1,153 | 1,107 | 1,130 |
| Depreciation & Amortisation | 811 | 827 | 844 | 1,110 |
| Impairment of investments | - | - | - | - |
| Impairment of receivables | - | - | - | - |
| Other Expenses | 2 | 2 | 2 | 2 |
| Interest & Investment Losses | - | - | - | - |
| Net Losses from the Disposal of Assets | - | - | - | - |
| Joint Ventures & Associated Entities | - | - | - | - |
| Total Expenses from Continuing Operations | 2,140 | 2,332 | 2,309 | 2,606 |
| Operating Result from Continuing Operations | 380 | 325 | 564 | 5,982 |
| Discontinued Operations – Profit/(Loss) | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - |
| Net Operating Result for the Year | 380 | 325 | 564 | 5,982 |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | 231 | 173 | 278 | 72 |

Income Statement: By Activity (Net Cost of Services)

| NET COST OF SERVICES 2025/26 | PA Code | Operating Income \$'000 | Operating Expenditure \$'000 | Net Cost of Service \$'000 |
|--|---------|-------------------------------|------------------------------------|----------------------------------|
| Administration & Support Services | | | | |
| Governance | GOV1 | 90 | 687 | (596) |
| Executive Support Services | ADM1 | 7 | 783 | (776) |
| Corporate Support Services | ADM2 | 256 | 2,144 | (1,888) |
| Engineering Support Services | ADM3 | 219 | 2,433 | (2,214) |
| Environmental Support Services | ADM4 | 6 | 424 | (418) |
| Public Order & Safety | | | | |
| Rural Fire Services | POS1 | 50 | 716 | (666) |
| Animal Control | POS2 | 16 | 144 | (128) |
| Emergency Services | POS3 | - | 58 | (58) |
| Other Public Order & Safety | POS4 | 0 | 0 | |
| Health | | | | |
| Health/Food Control | HEA1 | 12 | 20 | (9) |
| Environment | | | | |
| Noxious Plants | ENV1 | - | 175 | (175) |
| Domestic Waste Management | ENV2 | 1,352 | 1,595 | (244) |
| Other Waste Management | ENV3 | 859 | 725 | 133 |
| Street Cleaning | ENV4 | - | 212 | (212) |
| Urban Stormwater Drainage | ENV6 | - | 310 | (310) |
| Community Services & Education | | | | |
| Community Services Administration | CSE1 | - | - | - |
| Families & Children Services | CSE2 | - | 9 | (9) |
| Youth Services | CSE3 | 3 | 6 | (3) |
| Housing & Community Amenities | | | | |
| Public Cemeteries | HCA1 | 81 | 102 | (22) |
| Public Conveniences | HCA2 | 7 | 179 | (171) |
| Street Lighting | HCA3 | 23 | 87 | (64) |
| Town Planning | HCA4 | 212 | 376 | (164) |
| Sewer Supplies | | | | |
| Sewerage Services | SSE1 | 2,371 | 2,140 | 231 |
| Recreation & Culture | | | | |
| Public Libraries | REC1 | 85 | 300 | (215) |
| Blayney Shire Community Centre | REC2 | 20 | 232 | (211) |
| Public Halls (Villages and CWA) | REC2 | 1 | 40 | (39) |
| Other Cultural Services | REC3 | - | 6 | (6) |
| CentrePoint Sports & Leisure Centre | REC4 | - | 1,263 | (1,263) |
| Sporting Grounds | REC5 | 23 | 519 | (497) |
| Parks & Gardens | REC6 | - | 1,193 | (1,193) |
| Showground | REC7 | 25 | 255 | (230) |
| Manufacturing & Construction | | | | |
| Building Control | MMC1 | 278 | 219 | 59 |
| Quarries & Pits | MMC2 | 349 | 348 | 1 |
| Transport & Communication | | | | |
| Local Roads | TCO1 | 1,739 | 5,630 | (3,891) |
| Regional Roads | TCO2 | 362 | 125 | 237 |
| Local Bridges | TCO3 | - | 548 | (548) |
| Footpaths | TCO5 | - | 183 | (183) |

| NET COST OF SERVICES 2025/26 | PA Code | Operating Income \$'000 | Operating Expenditure \$'000 | Net Cost of Service \$'000 |
|----------------------------------|---------|-------------------------------|------------------------------------|----------------------------------|
| Kerb & Guttering | TCO6 | - | 208 | (208) |
| Other Transport & Communication | TCO7 | 139 | 267 | (129) |
| Economic Affairs | | | | |
| Tourism & Area Development | ECA1 | 35 | 327 | (292) |
| Industrial Development Promotion | ECA2 | 13 | 40 | (26) |
| Private Works | ECA3 | 105 | 85 | 20 |
| Real Estate | ECA4 | - | 11 | (11) |
| General Purpose Revenue | | | | |
| Net Rates & Annual Charges | | 12,028 | (37) | 12,065 |
| Financial Assistance Grant | | 2,681 | - | 2,681 |
| Interest on Investments | | 736 | - | 736 |
| Joint Ventures | | 25 | - | 25 |
| | | 24,209 | 25,086 | (877) |

| NET COST OF SERVICES 2026/27 | PA Code | Operating Income \$'000 | Operating Expenditure \$'000 | Net Cost of Service \$'000 |
|--|---------|----------------------------|---------------------------------|-------------------------------|
| Administration & Support Services | | | | |
| Governance | GOV1 | 93 | 699 | (606) |
| Executive Support Services | ADM1 | 8 | 804 | (797) |
| Corporate Support Services | ADM2 | 248 | 2,166 | (1,918) |
| Engineering Support Services | ADM3 | 183 | 2,529 | (2,346) |
| Environmental Support Services | ADM4 | 6 | 439 | (433) |
| Public Order & Safety | | | | |
| Rural Fire Services | POS1 | 50 | 733 | (683) |
| Animal Control | POS2 | 17 | 148 | (131) |
| Emergency Services | POS3 | - | 59 | (59) |
| Other Public Order & Safety | POS4 | 0 | 0 | |
| Health | | | | |
| Health/Food Control | HEA1 | 12 | 21 | (9) |
| Environment | | | | |
| Noxious Plants | ENV1 | - | 137 | (137) |
| Domestic Waste Management | ENV2 | 1,358 | 1,470 | (113) |
| Other Waste Management | ENV3 | 865 | 750 | 114 |
| Street Cleaning | ENV4 | - | 219 | (219) |
| Urban Stormwater Drainage | ENV6 | - | 316 | (316) |
| Community Services & Education | | | | |
| Community Services Administration | CSE1 | - | - | - |
| Families & Children Services | CSE2 | - | 9 | (9) |
| Youth Services | CSE3 | 3 | 6 | (3) |
| Housing & Community Amenities | | | | |
| Public Cemeteries | HCA1 | 83 | 106 | (23) |
| Public Conveniences | HCA2 | 8 | 185 | (178) |
| Street Lighting | HCA3 | 23 | 90 | (67) |
| Town Planning | HCA4 | 201 | 375 | (174) |
| Sewer Supplies | | | | |
| Sewerage Services | SSE1 | 2,505 | 2,332 | 173 |
| Recreation & Culture | | | | |
| Public Libraries | REC1 | 87 | 305 | (217) |
| Blayney Shire Community Centre | REC2 | 21 | 239 | (218) |
| Public Halls (Villages and CWA) | REC2 | 2 | 41 | (40) |
| Other Cultural Services | REC3 | - | 6 | (6) |
| CentrePoint Sports & Leisure Centre | REC4 | - | 1,243 | (1,243) |
| Sporting Grounds | REC5 | 23 | 544 | (520) |
| Parks & Gardens | REC6 | - | 1,232 | (1,232) |
| Showground | REC7 | 26 | 263 | (237) |
| Manufacturing & Construction | | | | |
| Building Control | MMC1 | 286 | 225 | 61 |
| Quarries & Pits | MMC2 | 360 | 359 | 1 |
| Transport & Communication | | | | |
| Local Roads | TCO1 | 1,749 | 5,781 | (4,032) |
| Regional Roads | TCO2 | 365 | 254 | 111 |
| Local Bridges | TCO3 | - | 551 | (551) |
| Footpaths | TCO5 | - | 187 | (187) |
| Kerb & Guttering | TCO6 | - | 212 | (212) |

| NET COST OF SERVICES 2026/27 | PA Code | Operating Income \$'000 | Operating Expenditure \$'000 | Net Cost of Service \$'000 |
|----------------------------------|---------|-------------------------------|------------------------------------|----------------------------------|
| Other Transport & Communication | TCO7 | 143 | 273 | (130) |
| Economic Affairs | | | | |
| Tourism & Area Development | ECA1 | 36 | 340 | (304) |
| Industrial Development Promotion | ECA2 | 14 | 44 | (30) |
| Private Works | ECA3 | 109 | 88 | 21 |
| Real Estate | ECA4 | - | 8 | (8) |
| General Purpose Revenue | | | | |
| Net Rates & Annual Charges | | 13,238 | (40) | 13,278 |
| Financial Assistance Grant | | 2,748 | - | 2,748 |
| Interest on Investments | | 638 | - | 638 |
| Joint Ventures | | 25 | - | 25 |
| | | 25,532 | 25,749 | (217) |

| NET COST OF SERVICES 2027/28 | PA Code | Operating Income \$'000 | Operating Expenditure \$'000 | Net Cost of Service \$'000 |
|--|---------|-------------------------------|------------------------------------|----------------------------------|
| Administration & Support Services | | | | |
| Governance | GOV1 | 96 | 718 | (622) |
| Executive Support Services | ADM1 | 8 | 832 | (825) |
| Corporate Support Services | ADM2 | 218 | 2,348 | (2,130) |
| Engineering Support Services | ADM3 | 161 | 2,361 | (2,201) |
| Environmental Support Services | ADM4 | 6 | 454 | (448) |
| Public Order & Safety | | | | |
| Rural Fire Services | POS1 | 50 | 751 | (701) |
| Animal Control | POS2 | 17 | 153 | (136) |
| Emergency Services | POS3 | - | 61 | (61) |
| Other Public Order & Safety | POS4 | 0 | 0 | |
| Health | | | | |
| Health/Food Control | HEA1 | 12 | 21 | (9) |
| Environment | | | | |
| Noxious Plants | ENV1 | - | 140 | (140) |
| Domestic Waste Management | ENV2 | 1,398 | 1,521 | (123) |
| Other Waste Management | ENV3 | 894 | 777 | 117 |
| Street Cleaning | ENV4 | - | 227 | (227) |
| Urban Stormwater Drainage | ENV6 | - | 323 | (323) |
| Community Services & Education | | | | |
| Community Services Administration | CSE1 | - | - | - |
| Families & Children Services | CSE2 | - | 9 | (9) |
| Youth Services | CSE3 | 4 | 6 | (3) |
| Housing & Community Amenities | | | | |
| Public Cemeteries | HCA1 | 85 | 110 | (24) |
| Public Conveniences | HCA2 | 8 | 191 | (184) |
| Street Lighting | HCA3 | 24 | 93 | (69) |
| Town Planning | HCA4 | 150 | 388 | (238) |
| Sewer Supplies | | | | |
| Sewerage Services | SSE1 | 2,587 | 2,309 | 278 |
| Recreation & Culture | | | | |
| Public Libraries | REC1 | 90 | 312 | (223) |
| Blayney Shire Community Centre | REC2 | 22 | 245 | (224) |
| Public Halls (Villages and CWA) | REC2 | 2 | 42 | (41) |
| Other Cultural Services | REC3 | - | 6 | (6) |
| CentrePoint Sports & Leisure Centre | REC4 | - | 1,270 | (1,270) |
| Sporting Grounds | REC5 | 24 | 560 | (536) |
| Parks & Gardens | REC6 | - | 1,268 | (1,268) |
| Showground | REC7 | 27 | 271 | (244) |
| Manufacturing & Construction | | | | |
| Building Control | MMC1 | 295 | 233 | 61 |
| Quarries & Pits | MMC2 | 372 | 371 | 2 |
| Transport & Communication | | | | |
| Local Roads | TCO1 | 1,825 | 5,937 | (4,112) |
| Regional Roads | TCO2 | 365 | 263 | 102 |
| Local Bridges | TCO3 | - | 555 | (555) |
| Footpaths | TCO5 | - | 191 | (191) |

| NET COST OF SERVICES 2027/28 | PA Code | Operating Income \$'000 | Operating Expenditure \$'000 | Net Cost of Service \$'000 |
|----------------------------------|---------|-------------------------------|------------------------------------|----------------------------------|
| Kerb & Guttering | TCO6 | - | 217 | (217) |
| Other Transport & Communication | TCO7 | 147 | 278 | (131) |
| Economic Affairs | | | | |
| Tourism & Area Development | ECA1 | 37 | 347 | (310) |
| Industrial Development Promotion | ECA2 | 14 | 45 | (31) |
| Private Works | ECA3 | 112 | 91 | 22 |
| Real Estate | ECA4 | - | 5 | (5) |
| General Purpose Revenue | | | | |
| Net Rates & Annual Charges | | 14,035 | (41) | 14,075 |
| Financial Assistance Grant | | 2,816 | - | 2,816 |
| Interest on Investments | | 639 | - | 639 |
| Joint Ventures | | 25 | - | 25 |
| | | 26,564 | 26,260 | 304 |

| NET COST OF SERVICES 2028/29 | PA Code | Operating Income \$'000 | Operating Expenditure \$'000 | Net Cost of Service \$'000 |
|--|---------|-------------------------------|------------------------------------|----------------------------------|
| Administration & Support Services | | | | |
| Governance | GOV1 | 99 | 828 | (729) |
| Executive Support Services | ADM1 | 8 | 858 | (849) |
| Corporate Support Services | ADM2 | 247 | 2,441 | (2,194) |
| Engineering Support Services | ADM3 | 175 | 2,595 | (2,420) |
| Environmental Support Services | ADM4 | 6 | 468 | (462) |
| Public Order & Safety | | | | |
| Rural Fire Services | POS1 | 50 | 768 | (718) |
| Animal Control | POS2 | 18 | 158 | (140) |
| Emergency Services | POS3 | - | 62 | (62) |
| Other Public Order & Safety | POS4 | 0 | 0 | |
| Health | | | | |
| Health/Food Control | HEA1 | 13 | 22 | (10) |
| Environment | | | | |
| Noxious Plants | ENV1 | - | 144 | (144) |
| Domestic Waste Management | ENV2 | 1,624 | 1,757 | (132) |
| Other Waste Management | ENV3 | 924 | 804 | 120 |
| Street Cleaning | ENV4 | - | 234 | (234) |
| Urban Stormwater Drainage | ENV6 | - | 330 | (330) |
| Community Services & Education | | | | |
| Community Services Administration | CSE1 | - | - | - |
| Families & Children Services | CSE2 | - | 9 | (9) |
| Youth Services | CSE3 | 4 | 6 | (3) |
| Housing & Community Amenities | | | | |
| Public Cemeteries | HCA1 | 88 | 113 | (25) |
| Public Conveniences | HCA2 | 8 | 197 | (189) |
| Street Lighting | HCA3 | 24 | 96 | (72) |
| Town Planning | HCA4 | 154 | 539 | (385) |
| Sewer Supplies | | | | |
| Sewerage Services | SSE1 | 2,678 | 2,606 | 72 |
| Recreation & Culture | | | | |
| Public Libraries | REC1 | 92 | 320 | (229) |
| Blayney Shire Community Centre | REC2 | 22 | 252 | (230) |
| Public Halls (Villages and CWA) | REC2 | 2 | 43 | (42) |
| Other Cultural Services | REC3 | - | 6 | (6) |
| CentrePoint Sports & Leisure Centre | REC4 | - | 1,347 | (1,347) |
| Sporting Grounds | REC5 | 25 | 577 | (552) |
| Parks & Gardens | REC6 | - | 1,304 | (1,304) |
| Showground | REC7 | 27 | 278 | (251) |
| Manufacturing & Construction | | | | |
| Building Control | MMC1 | 303 | 240 | 63 |
| Quarries & Pits | MMC2 | 385 | 382 | 2 |
| Transport & Communication | | | | |
| Local Roads | TCO1 | 1,857 | 6,090 | (4,233) |
| Regional Roads | TCO2 | 370 | 272 | 98 |
| Local Bridges | TCO3 | - | 558 | (558) |
| Footpaths | TCO5 | - | 195 | (195) |

| NET COST OF SERVICES 2028/29 | PA Code | Operating Income \$'000 | Operating Expenditure \$'000 | Net Cost of Service \$'000 |
|----------------------------------|---------|-------------------------------|------------------------------------|----------------------------------|
| Kerb & Guttering | TCO6 | - | 221 | (221) |
| Other Transport & Communication | TCO7 | 152 | 284 | (132) |
| Economic Affairs | | | | |
| Tourism & Area Development | ECA1 | 38 | 38 | (320) |
| Industrial Development Promotion | ECA2 | 15 | 46 | (32) |
| Private Works | ECA3 | 116 | 94 | 22 |
| Real Estate | ECA4 | - | 2 | (2) |
| General Purpose Revenue | | | | |
| Net Rates & Annual Charges | | 14,871 | (42) | 14,913 |
| Financial Assistance Grant | | 2,887 | - | 2,887 |
| Interest on Investments | | 741 | - | 741 |
| Joint Ventures | | 25 | - | 25 |
| | | 28,047 | 27,863 | 184 |

Capital Expenditure Program – 4 Years

Capital Expenditure Program 2025/26

| Capital Expenditure Program 2025/26 | | Original Budget 2025/26 | Project Funded By | | | |
|--|---------|-------------------------------|-------------------|---------------------------|-----------------------------|-------|
| | | | General | Grants & Contributions | Restriction/ Borrowings* | Other |
| Buildings | | | | | | |
| Council Buildings & Public Halls | | | | | | |
| Building Renewal Work | 53,561 | 53,561 | | | | |
| Renewable Energy Project - Community Centre* | 20,000 | | 20,000 | | | |
| SV Renewal - Buildings | 179,439 | | | | 179,439 | |
| SV Renewal – Animal Shelter Design & Investigation | 50,000 | | | | 50,000 | |
| SV Renewal – Community Centre Carpark | 65,000 | | | | 65,000 | |
| SV Renewal - Works Depot | 300,000 | | | | 300,000 | |
| Total Buildings | 668,000 | 53,561 | 20,000 | - | 594,439 | |
| Other Structures | | | | | | |
| Public Cemeteries | | | | | | |
| Infrastructure Works | 11,850 | 11,850 | | | | |
| Waste Facility | | | | | | |
| Leachate Collection | 413,100 | | 250,000 | 163,100 | | |
| Piezometer Bores | 20,000 | | | 20,000 | | |
| Environmental Improvement Work (EPA Related) | 20,000 | | | 20,000 | | |
| Parks, Recreation & Sporting Grounds | | | | | | |
| Village Enhancement Program | 157,500 | 157,500 | | | | |
| Dakers Oval Cricket Pitch Renewal | 20,000 | | | 20,000 | | |
| Heritage Park Basketball Ring Investigation | 1,000 | | | 1,000 | | |
| Park St Millthorpe London Plane Trees | 20,000 | | | 20,000 | | |
| Heritage Park - Shade Sail Replacement | 25,000 | | | 25,000 | | |
| Total Other Structures | 688,450 | 169,350 | 250,000 | 269,100 | - | |
| Plant & Equipment | | | | | | |
| Information Technology | | | | | | |
| Councillors - iPad Replacement/Accessories | 2,500 | 2,500 | | | | |
| Mobile Device Replacements | 2,500 | 2,500 | | | | |
| Mobile Phone Replacements | 5,000 | 5,000 | | | | |
| Assetfinda Cloud Hosting Migration | 2,000 | 2,000 | | | | |
| Intramaps to Pozi Migration | 11,000 | 11,000 | | | | |
| Fleet Replacement Program** | | | | | | |
| Minor Plant & Tools Replacement | 34,590 | 34,590 | | | | |
| Light Vehicle Replacements | 871,275 | 417,232 | | 72,956 | 381,087 | |
| P44 - Isuzu NPR55-155 Tipper | 109,486 | | | 75,272 | 34,214 | |
| P48 - Isuzu NPR55-155 MWB | 122,382 | | | 100,011 | 22,371 | |
| P52 - Grader Cat 12M | 656,615 | | | 500,051 | 156,564 | |
| HV003 - Mack Tipper | 407,939 | | | 322,403 | 85,536 | |
| P631 - Isuzu Watercart | 376,356 | | | 273,713 | 102,643 | |
| PSV002 - Isuzu Patching Truck | 427,678 | | | 296,085 | 131,593 | |
| TR001 - Sloanbuilt Dog Trailer | 118,434 | | | 98,695 | 19,739 | |
| PSV001 - Hino Streetsweeper | 422,414 | | | 290,821 | 131,593 | |

