



**ATTACHMENTS TO REPORTS OF THE BLAYNEY SHIRE COUNCIL MEETING
HELD ON MONDAY 16 SEPTEMBER 2019**

CORPORATE SERVICES REPORTS

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Risk Management Policy

Policy	21
Officer Responsible	WHS & Risk Coordinator
Last Review Date	Xx/xx/2019

Strategic Policy

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Blayney Shire Council - Risk Management Policy

1. INTRODUCTION:

The Risk Management Policy establishes the framework and context, in terms of how Blayney Shire Council (Council) manages risk.

2. OBJECTIVE:

To provide a consistent approach to risk management across Council in accordance with methodology established in AS/NZS ISO 31000:2009 Risk Management Principles and Guidelines, and other applicable guidelines, procedures, standards and codes of practice.

Enterprise risk management will be embedded into the policy development, strategic and operational planning and review and change management processes.

To ensure Risk Management is integrated into Council's operational considerations and decision making at all levels.

3. CONTEXT:

Council's continued ability to achieve its strategic and operational objectives depends on understanding and responding to the challenges of uncertainty and change. This uncertainty generates risk, with the potential to be a source of both opportunities and threats. By understanding and managing risk Council can provide greater certainty and confidence for all stakeholders.

Responsibility for risk management is shared across all levels of Council.

4. POLICY STATEMENT

Council recognises that risks are an integral part of normal everyday life. Council seeks to take control of risk as good business practice, and allow for risks to be identified, analysed, evaluated and treated.

Council shall manage risks associated with Council operations through:

- Identification of foreseeable risk;
- Assessment of the consequence of an event;
- Implementation of corrective/preventative measures which aim to eliminate if possible, or if not, control or prevent risk according to the hierarchy of control;
- Review or evaluation of the effectiveness of risk control measures;
- Providing instruction, training, information and supervision to support risk control. The requirements of this Plan shall apply to all Councillors, Council employees, contractors (including labour hire and temporary employees) and where applicable volunteers.

A set of descriptors and tables, known collectively as the Risk Rating Tables, or Risk Rating Matrix, are included to assist measuring and evaluating risks and controls and establishes a common language to manage risk and defines Council's level of risk tolerance.

5. DEFINITIONS

Action Plan – a plan formulated for the treatment of a risk. Action plans consider implementing controls, strengthening current controls or introducing additional controls that reduce the likelihood of the risk and/or the impact of the consequences.

Business Continuity Plan - a treatment plan for certain risks when consequences could disrupt core business functions. The plan outlines the actions to be taken and resources to be used before, during and after a disruptive event to ensure the timely resumption of critical business activities.

Consequences - the impact or outcome of an event.

Control - a procedure, system, activity or process that modifies the likelihood and/or consequences of risk.

Event – occurrence or change of a particular set of circumstances.

Hazard – a situation or thing that is the source of potential harm.

IP&R – integrated planning and reporting.

Likelihood - a measure of how likely it is that a certain consequence will eventuate.

Residual Risk – risk remaining after treatment.

Risk - the effect of uncertainty on objectives and is measured as a loss or gain.

Risk Analysis - the process that determines risk by evaluating the effectiveness of existing controls and assigning values for consequences and likelihood.

Risk Acceptance – an informed decision to take a particular risk or accept a level of risk. Risk Acceptance can occur without risk treatment or during the process of risk treatment and is subject to monitoring and review.

Risk Appetite – the amount and type of risk that Council is willing to pursue or retain.

Risk Evaluation - a process of comparing the results of risk analysis to determine whether the risk is acceptable or tolerable.

Risk Identification means a process of finding, recognising and describing risks. The identification of risk includes the identification of the source, the events, their causes and their potential consequences.

Risk Management – the coordinated activities to direct and control Council with regard to risk.

Risk Owner - a person or entity with the accountability and authority to manage a risk.

Risk Rating - a determined value that is assigned to the risk.

Risk Tolerance - a degree that a Council is willing to accept risk, after risk treatment, in order to achieve its objectives.

Risk Treatment – process to modify risk.

Worker – includes Councillors, staff, trainees, labour hire personnel, contractors and volunteers.

6. RISK MANAGEMENT

Risk management is a critical component of Council's overall performance and an essential element of good corporate governance and Council's 3 line of defence assurance model (see Figure 1).

A comprehensive understanding of the risk exposures facing Council facilitates effective planning and resource allocation, and encourages a proactive management culture, with flow-on benefits for every aspect of Council's operation, including addressing threats and opportunities.

Risk management is simply the practice of systematically identifying and understanding risks and the controls that are in place to manage those risks.

Risk is the effect of uncertainty on objectives and can be described as:

- Any threat than can potentially prevent Council from meeting its objectives;
- Any opportunity that is not being maximised by Council to meet its objectives.

The process for managing Council's risks is consistent with AS/NZS ISO 31000:2009 Risk management – Principles and guidelines.

Risk management is most successful when it becomes fully integrated into normal operating procedures, processes and systems.



Figure 1: 3 Lines of Defence Assurance Model

Everyone is accountable in managing risk.

Council has developed a detailed implementation framework, which provides a step by step outline for implementing risk management. There is a strong emphasis on training, education and communication, to ensure the skills of managers, supervisors and employees will be developed and maintained.

This policy provides the framework for risk management and provides Blayney Shire Council staff with guidance in how to apply consistent and comprehensive risk management.

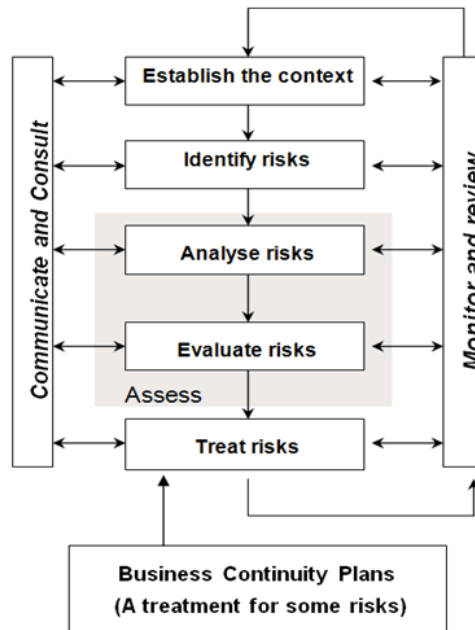


Figure 2: Risk Management Process

7. ROLES AND RESPONSIBILITIES

A commitment to risk management shall exist at all levels of Council.

It is the responsibility of all to ensure that Risk Management is incorporated in all activities undertaken in the workplace.

Councillors

Councillors have overall responsibility for adopting and committing to Risk Management, setting an appropriate risk culture and for oversight of Council's risk management framework. They approve and allocate funding, report to the community and liaise with the General Manager and Directors.

General Manager

The General Manager: -

- Is accountable for the overall management of Blayney Shire Council's Risk Management Policy and its implementation across all aspects of Council business.
- Will display leadership and direction and report to Council and statutory bodies.
- Is responsible for allocation of sufficient resources to support the effective and efficient management of risk and that risk management is aligned to the IP&R objectives and Operational Plan.
- Ensures that Council and Executive Services risks are identified and recorded in the Council Risk Register.
- Is responsible for chairing the Management Executive Group (MANEX) on a weekly basis, with other members being the Directors.

Management Executive Group MANEX

MANEX will oversee the implementation, decide on the direction, monitor and review the risk management process. Risk management is a standing agenda item on the MANEX agenda and reports from the WHS and Risk Coordinator are tabled.

Directors

Directors are accountable for the implementation and currency of this Risk Management Policy and its associated documents within their department. Other responsibilities include ensuring training and resources are available, providing leadership and support, and reporting to MANEX on matters related to risk. Directors ensure that departmental risks are identified and recorded in the Council Risk Register. The Director is the owner of the risks within their Directorate.

Managers

Managers are responsible for implementing and maintaining sound risk management processes in accordance with the Risk Management Policy. It is the responsibility of all Managers to actively promote a culture where risk mitigation is seen as the responsibility of all staff and contractors employed by Council. Managers are accountable for compliance, adherence to time frames, monitoring and review. They provide direction and support to all workers, and report to their Director. Managers are responsible for developing and implementing proposed actions on the Risk Register and ensuring actions are completed in the allocated time frame.

Supervisors

Supervisors are required to create an environment where the management of risk is accepted as the personal responsibility of all workers. Their duties include instruction, monitoring and enforcing risk management process. They assist Council by communicating and consulting with workers, ensuring timely identification of hazards and risks are eliminated or minimised, reviewing effectiveness of controls and reporting incidents. Supervisors report to their Managers and Director.

Workers

All workers shall participate in Risk Management activities and processes to minimise Council's exposure to risk within their area of activity. Worker participation includes the documentation of work methods, processes and risk assessments. Other responsibilities include attending training in risk management, reporting unsafe acts or any conditions of risk, incidents or injuries and compliance with direction, policies and procedures.