**Capital Expenditure Program
2025/26**

| | Original Budget 2025/26 | Project Funded By | | | |
|--|-------------------------------|-------------------|---------------------------|-----------------------------|------------------|
| | | General | Grants & Contributions | Restriction/ Borrowings* | Other |
| P72 - John Deere 5725 | 165,572 | | | 126,614 | 38,958 |
| P89 Trimax Mower - Winged | 29,605 | | | 28,125 | 1,480 |
| LC007 - Kubota Flail Mower | 24,333 | | | 17,033 | 7,300 |
| LC008 - Kubota Flail Mower | 24,333 | | | 17,033 | 7,300 |
| Road broom Sewell TB2000E | 66,611 | | | 59,210 | 7,401 |
| Sewer Jetting Trailer | 153,080 | | | 131,469 | 21,611 |
| Minor Plant & Equipment | | | | | |
| Minor Assets - Administration Office | 3,750 | 3,750 | | | |
| Minor Assets - Community Centre | 6,400 | 6,400 | | | |
| Minor Assets - Blayney Library | 18,907 | | 18,907 | | |
| | | | | | |
| Total Plant & Equipment | 4,062,760 | 484,972 | 18,907 | 2,409,491 | 1,149,390 |
| Infrastructure | | | | | |
| Urban Stormwater | | | | | |
| Renewals | 71,000 | 71,000 | | | |
| SV Renewals | 130,000 | | | | 130,000 |
| Shared Pathways & Footpaths | | | | | |
| Footpath Renewals | 171,507 | 171,507 | | | |
| Newbridge Showground Footpath Link | 20,000 | | | 20,000 | |
| Investigation & Design – Pram Ramps – Blayney | 6,000 | | | 6,000 | |
| Road Rehabilitation Local Roads | | | | | |
| Forest Reefs Road | 781,042 | 781,042 | | | |
| RLRRF - Tallwood Road Pavement Renewal - Slatteries Creek to Dicksons Lane | 761,197 | | 761,197 | | |
| RLRRF - Garland Road Heavy Patching - Leabeater Street to Shire Boundary | 761,197 | | 761,197 | | |
| Hobby Yards Road | 377,000 | | 237,000 | | 140,000 |
| Tallwood Road Pavement Renewal | 812,900 | | | | 812,900 |
| Accessible Parking Improvements – Blayney Shire | 111,000 | | | 111,000 | |
| Gravel Resheeting Program | 668,112 | 432,400 | | | 235,712 |
| Heavy Patching Program – Local Roads | 767,946 | 31,499 | 556,121 | | 180,326 |
| Reseal Program | 728,070 | 471,205 | | | 256,865 |
| | | | | | |
| Total Infrastructure | 6,166,971 | 1,958,653 | 2,315,515 | 137,000 | 1,755,803 |
| Sewerage Infrastructure | | | | | |
| Network Assets | | | | | |
| Electrical Replacements | 217,532 | | | 217,532 | |
| Recycled Water Treatment Plan | 15,000 | | | 15,000 | |
| Lining/Replacement of Sewer Mains | 235,000 | | | 235,000 | |
| Treatment Plant Renewals | 328,275 | | | 328,275 | |
| | | | | | |
| Total Sewerage Infrastructure | 795,807 | - | - | 795,807 | - |
| TOTAL CAPITAL EXPENDITURE | 12,381,988 | 2,666,536 | 2,604,422 | 3,611,398 | 3,499,632 |

* Funding source and project scope is subject to change dependent on whether grant funding opportunities become available

** Represents gross replacement value of new fleet which is partially funded by sale of existing asset

**Capital Expenditure Program
2026/27**

| Capital Expenditure Program 2026/27 | | Original Budget 2026/27 | Project Funded By | | | |
|---|---------|-------------------------------|-------------------|---------------------------|-----------------------------|-------|
| | | | General | Grants & Contributions | Restriction/ Borrowings* | Other |
| Buildings | | | | | | |
| Council Buildings & Public Halls | | | | | | |
| Building Renewal Works | 55,436 | 55,436 | | | | |
| Visitor Information Centre - Verandah Replacement | 70,000 | 70,000 | | | | |
| SV Renewal - Buildings | 11,564 | | | | 11,564 | |
| SV Renewal – Animal Shelter | 250,000 | | | 250,000 | | |
| SV Renewal - Works Depot | 370,000 | | | | 370,000 | |
| Parks, Recreation & Sporting Grounds | | | | | | |
| Renewable Energy Project - Blayney Showground* | 30,000 | | 30,000 | | | |
| SV Renewal - Newbridge Showground | 5,000 | | | | 5,000 | |
| Napier Oval Kiosk Upgrade* | 150,000 | | 150,000 | | | |
| | | | | | | |
| Total Buildings | 942,000 | 125,436 | 180,000 | 250,000 | 386,564 | |
| | | | | | | |
| Other Structures | | | | | | |
| Public Cemeteries | | | | | | |
| Infrastructure Works | 12,150 | 12,150 | | | | |
| Parks, Recreation & Sporting Grounds | | | | | | |
| Village Enhancement Program | 164,500 | 164,500 | | | | |
| Showground Trotting Fence Compliance Upgrade | 45,000 | | 45,000 | | | |
| Total Other Structures | 221,650 | 176,650 | 45,000 | - | - | |
| | | | | | | |
| Plant & Equipment | | | | | | |
| Information Technology | | | | | | |
| Councillors - iPad Replacement/Accessories | 2,500 | 2,500 | | | | |
| Mobile Device Replacements | 5,000 | 5,000 | | | | |
| Mobile Phone Replacements | 5,000 | 5,000 | | | | |
| Supply and Install of Storage Area Network (SAN) | 40,000 | 40,000 | | | | |
| Vmware to Hyper-v Migration | 15,000 | 15,000 | | | | |
| CCTV Cameras | 10,000 | 10,000 | | | | |
| Production Server Replacement | 40,000 | 40,000 | | | | |
| Fleet Replacement Program** | | | | | | |
| Minor Plant & Tools Replacement | 35,973 | 35,973 | | | | |
| Light Vehicle Replacements | 608,142 | 334,374 | | | 273,768 | |
| HP003 - Grader Cat 12M | 618,488 | | | 460,576 | 157,912 | |
| HP001 - Loader Cat 950 | 458,471 | | | 362,671 | 95,800 | |
| HP004 - CAT 432F2 Backhoe | 276,346 | | | 210,549 | 65,797 | |
| HV002 - Workshop Truck | 146,437 | | | 125,908 | 20,529 | |
| HV001 - Isuzu NPR 200 2 t. tipper - P & G | 125,908 | | | 78,008 | 47,900 | |
| P40 - Isuzu NH Rigid Haul Truck | 113,865 | | | 78,282 | 35,583 | |
| P74 - McCormick Tractor | 111,018 | | | 88,814 | 22,204 | |
| P175 - Site Van | 88,815 | | | 76,973 | 11,842 | |
| P174 - Trailer - Amenity | 118,420 | | | 103,618 | 14,802 | |
| Minor Plant & Equipment | | | | | | |

Capital Expenditure Program 2026/27

| | Original Budget 2026/27 | Project Funded By | | | |
|--|-------------------------------|-------------------|------------------------|-----------------------------|------------------|
| | | General | Grants & Contributions | Restriction/ Borrowings* | Other |
| Minor Assets - Administration Office | 3,850 | 3,850 | | | |
| Minor Assets – Community Centre | 19,380 | | 19,380 | | |
| Minor Assets – Blayney Library | 6,550 | 6,550 | | | |
| Blayney Community Centre - Commercial Freezer | 5,000 | 5,000 | | | |
| Total Plant & Equipment | 2,854,163 | 503,247 | 19,380 | 1,585,399 | 746,137 |
| Infrastructure | | | | | |
| Urban Stormwater | | | | | |
| Renewals | 72,800 | 72,800 | | | |
| SV Renewals | 132,200 | | | | 132,200 |
| Shared Pathways & Footpaths | | | | | |
| Footpath Renewals | 53,796 | 53,796 | | | |
| Design – Blake St/George St FP – Park St – Existing (Millthorpe AMP AD11)* | 15,000 | | | 15,000 | |
| Active Movement Plan | 106,681 | 106,681 | | | |
| Road Rehabilitation Local Roads | | | | | |
| Renewals | 1,359,795 | 1,359,795 | | | |
| Hobbys Yard Road* | 900,000 | 450,000 | 450,000 | | |
| Gravel Resheeting Program | 447,534 | 447,534 | | | |
| Heavy Patching Program | 608,187 | 52,066 | 556,121 | | |
| Reseal Program | 487,697 | 487,697 | | | |
| Bridges & Culverts | | | | | |
| Culvert Renewal Program | 267,500 | 267,500 | | | |
| Coombing Street Bridge* | 1,300,000 | | 1,300,000 | | |
| Naylor Street Bridge - Abutment Repairs | 100,000 | 100,000 | | | |
| Total Infrastructure | 5,851,190 | 3,397,869 | 2,306,121 | 15,000 | 132,200 |
| Sewerage Infrastructure | | | | | |
| Network Assets | | | | | |
| Light Vehicle Replacements | 59,616 | | | 29,200 | 30,416 |
| Electrical Replacements | 40,835 | | | 40,835 | |
| Fencing | 14,375 | | | 14,375 | |
| Lining/Replacement of Sewer Mains | 240,000 | | | 240,000 | |
| Treatment Plant Renewals | 200,000 | | | 200,000 | |
| Total Sewerage Infrastructure | 554,826 | - | - | 524,410 | 30,416 |
| TOTAL CAPITAL EXPENDITURE | 10,423,829 | 4,203,202 | 2,550,501 | 2,374,809 | 1,295,317 |

* Funding source and project scope is subject to change dependent on whether grant funding opportunities become available

** Represents gross replacement value of new fleet which is partially funded by sale of existing asset

**Capital Expenditure Program
2027/28**

| Capital Expenditure Program 2027/28 | | Original Budget 2027/28 | Project Funded By | | | |
|---|-----------|-------------------------------|-------------------|---------------------------|----------------------------|-------|
| | | | General | Grants & Contributions | Restriction/ Borrowings | Other |
| Buildings | | | | | | |
| Council Buildings & Public Halls | | | | | | |
| Building Renewal Work | 57,376 | 57,376 | | | | |
| Renewable Energy Project - Blayney Library* | 30,000 | | 30,000 | | | |
| Blayney Shire Community Centre - Carpet Replacement | 40,000 | 40,000 | | | | |
| SV Renewal – Community Centre Carpark | 80,000 | | | | 80,000 | |
| SV Renewal - Buildings | 499,624 | | | | 499,624 | |
| Total Buildings | 707,000 | 97,376 | 30,000 | - | 579,624 | |
| | | | | | | |
| Other Structures | | | | | | |
| Public Cemeteries | | | | | | |
| Infrastructure Works | 12,500 | 12,500 | | | | |
| Parks, Recreation & Sporting Grounds | | | | | | |
| Village Enhancement Program | 172,000 | 172,000 | | | | |
| Heritage Park - Shade Sail Replacement | 75,000 | | | 75,000 | | |
| Total Other Structures | 259,500 | 184,500 | - | 75,000 | - | |
| | | | | | | |
| Plant & Equipment | | | | | | |
| Information Technology | | | | | | |
| Councillors - iPad Replacement/Accessories | 2,500 | 2,500 | | | | |
| Mobile Device Replacements | 5,000 | 5,000 | | | | |
| Mobile Phone Replacements | 5,000 | 5,000 | | | | |
| Corporate Management System upgrade | 350,000 | | | 350,000 | | |
| PC Replacement/Additions | 65,000 | 65,000 | | | | |
| Aerial Imagery | 60,000 | 60,000 | | | | |
| Fleet Replacement Program** | | | | | | |
| Minor Plant & Tools Replacement | 37,412 | 37,412 | | | | |
| Light Vehicle Replacements | 885,412 | 395,787 | | 49,628 | 439,997 | |
| TR0031 - Dog Trailer | 126,329 | | | 106,590 | 19,739 | |
| HV004 - Mack Tipper | 407,939 | | | 322,403 | 85,536 | |
| HV005 - Isuzu NPR75 (signs) | 118,434 | | | 81,588 | 36,846 | |
| P79 - Kubota Excavator | 90,295 | | | 68,091 | 22,204 | |
| P168 - VMS message board | 43,555 | | | 31,400 | 12,155 | |
| Minor Plant & Equipment | | | | | | |
| Minor Assets - Administration Office | 3,950 | 3,950 | | | | |
| Minor Assets - Blayney Library | 19,864 | | 19,864 | | | |
| Minor Assets - Community Centre | 6,700 | 6,700 | | | | |
| Blayney Community Centre - Fridges | 5,500 | 5,500 | | | | |
| Total Plant & Equipment | 2,232,890 | 586,849 | 19,864 | 1,009,700 | 616,477 | |

Capital Expenditure Program 2027/28

| Capital Expenditure Program 2027/28 | | Original Budget 2027/28 | Project Funded By | | | |
|---|------------|-------------------------------|-------------------|---------------------------|----------------------------|-------|
| | | | General | Grants & Contributions | Restriction/ Borrowings | Other |
| Infrastructure | | | | | | |
| Urban Stormwater | | | | | | |
| Renewals | 74,600 | 74,600 | | | | |
| SV Renewals | 135,400 | | | | 135,400 | |
| Shared Pathways & Footpaths | | | | | | |
| Footpath Renewals | 55,141 | 55,141 | | | | |
| Active Movement Plan | 194,573 | 194,573 | | | | |
| Road Rehabilitation Local Roads | | | | | | |
| Newbridge Road* | 2,000,000 | | 2,000,000 | | | |
| Spring Hill Road* | 1,500,000 | | 1,500,000 | | | |
| Renewals - Local Roads | 1,407,388 | 1,407,388 | | | | |
| Renewals - Regional Roads* | 900,000 | 450,000 | 450,000 | | | |
| Gravel Resheeting Program | 463,198 | 463,198 | | | | |
| Heavy Patching Program | 629,474 | 73,353 | 556,121 | | | |
| Reseal Program | 504,767 | 504,767 | | | | |
| Total Infrastructure | 7,864,541 | 3,223,020 | 4,506,121 | - | 135,400 | |
| Sewerage Infrastructure | | | | | | |
| Network Assets | | | | | | |
| Preliminary Design - Treatment Plant Capacity Upgrade | 200,000 | | 132,000 | 68,000 | | |
| Lining/Replacement of Sewer Mains | 150,000 | | | 150,000 | | |
| Total Sewerage Infrastructure | 350,000 | - | 132,000 | 218,000 | - | |
| TOTAL CAPITAL EXPENDITURE | 11,413,931 | 4,091,745 | 4,687,985 | 1,302,700 | 1,331,501 | |

* Funding source and project scope is subject to change dependent on whether grant funding opportunities become available

** Represents gross replacement value of new fleet which is partially funded by sale of existing asset

Capital Expenditure Program 2028/29

| Capital Expenditure Program 2028/29 | | Original Budget 2027/28 | Project Funded By | | | |
|--|-----------|-------------------------------|-------------------|---------------------------|----------------------------|-------|
| | | | General | Grants & Contributions | Restriction/ Borrowings | Other |
| Buildings | | | | | | |
| Council Buildings & Public Halls | | | | | | |
| Building Renewals | 59,384 | 59,384 | | | | |
| SV Renewal - Buildings | 632,616 | | | | 632,616 | |
| Total Buildings | 692,000 | 59,384 | - | - | 632,616 | |
| Other Structures | | | | | | |
| Public Cemeteries | | | | | | |
| Infrastructure Works | 12,800 | 12,800 | | | | |
| Parks, Recreation & Sporting Grounds | | | | | | |
| Village Enhancement Program** | 175,500 | 175,500 | | | | |
| Total Other Structures | 188,300 | 188,300 | - | - | - | |
| Plant & Equipment | | | | | | |
| Information Technology | | | | | | |
| Councillors - iPad Replacement/Accessories | 18,000 | 18,000 | | | | |
| Mobile Device Replacements | 5,000 | 5,000 | | | | |
| Mobile Phone Replacements | 5,000 | 5,000 | | | | |
| Server Replacement | 12,000 | 12,000 | | | | |
| UPS Battery Back up | 9,000 | 9,000 | | | | |
| Fleet Replacement Program** | | | | | | |
| Minor Plant & Tools Replacement | 38,909 | 38,909 | | | | |
| Light Vehicle Replacement | 723,563 | 361,658 | | 32,899 | 329,006 | |
| P64 - Roller Cat PS150C multi | 317,713 | | | 284,846 | 32,867 | |
| P47 - Isuzu NPR75 (STP) Tipper | 118,420 | | | 81,414 | 37,006 | |
| P77 - John Deere 6095MC | 120,077 | | | 96,062 | 24,015 | |
| P78 - John Deere 6095MC | 120,077 | | | 96,062 | 24,015 | |
| LC005 - Flail mower | 46,969 | | | 45,546 | 1,423 | |
| LC006 - Flail mower | 46,969 | | | 45,546 | 1,423 | |
| LC012 - Toro GM 3310 Front Deck Mower SD | 86,042 | | | 73,389 | 12,653 | |
| LC013 - Toro GM 3310 Front Deck Mower SD | 86,042 | | | 73,389 | 12,653 | |
| HP005 - 5T Excavator | 144,752 | | | 78,955 | 65,797 | |
| P149 - VMS message board | 43,555 | | | 31,400 | 12,155 | |
| Minor Plant & Equipment | | | | | | |
| Minor Assets - Administration Office | 4,050 | 4,050 | | | | |
| Minor Assets - Community Centre | 6,850 | 6,850 | | | | |
| Minor Assets - Blayney Library | 20,361 | | 20,361 | | | |
| Minor Assets - Visitor Information Centre | 8,400 | 8,400 | | | | |
| Total Plant & Equipment | 1,981,749 | 468,867 | 20,361 | 939,508 | 553,013 | |

Capital Expenditure Program 2028/29

| Capital Expenditure Program 2028/29 | | Original Budget 2028/29 | Project Funded By | | |
|---|------------|-------------------------------|-------------------|------------------------|----------------------------|
| | | | General | Grants & Contributions | Restriction/ Borrowings |
| Infrastructure | | | | | |
| Urban Stormwater | | | | | |
| Renewals | 76,500 | 76,500 | | | |
| SV Renewals | 137,500 | | | | 137,500 |
| Shared Pathways & Footpaths | | | | | |
| Footpath Renewals | 56,519 | 56,519 | | | |
| Blake St/George St FP – Park St – Existing (Millthorpe AMP AD11)* | 405,500 | | 405,500 | | |
| Active Movement Plan | 173,388 | 173,388 | | | |
| Kerb & Gutter | | | | | |
| Network Renewals | 75,000 | 75,000 | | | |
| Road Rehabilitation Local Roads | | | | | |
| Renewals - Local Roads | 1,456,646 | 1,456,646 | | | |
| Renewals - Regional Roads* | 900,000 | 450,000 | 450,000 | | |
| Spring Hill Road | 1,500,000 | | 1,500,000 | | |
| Village Road | 395,816 | 395,816 | | | |
| Gravel Resheeting Program | 479,410 | 479,410 | | | |
| Heavy Patching Program | 651,505 | 95,384 | 556,121 | | |
| Reseal Program | 522,434 | 522,434 | | | |
| Bridges & Culverts | | | | | |
| Culvert Renewal Program | 286,225 | 286,225 | | | |
| Barry Road Bridge Structural Upgrade | 310,000 | | 310,000 | | |
| Total Infrastructure | 7,426,443 | 4,067,322 | 3,221,621 | - | 137,500 |
| | | | | | |
| Sewerage Infrastructure | | | | | |
| Network Assets | | | | | |
| Light Vehicle Replacements | 64,481 | - | | 31,583 | 32,898 |
| Treatment Plant Capacity Upgrade | 8,717,500 | - | 5,753,550 | 2,963,950 | |
| Lining/Replacement of Sewer Mains | 150,000 | - | | 150,000 | |
| Treatment Plant Renewals | 75,552 | - | | 75,552 | |
| Total Sewerage Infrastructure | 9,007,533 | - | 5,753,550 | 3,221,085 | 32,898 |
| TOTAL CAPITAL EXPENDITURE | 19,296,025 | 4,783,873 | 8,995,532 | 4,160,593 | 1,356,027 |

* Funding source and project scope is subject to change dependent on whether grant funding opportunities become available

** Represents gross replacement value of new fleet which is partially funded by sale of existing asset

How Council Raises its Revenue from Ratepayers

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

Fees and Charges

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

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

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

Rates

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

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

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

Allocation of rate burden between ratepayers

Council recognises that rates are a tax and should therefore:

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

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

- a) dividing rateable land into sub-categories having similar characteristics;
- b) dividing the ordinary rate into:
 - i. a base rate; and
 - ii. an ad valorem rate; and
- c) using special rates where appropriate for specific projects or well defined purposes.