Audit, Risk and Improvement Committee

The Audit, Risk and Improvement Committee is a formally appointed committee of the Council and is responsible to the elected body. The Committee provides independent assurance and assistance to Blayney Shire Council on risk management, control, governance and external accountability responsibilities.

WHS and Risk Coordinator

The WHS and Risk Coordinator's primary responsibility is the coordination, documentation, monitoring and compliance of risk management within Council. The WHS and Risk Coordinator reports directly to the General Manager and responsibilities include providing risk management advice and assistance, distributing information and facilitating training in risk management for all Council workers.

8. COMMUNICATION AND CONSULTATION

Communication and consultation are important elements in each step of the risk management process. Ongoing stakeholder engagement is crucial for success in the identification and management of risk. Effective communication ensures those accountable for risk management and those with a vested interest, understand the basis on which risk management decisions are made and why particular strategies are implemented. It is important that the communication approach recognises the need to promote risk management concepts across all workers.

Communication is the sharing of information, ideas, experience and viewpoints. A structured approach to communication and consultation will provide the following benefits:

- Organisational unity and a risk aware and tolerant culture;
- Risk management process is credible and understood;
- The interests of stakeholders are understood and considered;
- Integration of multiple viewpoints;
- Securing endorsement and support for risk action planning;
- Risk management is embedded in the way we do things.

9. RISK MANAGEMENT FRAMEWORK

Blayney Shire Council's risk management process is aligned to its strategic goals and objectives and is integrated within the overall planning and management functions of Council.

Council's risk management process is about understanding Council's environment by considering the following:

- Vision and values as set out in its Community Strategic Plan;
- Strategic direction, goals and objectives;
- Internal and external environment;
- Internal and external stakeholders;
- Community expectations;
- Organisational planning, reporting and management;

- Roles, responsibilities and communication strategies;
- Organisational governance and the integration of risk management;
- Operational planning, skills and resources.

10. RISK MANAGEMENT METHODS

There are a number of different methods Council utilises to manage risk. Blayney Shire Council employs a three level risk assessment structure:

- Level 1 – site or task specific risk assessments
- Level 2 – procedures and safe work method statements
- Level 3 – high level risk assessments and action plans

All three methods involve the systematic process of risk identification, risk analysis and evaluation and risk treatment and control. The selection of risk assessment method is in relation to the level of risk or its complexity and exposure. Alternatively management may apply a specific method based on other factors introduced to the activity or task.

When the level of risk is identified as extreme or high they are to be recorded in the Council Risk Register.

The **Risk Register** is a log of the identified risk and hazards, and contains details of:

- Risk or Hazard identification and type;
- A risk statement describing the risk or hazard;
- Details of the business or work unit and ownership of the risk;
- Assessed likelihood and consequence descriptors;
- Risk rating;
- Appropriate Control Measures;
- Adequacy of those Control Measures;
- Responsibilities for actions;
- Monitoring and review process.

The risk register shall be reviewed and reported to MANEX every two months. Reports to Council and Audit Committee are to be prepared three times a year or where there has been a significant incident or occurrence, and where changes to legislation or business practice occur.

10.1 Risk Identification

Council's Risk Management methodology is based on AS/NZS ISO 31000:2009 Risk Management Principles and Guidelines and involves an assessment of the Risk consequence and likelihood.

Risk identification considers what can happen, when and where, and why and how it can happen. Comprehensive risk identification using a well-structured process is critical, in order to achieve the strategic and operational outcomes agreed to by Council.

Risks can be identified using many techniques, including

- Checklists
- Questionnaires
- Staff experience
- Council records
- Group methods such as brainstorming or workshops
- Internal or external audits.

Strategic and operational risks that affect objectives can be identified in areas such as

- Service delivery
- Reputation
- People and culture
- Finance
- Fraud and corruption
- Health and safety
- Stakeholder
- Business continuity
- Security
- Compliance with legislative requirements

10.2 Risk Assessment

This is the process of considering the consequences and likelihood of a risk to determine the level of risk using the Risk Descriptors and Risk Matrix.

10.2.1 Consequence Rating

When analysing the consequences of a risk or event, consider the level of impact in relation to each of the consequence categories described in the Consequence Rating Table (Figure 3). Consequence is the outcome, injury, loss, gain, damage or any other unwanted outcome if the risk eventuates. Consequence ranges from minor to catastrophic.

10.2.2 Likelihood Rating

This describes how likely that a risk or event will eventuate. Likelihood can also be described as probability or frequency determined by referring to statistics, documents, skills and knowledge, past risk assessments and experiences (see Figure 4). Likelihood ranges from very unlikely to almost certain.

10.3 Risk Evaluation

The level of risk, or risk rating, is evaluated by cross referencing the consequence and likelihood rating tables using the risk rating matrix (see Figure 5). Within each category of risk there may be multiple scenarios ranging from Minor and very unlikely with a low risk rating to Catastrophic and almost certain which has an extreme risk rating. It is important to rate what is the most probable or realistic level of risk considering both consequences and likelihood.

Consequence				
Category	Catastrophic	Major	Moderate	Minor
People	Fatality/multiple fatalities/life threatening injury or illness /extensive long term injury	Severe injuries/ permanent disability/lost time injury	Medical treatment or hospitalisation/ restricted duties time	First aid/minor injury/no lost time
Property & Finance	Extensive loss and long term consequences (\$1M+ />10% of Budget)	Major financial loss, replacement of property or infrastructure (\$300,000-\$1M />5% of Budget)	Significant financial loss and impact on operations (\$10,000+ /<5% of Budget)	Negligible financial loss or property damage (<\$10,000 /<1% of Budget)
Information	Complete loss of all records and data; disaster management required	Loss of critical functions across multiple areas; extensive management and resources required	Significant interruption in multiple areas	Minor downtime in single area
Reputation	Extensive public outcry, potential broad media attention	Significant public criticism with media attention	Local community concern or criticism	Isolated, internal or minimal adverse attention or complaint
Environment	Extensive impact; Fatalities occur; requires long term remediation	Serious medium term impact; external services required to manage	Significant impact; contained with assistance	Minimal impact; dealt with by normal operations
Legal & Governance	Extensive breach, fines litigation and possible class action; threat to viability of organisation	Serious breach involving statutory authority with formal inquiry, fines and litigation; long term significance	Contained non-compliance or breach with short term significance	Isolated non-compliance or breach Managed by normal operations

Figure 3: Consequence Rating Table

Descriptor	Description	Indicative Frequency
Almost Certain	The event is expected to occur in most circumstances	>80% of the time
Likely	The event will probably occur in most circumstances	50-80% of the time
Unlikely	The event is not expected to occur	20-50% of the time
Very Unlikely	The event could happen but only in exceptional circumstances	<20% of the time

Figure 4: Likelihood Rating Table

		Likelihood			
		Almost Certain	Likely	Unlikely	Very Unlikely
Consequence	Catastrophic	Extreme	Extreme	High	High
	Major	Extreme	High	High	Medium
	Moderate	High	High	Medium	Low
	Minor	High	Medium	Low	Low

Figure 5: Risk Rating Matrix

Extreme	High	Medium	Low
Rating level is NOT acceptable. Managed by responsible Director, entered on Risk Register. Requires immediate attention, including internal and external resources, documented controls and action plans. Monitored by GM and MANEX and possibly designated elected members.	Managed by responsible Director, entered on Risk Register. May require allocation of additional resources, procedures, processes or training. Monitored by Director, responsible Manager and WHS and Risk Coordinator.	Managed by designated Manager, may be entered on Risk Register and require specific procedures or processes. Monitored at Manager level. Notified to WHS and Risk Coordinator.	Managed in day to day operations, by individual staff or small team. Monitored by area supervisors. Generally handled by SWMS, Site Specific Risk Assessments, procedures or checklists.

Figure 6: Risk Rating – Councils defined Risk Appetite

10.4 Risk Treatment

Risks that are identified, assessed and evaluated can be modified by the process of risk treatment.

Approaches to risk treatment include;

- Ceasing the activity that creates the risk
- Mitigating the risk, in the case of a threat, to reduce the likelihood and/or consequence or in the case of opportunity, to enhance the likelihood and/or consequence (i.e. controlling the risk)
- Monitoring the risk and/or the effectiveness of controls
- Accepting the risk
- Sharing or transferring the risk

In some cases, existing controls will be determined to be effective, and the risk will be accepted. In other cases, the risk will need to be more effectively managed before it can be accepted. Risk treatment is therefore strengthening existing controls or developing and implementing new controls, so that the risk can be accepted.

Following the risk rating process, the level of risk needs to be re-evaluated to determine if the controls reduces the risk to an acceptable level. If it is determined that the risk is not reduced to an acceptable level, additional controls will be required.

10.4.1 Risk Control

The primary aim of risk control is to eliminate the risk by removing the hazard. When this is not possible the risk must be minimised using one or more of the options from the hierarchy of controls. The risk control measure selected must be the highest possible option in the hierarchy to minimise the risk to the lowest level that is reasonably practicable.

Level 1

Eliminate the hazard.