Categories of rateable land

Under the Local Government Act there are 4 permissible categories of rateable land: residential, farmland, business and mining. Councils have discretion to divide these categories into sub-categories for the purpose of making the ordinary rates applicable to each of them. Residential sub-categories must be rural residential or based on centres of population and business sub-categories must be based on centres of activity.

Ordinary Rates

Ordinary rates must be levied by Council each year.

Each Council may structure its ordinary rate:

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

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

Ordinary Rates are applied to properties on the basis of independent valuations supplied to Council on all rateable properties within the Shire boundaries by Land and Property Information NSW.

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

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

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

Base amounts

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

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

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

Ad valorem rates

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

The current base date for all valuations in the local government area is 1 July 2022 and was effective from 1 July 2023.

Special variations to rates

In May 2024, IPART approved Council's application for a special variation to rates for a 33.1% increase (10% p.a. over 3 years). Year 1 of the special variation (10%) was levied in 2024/25. With Council approval at the June 2025 meeting to implement Year 2 of the special variation, an increase of 10% to rates will be levied on all rateable land in the Blayney Shire.

Pensioner rates concessions

In accordance with NSW State government policy, as embodied in s.575 of the Local Government Act 1993, Council allows eligible pensioners a concession of \$250 on their assessments for rates and domestic waste management service charges and a further \$87.50 for sewerage services annual charges. Some part of this is recouped from government, but a substantial part of this concession falls to be borne by Council or, effectively, non-concessional ratepayers. For the 2024/25 year pensioner concessions were allowed on 492 rate assessments. The rates yield in the tables above is gross revenue before allowing for these concessions.

Hardship policy

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

Rates and Annual Charges

Rating Structure for the 2025/26 Rating Year

As an organisation, Council is committed to providing revenue-raising policies, which are simple, fair, uniform and more importantly acceptable to the wider community. Council, at all times, strives to make more effective, efficient and economic use of all available resources by fostering a co-operative approach within the organisation specifically and the broader community generally.

Following is the form of charges that Council will be levying on properties in the 2025/26 Financial Year.

Rating Structure for the 2025/26 Rating Year

| Name of Category/ Subcategory | No. of Assessments | Base Rate | Ad Valorem | Land Value | Total Yield | Average Rate | Average Land Value | % Yield from Base Amount |
|-------------------------------------|-----------------------|-----------|------------|-------------------------|----------------------|--------------|-----------------------|-----------------------------|
| Residential | | | | | | | | |
| Ordinary Rate | 1,199 | \$ 445 | 0.00137159 | \$ 409,673,510 | \$ 1,095,459 | \$ 913.64 | \$ 341,679 | 48.71% |
| Blayney & Carcoar | 1,468 | \$ 445 | 0.00279802 | \$ 247,739,200 | \$ 1,346,439 | \$ 917.19 | \$ 168,760 | 48.52% |
| Millthorpe | 354 | \$ 445 | 0.00133669 | \$ 120,796,200 | \$ 318,997 | \$ 901.12 | \$ 341,232 | 49.38% |
| Business | | | | | | | | |
| Ordinary Rate | 151 | \$ 575 | 0.00421661 | \$ 33,113,060 | \$ 226,450 | \$ 1,499.67 | \$ 219,292 | 38.34% |
| Business Blayney | 173 | \$ 575 | 0.00733342 | \$ 25,109,000 | \$ 283,610 | \$ 1,639.36 | \$ 145,139 | 35.07% |
| Business Millthorpe & Carcoar | 57 | \$ 575 | 0.00375020 | \$ 15,093,700 | \$ 89,379 | \$ 1,586.06 | \$ 264,802 | 36.67% |
| Farmland | | | | | | | | |
| Ordinary Rate | 709 | \$ 725 | 0.00154409 | \$ 1,508,440,930 | \$ 2,843,194 | \$ 4,010.15 | \$ 2,127,561 | 18.08% |
| Mining | | | | | | | | |
| Ordinary Rate | 1 | \$1,450 | 0.04478690 | \$ 564,000 | \$ 26,710 | \$ 26,709.81 | \$ 564,000 | 5.43% |
| Mining Gold | | \$1,450 | 0.05273169 | | | | | |
| Mining Gold / Copper Combined | 1 | \$1,450 | 0.05059476 | \$ 116,500,000 | \$ 5,895,740 | \$ 5,895,740 | \$ 116,500,000 | 0.02% |
| Total Yield | 4,113 | | | \$ 2,477,029,600 | \$ 12,125,978 | | | |

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

These maps are available for inspection at Council's Administration Office at 91 Adelaide Street, Blayney. They may also be accessed from Council website on the Understanding Your Rates webpage: <https://maps.blayney.nsw.gov.au/IntraMaps22B/?configId=561849fa-a453-4901-9724-786542cd0886>

Please ensure that you select Rates under Modules at top left of screen. Press + sign for Rates Category at bottom left to include / exclude rate categories and sub-categories. You can also search for individual properties using the ADDRESS search function at bottom of screen.

Annual Charges Sewer Services for Blayney and Millthorpe

For Residential Properties

A uniform sewerage charge is applied to all residential customers in accordance with the Department of Environment, Climate Change and Water Best Practice sewer pricing guidelines. Sewerage Charges have been set to meet the requirements of the State Government Best-Practice Management of Water and Sewerage guidelines that requires prices to be set based on long term strategic business planning and full cost recovery. The following wastewater (sewerage) service charges for 2025/26 are proposed:

Residential

| | Access Charge | No. of Properties | Total Yield |
|------------------------------|---------------|-------------------|--------------------|
| Connected | \$864 | 1,588 | \$1,372,032 |
| Vacant (Unconnected) | \$444 | 172 | \$76,368 |
| Estimated Total Yield | | | \$1,448,400 |

For Non-Residential Properties

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

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

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

Council issues sewer usage charges every three months in arrears and are included on the rates instalment notice. The SDF is a customer's estimated volume discharged into the sewerage system to the customer's total water consumption. For non-residential properties the SDF varies based on the usage requirements of a customer's enterprise.

Proposed Non-Res Sewer Charges for 2025/26

| | Annual Charge (Prior to SDF Factor) | No. of Properties | Quarter Charge before SDF applied | Min. quarterly amount charged |
|------------------------------|---|----------------------|--------------------------------------|----------------------------------|
| 20mm Water Service | \$720 | 162 | \$ 180 | \$216 |
| 25mm Water Service | \$1,096 | 21 | \$ 274 | \$216 |
| 32mm Water Service | \$1,788 | 18 | \$ 447 | \$216 |
| 40mm Water Service | \$2,800 | 11 | \$ 700 | \$216 |
| 50mm Water Service | \$4,368 | 24 | \$1,092 | \$216 |
| 80mm Water Service | \$11,172 | 1 | \$2,793 | |
| 100mm Water Service | \$17,516 | 6 | \$4,379 | |
| 150mm Water Service | \$39,416 | 2 | \$9,854 | |
| Vacant/Unmetered | \$444 | 56 | | |
| Usage Charge (per kl) | \$1.83 | | | |
| Estimated Total Yield | | | | \$486,763 |

Future Sewerage Infrastructure Subsidy Charges

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

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

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

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

Developer Services Subsidy Charge

| | Access Charge | No. of Properties | Total Yield |
|------------------------------|---------------|-------------------|------------------|
| Connected - Residential | \$55 | 1588 | \$87,340 |
| Connected - Business | \$55 | 243 | \$13,365 |
| Vacant (Unconnected) | \$55 | 172 | \$9,460 |
| Estimated Total Yield | | | \$110,165 |

Liquid Trade Waste Charges for 2025/26

Commercial (Non-Residential)

| | Annual Fee | No. of Properties |
|--|---|-------------------|
| Annual Trade Waste Fee | \$136 | 67 |
| Annual Trade Waste Fee (Large Dischargers Category 3) | \$492 | 1 |
| Liquid Trade Waste User Charges with Trade Waste Agreement (Category 1, Category 2/2s) | \$2.65 | 55 |
| Liquid Trade Waste User Charges with No Trade Waste Agreement | \$26.59 | 12 |
| Excess Mass Chargers for Category (3 Dischargers) | \$ As per the table in fees and charges | 3 |
| Water Testing Charges (if required) | \$344.00 per quarter | 1 |
| Estimated Total Yield | | \$77,880 |

Annual Charges – Waste Management

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

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

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

| Charge Category and Description | Annual Charge | No. of Properties |
|---|----------------|--------------------|
| Waste Management Levy | 2025/26 | |
| Waste Management Levy This is waste management charge is applied to all properties funding waste disposal services for the Blayney Shire | \$80 | 4,221 |
| Domestic Waste Management | | |
| Domestic Waste Management Service Charge This is applied to properties that have a residence within the waste collection area. | \$428 | 2,734 |
| Domestic Waste Management Availability Charge This charge is applied to properties within the waste collection area that do not have a service but it is available i.e. vacant land | \$80 | 357 |
| Commercial (Non-Domestic) Waste Management | | |
| Non-Domestic Waste Management Service Charge This is applied to properties for non-domestic properties within the waste collection area | \$554 | 334 |
| Non-Domestic Waste Management Availability Charge This charge is applied to properties within the waste collection area that do not have a service but it is available i.e. vacant land | \$80 | 89 |
| Non-Domestic Waste Service Management Charge for Charity and Not Profit Organisations This is applied to the above properties for non-domestic properties within the waste collection area | \$152 | 16 |
| Extra Services | | |
| Additional Garbage Charge – per red bin | \$394 | 98 |
| Additional Recycling Charge – per yellow bin | \$160 | 36 |
| Total Yield | | \$1,775,352 |

Proposed Borrowings

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

The 2025/26 Operational Plan does not allow for any borrowings.

Pricing Policy

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

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

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

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

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

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

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

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

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

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

| Ref. | Pricing Policy | Description |
|------|-----------------------------|--|
| S | Statutory | This is the amount required to be charged by legislation for this activity. Where this principle applies, Council has no discretionary power to alter the amount. |
| R | Regulatory | Where this principle applies fee received covers up to the maximum amount recommended by the Office of Local Government. |
| FC | Full Cost Recovery | Priced as to return a total cost recovery of all direct and indirect for the activities provided, including in some cases, making provision for future capital expenditure and commercial mark-ups. |
| PC | Partial Cost Recovery | Subsidised operations, priced well below the cost of providing this activity, which are of benefit to the community as a whole and undertaken voluntarily by Council or as a requirement of the Act. It is considered that charging at full cost recovery would deprive members of the community of the ability to participate / enjoy these activities. |
| PG | Public Good | Service provides a broad community benefit at zero cost recovery. It is considered impractical or inconceivable to charge for service on a user basis. |
| CP | s.711 Contributions Pricing | To ensure s.7.11 developer contributions reflect the costs incurred in providing infrastructure, community facilities / services, open space and recreational facilities, required to meet the additional needs of the community created by new development and by doing so, ensure the local amenity does not diminish. |