Level 2

If it is not reasonably practicable to eliminate the hazards and associated risks, you should minimise the risks using one or more of the following approaches:

- Substitute the hazard with something safer
- Isolate the hazard
- Implement Engineering controls

Level 3

Level 3 are the lowest level of controls. These control measures do not control the hazard at the source. They rely on human behaviour and supervision, and used on their own, tend to be least effective in minimising risks

Administrative controls and PPE should only be used:

- when there are no other practical control measures available
- as an interim measure until a more effective way of controlling the risk can be used
- to supplement higher level control measures.

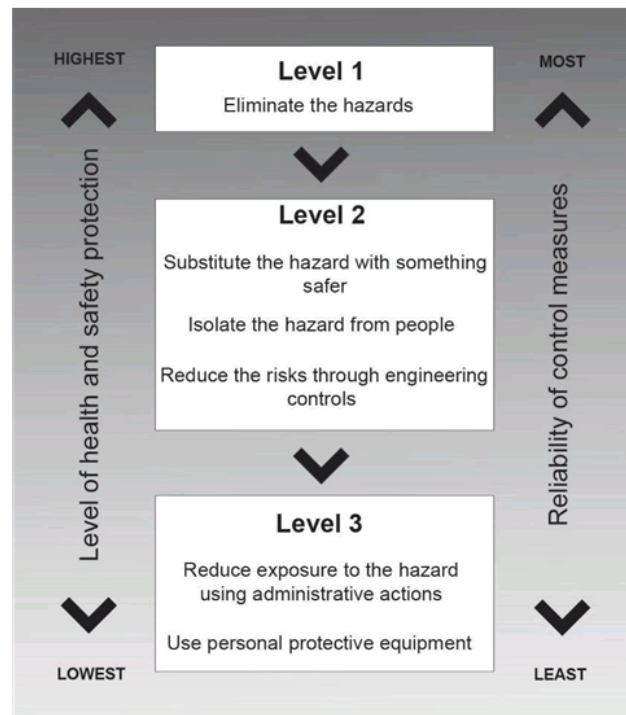


Figure 7: Hierarchy of Control

10.4.2 Review Control Measures

The introduction or review of control measures will require a review of any changes to the way work is carried out. In these situations, it is usually necessary to support the control measures with:

Work procedures

Develop a procedure or safe work method statement that describes the task, identifies the hazards and documents how the task is to be performed to minimise the risks.

Training, instruction and information

Training will ensure workers are able to perform the task safely and demonstrate they are competent in performing the task according to the procedure. Training, instruction and information must be provided in a form that can be understood by all workers. Information and instruction may also need to be provided to others who enter the workplace, such as customers or visitors.

Supervision

Council shall ensure that employees are provided with reasonable supervision necessary to ensure the health and safety of the workers and any other persons at Councils place of

work and that the supervision is undertaken by a competent person. In determining the nature and extent of necessary supervision, Council must have regard to the competence, experience and age of each worker.

Time frames

Controls and proposed actions are assigned to a responsible person with a specified date for completion or review.

10.4.3 Risk Appetite

Councils' Risk Appetite is

- The level of risk that the Council is prepared to take to achieve its strategic objectives;
- The risks that it is prepared to endure in response to a decision not to implement treatments;
- The acceptance of the residual risk following the implementation of risk treatments.

Under most risk scenarios, Council generally has a conservative risk appetite but accepts there are risks associated with many of Council's activities. Where there is scope for discretion, Council is usually willing to accept a higher level of risk to achieve its strategic objectives, however all risk scenarios will be considered on a case by case basis. An Extreme Risk Rating is **NOT** acceptable and such a level shall not be tolerated by Council.

10.5 Risk Action Planning

The purpose of risk action planning is to document how current controls and additional controls will be implemented, and recorded within Councils' Risk Register.

Risk action plans shall include the following:

- Recommended and agreed actions – what is the control or additional controls required;
- Resources needed – what is required to implement the control;
- Responsibility – who will be responsible to implement the controls;
- Timing – what is the timeframes for implementing the controls;
- Reporting and monitoring – who needs to be informed when implementing the controls.

11. DOCUMENTATION

In order to maintain the highest level of integrity in its decision-making process, it is essential that Council documents its risk management process, including its policies and procedures.

Documenting each step of the risk management process is important for a number of reasons:

- Demonstrate to stakeholders that the process has been conducted properly.
- Provide evidence of a systematic approach to risk identification and

analysis.

- Provide a record of risk identification and analysis.
- Enable the review of decisions or processes.
- Develop Council's knowledge database.
- Provide an accountability mechanism.
- Facilitate continued monitoring and review.
- Provide an audit trail.
- Share and communicate information.

Appropriate documentation need not impose another layer of paperwork. Subject to legislative requirements, decisions and processes involving risk management should be documented to the extent appropriate to the circumstances.

Risks identified as extreme or high are to be recorded in the Council Risk Register.

Medium risks are managed by Site Specific Risk Assessments, work methods and procedures

Processes of low risk rating may be documented through a diary note or file notes.

All Risk Management documentation should be registered.

Relevant Documents include:

AS/NZS ISO 31000:2009 Risk management - Principles and guidelines
SA/SNZ HB 436:2013 Risk management guidelines – Companion to AS/NZS ISO 31000:2009
SA SNZ HB 89 - 2013 Risk management - Guidelines on risk assessment techniques
Work Health and Safety Act 2011
Work Health and Safety Regulation 2011
Local Government Act 1993
Blayney Shire Council WHS Policy

End

Adopted:	09/09/2013	1309/012
Last Reviewed:	09/09/2013	1309/012
	21/03/2016	1603/007
	Xx/xx/2019	
Next Reviewed:	14/04/2021	



Local Government Grants Commission

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Contact: Helen Pearce
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Mrs Rebecca Ryan
General Manager
Blayney Shire Council

By email: rryan@blayney.nsw.gov.au
Cc: council@blayney.nsw.gov.au

22 August 2019

Dear Mrs Ryan

In accordance with the Commission's policy of providing information to councils about the way it calculates financial assistance grants (FAGs), please find attached a summary of Council's 2019-20 estimated FAG entitlement (**Appendix A**).

The national figure for 2019-20 was made up of \$1,757 billion for the general purpose component and \$780 million for the local roads component. The estimated entitlement for 2018-19 reduced by \$5.6 million for final adjustments to CPI and population shares.

The general purpose component was distributed across the States on a population basis. NSW received 32% or \$562 million, which represents a 3.9% increase on last year's figure.

The local roads component is based on a historical formula. NSW's share of the total road funding is a fixed 29% share, or \$226 million, which was in line with the previous year. The total, then, for NSW was \$788 million.

The Council's 2019-20 FAG estimated entitlement compared to 2018-19 final entitlement is as follows:

Blayney Shire Council				
Year	General Purpose	Local Roads	Total	Change
2018-19 final	\$1,771,617	\$844,923	\$2,616,540	
2019-20 est.	\$1,877,962	\$874,361	\$2,752,323	5.2%

To assist councils with budgeting and bank reconciliations, a breakdown of the 2019-20 quarterly instalments is attached (**Appendix A**). The NSW Statement of Payments is also attached (**Appendix B**).

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As councils will be aware, the Commission is required to adhere to the National Principles which mandate a per capita payment based on population growth/decline. It is also the policy of the NSW Government to explore opportunities to direct grants to communities with the greatest relative need. In allocating the grants the Commission has had regard to these policies.

A key challenge for the Commission continues to be the Commonwealth's request to apply the minimum per capita grant, which has a significant impact on the ability of the Commission to redirect funding. The map contained in **Appendix D** identifies the rate of population change in NSW from 2006 to 2016. **Appendix D** also lists the revised expenditure categories, disability factors, data sources used in calculating the expenditure allowance and the relative disability allowance.

In addition to these calculations, in its 2019 Budget, the Federal Government decided to retain the practice of forward payments of approximately half of the financial assistance grants based on the 2018-19 estimates for payment. Councils, therefore, received approximately 52 percent of their estimated 2019-20 FAGs on 18 June 2019. The remainder of the grant entitlements will be paid in quarterly instalments in August 2019, November 2019, February 2020 and May 2020.

SPECIAL SUBMISSIONS RELATING TO 2020-21 GRANTS

Special submissions from councils for 2020-21 will be considered by the Commission. The purpose of a submission is to give councils the opportunity to present information on the financial impact of inherent expenditure disabilities beyond councils' control that are not generally recognised in the current methodology. Please refer to the expenditure functions and Council's disability factors listed in **Appendix A**. This process allows the Commission to adequately consider all legitimate factors that affect councils' capacity to deliver services.

Appendix C, titled *Guidelines for Special Submissions*, contains guidelines for preparing submissions – please read the guidelines carefully.

Submissions should be e-mailed to the Commission at olg@olg.nsw.gov.au by **30 November 2019**.

I would ask that this letter please be tabled at the next Council meeting.

If you have any questions concerning these matters please contact me on (02) 4428 4131.