Goods and Services Tax

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

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|-----------------------|---|-------------------|----------------------|-------------|
| Administration | Dishonoured Payments | | | |
| Administration | - Fee for returned payments (each instance) in addition to bank charge. | PC | \$ 24.00 | ± |
| Administration | Black & White Photocopying | | | |
| Administration | - A4 Copies (each) | PC | \$ 4.00 | ± |
| Administration | - A3 Copies (each) | PC | \$ 5.00 | ± |
| Administration | - A2 Copies (each) | PC | \$ 27.00 | ± |
| Administration | - A1 Copies (each) | PC | \$ 31.00 | ± |
| Administration | - Double Sided - Above fee PLUS 50% | PC | \$ - | |
| Administration | Colour Photocopying | | | |
| Administration | - A4 Copies (each) | PC | \$ 5.00 | ± |
| Administration | - A3 Copies (each) | PC | \$ 7.00 | ± |
| Administration | - A2 Copies (each) | PC | \$ 41.00 | ± |
| Administration | - A1 Copies (each) | PC | \$ 66.00 | ± |
| Administration | - Double Sided – Above fee PLUS 50% | PC | \$ - | |
| Administration | GIS Search and Retrieve Information | | | |
| Administration | - A4 Sheet | PC | \$ 79.00 | ± |
| Administration | - A3 Sheet | PC | \$ 95.00 | ± |
| Administration | - A2 Sheet | PC | \$ 129.00 | ± |
| Administration | - A1 Sheet | PC | \$ 179.00 | ± |
| Administration | - A0 Sheet | PC | \$ 199.00 | ± |
| Administration | PA System Hire (Community Groups and Agencies Only) | | | |
| Administration | - PA System (per day) | PC | \$ 148.00 | ± |
| Administration | - Security Deposit (Refundable) | PC | \$ 100.00 | |
| Administration | Computer Projector Hire (Community Groups and Agencies Only) | | | |
| Administration | - Projector (per day) | PC | \$ 237.00 | ± |
| Administration | - Security Deposit (Refundable) | PC | \$ 100.00 | |
| Administration | Section 603 Certificates | | | |
| Administration | - Certificate Fee | S** | \$ 100.00 | |
| Administration | - Additional Urgent Fee (within 48hrs) | FC | \$ 81.00 | ± |
| Administration | - Refund / Cancellation Fee | FC | \$ 37.00 | ± |
| Administration | - Duplicate Certificate Fee | FC | \$ 74.00 | ± |
| Administration | Subpoena Charges | | | |
| Administration | - Ordinary Hours (per hour) | FC | \$ 372.00 | ± |
| Administration | - Overtime Hours (per hour) | FC | \$ 499.00 | ± |
| Administration | - Urgency Fee (<5 working days notice) | FC | \$ 132.00 | ± |
| Administration | *This fee includes the supply of information under the Workplace Injury Management and Workers Compensation Act 1998** | | | |
| Administration | Rate enquiry / Property enquiry / Valuation enquiry (fee per property) | | | |
| Administration | - Written (per hour) | FC | \$ 139.00 | ± |
| Administration | - Per 15 mins | FC | \$ 89.00 | ± |
| Administration | Staff Costs | | | |
| Administration | - General Manager/Directors per hour | FC | \$ 385.00 | ± |
| Administration | - Managers per hour | FC | \$ 306.00 | ± |
| Administration | - Clerical/Admin Staff per hour | FC | \$ 229.00 | ± |
| Administration | - Works Staff per hour | FC | Full Cost + 30% | ± |
| Administration | - Scanning and Emailing of Documents | FC | Full Cost + 30% | ± |
| Administration | Access to Information – Government Information (Public Access) Act | | | |
| Administration | Formal Application | | | |
| Administration | - Processing Fee | S** | \$ 30.00 | |
| Administration | - Processing Charge (per hour) | S** | \$ 30.00 | |
| Administration | Internal Review | | | |
| Administration | - Processing Fee | S** | \$ 40.00 | |
| Administration | *Note: Applicants are entitled to a 50% reduction of processing charges on financial hardship grounds or if the information required is of special benefit to the public generally. | | | |
| Administration | Business Paper Supply | | | |
| Administration | - Supply of Business Paper per month (other than current month's Council meeting) | PC | \$ 46.00 | ± |
| Administration | - Additional Postage & Handling Charge | PC | \$ 35.00 | ± |
| Administration | Corporate Plan Supply | | | |
| Administration | - Supply of either Community Strategic Plan, Delivery Program or Operational Plan | PC | \$ 73.00 | ± |
| Administration | Rates Hardship provisions apply per Council policy (<i>s.566 Local Government Act</i>) | | | |
| Administration | - Copy of rates/instalment notice | PC | \$ 29.00 | ± |
| Administration | - Processing fee - refund overpayment of rates | PC | \$ 41.00 | ± |
| Administration | - Accrual of Interest on Overdue Rates and Charges | S** | 10.5% | |
| Administration | - Debt Recovery charges on Overdue Rates and Charges (<i>s.712</i>) including prior legal action, legal action and late stage intervention | FC | Full Cost | |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|---|--|-------------------|----------------------|-------------|
| Administration | Sundry Debtors | | | |
| Administration | - Debt Recovery charges on Sundry Debtors including late stage intervention and service fee. | FC | Full Cost | ± |
| Engineering | Application for Change of Street Number and Address | | | |
| Engineering | - Application Fee | FC | \$ 510.00 | ± |
| Engineering | - Administration Fee (if approved) | FC | \$ 238.00 | ± |
| Engineering | Permanent Road Closure <i>Applicant to pay all fees to external parties</i> | | | |
| Engineering | - Application for Closing of Public Road | R | \$ 414.00 | ± |
| Engineering | Temporary Road Closure | | | |
| Engineering | - Advertising fee for temporary closures for festivals etc. | R | Full Cost + 30% | ± |
| Engineering | Driveway Access Levels | | | |
| Engineering | - Inspection Fee | FC | \$ 180.00 | ± |
| Engineering | - Design Fee | FC | \$ 301.00 | ± |
| Engineering | - Rural Address Numbers | PC | \$ 38.00 | ± |
| Engineering | Kerb and Gutter Security Deposit •Where a concrete kerb and gutter or footpath exists outside a development site (per lineal metre). •Where remediation is to be undertaken by Council, works will be charged at the applicable Private Works rate. Private Works is <i>not exempt</i> . •Works charge under section 247 of the Roads Act may recover the cost of paving, kerb, gutter and footpath. Contribution is 50% and is GST exempt and not allocated to trust. | | | |
| Engineering | - Kerb and Gutter (per lineal metre) | FC | \$ 157.00 | |
| Engineering | - Minimum Charge | FC | \$ 624.00 | |
| Engineering | - Footpaths (per square metre) | FC | \$ 173.00 | |
| Engineering | - Minimum Charge | FC | \$ 624.00 | |
| Engineering | Inspections – Road Construction <i>Charge for inspections in respect of road construction by private developers.</i> | | | |
| Engineering | - Inspection of Construction Site (per lineal metre) | FC | \$ 19.00 | ± |
| Engineering | Bond – Civil Construction | | | |
| Engineering | Bond for civil construction works to be included in Councils Asset Register, to be held per time frame specified in Development Application. | FC | At GM Discretion | |
| Engineering | Street Signs | | | |
| Engineering | - Provision and installation of each sign | FC | \$ 581.00 | ± |
| Engineering | Street Trees | | | |
| Engineering | - Provision and installation of street trees per lot | PC | \$ 307.00 | ± |
| Emergency Services & Fire Protection | Receive Annual Fire Safety Statement | PC | \$ 66.00 | ± |
| Emergency Services & Fire Protection | Follow-up/Reminder Overdue Fire Safety Certificate | PC | \$ 66.00 | ± |
| Animal Control | Companion Animal Registration <i>Fees set by legislation for lifetime of animal.</i> <i>Fees set under clause 18 or 27 of the Companion Animals Regulation are adjustable annually by advice from the Office of Local Government. If such fees are adjusted following the adoption of these fees and charges, then the adjusted fees prevail.</i> | | | |
| Animal Control | - Dog - Registration (by 12 weeks or when sold if earlier than 12wk) | S** | \$ 80.00 | |
| Animal Control | - Dog - Additional Fee (dog not desexed by 6 months) | S** | \$ 189.00 | |
| Animal Control | - Dog - Registration Combined (for not desexing dog by 6 months) | S** | \$ 269.00 | |
| Animal Control | - Dog - Desexed (eligible pensioner) | S** | \$ 35.00 | |
| Animal Control | - Dog - Desexed (sold by pound) | S** | \$ - | |
| Animal Control | - Dog - Not Desexed (not recommended) | S** | \$ 80.00 | |
| Animal Control | - Dog - Not Desexed (recognised breeder) | S** | \$ 80.00 | |
| Animal Control | - Dog - Not Desexed (eligible pensioner not recommended) | S** | \$ 35.00 | |
| Animal Control | - Dog - Working | S** | \$ - | |
| Animal Control | - Dog - Service of the State | S** | \$ - | |
| Animal Control | - Dog - Assistance Animal | S** | \$ - | |
| Animal Control | - Cat - Registration (by 12 weeks or when sold if earlier than 12 wk) | S** | \$ 70.00 | |
| Animal Control | - Cat - Registration (eligible pensioner) | S** | \$ 35.00 | |
| Animal Control | - Cat - Desexed (sold by pound/shelter) | S** | \$ - | |
| Animal Control | - Cat - Registration - Not desexed (not recommended) | S** | \$ 70.00 | |
| Animal Control | - Cat - Registration - Not desexed (eligible pensioner not recommended) | S** | \$ 35.00 | |
| Animal Control | - Cat - Registration (recognised breeder) | S** | \$ 70.00 | |
| Animal Control | - Registration late fee | S** | \$ 23.00 | |
| Animal Control | Annual Permit Fees | | | |
| Animal Control | - Undesexed cat by four months of age | S** | \$ 99.00 | |
| Animal Control | - Dog declared to be dangerous | S** | \$ 236.00 | |
| Animal Control | - Dog declared to be restricted breed or restricted by birth | S** | \$ 236.00 | |
| Animal Control | - Permit late fee | S** | \$ 23.00 | |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|-----------------------|--|-------------------|-----------------------------------|-------------|
| Animal Control | Impounding of Dogs | | | |
| Animal Control | - per dog for first impounding | PC | \$ 75.00 | ± |
| Animal Control | - for any subsequent impounding | PC | \$ 149.00 | ± |
| Animal Control | - Sustenance of Dogs whilst impounded (per day or part thereof) | PC | \$ 22.00 | ± |
| Animal Control | - Surrender Animal | PC | \$ 255.00 | ± |
| Animal Control | Sale of Impounded Animals (all microchipped, vaccinated and wormed) The General Manager has authority to reduce fees for the sale of impounded animals if this is in the interests of rehoming the animal. | | | |
| Animal Control | - Pups under 6 months | FC | \$ 171.00 | ± |
| Animal Control | - Dogs over 6 months | FC | \$ 97.00 | ± |
| Animal Control | - Cat/Kitten | PC | \$ 93.00 | ± |
| Animal Control | - Council Microchipping Fee <i>This is subject to change if Vet Pricing Schedule changes.</i> | FC | \$ 37.00 | ± |
| Animal Control | Cat Trap / Dog Trap | | | |
| Animal Control | - Weekly Hire | FC | \$ 35.00 | ± |
| Animal Control | - Deposit (Refundable) | FC | \$ 100.00 | |
| Animal Control | - Trap Replacement – in the event that the trap is lost or needs to be replaced | FC | \$ 375.00 | ± |
| Animal Control | Straying Livestock | | | |
| Animal Control | - Per incident of impounding PLUS transport fee below (small stock) | FC | \$ 232.00 | ± |
| Animal Control | - Per incident of impounding without transport (large stock plus carrier fees) | FC | \$ 89.00 | ± |
| Animal Control | Livestock Impounding | | | |
| Animal Control | - Horses & Cattle - Sustenance whilst impounded per head per day | FC | Full Cost + 30% | ± |
| Animal Control | - Sheep - Sustenance whilst impounded per head per day | FC | Full Cost + 30% | ± |
| Animal Control | - All Other Animals - Sustenance whilst impounded per head per day | FC | Full Cost + 30% | ± |
| Animal Control | - Veterinary Costs whilst impounded | FC | Full Cost + 30% | ± |
| Animal Control | - Loss or Damage caused by straying stock including repairs | FC | Full Cost + 30% | ± |
| Animal Control | Impounding Articles | | | |
| Animal Control | - Per incident of impounding PLUS transport fee | FC | \$ 381.00 | ± |
| Animal Control | - Storage fee – per article per day | FC | \$ 35.00 | ± |
| Animal Control | - Notification / incident | FC | \$ 127.00 | ± |
| Animal Control | Transport Fee | | | |
| Animal Control | - Transport of any article or animal | FC | Full Cost + 30% | ± |
| Animal Control | Ranger / Staff Duties | | | |
| Animal Control | - Per Hour (incl. vehicle cost) | FC | \$ 229.00 | ± |
| Animal Control | Dangerous / Menacing Dogs | | | |
| Animal Control | - Dangerous Dog Collar | FC | \$ 49.00 | ± |
| Animal Control | - Dangerous Dog Sign | FC | \$ 46.00 | ± |
| Environmental Health | Health Act | | | |
| Environmental Health | - Registration under the Public Health Act & Regulation | | Nil | |
| Environmental Health | - Inspection of Barber/Hairdressers, Beauty Salon & Skin Penetration Premises | PC | \$ 162.00 | |
| Environmental Health | - Inspection of Cooling Tower | PC | \$ 173.00 | |
| Environmental Health | - Reinspection Fee | PC | \$ 87.00 | |
| Environmental Health | Food Act | | | |
| Environmental Health | - Annual Administration Charge | R | \$ 206.00 | |
| Environmental Health | - Inspection fee - Low Risk Food Premises | PC | \$ 104.00 | |
| Environmental Health | - Inspection fee - Medium & High Risk Food Premises | PC | \$ 214.00 | |
| Environmental Health | - Reinspection fee - high, medium and low risk food premises | PC | \$ 104.00 | |
| Environmental Health | - Improvement Notice | R | \$ 330.00 | |
| Environmental Health | Events (markets, shows etc.) | | | |
| Environmental Health | Annual registration of a single individual food stall for 12 months (1 Jan - 31 Dec) operating at multiple events within Blayney Shire under the Local Government Act | PC | \$ 34.00 | |
| Environmental Health | - Inspection of temporary food premises (whole event, multiple premises) maximum of 20 stalls | PC | \$ 70.00 | |
| Environmental Health | - Inspection of temporary food premises (whole event, multiple premises) 21 or more stalls | PC | \$ 535.00 | |
| Environmental Health | Giving Effect to an Order | | | |
| Environmental Health | - Administration Fee | PC | \$ 662.00 | |
| Environmental Health | Protection of Environment Operations Act 1997 | | | |
| Environmental Health | - Registration Inspection Fee - Underground Petroleum Storage System | R | \$ 167.00 | |
| Environmental Health | - Registration Reinspection Fee - Underground Petroleum Storage Systems | R | \$ 83.00 | |
| Local Government Act | Activities Requiring Approval under S.68 Local Government Act | | | |
| Local Government Act | Part A – Structures or places of public entertainment | | | |
| Local Government Act | - Install a manufactured home on an allotment (includes certificate of completion) | FC | \$1,088 + \$232 per inspection | |
| Local Government Act | Part B – Water supply, sewerage & stormwater drainage work | | | |
| Local Government Act | - General | FC | \$428 + \$232 per inspection | |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|-----------------------|---|-------------------|--|-------------|
| Local Government Act | - Drainage works for new dwellings and dwelling alterations in a area serviced by sewer mains | FC | \$428 + \$232 per inspection | |
| Local Government Act | - Drainage works for new dwellings and dwelling alterations not in an area serviced by sewer mains including new geotech system | FC | \$694 + \$232 per inspection | |
| Local Government Act | - Drainage works for new dwellings and dwelling alterations not in an area serviced by sewer mains (no new geotech system required) | FC | \$428 + \$232 per inspection | |
| Local Government Act | - Drainage works for commercial and/or industrial development | FC | \$428 + \$232 per inspection | |
| Local Government Act | PLUS fee for additional drainage works charged per item i.e. closet, urinal, sanitary fitting, kitchen/laundry sink, shower | FC | \$ 34.00 | |
| Local Government Act | Part C – Management of waste | | | |
| Local Government Act | - General | FC | \$ 347.00 | |
| Local Government Act | Part D – Community Land | | | |
| Local Government Act | - General | FC | \$ 347.00 | |
| Local Government Act | Part E – Public Roads | | | |
| Local Government Act | - General | FC | \$ 347.00 | |
| Local Government Act | Part F – Other | | | |
| Local Government Act | - General | FC | \$ 347.00 | |
| Local Government Act | - Approval to operate Caravan Park, camping ground or manufactured home estate (does not include State Govt. levy of \$2.70 per site) | PC | \$ 694.00 | |
| Local Government Act | PLUS per site | PC | \$6 per site | |
| Local Government Act | - Approval to operate primitive camping ground (does not include State Govt. Levy of \$2.70 per site) | PC | \$ 674.00 | |
| Local Government Act | PLUS per site | PC | \$6 per site | |
| Local Government Act | - Manufactured Homes Estates | PC | \$ 674.00 | |
| Local Government Act | PLUS per site | PC | \$6 per site | |
| Local Government Act | - Application for renewal of an approval or for annual inspection of Caravan Park, camping ground or manufactured home estate | PC | \$ 694.00 | |
| Local Government Act | PLUS per site | PC | \$6 per site | |
| Local Government Act | - s68 Modification after approval - minor | PC | \$ 128.00 | |
| Local Government Act | - s68 Modification after approval - major | PC | 50% of original fee | |
| Local Government Act | Permanent Structure within Footpaths - Local Government Act | | | |
| Local Government Act | - Per square metre per annum | PC | \$ 115.00 | |
| Local Government Act | Local Government Act Section 68 Part F | | | |
| Local Government Act | - Inspection - Caravan Parks | PC | \$ 219.00 | |
| Local Government Act | - Reinspection - Caravan park | PC | \$ 104.00 | |
| Local Government Act | On Site Management System & Approval to Operate | | | |
| Local Government Act | - Inspection Fee | PC | \$ 219.00 | |
| Local Government Act | - Reinspection fee | PC | \$ 219.00 | |
| Local Government Act | - Issuing an approval to operate - Transfer of Ownership (upon inspection and approval or within 3 months <90 days> of inspection and approval for change of owner) | PC | \$ 104.00 | |
| Local Government Act | Hard copy consent (Administration, Printing and Postage) | PC | \$ 73.00 | |
| Local Government Act | Local Government Act Section 611 Fees | | | |
| Local Government Act | Annual fee on rails, pipes etc. under or over public place | | | |
| Local Government Act | - Jemena Gas Networks (AGL) | R | 0.75% of the average annual gross receipts from sale of gas in the LGA over the past 5 years. | |
| Local Government Act | - Other Utilities | R | As determined by General Manager. | |
| Development | Section 10.7 Planning Certificates (Sch 4, Part 9 REG) | | | |
| Development | - Standard Certificate | S** | \$ 71.00 | |
| Development | - Certificate requiring additional information | S** | \$ 107.00 | |
| Development | - Additional Urgent Fee (within 48hrs) | FC | \$ 208.00 | ± |
| Development | Planning Proposal | | | |
| Development | - Consistent with strategy | FC | \$ 11,569.00 | |
| Development | - Inconsistent with strategy | FC | \$ 23,138.00 | |
| Development | General | | | |
| Development | - Records Search of Building Records (per hour or part thereof) | User Pay | \$ 230.00 | ± |
| Development | - Written confirmation Development Consent has commenced | User Pay | \$ 637.00 | ± |
| Development | - Building Entitlement (Existing Holding Search) | User Pay | \$ 637.00 | ± |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|-----------------------|--|-------------------|--|-------------|
| Development | Planning Advice for a property for sale (or about to be sold) By owner prior to being placed on the market | | | |
| Development | - Minor Advice | PC | \$ 133.00 | ± |
| Development | - Major Advice | PC | \$ 637.00 | ± |
| Development | Clause 4.6 variation to Development Standard <i>An applicant may make application to reduce this amount if they believe the circumstances warrant. The General Manager has authority to consider and determine whether to vary the fee.</i> | | | |
| Development | - Less than 10% | FC | \$ 2,313.00 | |
| Development | - Greater than 10% | FC | \$ 4,628.00 | |
| Development | Application under Section 8.2 EPA Act | | | |
| Development | - Review of Council Decision | R | As prescribed in the EP&A Regulation (Sch 4, Part 7) | |
| Development | Erection of a building or carrying out work (based on cost of development) (Sch 4, Part 7 REG) <i>Fees set under Schedule 4 of the Environmental Planning and Assessment Regulation are adjustable annually by advice from the Planning Secretary and public notice being given on an appropriate NSW Government Website. If such fees are adjusted following the adoption of these fees and charges, then the adjusted fees prevail and Council's Fees and Charges document may be changed without further public notice.</i> | | | |
| Development | (a) Development up to \$5,000 estimated cost | S** | \$ 147.00 | |
| Development | (b) Development \$5,001 to \$50,000 | S** | \$226 + \$3.00 per \$1,000 (or part thereof) of the estimated cost | |
| Development | (c) Between \$50,001 to \$250,000 | S** | \$469 + \$3.64 per \$1,000 (or part thereof) over \$50,001 | |
| Development | (d)**Between \$250,001 to \$500,000 | S** | \$1,544 + \$2.34 per \$1,000 (or part thereof) over \$250,001 | |
| Development | (e)**Between \$500,001 to \$1,000,000 | S** | \$2,325 + \$1.64 per \$1,000 (or part thereof) over \$500,001 | |
| Development | (f) **Between \$1,000,001 to \$10,000,000 | S** | \$3,483 + \$1.44 per \$1,000 (or part thereof) over \$1,000,001 | |
| Development | (g) **Over \$10,000,000 | S** | \$21,146 + \$1.19 per \$1,000 (or part thereof) over \$10,000,001 | |
| Development | ** INCLUDES an additional DA fee imposed by the State Government of 0.064 cents in the dollar (or \$64.00 per \$100,000) on developments valued at over \$50,000 (for implementation of Planning NSW 'PLAN FIRST' scheme). | | | |
| Development | Review of Determination (Sch 4, of EP&A Regulations) | | | |
| Development | Dwelling House and not exceeding \$100,000 (Sch 4, Part 2 REG) | S** | \$ 606.00 | |
| Development | Development not involving building work or subdivision (Cl.250 REG) | S** | \$ 379.00 | |
| Development | Referral to Heritage Advisor (outside monthly visit) <i>Construction Certificate File Maintenance and Compliance Inspection Fees Apply</i> | PC | \$ 358.00 | ± |
| Development | Subdivision of Land (EP & A Reg. Sch 4, Part 2) | | | |
| Development | (a)(i) Subdivision (opening of public road) | S** | \$ 885.00 | |
| Development | PLUS per additional lot | S** | \$ 65.00 | |
| Development | (ii) Subdivision (not involving opening of public road) | S** | \$ 440.00 | |
| Development | PLUS per additional lot | S** | \$ 53.00 | |
| Development | (b) Strata | S** | \$ 440.00 | |
| Development | PLUS per additional lot | S** | \$ 65.00 | |
| Development | (c) Registration & Release fee | PC | \$ 182.00 | |
| Development | (d) Subdivision and or strata certificate | PC | \$ 301.00 | |
| Development | PLUS per lot numbered on the plan | PC | \$ 70.00 | |
| Development | Designated Development (EP & A Reg. Sch 4, Part 3) | S** | \$ 1,198.00 | |
| Development | Integrated Development Referral fee (Per Agency) (EP & A Reg. Sch 4, Part 3) | S** | \$ 187.00 | |
| Development | Concurrence Fee (Additional) (EP & A Reg. Sch 4, Part 3) | S** | \$ 426.00 | |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|-----------------------|--|-------------------|--|-------------|
| Development | Processing Fee (EP & A Sch 4, Part 3) | S** | \$ 187.00 | |
| Development | Development requiring advertising or notification (EP & A Reg. Sch 4, Part 3) | | | |
| Development | (a) Designated Development | S** | \$ 2,957.00 | |
| Development | (b) Prohibited & Other Advertised Development | S** | \$ 1,472.00 | |
| Development | (c) Development Requiring Notice | S** | \$ 1,472.00 | |
| Development | (d) Community Participation Plan Notified Development | PC | \$ 219.00 | |
| Development | (e) Community Participation Plan Advertised Development | PC | \$ 1,484.00 | |
| Development | Section 4.55 Modification (EP & A Reg. Sch 4, Part 4) Application Fee | | | |
| Development | (a) Section 4.55(1) of the Act (EP & A REG Sch 4, Part 4) - Minor | S** | \$ 95.00 | |
| Development | (b) Section 4.55(1A) of the Act (Sch 4, Part 4 EPA REG) - involving minimal environmental impact | S** | Lesser of 50 % of the original fee OR \$859.00 | |
| Development | (c) Section 4.55(2) or Section 4.56 of the Act (Sch 4, Part 4 EPA REG) - Major (See scaled as per (d), (e), (f) below) | | | |
| Development | (d) If original fee less than 1 fee unit under the EPA&A Regulations | S** | 50% of original fee | |
| Development | (e) If the fee for the original application was 1 fee unit or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building | S** | \$ 253.00 | |
| Development | (f) If the fee for the original development application was 1 fee unit or more under the EP&A Regulations, and the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less | S** | \$ 253.00 | |
| Development | PLUS an additional amount if notice of the application is required to be given under Section 4.55(2) or 4.56 of the Act | S** | \$ 886.00 | |
| Development | Section 4.55(2) or 4.56(1) that does not involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than original development application specified in item 4.3 or 4.4 of Sch 4 part 4 of the Regulations | S** | See sliding scale in Schedule 4. Part 4 of the EP&A Regulations | |
| Development | Refund of Fees: DA, CC, CDC, s68 <i>The General Manager has authority to negotiate the amount to be refunded if the withdrawal of the application is suggested by Council staff</i> | | | |
| Development | (a) After issue of consent or approval (No refund) | PC | No Refund | |
| Development | (b) After lodgement, but prior to issue of consent or approval | PC | Lesser of 50% or \$270 | |
| Development | (c) Compliance Certificate fees where inspections are not carried out | PC | Lesser of 50% or \$270 | |
| Development | (d) Construction Certificate fee after lodgement, but prior to issue of construction certificate | PC | Lesser of 50% or \$270 | |
| Development | (e) Septic Tank/Sewer after Approval (No refund) | PC | Nil | |
| Development | (f) Septic Tank/Sewer prior to Approval | PC | 50% | |
| Development | (g) Compliance Certificate fees where inspections are not carried out | PC | 100% | |
| Construction | Long Service Levy - Payable to Long Service Corporation | PC | | |
| Construction | Construction Certificates (includes engineering construction certificates) <i>Note: The General Manager can authorise reduced fees for construction certificates and complying development on an individual basis where the value of development exceeds \$1,000,000</i> | | | |
| Construction | (a) Less than \$12,000 | FC | \$ 173.00 | ± |
| Construction | (b) Between \$12,001 and \$100,000 PLUS \$5.00 per \$1,000 over \$12,000 | FC | \$ 232.00 | ± |
| Construction | (c) Between \$100,001 and \$500,000 PLUS \$20.00 per \$5,000 over \$100,000 | FC | \$ 752.00 | ± |
| Construction | (d) Between \$500,001 and \$1,000,000 PLUS \$15.00 per \$5,000 over \$500,000 | FC | \$ 3,008.00 | ± |
| Construction | (e) Greater than \$1,000,000 PLUS \$75.00 per \$50,000 over \$1,000,000 | FC | \$ 6,016.00 | ± |
| Construction | (f) Subdivision Works Certificate (minimum charge) | FC | \$ 462.00 | ± |
| Construction | (g) Alternate Solution | FC | By Assessment | |
| Construction | (h) Construction Certificate Modification after approval - minor change minimum charge | FC | \$ 128.00 | ± |
| Construction | (i) Construction Certificate Modification after approval- major change | FC | \$500 or 50% of original fee whichever is the greater | ± |
| Construction | Complying Development Certificate | | | |
| Construction | (a) Less than \$12,000 | FC | \$ 446.00 | ± |
| Construction | (b) Between \$12,001 and \$50,000 | FC | \$ 757.00 | ± |
| Construction | (c) Between \$50,001 and \$100,000 | FC | \$ 1,504.00 | ± |
| Construction | (d) Between \$100,001 and \$500,000 | FC | \$ 2,313.00 | ± |
| Construction | (e) Between \$500,001 and \$1,000,000 | FC | \$ 3,818.00 | ± |
| Construction | (f) Greater than \$1,000,001 and \$2,000,000 | FC | \$ 5,784.00 | ± |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|-----------------------|--|-------------------|--|-------------|
| Construction | (g) Greater than \$2,000,000 | FC | By Assessment | |
| Construction | PLUS Compliance Certificate Fees | | | |
| Construction | (h) Modification after certificate issued - updated documents supplied (no reassessment involved) | PG | Nil | |
| Construction | (i) Modification after certificate issued - minor change | FC | \$ 173.00 | ± |
| Construction | (j) Modification after certificate issued - major change | FC | \$500 or 50% of original fee whichever is the greater | ± |
| Construction | Construction Inspections | | | |
| Construction | (a) Per inspection - Council PCA | FC | \$ 232.00 | ± |
| Construction | (b) Package of 4 inspections | FC | \$ 764.00 | ± |
| Construction | (c) Re-Inspection | FC | \$ 232.00 | ± |
| Construction | (d) Per Inspection - Private PCA | FC | \$ 462.00 | ± |
| Construction | (e) Inspection of a building to be relocated | FC | By Assessment - hourly rate - In addition to any other applicable fee - Full cost recovery | |
| Construction | Accredited Certifiers | | | |
| Construction | - Engagement of accredited certifiers from private sector or other councils to undertake Council Certification Functions | FC | Full Cost + 30% | |
| Construction | - Private Certifier Fee (EP & A Reg. 263) | S** | \$ 36.00 | |
| Construction | Building Information Certificate - Per Structure | | | |
| Construction | (a) Floor area of building or part < 200m ² | FC | \$ 289.00 | |
| Construction | (b) Floor area of building > 200m ² and < 2,000m ² | FC | \$ 289.00 | |
| Construction | PLUS: If > 200m ² (per m ²) | FC | \$ 1.00 | |
| Construction | (c) Floor area > 2,000m ² | FC | \$ 1,347.00 | |
| Construction | PLUS: If > 2000m ² (per m ²) | FC | \$ 1.00 | |
| Construction | (d) Unauthorised building works | FC | Fee calculated using Construction Certificate fee, using estimated value of construction works | |
| Construction | Swimming Pools | | | |
| Construction | - Swimming Pool Compliance Certificate Application | S** | \$ 250.00 | |
| Construction | - Registering Pool on Behalf of Owner | S** | \$ 10.00 | |
| Construction | - Initial Inspection Fee | S** | \$ 150.00 | |
| Construction | - Reinspection fee resulting from any more than 2 inspections | S** | \$ 100.00 | |
| Waste Management | Residential and Small Business waste | | | |
| Waste Management | - 20L Drum | PC | \$ 2.00 | ± |
| Waste Management | - Bag of Waste - per bag | PC | \$ 5.00 | ± |
| Waste Management | - 240L wheelie bin | PC | \$ 9.00 | ± |
| Waste Management | - Timber Waste (processed timber inc. builders timber and furniture (per m ³)) | PC | \$ 24.00 | ± |
| Waste Management | - Timber Waste (processed timber inc. builders timber and furniture (per ½m ³)) | PC | \$ 11.00 | ± |
| Waste Management | - Timber Waste (processed timber inc. builders timber and furniture (per 250L/Kg)) | PC | \$ 5.00 | ± |
| Waste Management | - Unsorted waste (per m ³) | PC | \$ 71.00 | ± |
| Waste Management | - Sorted waste (per m ³) | PC | \$ 35.00 | ± |
| Waste Management | - Bricks & Concrete (sorted no other waste)(per m ³) | PC | \$ 35.00 | ± |
| Waste Management | - Skip Bin unsorted waste (per m ³) | PC | \$ 49.00 | ± |
| Waste Management | - Resource Recovery Items (provided they are not contaminated; already separated; and do not go into landfill.) | PG | Nil | |
| Waste Management | - Residential Green Waste (organic material including grass clippings and branches etc.) | PG | Nil | |
| Waste Management | - Clean Fill | PG | Nil | |
| Waste Management | - Light and Heavy Steel | PG | Nil | |
| Waste Management | - Motor Vehicles | PG | Nil | |
| Waste Management | - Glass containers | PG | Nil | |
| Waste Management | - Aluminium Cans | PG | Nil | |
| Waste Management | - Plastic Bottles | PG | Nil | |
| Waste Management | - Cardboard and Paper | PG | Nil | |
| Waste Management | - E-Waste Items (all computer, ancillary computer items and televisions) | PG | Nil | |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|-----------------------|---|-------------------|--------------------------|-------------|
| Waste Management | Commercial Waste | | | |
| Waste Management | - Commercial green/timber waste requiring mulching (per m ³) | FC | \$ 70.00 | ± |
| Waste Management | - Commercial waste per tonne (weighbridge receipt provided) | FC | \$ 208.00 | ± |