Yours sincerely



Helen Pearce
Executive Officer

APPENDIX A
LOCAL GOVERNMENT GRANTS COMMISSION 2019-20 FINANCIAL ASSISTANCE GRANTS

Blayney (S) Council

General Purpose Component

Expenditure Allowance

Expenditure Functions	State ave cost per capita
Recreation and cultural	\$210.51
Admin and governance	\$248.52
Education and community	\$63.17
Roads, bridges, footpaths and aerodromes	\$204.68
Public order, safety, health and other	\$162.62
Housing amenity	\$69.42

Recreation and cultural			
Disability Measure	LGA measure	State Std (SS)	Weighted DF%
Population	7,342	62,400	29.6%
Aboriginal & Torres Strait Islander	3.7%	2.9%	3.0%

Pop <SS = relative disadvantage
Pop >SS = 0
ATSI <SS = 0
ATSI >SS = relative disadvantage

Admin and governance			
Disability Measure	LGA measure	State Std	Weighted DF%
Population	7,342	62,400	94.6%

Education and community			
Disability Measure	LGA measure	State Std	Weighted DF%
Population	7,342	62,400	89.6%

Roads, bridges, footpaths and aerodromes			
Disability Measure	LGA measure	State Std	Weighted DF%
Population	7,342	62,400	177.2%
Road Length	688	1,148	0.0%

Public order, safety, health and other			
Disability Measure	LGA measure	State Std	Weighted DF%
Population	7,342	62,400	66.5%
Rainfall, topography and drainage index	124%	161%	0.0%
Environment (Ha of environmental lands)	-	54,087	0.0%

RTD <SS = 0
RTD >SS = relative disadvantage
Env <SS = 0
Env >SS = relative disadvantage

Housing amenity			
Disability Measure	LGA Std	State Std	Weighted DF%
Population	7,342	62,400	16.6%

Isolation Allowance

Outside the Greater Statistical Area	Yes
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**APPENDIX A
LOCAL GOVERNMENT GRANTS COMMISSION 2019-20 FINANCIAL ASSISTANCE GRANTS**

Pensioner Rebate Allowance

PR <SS = relative disadvantage (+ allowance)	
PR >SS = relative advantage (- allowance)	
LGA % Pensioner Rebates (PR) Res Props:	21.6%
State Standard (SS) % PR	15.8%

Revenue Allowance

Revenue Allowance	
CV <SS = relative disadvantage (+ allowance)	
CV >SS = relative advantage (- allowance)	
No. of Urban Properties:	3,124
Standard Value Per Property:	\$449,458
Council Value (CV):	\$97,797

No. of Non-urban Properties:	747
Standard Value Per Property:	\$640,070
Council Value (CV):	\$858,792

Relative Disadvantage Allowance

Unsealed roads; Isolation; Population Decline	\$17,764
Special Submission	-

Total General Purpose Grant	\$1,877,962
------------------------------------	--------------------

Local Roads Component

Population:	7,342
Local Road Length (km):	688
Length of Bridges on Local Roads (m):	823

Road/Population Allowance:	\$804,139
Bridge Length Allowance:	\$70,222
Local Roads Total:	\$874,361

Total Grant	\$2,752,323
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Quarterly Instalments Payable in 2019-20 for 2019-20 FAGs

	August 2019	
GPC	\$228,628	
LRC	\$105,621	\$334,249
	November 2019	
GPC	\$228,628	
LRC	\$105,621	\$334,249
	February 2020	
GPC	\$228,628	
LRC	\$105,621	\$334,249
	May 2020	
GPC	\$228,628	
LRC	\$105,621	\$334,249
	TOTAL	
GPC	\$914,512	
LRC	\$422,486	\$1,336,997