| Waste Management | - Commercial waste (per m ³) | FC | \$ 289.00 | ± |
| Waste Management | - Commercial construction & demolition waste (per m ³) | FC | \$ 96.00 | ± |
| Waste Management | Tyres (Residential) | | | |
| Waste Management | - Car | PC | \$ 18.00 | ± |
| Waste Management | - Truck/small tractor | PC | \$ 34.00 | ± |
| Waste Management | - Tractor (large greater than 1m diameter) | PC | \$ 208.00 | ± |
| Waste Management | - Tyre components (cut up tyres per m ³) | PC | \$ 104.00 | ± |
| Waste Management | Lounges & mattresses | | | |
| Waste Management | - Single lounge or mattress | PC | \$ 12.00 | ± |
| Waste Management | - Double lounge or mattress | PC | \$ 21.00 | ± |
| Waste Management | Animals (Domestic and Primary Producers) | | | |
| Waste Management | - Small carcasses (cats, dogs, sheep, goats) | PC | \$ 18.00 | ± |
| Waste Management | - Large carcasses (cattle and horses) | PC | \$ 81.00 | ± |
| Waste Management | Animals (Commercial) | | | |
| Waste Management | - Small carcasses | PC | \$ 69.00 | ± |
| Waste Management | - Large carcasses | FC | \$ 316.00 | ± |
| Waste Management | Asbestos (must be triple wrapped in black plastic and sealed) | | | |
| Waste Management | - Minimal (no more than a wheel-barrow) | FC | \$ 58.00 | ± |
| Waste Management | - Within the local government area (per m ³) | FC | \$ 462.00 | ± |
| Waste Management | Waste generated from outside the Local Government Area | FC | Subject to assessment | ± |
| Waste Management | - Contaminated Material | FC | Subject to assessment | ± |
| Cemeteries | Monumental Works | | | |
| Cemeteries | Supply of plaques / interments are performed by Funeral Directors. Council only provides for allocation of plots / niches & keeps records of reservations / interments. | | | |
| Cemeteries | Cemetery Fees | | | |
| Cemeteries | - Reservation Fee (Fee deducted from final plot fee) | PC | \$ 686.00 | |
| Cemeteries | - Monument Burial Plot Permit and Grave Fee | PC | \$ 3,660.60 | ± |
| Cemeteries | - Lawn Cemetery Burial Plot | PC | \$ 3,660.60 | ± |
| Cemeteries | - Re-Opening Fee | PC | \$ 842.00 | ± |
| Cemeteries | - Inspection Fee | PC | \$ 397.00 | ± |
| Cemeteries | - Interment of Child (under 16 years) | PC | \$ 1,916.60 | ± |
| Cemeteries | - Exhumation Administration Fees | PC | \$ 8,421.00 | ± |
| Cemeteries | - Niche Walls (Blayney, Carcoar, Hobbys Yards, Lyndhurst, Neville and Millthorpe) | PC | \$ 755.30 | ± |
| Cemeteries | - Internment of ashes into existing grave fee (Per additional internment - max 4 per lot) | FC | \$ 755.30 | ± |
| Cemeteries | Search Fees <i>Cemetery Information required for Family Trees, locating graves, etc.</i> | | | |
| Cemeteries | - Per hour | PC | \$ 258.00 | ± |
| Cemeteries | - Per 15 min (or part thereof) | PC | \$ 63.00 | ± |
| Sewerage Services | Liquid Trade Waste <i>Council will issue Category 1 and 2/2S trade waste usage every three months in arrears.</i> | | | |
| Sewerage Services | - Application Fee | FC | \$ 304.00 | |
| Sewerage Services | - Application Fee (Large Dischargers - Category 3) | FC | \$ 512.00 | |
| Sewerage Services | - Re-Inspection Fee | FC | \$ 113.00 | |
| Sewerage Services | - Trade Waste Usage Charges for Category 1 with Prescribed Pre-Treatment (per KL) | PG | Nil | |
| Sewerage Services | Total mass charges as calculated using individual parameter charges (U): | | | |
| Sewerage Services | - Aluminium | FC | \$ 1.00 | |
| Sewerage Services | - Ammonia (as Nitrogen) | FC | \$ 3.00 | |
| Sewerage Services | - Arsenic | FC | \$ 113.00 | |
| Sewerage Services | - Barium | FC | \$ 57.00 | |
| Sewerage Services | - Biochemical Oxygen Demand (BOD) | FC | \$ 1.00 | |
| Sewerage Services | - Boron | FC | \$ 1.00 | |
| Sewerage Services | - Bromine | FC | \$ 24.00 | |
| Sewerage Services | - Cadmium | FC | \$ 527.00 | |
| Sewerage Services | - Chloride | PG | Nil | |
| Sewerage Services | - Chlorinated Hydrocarbons | FC | \$ 55.00 | |
| Sewerage Services | - Chlorinated phenolic | FC | \$ 2,188.00 | |
| Sewerage Services | - Chlorine | FC | \$ 2.00 | |
| Sewerage Services | - Chromium | FC | \$ 38.00 | |
| Sewerage Services | - Cobalt | FC | \$ 24.00 | |
| Sewerage Services | - Copper | FC | \$ 24.00 | |
| Sewerage Services | - Cyanide | FC | \$ 114.00 | |
| Sewerage Services | - Fluoride | FC | \$ 5.00 | |
| Sewerage Services | - Formaldehyde | FC | \$ 2.00 | |
| Sewerage Services | - Oil and Grease (Total O & G) | FC | \$ 2.00 | |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|-----------------------|---|-------------------|----------------------|-------------|
| Sewerage Services | - Herbicides/defoliants | FC | \$ 1,139.00 | |
| Sewerage Services | - Iron | FC | \$ 2.00 | |
| Sewerage Services | - Lead | FC | \$ 57.00 | |
| Sewerage Services | - Lithium | FC | \$ 11.00 | |
| Sewerage Services | - Manganese | FC | \$ 11.00 | |
| Sewerage Services | - Mercaptans | FC | \$ 114.00 | |
| Sewerage Services | - Mercury | FC | \$ 3,792.00 | |
| Sewerage Services | - Methylene Blue Active Substances | FC | \$ 1.00 | |
| Sewerage Services | - Molybdenum | FC | \$ 1.00 | |
| Sewerage Services | - Nickel | FC | \$ 38.00 | |
| Sewerage Services | - Nitrogen (as TKN – Total Kjeldahl Nitrogen) | FC | \$ 1.00 | |
| Sewerage Services | - Organ arsenic Compounds | FC | \$ 1,141.00 | |
| Sewerage Services | - Pesticides General (excludes organochlorines and organophosphates) | FC | \$ 1,137.00 | |
| Sewerage Services | - Petroleum Hydrocarbons (non-flammable) | FC | \$ 3.00 | |
| Sewerage Services | - Phenolic Compounds (non-chlorinated) | FC | \$ 11.00 | |
| Sewerage Services | - Phosphorous (Total Phosphorous) | FC | \$ 2.00 | |
| Sewerage Services | - Polynuclear aromatic hydrocarbons | FC | \$ 24.00 | |
| Sewerage Services | - Selenium | FC | \$ 80.00 | |
| Sewerage Services | - Silver | FC | \$ 2.00 | |
| Sewerage Services | - Sulphate (SO4) | FC | \$ 1.00 | |
| Sewerage Services | - Sulphide | FC | \$ 2.00 | |
| Sewerage Services | - Sulphite | FC | \$ 2.00 | |
| Sewerage Services | - Suspended Solids (SS) | FC | \$ 1.00 | |
| Sewerage Services | - Thiosulphate | FC | \$ 1.00 | |
| Sewerage Services | - Tin | FC | \$ 11.00 | |
| Sewerage Services | - Total Dissolved Solids (TDS) | FC | \$ 0.05 | |
| Sewerage Services | - Uranium | FC | \$ 11.00 | |
| Sewerage Services | - Zinc | FC | \$ 24.00 | |
| Sewerage Services | Liquid Trade Waste Excess Mass Charge (\$) $= \frac{(S - D) \times Q \times U}{1000}$ Where: S = Concentration (mg/L) of substance in sample. D = Concentration (mg/L) of substance deemed to be present in domestic sewerage. Q = Volume (kl) of liquid trade waste discharged to the sewerage system. U = Unit prices (\$/kg) for disposal of substance to the sewerage system. | | | |
| Sewerage Services | Non Compliance | | | |
| Sewerage Services | Non compliance PH charge (K = pH coefficient) | FC | K = 0.5 | |
| Sewerage Services | Food Waste Disposal Charge | | | |
| Sewerage Services | Where Blayney Shire Council has approved installation of a food waste disposal unit for an existing hospital, nursing home or other eligible facility. The following additional food waste disposal charge will be payable annually. Food Waste Disposal Charge (\$) = B x UF Where: B = Number of beds in hospital or nursing home. UF = Annual unit price (\$/bed) for a food waste disposal unit at a hospital or nursing home. Where: UF = \$21.00/bed | | | |
| Sewerage Services | Treated Recycled Water | | | |
| Sewerage Services | - per kilolitre | FC | \$ 4.00 | |
| Sewerage Services | Supply of Drainage Diagram | | | |
| Sewerage Services | - Domestic/Commercial Premises (Solicitor Enquiry Per Property) | PC | \$ 97.00 | ± |
| Sewerage Services | - Sewer Diagram (new) | PC | \$ 180.00 | ± |
| Sewerage Services | - Septic Tank (if required) | PC | \$ 180.00 | ± |
| Sewerage Services | - Amendment to Drainage Diagram | PC | \$ 180.00 | ± |
| Village Bore | Village Bore Access | | | |
| Village Bore | - Village bore user access charge - Paid upfront for 12 months (not pro-rata if key returned within 12 months) | PC | \$ 149.00 | |
| Village Bore | - Village bore Key deposit – refundable on return of the key | FC | \$ 150.00 | |
| Public Halls | Community Centre Hire for Local entertainment, concerts, public meetings, trade exhibitions, school functions (other than dinners), religious services, etc. where NO door charge is made (does not incl. use of kitchen or bar). <i>Hire of facility is subject to terms and conditions. Community Centre furniture is not available for external hire. Community Centre furniture is not available for external hire.</i> | | | |
| Public Halls | - Evening Hire (between 5.00pm & 1.00am) | PC | \$ 386.00 | ± |
| Public Halls | - Day Hire (between 9.00am & 5.00pm) | PC | \$ 212.00 | ± |
| Public Halls | - School & Sporting Presentations | PG | Nil | |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|-----------------------|--|-------------------|---|-------------|
| Public Halls | Community Centre Hire for balls, weddings, luncheons, dinners etc. where food and beverages are served (includes use of the kitchen, bar & stage & a maximum of 48 hours hire). <i>Hire of facility is subject to terms and conditions. Community Centre furniture is not available for external hire.</i> | | | |
| Public Halls | - Hire | PC | \$ 784.00 | ± |
| Public Halls | - School Age Dances / Disco's | PC | \$ 212.00 | ± |
| Public Halls | Community Centre Meeting Room Hire (per day) | | | |
| Public Halls | - Meeting room (Chambers or Cadia Room) | PC | \$ 143.00 | ± |
| Public Halls | - Shire charitable organisations and Service Clubs (Chambers or Cadia Room) | PC | \$ 59.00 | ± |
| Public Halls | - Hire of both Cadia Room and Chambers | PC | \$ 202.00 | ± |
| Public Halls | - Blayney Shire charitable organisations and Service Clubs | PC | \$ 117.00 | ± |
| Public Halls | Community Centre Meeting Room Hire (per annum) | | | |
| Public Halls | - Meeting room (Chambers or Cadia Room) - School terms only | PC | \$ 2,360.00 | ± |
| Public Halls | - Shire charitable organisations and Service Clubs | PC | \$ 649.00 | ± |
| Public Halls | Community Centre Hire of Other Areas (per day) | | | |
| Public Halls | - Kitchen Hire | PC | \$ 126.00 | ± |
| Public Halls | - Bar Hire | PC | \$ 62.00 | ± |
| Public Halls | Rehearsals & Prior Entry | | | |
| Public Halls | - Up to 4 hours | PC | \$ 50.00 | ± |
| Public Halls | - 4 to 8 hours | PC | \$ 62.00 | ± |
| Public Halls | Cleaning | | | |
| Public Halls | - Cleaning Cost chargeable if facility is not left in a clean state by the Hirer. | FC | \$ 548.00 | ± |
| Public Halls | Security Deposit - Refundable | | | |
| Public Halls | - Security Deposit (Excl. Shire Charitable Organisations/ Pensioner Groups/Schools) or as otherwise determined by the General Manager | FC | \$ 500.00 | |
| Public Halls | - Security Deposit (Shire Charitable Organisations/ Pensioner Groups/Schools) or as otherwise determined by the General Manager | FC | \$ 100.00 | |
| Public Libraries | Blayney Library <i>Fees as recommended by Central West Libraries</i> | | | |
| Public Libraries | - Photocopies B&W (per copy) | PC | \$ 0.20 | ± |
| Public Libraries | - Photocopies A4 Colour (per copy) | PC | \$ 1.00 | ± |
| Public Libraries | - Photocopies A3 Colour (per copy) | PC | \$ 2.00 | ± |
| Public Libraries | - Lost Borrower Card | PC | \$ 2.20 | ± |
| Public Libraries | - Lost or damaged material – replacement cost and processing fee | PC | \$ 25.00 | ± |
| Public Libraries | - Inter Library Loans: Search fee | PC | \$ 5.50 | ± |
| Public Libraries | - Local studies research - first hour free then per hour | PC | \$ 50.00 | ± |
| Public Libraries | - Exam Invigilation - per hour | PC | \$ 100.00 | |
| Public Libraries | - Workshops and Author events - per event | PC | Various (at discretion of Central West Libraries) | |
| CentrePoint | CentrePoint <i>The General Manager has the authority to reduce fees for promotional campaigns</i> | | | |
| CentrePoint | Casual Admission Fees | | | |
| CentrePoint | Casual Swim | | | |
| CentrePoint | - Adult | PC | \$ 7.50 | ± |
| CentrePoint | - Concession | PC | \$ 5.20 | ± |
| CentrePoint | - Child (under 18) | PC | \$ 5.20 | ± |
| CentrePoint | - Child (under 3 with a paying adult) | PG | No charge | |
| CentrePoint | - Family (Up to 2 adults and all children at one address) | PC | \$ 19.00 | ± |
| CentrePoint | Gym & Classes Casual Entry | | | |
| CentrePoint | - Adult | PC | \$ 16.50 | ± |
| CentrePoint | - Concession (Student & Senior) | PC | \$ 11.50 | ± |
| CentrePoint | - Healthy Life for Life & Gentle Tai Chi | PC | \$ 8.50 | ± |
| CentrePoint | Dry Courts Casual Entry | | | |
| CentrePoint | - All Ages per person | PC | \$ 4.20 | ± |
| CentrePoint | Gym Induction/Fitness Assessment | | | |
| CentrePoint | Complimentary when signing up - includes one 30 minute induction | PG | | |
| CentrePoint | Gym Program & or PT (One Hour) | | | |
| CentrePoint | - All Ages | PC | \$ 70.00 | ± |
| CentrePoint | - 3 PT Pack | PC | \$ 200.00 | |
| CentrePoint | - 5 PT Pack | PC | \$ 315.00 | |
| CentrePoint | Group Training Rate - 60 Mins (max 4 clients) | | | |
| CentrePoint | - 2 Client (per person) | PC | \$ 35.00 | ± |
| CentrePoint | - 3 Client (per person) | PC | \$ 29.00 | ± |
| CentrePoint | - 4 Client (per person) | PC | \$ 24.00 | ± |
| CentrePoint | Crèche (per session) | | | |
| CentrePoint | - Per Child | PC | \$ 4.00 | ± |
| CentrePoint | Short Term Options (Valid to 30 June 2022) | | | |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|-----------------------|---|-------------------|----------------------|-------------|
| CentrePoint | Pool Access - Includes Aqua Aerobics | | | |
| CentrePoint | - Adult - 10 Visit Pass | PC | \$ 67.50 | ± |
| CentrePoint | - Concession (Child, Student & Senior) | PC | \$ 45.00 | ± |
| CentrePoint | Full Centre Access (Gym, Classes, Pool and Dry Courts) | | | |
| CentrePoint | - Adult - 10 Visit Pass | PC | \$ 168.00 | ± |
| CentrePoint | - Concession (Child, Student & Senior) | PC | \$ 122.00 | ± |
| CentrePoint | Gym & Class Access | | | |
| CentrePoint | - Adult - 10 Visit Pass | PC | \$ 148.50 | ± |
| CentrePoint | - Concession (Child, Student & Senior) | PC | \$ 103.50 | ± |
| CentrePoint | Concession - Class only membership | | | |
| CentrePoint | - Concession - 3 months | PC | \$ 150.00 | ± |
| CentrePoint | Memberships | | | |
| CentrePoint | Aquatic Membership - Includes Aqua Aerobics | | | |
| CentrePoint | - Concession (Child, Student & Senior) Upfront p.a | PC | \$ 602.00 | ± |
| CentrePoint | - Concession (Child, Student & Senior) FN Direct Debit | PC | \$ 24.00 | ± |
| CentrePoint | - Adult - Upfront | PC | \$ 718.00 | ± |
| CentrePoint | - Adult - FN Direct Debit | PC | \$ 28.00 | ± |
| CentrePoint | - Family (2 adults and 3 children) Upfront p.a | PC | \$ 1,506.00 | ± |
| CentrePoint | - Family (2 adults and 3 children) FN Direct Debit | PC | \$ 58.00 | ± |
| CentrePoint | Fitness Membership (Gym and classes) | | | |
| CentrePoint | - Concession (Child, Student & Senior) Upfront p.a | PC | \$ 671.00 | ± |
| CentrePoint | - Concession (Child, Student & Senior) FN Direct Debit | PC | \$ 26.00 | ± |
| CentrePoint | - Adult - Upfront p.a | PC | \$ 833.00 | ± |
| CentrePoint | - Adult - FN Direct Debit | PC | \$ 33.00 | ± |
| CentrePoint | - Family (2 adults and 3 children) Upfront p.a | PC | \$ 1,678.00 | ± |
| CentrePoint | - Family (2 adults and 3 children) FN Direct Debit | PC | \$ 65.00 | ± |
| CentrePoint | CentrePoint Membership (Gym, Pool, Classes, Dry Courts) | | | |
| CentrePoint | - Concession (Child, Student & Senior) Upfront p.a | PC | \$ 867.00 | ± |
| CentrePoint | - Concession (Child, Student & Senior) FN Direct Debit | PC | \$ 34.00 | ± |
| CentrePoint | - Adult - Upfront p.a | PC | \$ 1,214.00 | ± |
| CentrePoint | - Adult - FN Direct Debit | PC | \$ 47.00 | ± |
| CentrePoint | - Family (2 adults and 3 children) Upfront p.a | PC | \$ 2,083.00 | ± |
| CentrePoint | - Family (2 adults and 3 children) FN Direct Debit | PC | \$ 81.00 | ± |
| CentrePoint | Joining Fee | | | |
| CentrePoint | - Fitness & CentrePoint Memberships | PC | \$ 24.00 | ± |
| CentrePoint | Fob fee & replacement Fob | FC | \$ 11.00 | ± |
| CentrePoint | Fitness Passport | | | |
| CentrePoint | - Fitness Passport holders accepted | PC | | |
| CentrePoint | Swimming Lessons | | | |
| CentrePoint | Swimming Lessons (includes entry fee for child) | | | |
| CentrePoint | - Swimming Lessons - Per Child for 12 week block - Upfront | PC | \$ 222.00 | ± |
| CentrePoint | - Swimming Lessons - Per Child for 12 week block - FN Direct Debit | PC | \$ 37.00 | ± |
| CentrePoint | Swim Squad - School Term (12 weeks) | | | |
| CentrePoint | - 1 Session per week - Upfront | PC | \$ 114.00 | ± |
| CentrePoint | - 1 Session per week - FN Direct Debit | PC | \$ 19.00 | ± |
| CentrePoint | - 2 Sessions per week - Upfront | PC | \$ 228.00 | ± |
| CentrePoint | - 2 Sessions per week - FN Direct Debit | PC | \$ 38.00 | ± |
| CentrePoint | Private Lessons 1:1 (12 weeks) | | | |
| CentrePoint | - Learn to swim per half hour - Upfront | PC | \$ 624.00 | ± |
| CentrePoint | - Learn to swim per half hour - FN Direct Debit | PC | \$ 104.00 | ± |
| CentrePoint | Miscellaneous | | | |
| CentrePoint | Promotion / memberships specials - as approved by General Manager | PC | | |
| CentrePoint | Instructors | | | |
| CentrePoint | - LTS instructor per hour | PC | \$ 58.00 | ± |
| CentrePoint | Venue Hire | | | |
| CentrePoint | Scout Hall and Aerobic Room Venue Hire | | | |
| CentrePoint | - Per Hour | PC | \$ 34.00 | ± |
| CentrePoint | - Half Day (3-5hours) | PC | \$ 115.00 | ± |
| CentrePoint | - Full Day | PC | \$ 232.00 | ± |
| CentrePoint | Dry Courts Hire | | | |
| CentrePoint | - Per 1/2 Court per hour | PC | \$ 29.00 | ± |
| CentrePoint | - Per Court per hour | PC | \$ 58.00 | ± |
| CentrePoint | - Per Court per 1/2 day | PC | \$ 139.00 | ± |
| CentrePoint | - Per Court per full day | PC | \$ 232.00 | ± |
| CentrePoint | Lane Hire | | | |
| CentrePoint | - 1 Lane per hour | PC | \$20 + Pool Entry | ± |
| CentrePoint | CentrePoint Birthday Parties <i>Minimum 15 Children per Booking</i> | | | |
| CentrePoint | - Catered per child | PC | \$ 26.00 | ± |
| CentrePoint | - Non catered per child | PC | \$ 19.00 | ± |
| CentrePoint | NSW Companion Card Entry | | | |
| CentrePoint | - Entry for person who shows NSW Companion Card | PG | No charge | |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|-----------------------|--|-------------------|---------------------------|-------------|
| CentrePoint | NDIS Fees | | | |
| CentrePoint | - Services and prices as per NDIS support catalogue | PG | No charge | |
| CentrePoint | Definitions | | | |
| CentrePoint | Family: Members must reside at the same address, must be immediate family, children must be under 18 years of age | | | |
| CentrePoint | Concession: Must hold and present a valid concession card | | | |
| CentrePoint | Student: A full time high school, tertiary/uni or TAFE student. Valid student card must be presented. | | | |
| Sporting Grounds | Sporting Grounds | | | |
| Sporting Grounds | All Schools | | | |
| Sporting Grounds | - St Joseph's Primary School | PC | \$ 288.00 | ± |
| Sporting Grounds | - Heritage Schools Group | PC | \$ 288.00 | ± |
| Sporting Grounds | - Blayney High School | PC | \$ 1,083.00 | ± |
| Sporting Grounds | - Millthorpe Public School (Redmond Oval) | PC | \$ 580.00 | ± |
| Sporting Grounds | King George Oval Seasonal Hire | | | |
| Sporting Grounds | - Cricket | PC | \$ 809.00 | ± |
| Sporting Grounds | - Junior Rugby League | PC | \$ 1,090.00 | ± |
| Sporting Grounds | - Rugby League | PC | \$ 3,021.00 | ± |
| Sporting Grounds | - Rugby Union | PC | \$ 2,939.00 | ± |
| Sporting Grounds | - Little Athletics | PC | \$ 809.00 | ± |
| Sporting Grounds | Redmond Oval Seasonal Hire | | | |
| Sporting Grounds | - Senior Cricket | PC | \$ 783.00 | ± |
| Sporting Grounds | - Junior Cricket | PC | \$ 783.00 | ± |
| Sporting Grounds | - Junior Soccer | PC | \$ 1,090.00 | ± |
| Sporting Grounds | - Senior Soccer | PC | \$ 1,171.00 | ± |
| Sporting Grounds | - Millthorpe Junior Rugby Union (inc. Blayney based-Gala Day) | PC | \$ 720.00 | ± |
| Sporting Grounds | Dakers/Napier Oval Seasonal Hire <i>Per facility (Dakers Oval or Napier Oval)</i> | | | |
| Sporting Grounds | - Cricket | PC | \$ 551.00 | ± |
| Sporting Grounds | - Junior Soccer | PC | \$ 1,090.00 | ± |
| Sporting Grounds | - Senior Soccer | PC | \$ 1,171.00 | ± |
| Sporting Grounds | Stillingfleet Courts Seasonal Hire | | | |
| Sporting Grounds | - Blayney Netball Association | PC | \$ 1,155.00 | ± |
| Sporting Grounds | Blayney Tennis Courts Seasonal Hire | | | |
| Sporting Grounds | - Blayney Tennis Courts (Blayney Tennis Club) | PC | \$ 1,155.00 | ± |
| Sporting Grounds | Millthorpe Tennis Courts | | | |
| Sporting Grounds | - Millthorpe Tennis Courts (Millthorpe Tennis Club) | PC | \$ 1,155.00 | ± |
| Sporting Grounds | - Coaching Clinics Seasonal Hire | PC | \$ 1,566.00 | ± |
| Sporting Grounds | - Coaching Clinics Casual Hire | PC | Price at GM Discretion | ± |
| Sporting Grounds | Other Blayney Shire Recreation Grounds <i>(Excludes Blayney and Millthorpe Grounds)</i> | | | |
| Sporting Grounds | - Annual Fee per Ground | PC | \$ 551.00 | ± |
| Sporting Grounds | Specific Event - Redmond Oval | | | |
| Sporting Grounds | - Millthorpe Markets Incl. cleaning of amenities, line marking etc. | PC | \$ 2,746.00 | ± |
| Sporting Grounds | Casual Hire (per day or part thereof) Redmond Oval | | | |
| Sporting Grounds | - Casual Hire (incl. Toilets/Change rooms/Canteen) | PC | \$ 724.00 | ± |
| Sporting Grounds | PLUS Cleaning Deposit | FC | \$ 200.00 | |
| Sporting Grounds | PLUS Key Deposit | FC | \$ 100.00 | |
| Sporting Grounds | PLUS Power & Lighting (as requested) | PC | \$ 250.00 | ± |
| Sporting Grounds | King George Oval Casual Hire (per day or part thereof) | | | |
| Sporting Grounds | - Casual Hire (inc Toilets/Change rooms/Canteen) | PC | \$ 725.00 | ± |
| Sporting Grounds | PLUS Cleaning Deposit | FC | \$ 200.00 | |
| Sporting Grounds | PLUS Key Deposit | FC | \$ 100.00 | |
| Sporting Grounds | PLUS Power & Lighting (as requested) | PC | \$ 250.00 | ± |
| Sporting Grounds | Napier Oval Casual Hire (per day or part thereof) | | | |
| Sporting Grounds | - Casual Hire (incl. Toilets/Change rooms) | PC | \$ 673.00 | ± |
| Sporting Grounds | PLUS Cleaning Deposit | FC | \$ 200.00 | |
| Sporting Grounds | PLUS Key Deposit | FC | \$ 100.00 | |
| Sporting Grounds | PLUS Power & Lighting (as requested) | PC | \$ 250.00 | ± |
| Sporting Grounds | Dakers Oval Casual Hire (per day or part thereof) | | | |
| Sporting Grounds | - Casual Hire | PC | \$ 536.00 | ± |
| Sporting Grounds | PLUS Cleaning Deposit | FC | \$ 200.00 | |
| Sporting Grounds | PLUS Key Deposit | FC | \$ 100.00 | |
| Sporting Grounds | Blayney Shire Recreation Grounds Casual Hire (per day or part thereof) <i>Excludes Blayney and Millthorpe Grounds</i> | | | |
| Sporting Grounds | - Casual Hire (inc Toilets) | PC | \$ 536.00 | ± |
| Sporting Grounds | PLUS Cleaning Deposit | FC | \$ 200.00 | |
| Sporting Grounds | PLUS Key Deposit | FC | \$ 100.00 | |
| Sporting Grounds | All Recreational Facilities / Open Space e.g. Heritage Park | | | |
| Sporting Grounds | - Booking Cancellation Fee (all facilities) | PC | \$ 120.00 | ± |
| Sporting Grounds | - Personal Training Facility Access Charge for all Parks, Gardens & Outdoor Facilities (excluding King George Oval & Redmond Oval) | PC | \$ 167.00 | ± |
| Sporting Grounds | PLUS Key Deposit | FC | \$ 100.00 | |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|--------------------------------------|--|-------------------|----------------------|-------------|
| Sporting Grounds | - Not for profit Community Service events (at GM discretion) | PC | Contract Price | ± |
| Sporting Grounds | - Fobs (King George Oval, Dakers Oval, CWELC & Redmond Oval) also available for the tank to refill at the water recycle plant. | FC | \$ 54.00 | ± |
| Blayney Showground | Blayney Showground Annual Hire (includes Pavilion) <i>*Security Deposit is refundable as per Conditions of Hire.</i> <i>**Includes provision of one annual event so long as collectively this does not exceed the permitted number of days allowed under the user agreement. Other costs associated with provision of an annual event remain subject to additional costs if applicable in accordance with the scheduled fees below.</i> | | | |
| Blayney Showground | - Annual Hire Fee: Junior groups (includes Gator & Rake Fee) (to 30 June)** | PC | \$ 1,233.00 | ± |
| Blayney Showground | - Annual Hire Fee: Senior Groups (includes Gator & Rake Fee) (to 30 June)** | PC | \$ 2,028.00 | ± |
| Blayney Showground | - Blayney Harness Racing Trainers | PC | \$ 323.00 | ± |
| Blayney Showground | - Individual/Group Horse Riders (Outdoor Arena's only) | PC | Contract Price | ± |
| Blayney Showground | PLUS Security Deposit at GM discretion (keys, cleaning, utilities or Damages)* | FC | Contract Price | |
| Blayney Showground | PLUS Additional Gator and Rake Fee | PC | \$ 477.00 | ± |
| Blayney Showground | - Additional Hire Days | PC | \$ 149.00 | ± |
| Blayney Showground | - Ground Levy (\$5 per rider/per event) paid in arrears every 6 months | PC | \$ 5.00 | ± |
| Blayney Showground | Casual Hire (per day of part thereof) | | | |
| Blayney Showground | Central West Equestrian and Livestock Centre | | | |
| Blayney Showground | - Livestock/Equestrian Sales and Shows | PC | \$ 2,713.00 | ± |
| Blayney Showground | - Individual Accredited Coaching Clinics | PC | \$ 310.00 | ± |
| Blayney Showground | - Surface Preparation (Watering and Raking Only) | PC | \$ 620.00 | ± |
| Blayney Showground | - Surface (Fill, Refill, Spreading and Removal) | PC | Contract Price | ± |
| Blayney Showground | - Hire of Gator (per hour) | PC | \$ 166.00 | ± |
| Blayney Showground | - Hire of Rake (per hour) | PC | \$ 37.00 | ± |
| Blayney Showground | - Lights (per hour) | PC | \$ 48.00 | ± |
| Blayney Showground | - Pavilion Hire | PC | \$ 501.00 | ± |
| Blayney Showground | - Individual/Group Horse Riders (per hour minimum 2 hours) for up to 5 Horse Riders | PC | \$ 119.00 | ± |
| Blayney Showground | PLUS Security Deposit at GM discretion (keys, cleaning, utilities or Damages)* | FC | Contract Price | |
| Blayney Showground | Special Events | | | |
| Blayney Showground | - Blayney A & P Association Show | PC | \$ 2,251.00 | ± |
| Blayney Showground | - Blayney Harness Racing | PC | \$ 1,023.00 | ± |
| Blayney Showground | - Special Events hosted by Seasonal Hire User Groups (Regional) | PC | \$ 2,251.00 | ± |
| Blayney Showground | PLUS Security Deposit at GM discretion (keys, cleaning, utilities or Damages)* | FC | Contract Price | ± |
| Blayney Showground | - Other Events (National, State and Regional) | PC | Contract Price | ± |
| All Ovals and Facilities | All Ovals and Facilities | PC | | |
| All Ovals and Facilities | - Other Event (at GM Discretion) | PC | Contract Price | ± |
| Mining, Manufacturing & Construction | Outstanding Notice s.735A Certificate | | | |
| Mining, Manufacturing & Construction | - Outstanding Notices Certificate | S** | \$ 120.00 | |
| Transport & Communication | Contributions to Works – Council Programmed Works | | | |
| Transport & Communication | - Kerb & Guttering (per lineal metre) | R | 50% of cost | |
| Transport & Communication | - Foot paving (per square metre) | R | 50% of cost | |
| Transport & Communication | Recovery of Costs from adjacent owners in accordance with s.217 of the Roads Act, 1993. | | | |
| Transport & Communication | Road Opening Permit | | | |
| Transport & Communication | - Minor works (Standard Design & TGS) | PC | \$ 90.00 | |
| Transport & Communication | - When Council is PCA and applied for in conjunction other approval (plus 1 inspection) | PC | \$ 90.00 | |
| Transport & Communication | - When applied for when Council is not PCA or not in conjunction with other approval (plus 1 inspection) | PC | \$ 180.00 | |
| Transport & Communication | - Non-standard works (Design and TGS by others) plus 1 inspection | PC | \$ 173.00 | |
| Transport & Communication | - Per Inspection / Re Inspection | PC | \$ 144.00 | ± |
| Transport & Communication | - Assessment of filming event request (minor) | FC | \$ 472.00 | ± |
| Transport & Communication | - Assessment of filming event request (major (more than 1 day)) | FC | \$ 2,357.00 | ± |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|------------------------------|--|-------------------|-------------------------|-------------|
| Transport & Communication | Restoration Charge - Minimum Charge 5m² | | | |
| Transport & Communication | - Concrete Road Pavements (per m ²) | FC | \$ 516.00 | |
| Transport & Communication | - Concrete Footpaths (per m ²) | FC | \$ 207.00 | |
| Transport & Communication | - Residential Driveways (per m ²) | FC | \$ 279.00 | |
| Transport & Communication | - Bitumen surface on all bases (per m ²) | FC | Subject to quotation | |
| Transport & Communication | - Gravel Roads / Footpaths (per m ²) | FC | \$ 146.00 | |
| Transport & Communication | - Kerb & Gutter (per m) | FC | \$ 229.00 | |
| Transport & Communication | - Turfed Footpaths (per m ²) | FC | \$ 139.00 | |
| Transport & Communication | - Block paved Footpaths (per m ²) | FC | \$ 338.00 | |
| Economic Affairs | Visitor Information Centre Café (Per Lease Agreement) | FC | Market Rental | ± |
| Economic Affairs | Private Works | | | |
| Economic Affairs | - Direct Costs including labour on-costs + 30% surcharge | FC | Full Cost + 30% | ± |
| Economic Affairs | Gravel Sales | | | |
| Economic Affairs | - Uncrushed material (All Quarries) | | | |
| Economic Affairs | - Ex Pit (per tonne) | FC | \$ 15.00 | ± |
| Economic Affairs | - 0-9km (per tonne) | FC | \$ 25.00 | ± |
| Economic Affairs | - 10-19km (per tonne) | FC | \$ 31.00 | ± |
| Economic Affairs | - 20-29km (per tonne) | FC | \$ 36.00 | ± |
| Economic Affairs | Crushed material inc. Rubble (Whites and Cadia) | | | |
| Economic Affairs | - Ex Pit (per tonne) | FC | \$ 28.00 | ± |
| Economic Affairs | - 0-9km (per tonne) | FC | \$ 36.00 | ± |
| Economic Affairs | - 10-19km (per tonne) | FC | \$ 41.00 | ± |
| Economic Affairs | - 20-29km (per tonne) | FC | \$ 47.00 | ± |
| Economic Affairs | Wet Plant Hire Rates for Private Works (per hour during normal hours) <i>NOTE: Rates are exclusive of any overtime.</i> | | | |
| Economic Affairs | - Water Cart | FC | \$ 212.00 | ± |
| Economic Affairs | - Grader Cat 12 Series | FC | \$ 282.00 | ± |
| Economic Affairs | - Loader | FC | \$ 221.00 | ± |
| Economic Affairs | - Backhoe | FC | \$ 243.00 | ± |
| Economic Affairs | - Roller Dynapac | FC | \$ 225.00 | ± |
| Economic Affairs | - Roller Multi Tyred | FC | \$ 272.00 | ± |
| Economic Affairs | - 2.7 Tonne Excavator + trailer | FC | \$ 143.00 | ± |
| Economic Affairs | - 5 Tonne Excavator hire | FC | \$ 149.00 | ± |
| Economic Affairs | - Wing Mower (+tractor) | FC | \$ 198.00 | ± |
| Economic Affairs | - Flail (+tractor) | FC | \$ 168.00 | ± |
| Economic Affairs | - Slasher (+tractor) | FC | \$ 199.00 | ± |
| Economic Affairs | - Tractor only | FC | \$ 145.00 | ± |
| Economic Affairs | - Front Deck Mower | FC | \$ 145.00 | ± |
| Economic Affairs | - Street Sweeper | FC | \$ 175.00 | ± |
| Economic Affairs | - Sewer Jetta (2 x Works Operators) | FC | \$ 374.00 | ± |
| Economic Affairs | - Pipe CTV Crawler (2x Works Operators) | FC | \$ 376.00 | ± |
| Economic Affairs | Truck Hire Rates | | | |
| Economic Affairs | - 12 Tonne Tipper | FC | \$ 227.00 | ± |
| Economic Affairs | - Truck + Dog Trailer (30tonne) | FC | \$ 271.00 | ± |
| | 2013 Contributions Plan (repealed 13 January 2023. Only applies to developments where DA's were lodged prior to this date and contributions were imposed in the subsequent development consent) | | | |
| Developer Contributions | Section 7.11 Contributions | | | |
| Developer Contributions | - Residential accommodation development resulting in additional dwelling or lot (per new dwelling or allotment) | CP | \$ 7,721.00 | |
| Developer Contributions | Heavy haulage developments | | | |
| Developer Contributions | - Regional Sealed Road (per ESA per km) | CP | \$ 0.25 | |
| Developer Contributions | - Local Sealed Road (per ESA per km) | CP | \$ 0.56 | |
| Developer Contributions | - Local Gravel Road (per ESA per km) | CP | \$ 0.28 | |
| Developer Contributions | Section 7.12 Levies | | | |
| Developer Contributions | - Development that is not type A or B and where the proposed cost of carrying out the development is more than \$100,000 and up to and including \$200,000 | CP | 0.5% of that cost | |

| Function/ Activity | Fee Name | Pricing Principle | Total Fee 2025/26 | GST Incl |
|-------------------------|--|-------------------|----------------------|-------------|
| Developer Contributions | - Development that is not type A or B and where the proposed cost of carrying out the development is more than \$200,000 | CP | 1% of that cost | |
| | 2022 Contributions Plan (commenced 13 January 2023) Note - 7.11 and Heavy Haulage Contributions are subject to change following publication of the June Quarter CPI figures | | | |
| Developer Contributions | Section 7.11 Contributions | | | |
| Developer Contributions | - Residential accommodation development resulting in additional dwelling or lot (per new dwelling or allotment) | CP | \$ 9,919.00 | |
| Developer Contributions | Heavy haulage developments | | | |
| Developer Contributions | - Regional Sealed Road (per ESA per km) | CP | \$ 0.55 | |
| Developer Contributions | - Local Sealed Road (per ESA per km) | CP | \$ 0.71 | |
| Developer Contributions | - Local Gravel Road (per ESA per km) | CP | \$ 0.55 | |
| Developer Contributions | Section 7.12 Levies | | | |
| Developer Contributions | - Development that is not type A or B and where the proposed cost of carrying out the development is more than \$100,000 and up to and including \$200,000 | CP | 0.5% of that cost | |
| Developer Contributions | - Development that is not type A or B and where the proposed cost of carrying out the development is more than \$200,000 | CP | 1% of that cost | |
| Developer Contributions | LGA Sect. 64 - Water Management Act 2000 - s305 - Contributions for water supply Infrastructure | | | |
| Developer Contributions | - Developer Charges for Millthorpe Sewerage Scheme (per new dwelling or lot) | CP | \$ 9,061.00 | |
| Developer Contributions | - Developer Charges for Blayney Sewerage Scheme (per new dwelling or lot) | CP | \$ 5,436.00 | |
| Developer Contributions | Notes to Developer Contributions 1. The development and implementation of a new Contribution Plan for Blayney Shire, under the provision of s.7.11 and s.7.12 of the Environmental Planning and Assessment Act 1979 was undertaken by Council in 2022. - The Blayney Local Infrastructure Contribution Plan 2012 was adopted by Council on 12 September 2013. - The Blayney Shire Local Infrastructure Contribution Plan 2022 was adopted by Council on 19 December 2022. - Developer Contributions under Development Servicing Plan for Sewerage Services 2020 are indexed annually by CPI (All Groups) Sydney at 31 December as published by ABS. - Developer Contributions under Infrastructure Contributions Pla for 2012 and 2022 are indexed annually by CPI (All Groups) Sydney at 31 December as published by ABS. | | | |



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Local Government Remuneration Tribunal

Annual Determination

Report and determination
under sections 239 and 241 of the
Local Government Act 1993

17 April 2025



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Executive Summary

The *Local Government Act 1993* (LG Act) requires the Local Government Remuneration Tribunal (the Tribunal) to report to the Minister for Local Government by 1 May each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, as well as chairpersons and members of county councils.

Categories

Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years. A review of categories was last carried out by the Tribunal in 2023.

The Tribunal will next consider the model, the criteria for each group, and the allocation of councils in the 2026 review.

The criteria for each category is published in Appendix 1 of the Determination and remains unchanged from 2023.

It should be noted that **the Tribunal determined that one Council - Mid Coast Council – would be re-categorised from a Regional Centre to Regional Strategic Area from 1 July 2025** as a result of meeting the criteria at Appendix 1.

Fees

The Tribunal has determined a **3%** per annum increase in the minimum and maximum fees applicable to each category from **1 July 2025**.

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Section 1 – Introduction

Background

1. Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years. The Tribunal last undertook a comprehensive review of the categories and the allocation of councils into each of those categories in 2023.
2. The Tribunal will next conduct a full review of the categories and the allocation of councils as required by the LG Act in the 2026 Annual Review.
3. Section 241 of the LG Act provides that the Tribunal determine the minimum and maximum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils for each of the categories determined under s.239.
4. The Tribunal can also determine that a council be re-categorised into a different category, existing or new, with a higher range of fees.
5. The Tribunal's Annual Determination takes effect from 1 July each year.

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Section 2 – 2024 Determination

2024 Annual Determination

6. In 2024, the Tribunal received 19 written submissions, which included two requests for re-categorisation.
7. The Tribunal found that the current allocation of the councils remained appropriate, with the exceptions outlined below.
8. The Tribunal closely reviewed population and data relating to council operations in the 2024 Annual Determination process to ensure categorisation of councils was consistent with the criteria.
9. For reasons explained at paragraphs 35-39 of the Local Government Annual Determination 2024, Hilltops Council and Muswellbrook Shire Council were reclassified as Regional Rural Councils.
10. The Tribunal determined that fees would increase by 3.75% for the minimum and maximum fees applicable to each category from 1 July 2024.

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Section 3 – 2025 Review

2025 Annual Review process

11. The Tribunal's 2025 Annual Review commenced in October 2024, when it wrote to all councils inviting submissions regarding fees. The Tribunal noted that it is only required to review the categories every three years and will next consider the model, the criteria applicable to each category and the allocation of councils in the 2026 Annual Review.
12. The invitation noted that it is expected that submissions are endorsed by respective councils.
13. The Tribunal also wrote to the President of Local Government NSW (LGNSW) inviting a submission.
14. The Tribunal received 16 written submissions from individual councils and one submission from LGNSW.
15. The Tribunal acknowledges and thanks all parties for their submissions.

Submissions Received – Requests for Re-categorisation

16. Seven of the 16 council submissions received requested re-categorisation or changes to current category criteria.
17. LGNSW also advocated for changes to factors affecting categorisation of councils.
18. Berrigan, City of Parramatta, Gilgandra Shire, Lake Macquarie City, City of Ryde, City of Sydney and Blacktown put forward cases for re-

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categorisation, or changes to category criteria, and the creation of new categories, for the Tribunal's consideration.

Requests for Re-classification

19. **Berrigan Shire Council** requested re-categorisation from Rural to Rural Large, despite acknowledging that they do not meet all the benchmarks in the criteria for this category.
20. The criteria for Rural Large is outlined at Appendix 1 of the 2024 Annual Determination, page 38 which states:

“Councils categorised as Rural Large will have a residential population greater than 10,000, and a councillor to resident ratio of at least 1 to 1200.

Other features may include:

- *one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre*
- *a limited range of services, facilities and employment opportunities compared to Regional Rural councils*
- *local economies based on agricultural/resource industries.”*

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21. Council's submission states they are currently at 86% of the population target threshold and 90% of the representation ratio but are meeting other criteria benchmarks.
22. Given that Council does not currently satisfy the population and ratio thresholds specified for Rural Large, the Tribunal is not persuaded to include Berrigan Shire Council in Rural Large at this time.
23. **City of Parramatta Council** requested that it be re-categorised to the highest category of general purpose councils, Principal CBD, in order to recognise its size, rate of growth, economic and global influence, operational budget, and strategic and geographical importance.
24. Council put forward a similar case for re-categorisation as part of the 2024 annual determination process, which was unsuccessful. In addition to the reasons put forth in paragraph 20 of the 2024 annual determination, the Council has included the following reasons for its re-categorisation request:
 - A local economy that has more than 30% of Australia's top 500 companies with offices in Parramatta, and estimated public and private investments in the next 5 years of \$20 billion
 - It is estimated by 2050 that Parramatta will be a city with a population of more than 500,000 people
 - The expected accessibility of the City, being a 'gateway to Sydney' with more people expected to live west of Parramatta than to its

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east by 2050, and being accessible by 2.3 million people within 45 minutes

- Key infrastructure in Parramatta, including but not limited to the Parramatta PHIVE, CommBank Stadium, the new Parramatta Light Rail, the Westmead Institute for Medical Research, Sydney Olympic Park and construction of Powerhouse Parramatta
- Expansion of education and innovation precincts, with Parramatta's education and training sector being valued at \$1.6 billion, and
- Significant operating and capital works budget of \$607 million, including multiple town centres, and sports and cultural hubs.

25. The Council also argues that a re-classification would reflect the additional skills and abilities that representing a growth council requires.
26. The City of Parramatta notes that the number of electors that each councillor represents is higher than the City of Sydney's. The submission states that the elected councillors represent more than 125,000 enrolled electors, compared to City of Sydney's elected councillors representing 45,891 enrolled electors.
27. Parramatta was classified as a Major CBD, following the 2017 Annual Determination. The Tribunal had found that Parramatta Council was significantly different from other large metropolitan councils on the basis of its secondary CBD status, as recognised by the State Government, at paragraph 21 of the 2017 annual determination. As a result, the

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description of Major CBD has remained specific to the City of Parramatta. Similarly, the Principal CBD criteria remained specific to the City of Sydney, since its inception in 2017.

28. Given the specific nature of both Major CBD and Principal CBD categories, the City of Parramatta's request for re-categorisation will require a change in the categories' criteria. As stated above, the Tribunal is not considering the criteria applicable to each category in the 2025 Annual Review process. The Tribunal will next consider the categories and criteria as part of the 2026 Annual Review process.
29. **Gilgandra Shire Council's** submission requests that it be re-categorised from Rural to Rural Large. Gilgandra Shire Council's case to be included in Rural Large category is based on two main points. The first point being Council offers a diverse range of services, and secondly these services result in higher levels of accountability and responsibilities for councillors.
30. Council submits it offers a diverse range of services over and above traditional local government services, which includes being the primary service provider for the community in the aged care and disability services. These include:
 - Age care and disabilities services
 - Meals on wheels and community transport
 - Home care package delivery
 - Operation of a villa retirement village
 - Indigenous specific residential age care facility

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- Residential aged care nursing home
 - Supported employment service for adults with intellectual disabilities
 - Special disability accommodation properties for adults with intellectual disabilities
 - Supported Living Services through the National Disability Insurance Scheme, and
 - Day activities centre to support clients with unique challenges.
31. The submission notes these services not only entail a higher level of accountability and responsibility from Council (due to changes in the regulatory environment) but also generate larger revenue and employment opportunities that is comparable to a Rural Large category.
32. Council further submits that when assessing categories to place councils in, the Tribunal should also give due consideration to other factors than those outlined in the s.240 of the LG Act, such as services provided; financial responsibility; scale of operation; and number of employees.
33. While the Tribunal notes Council's request, it does not satisfy the population and ratio thresholds specified for the category of Rural Large. Further, the changes to criteria suggested would require a change in categories, which is not being considered this year. For these reasons, the Tribunal is not persuaded to include Gilgandra Shire Council in Rural Large at this time.

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34. Similar to last year, **Lake Macquarie City Council** requested that it be re-categorised from Regional Strategic Area to Major Strategic Area. Council also advocated for the population threshold of Regional Strategic Area be adjusted from its current threshold of 300,000 down to 200,000.
35. Council argues that its population, scale and output of council operations is significantly greater than other councils categorised as Regional Strategic Area, and more aligns with the Central Coast, as the council classified as a 'Major Strategic Area'.
36. Lake Macquarie City Council's request for re-categorisation is based on the following:
 - Lake Macquarie being the second largest non-metropolitan council by population in NSW, with a larger population than Newcastle and Wollongong, which are classified as Major Regional Cities.
 - A population density that is 'significantly larger' than other Regional Strategic Areas and supported by 5 precincts in the Lake Macquarie LGA that have been identified for inclusion in the NSW Government Transport Oriented Development Program, which aims to encourage housing development near transport hubs, and are argued to lead to population growth near the hubs; and
 - A Gross Regional Product that is comparable to those of Major Strategic Areas and Major Regional City, rather than other Regional Strategic Areas.

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37. Council provided population data to support its case for the population threshold of Regional Strategic Area to be adjusted from its current threshold of 300,000 down to 200,000. The data was also provided as justification for its claim of a 'significant disparity within the Regional Strategic Area category' between Lake Macquarie and other councils:
- Lake Macquarie: 219,249 residents, 24,769 non-residents
 - Shoalhaven: 108,895 residents, 4,632 non-residents
 - Tweed: 98,967 residents, 7,755 non-residents
 - Maitland: 95,958 residents, 15,305 non-residents
38. As stated in paragraph 28 of the 2024 Annual Determination, all categories were determined by extensive evidence examined and considered by the Tribunal. It was determined that the population threshold for the Major Strategic Area was appropriate. As a result, the Tribunal is currently not persuaded to modify the criteria for the Major Strategic Area.
39. **City of Ryde Council** provided a submission requesting it be re-classified from its existing category of Metropolitan Large to Metropolitan Major. Council's case to be re-classified includes:
- The LGA having an area of 40.651 km², 16 suburbs, 3 wards, a population of 135,000 residents and over 54,000 rateable properties within its boundaries
 - A local economy that consists of 92,000 local jobs, 14,300 businesses and a gross regional product of \$19.2 billion

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- An innovation district within its west ward that has a long history of investment from all tiers of government, ultimately contributing \$13.6 billion annually to the NSW economy
 - Future growth opportunities linked to the Governments Transport Oriented Development Accelerated Precincts, which Macquarie Park is identified as, that will bring increased housing, amenities and job retention, and
 - Plans to build 2 new schools, 11,600 new homes, the redevelopment of Ryde Hospital and bringing together a range of organisations to create a fully integrated academic health sciences centre at Macquarie University Hospital.
40. As stated in Council's own submission, currently it does not satisfy the population threshold criteria required for Metropolitan Major. Accordingly, the Tribunal is not persuaded at this time to include City of Ryde in the category of Metropolitan Major.
41. The Tribunal also notes **Wollondilly Council's** submission confirming its adopted position to remain classified as a Regional Centre.
42. The Tribunal acknowledges each of the Council's requests for re-categorisation. Whilst the Tribunal has not been persuaded at this time to grant these requests, any council that provides a submission in the 2026 annual review, which includes a request for re-categorisation, will of course be considered.

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Requests for New Classifications

43. The **City of Sydney** Council requested the Tribunal change the classification name from Principal CBD to the previously used term “Principal City”.
44. The category “Principal City” was last used in the 2016 Determination. It was changed to Principal CBD in 2017 as a result of a review of categories. This review was undertaken in the context of Local Government reform, and council amalgamations, reducing the number of councils from 152 to 128.
45. Council’s submission outlines the history of boundary changes, including its expansion of the City of Sydney as a consideration in reverting to the 2016 category name.
46. Sydney City Council contends that reverting to the category term “Principal City” recognises that the council’s significance and contribution extends beyond the Sydney CBD.
47. The Tribunal notes the City of Sydney’s request would constitute modification to the category of “Principal CBD”. As stated above, the category “Principal CBD” is specific to City of Sydney and the Tribunal is not considering changes to the criteria applicable to each category in the 2025 Annual Review.
48. **Blacktown Council** requested re-categorisation from its current category of Metropolitan Major to a newly created category of “Metropolitan Major – High Growth”.

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49. Council's case to be re-categorised to a newly created category is based on the following:
- Council asserts that it is the largest and one of the fastest growing local government areas in NSW, and
 - It undertakes several transformational projects, including projects funded from NSW Government and Western Sydney Infrastructure Grants.
50. Further, Council submits that the category of Metropolitan Major fails to account for the transformational nature of projects undertaken by Council, including the economic and strategic impacts for NSW, and impact on its local government area (LGA), which results in attracting new residents and people to the LGA.
51. The Tribunal notes that a new category, Metropolitan Major, was introduced in 2023, to address generally the issues raised in the current submission.
52. As explained in the Tribunal's letter inviting submissions, the Tribunal is required to review the categories at least once every three years. The Tribunal will next consider the model, the criteria applicable to each category and the allocation of councils in the 2026 Annual Review process.
53. As such, the Tribunal is not persuaded at this time to create a new category.

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54. **LGNSW** submitted that the Tribunal should, as part of its determination for the categorisation of councils, consider the demographic and economic shifts impacting the complexity of council operations, and the communities that councils serve.
55. The LGNSW submission provides examples of recent demographic shifts the Tribunal should consider, as factors affecting categorisation of councils, including:
- The NSW Government's Transport Oriented Development Program, where the resulting accelerated growth drastically increases demands on the strategic and infrastructure planning functions of councils affected
 - The Renewable Energy Zones, which drive tens of billions of dollars of investment in rural and regional LGAs, and creates additional impacts in said councils, including population growth and growing infrastructure for transport and utilities, or
 - The Renewable Energy Planning Framework, which includes benefit sharing guidelines for councils to ensure their communities share the benefits of the project and require additional responsibility and management from affected councils.
56. Section 240 of the LG Act notes that the Tribunal is to determine categories for councils and mayoral offices according to prescribed matters. One such matter is the 'nature and extent of the development of areas', which could reasonably be accepted to include the items listed by LGNSW.

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57. However, this matter would also require a change to the categories' criteria, in order to identify areas of high development. As stated above, the Tribunal is not considering any modifications to the categories as part of the 2025 Annual Review process. However, the Tribunal will consider proposed modifications to categories as part of the 2026 Annual Review process.

Reclassification due to population thresholds

58. As was the case last year, the Tribunal reviewed applicable data as part of this review, to determine if any councils have met relevant benchmarks, therefore requiring a move in category.
59. The Tribunal identified that **Mid-Coast Council** met the population benchmark to be considered a Regional Strategic Area. As a result, Mid-Coast Council will be classified as a Regional Strategic Area in the 2025 Annual Determination.
60. The Tribunal will continue to monitor and review applicable data to ensure categorisation of councils remain consistent with the current criteria.

Submissions Received – Remuneration Structure

61. The current state of the remuneration structure continues to be a key issue of concern raised in submissions. A significant number of submissions received provide commentary on the structure, including examples of how it could be improved. These are addressed in the points below.

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Fees for Deputy Mayors

62. The issue of fees for deputy mayors was once again raised.
63. Three submissions asserted that the position of deputy mayor should attract its own distinct independent fee, beyond the fee provided for in s.249(5) of the LG Act.
64. The Tribunal dealt with this issue in its 2024 Annual Determination at paragraph 53-55. It was noted that the Tribunal lacked the powers to implement changes to the fee structure that would include a distinct independent fee for the position of deputy mayor.
65. There has been no change to the legislation to permit such a change. Therefore, the Tribunal is currently unable to introduce a remuneration structure that would include a distinct independent fee for the position of deputy mayor.

Changes to the role of Mayors and Councillors

66. It was suggested that the current remuneration structure is not fit for purpose as it no longer recognises the roles and responsibilities required of councillors and mayors.
67. Multiple submissions, including the LGNSW's submission, highlighted how the role of the councillor and mayor have changed over the past 9 years. Submissions identified a variety of factors that have impacted the roles of councillors and mayors, including the impact of NSW Government

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priorities and investments, and amendments to the LG Act (e.g. via the *Local Government Amendment (Governance and Planning) Bill 2016*).

68. It has been suggested that these changes have impacted the volume, nature and workload of the role, whilst remuneration has not been increased accordingly.
69. The recent submissions to the Tribunal, along with its own observations, highlight that the role of mayor in civic leadership, advocacy and representation has become more complex and demanding – an issue that must be addressed.
70. Community expectations are increasing on the mayor from both the council and the community to be seen and immediately present during times of natural disasters, major events or crisis.
71. Additionally, the disparity in the council categorisation between the annual fees for councillors and the mayor needs to be more consistent, so as not to be seen to be devaluing the role of mayor in some circumstances.
72. The Tribunal is not suggesting a fundamental review of the role of mayors and notes that people that enter local government representation do so from a sense of civic service, rather than remuneration.
73. However, the Tribunal has a statutory function, and not unlike the governing body of a council, mayors and councillors, its role, responsibility and functions are clear. The same can be said in relation to the clear functions of the general manager of a council.

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74. As previously stated, many of the matters raised in both council and LGNSW submissions are beyond the remit of the Tribunal, and to a degree, were addressed in the 2023 determination.

Regional and Rural mayors and councillors

75. Several submissions, including LGNSW, also raised concerns regarding the inadequacy of the remuneration structure, for rural and regional councils.
76. Specifically, that the remuneration provided to regional and rural councillors does not reflect the significant stressors that regional and rural councils in NSW face and that consideration should be given to the additional demands placed on mayors and councillors in rural and regional councils.
77. One submission suggested that fees for rural councils should be commensurate with fees for regional and metropolitan councils – arguing that mayors and councillors, regardless of their location, are required to possess a wide range of skills and knowledge.

Fees set by councils

78. Submissions received by the Tribunal regarding the current state of the remuneration framework raised concerns about councils setting their own fees, asserting that it could potentially be seen as a conflict of interest.

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79. It was suggested that a possible solution would be for the Tribunal to determine a fixed annual fee for mayors and councillors.
80. Whilst the Tribunal acknowledges and understands the concern raised, as explained in the 2024 Annual Determination at paragraph 68-69, such a change to the framework, to determine a fixed annual fee for mayors and councillors, would require legislative change.
81. As there has been no changes to the legislative scheme, it is not within the Tribunal's remit to determine a fixed annual fee for mayor and councillors' remuneration.

Request for a Review of the Remuneration Structure

82. For the reasons outlined above, several submissions suggested the Tribunal undertake a comprehensive review of the framework.
83. One submission went so far as to request the Tribunal recommend to the Minister for Local Government that a comprehensive review of the framework and LG Act be undertaken. Others suggested the Tribunal actively seek a referral from the Minister to undertake such a review.
84. The LG Act does not specify that the Tribunal is able to carry out a comprehensive review of the framework. As such, it is not within the Tribunal's remit to undertake such a review, unless such a function is conferred or imposed on it by the Minister, as per s.238(2) of the LG Act.
85. Should such a function be conferred on the Tribunal, it will of course carry out its functions and undertake a review.

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Section 4 – 2025 Fees

Submissions – 2025 Fees

86. LGNSW's submission to the Tribunal advocated for an increase in the minimum and maximum fees payable to mayors and councillors of at least 4%, to:

- Assist in reversing the fee erosion which occurred under the previous NSW Public Sector Wages Policy
- Mitigate economic pressures and the rising cost of living
- Ensure councillors and mayors receive fair and reasonable remuneration for the work they perform, and
- Address historic undervaluation of the work performed by elected representative in local government in NSW.

87. Economic data provided to the Tribunal by LGNSW to support their claim for an increase of at least 4% included:

- An annual Consumer Price Index (CPI) increase of 3.8% for the 12 months to June 2024
- The Fair Work Commission (FWC) awarding a 3.75% increase to the minimum pay for modern awards, and increasing the national minimum wage to \$915.90, as well as the FWC's comments regarding the growing cost of living and deterioration of disposable income, and
- The rate peg for the 2025-26 financial year being between 3.6%-5.1%.

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88. LGNSW also noted that the annual wage review, state wage case, award increases and the Independent Pricing and Regulatory Tribunal all had a clear theme on the increasing financial pressures on councils and its officers, which warrant increases in revenue and wages.
89. During its meeting with the Tribunal and assessors, LGNSW asserted that the current fees paid to mayors and councillors do not reflect their responsibilities. Nor do the current level of fees contribute to attracting a diverse range of candidates to stand for local government elections.
90. LGNSW also raised the issue of superannuation. It was contended that the payment of superannuation be mandated. Current arrangements require that a council pass a resolution at an open meeting to make such payments.
91. Four submissions received from individual councils directly addressed the issue of quantum increase to the minimum and maximum fees. These submissions sought an increase ranging from 3% to 10%.
92. The City of Sydney Council notes in its submission that it was not seeking an increase in fees payable for the Lord Mayor of Sydney.
93. The Tribunal is empowered under the s.241 of the LG Act to set minimum and maximum fees payable. It is then up to council to fix payment of annual fees for the mayor as outlined in s.249 of the LG Act.
94. It was suggested that the current fees, particularly in rural and remote communities, do not recognise or value the role of mayor and councillor,

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with fees set at a level that is commensurate to unqualified or inexperienced personnel.

95. The Tribunal was provided with a number of examples to demonstrate the financial impact, by way of lost wages, under the current fee rates.
96. Furthermore, 4 submissions compared the remuneration for NSW mayors and councillors with mayors and councillors in Victoria and Queensland as well as state Members of Parliament. The figures were provided to the Tribunal to demonstrate that the remuneration for NSW mayors and councillors is lower than all comparison examples provided.
97. It was also asserted that the low level of fees set for mayors and councillors devalues the importance and responsibility of the roles, diminishing the work undertaken on behalf of the community and is a significant barrier as to why people do not run for council.

“If councillors were paid a full-time wage I would have run again. Nothing surer.”

98. Another submission suggested that fees need to reflect the part-time or full-time nature of the work carried out by mayors and councillors. The setting of fees at such a rate would appropriately recognise and value this important work, whilst also mitigating any financial loss incurred by those members of the community elected to carry out these critical functions.
99. Nine submissions supported an increase, whilst not making a direct comment on the quantum. Other submissions advocated for remuneration to be set at a level that:

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- Is in line with responsibilities and challenges councillors' face
- Reflects the public profile and exposure of the role
- Reflects the growing complexity of the role
- Reduces the gap between minimum and maximum fees for each category
- Accounts for the rising cost of living challenges
- Reflects the commitment, accountability, workload, skills and knowledge required to perform the role of councillor and mayor regardless of location
- Establishes and maintains parity with mayors and councillors in other States and Territories
- Is 'determined outside of council so as councillors are not determining their own payments', and
- Overcomes economic barriers that prevent diverse members of the community from participating as a mayor or councillor.

Fee Increase

100. The Tribunal considered a range of factors in determining the amount to increase minimum and maximum fees payable to councillors and mayors. This included a wide range of economic data such as:

- Consumer Price Index for the 12 months to December each year
- Wage Price Index for the 12 months to December each year

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- Full-time average weekly ordinary time earnings for the 12 months to November each year
- NSW Public Sector Salaries increases
- Local Government State Award increases
- IPART Rate Peg Base Cost Change
- Public Service Senior Executive remuneration determinations, by the Statutory and Other Offices Remuneration Tribunal, and
- State Members of Parliament Basic Salary remuneration determinations by the Parliamentary Remuneration Tribunal.

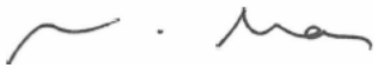
101. On this occasion the Tribunal has determined that a **3%** increase will apply to the minimum and maximum fees applicable to existing categories.

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Conclusion

102. The Tribunal's determination has been made with the assistance of the Assessors, Ms Kylie Yates and Mr Brett Whitworth.
103. Determination 1 sets out the allocation of councils into each of the categories as per s.239 of the LG Act.
104. Determination 2 sets out the minimum and maximum fees paid to councillors and mayors and chairpersons of county councils as per s.241 of the LG Act.
105. The Tribunal acknowledges and thanks the Remuneration Tribunal secretariat for its excellent research and support to facilitate the successful completion the 2025 Annual Determination.



Viv May PSM

Local Government Remuneration Tribunal

Dated 17 April 2025

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Section 5 – Determinations

Determination No. 1 – Allocation of councils into each of the categories as per section 239 of the LG Act effective 1 July 2025

General Purpose Councils – Metropolitan

Principal CBD (1)

- Sydney

Major CBD (1)

- Parramatta

Metropolitan Major (2)

- Blacktown
- Canterbury-Bankstown

Metropolitan Large (10)

- Bayside
- Cumberland
- Fairfield
- Inner West
- Liverpool
- Northern Beaches
- Penrith
- Ryde
- Sutherland

- The Hills

Metropolitan Medium (8)

- Campbelltown
- Camden
- Georges River
- Hornsby
- Ku-ring-gai
- North Sydney
- Randwick
- Willoughby

Metropolitan Small (8)

- Burwood
- Canada Bay
- Hunters Hill
- Lane Cove
- Mosman
- Strathfield
- Waverley
- Woollahra

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General Purpose Councils - Non-Metropolitan

Major Regional City (2)

- Newcastle
- Wollongong

Major Strategic Area (1)

- Central Coast

Regional Centre (22)

- Albury
- Armidale
- Ballina
- Bathurst
- Blue Mountains
- Byron
- Cessnock
- Clarence Valley
- Coffs Harbour
- Dubbo
- Eurobodella

Regional Strategic Area(5)

- Lake Macquarie
- Maitland
- Mid-Coast
- Shoalhaven
- Tweed
- Hawkesbury
- Lismore
- Orange
- Port Macquarie-Hastings
- Port Stephens
- Queanbeyan-Palerang
- Shellharbour
- Tamworth
- Wagga Wagga
- Wingecarribee
- Wollondilly

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Regional Rural (14)

- Bega
- Broken Hill
- Goulburn Mulwaree
- Griffith
- Hilltops
- Kempsey
- Kiama
- Lithgow
- Mid-Western
- Muswellbrook
- Nambucca
- Richmond Valleys
- Singleton
- Snowy Monaro

Rural Large (16)

- Bellingen
- Cabonne
- Cootamundra-Gundagai
- Cowra
- Federation
- Greater Hume
- Gunnedah
- Inverell
- Leeton
- Moree Plains
- Murray River
- Narrabri
- Parkes
- Snowy Valleys
- Upper Hunter
- Yass

Rural (38)

- Balranald
- Berrigan
- Bland
- Blayney
- Bogan
- Bourke
- Brewarrina
- Carrathool
- Central Darling
- Cobar
- Coolamon
- Coonamble
- Dungog
- Edward River

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- | | |
|---------------------|-----------------|
| • Forbes | • Narromine |
| • Gilgandra | • Oberon |
| • Glen Innes Severn | • Temora |
| • Gwydir | • Tenterfield |
| • Hay | • Upper Lachlan |
| • Junee | • Uralla |
| • Kyogle | • Walcha |
| • Lachlan | • Walgett |
| • Liverpool Plains | • Warren |
| • Lockhart | • Warrumbungle |
| • Murrumbidgee | • Weddin |
| • Narrandera | • Wentworth |

County Councils

Water (4)

- Central Tablelands
- Goldenfields Water
- Riverina Water
- Rous

Other (6)

- Castlereagh-Macquarie
- Central Murray
- Hawkesbury River
- New England Tablelands
- Upper Hunter
- Upper Macquarie

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Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2025

The annual fees to be paid in each of the categories to Councillors, Mayors, Members, and Chairpersons of County Councils effective on and from 1 July 2024 as per section 241 of the *Local Government Act 1993* are determined as follows:

Table 4: Fees for General Purpose and County Councils

General Purpose Councils – Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2025

| Category | Minimum | Maximum |
|---------------------|---------|---------|
| Principal CBD | 31,640 | 46,420 |
| Major CBD | 21,120 | 39,100 |
| Metropolitan Major | 21,120 | 36,970 |
| Metropolitan Large | 21,120 | 34,820 |
| Metropolitan Medium | 15,830 | 29,550 |
| Metropolitan Small | 10,530 | 23,220 |

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2025

| Category | Minimum | Maximum |
|--------------------|---------|---------|
| Principal CBD | 193,650 | 254,810 |
| Major CBD | 44,840 | 126,320 |
| Metropolitan Major | 44,840 | 114,300 |
| Metropolitan Large | 44,840 | 101,470 |



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| | | |
|---------------------|--------|--------|
| Metropolitan Medium | 33,630 | 78,480 |
| Metropolitan Small | 22,420 | 50,650 |

General Purpose Councils - Non-Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2025

| Category | Minimum | Maximum |
|-------------------------|---------|---------|
| Major Regional City | 21,120 | 36,690 |
| Major Strategic Area | 21,120 | 36,690 |
| Regional Strategic Area | 21,120 | 34,820 |
| Regional Centre | 15,830 | 27,860 |
| Regional Rural | 10,530 | 23,220 |
| Rural Large | 10,530 | 18,890 |
| Rural | 10,530 | 13,930 |

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2025

| Category | Minimum | Maximum |
|-------------------------|---------|---------|
| Major Regional City | 44,840 | 114,300 |
| Major Strategic Area | 44,840 | 114,300 |
| Regional Strategic Area | 44,840 | 101,470 |
| Regional Centre | 32,940 | 68,800 |
| Regional Rural | 22,420 | 50,680 |
| Rural Large | 16,820 | 40,530 |
| Rural | 11,210 | 30,390 |



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County Councils

Councillor/Member Annual Fee (\$) effective 1 July 2025

| Category | Minimum | Maximum |
|----------|---------|---------|
| Water | 2,090 | 11,620 |
| Other | 2,090 | 6,930 |

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2025

| Category | Minimum | Maximum |
|----------|---------|---------|
| Water | 4,490 | 19,080 |
| Other | 4,490 | 12,670 |

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

Viv May PSM

Local Government Remuneration Tribunal

Dated: 17 April 2025

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Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

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Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

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Metropolitan Major

Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$300M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

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Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

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Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

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Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

- total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- are metropolitan in nature with major residential, commercial and industrial areas
- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development

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- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- have significant natural and man-made assets to support diverse economic activity, trade and future investment
- typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 300,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$100M per annum
- the highest rates of population growth in regional NSW

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.

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Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

Rural Large

Councils categorised as Rural Large will have a residential population greater than 10,000, and a councillor to resident ratio of at least 1 to 1200.

Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

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Rural

Councils categorised as Rural will typically have a residential population less than 10,000.

County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the Biosecurity Act 2015.

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