Appendix B Financial Assistance Grants - Schedule of Payments 2019-20													
Councils	Population 30/6/2018	2019-20	2019-20	2019-20	2018-19	2018-19	2018-19	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20
		Recommended General Purpose Entitlement	Recommended Local Roads Entitlement	Recommended Total Entitlement	General Purpose CPI/Pop Adjustment	Local Roads CPI/Pop Adjustment	Total CPI/Pop Adjustment	General Purpose Advance Payment	Local Roads Advance Payment	Total Advance Payment	General Purpose Payments	Local Roads Payments	Total Payments
Albury (C)	53,767	5,066,127	1,458,853	6,524,980	(35,431)	(11,034)	(46,465)	2,528,685	729,222	3,257,907	2,502,011	718,597	3,220,608
Armidale Regional	30,707	4,352,742	2,511,708	6,864,450	(29,783)	(19,199)	(48,982)	2,204,948	1,266,598	3,471,546	2,118,012	1,225,911	3,343,923
Ballina (S)	44,208	3,191,859	1,461,082	4,652,941	(21,949)	(10,998)	(32,947)	1,603,505	735,353	2,338,858	1,566,406	714,731	2,281,136
Balranald (S)	2,340	2,877,838	1,361,565	4,239,403	(18,948)	(10,407)	(29,355)	1,408,363	683,772	2,092,135	1,450,527	667,386	2,117,913
Bathurst Regional	43,206	4,468,198	2,044,863	6,513,061	(31,246)	(15,600)	(46,847)	2,230,931	1,028,131	3,259,062	2,206,020	1,001,132	3,207,152
Bayside	174,378	3,677,564	1,178,296	4,855,860	(25,195)	(9,214)	(34,408)	1,904,427	617,552	2,521,979	1,747,942	551,530	2,299,473
Bega Valley (S)	34,348	5,259,640	1,991,204	7,250,844	(36,300)	(15,268)	(51,569)	2,627,236	999,025	3,626,261	2,596,103	976,911	3,573,014
Bellingen (S)	12,963	2,927,070	972,349	3,899,419	(19,783)	(7,430)	(27,212)	1,477,341	485,107	1,962,448	1,429,947	479,812	1,909,759
Berrigan (S)	8,707	3,488,747	1,437,807	4,926,554	(23,577)	(10,964)	(34,542)	1,752,053	726,327	2,478,380	1,713,117	700,516	2,413,632
Blacktown (C)	366,534	13,408,926	3,539,608	16,948,534	(96,225)	(26,724)	(122,949)	6,863,072	1,780,391	8,643,463	6,449,628	1,732,493	8,182,122
Bland (S)	5,985	4,789,741	3,023,016	7,812,757	(32,555)	(23,113)	(55,668)	2,379,119	1,511,412	3,890,531	2,378,067	1,488,491	3,866,558
Blayney (S)	7,342	1,877,962	874,361	2,752,323	(12,715)	(6,713)	(19,428)	950,736	445,162	1,395,898	914,512	422,486	1,336,997
Blue Mountains (C)	79,260	7,565,620	1,405,321	8,970,941	(52,942)	(10,860)	(63,802)	3,776,084	708,984	4,485,068	3,736,594	685,477	4,422,071
Bogan (S)	2,621	2,807,240	1,489,287	4,296,527	(18,637)	(11,389)	(30,026)	1,393,612	746,040	2,139,652	1,394,992	731,858	2,126,849
Bourke (S)	2,630	4,204,703	1,959,730	6,164,433	(27,639)	(14,992)	(42,631)	2,042,324	985,781	3,028,105	2,134,740	958,597	3,093,697
Brewarrina (S)	1,655	2,920,286	1,340,756	4,261,042	(18,573)	(10,253)	(28,825)	1,391,563	672,600	2,064,163	1,510,150	567,903	2,078,053
Broken Hill (C)	17,734	4,476,652	504,526	4,981,178	(29,891)	(3,881)	(33,771)	2,250,595	248,680	2,499,275	2,196,166	251,965	2,448,131
Burwood	39,886	847,957	275,556	1,123,513	(5,796)	(2,114)	(7,910)	443,789	142,742	586,531	398,372	130,700	529,072
Byron (S)	34,574	2,060,215	1,213,148	3,273,363	(13,996)	(9,122)	(23,118)	1,039,055	603,533	1,642,588	1,007,164	600,493	1,607,657
Cabonne	13,680	2,983,319	2,114,319	5,097,638	(20,229)	(16,165)	(36,394)	1,510,341	1,060,481	2,570,822	1,452,749	1,037,673	2,490,422
Camden	94,159	2,429,878	1,536,517	3,966,395	(17,437)	(10,929)	(28,366)	1,223,855	753,684	1,977,539	1,188,585	771,904	1,960,489
Campbelltown (C)	168,139	8,220,832	1,860,883	10,081,715	(58,994)	(13,823)	(72,818)	4,140,581	917,651	5,058,232	4,021,256	929,409	4,950,665
Canada Bay (C)	95,159	2,006,866	655,697	2,662,563	(13,887)	(5,043)	(18,930)	1,030,963	334,540	1,365,503	962,016	316,114	1,278,130
Canterbury-Bankstown	373,931	8,218,435	2,734,631	10,953,066	(58,977)	(20,983)	(79,960)	4,139,773	1,380,120	5,519,493	4,020,085	1,333,528	5,353,613
Carrahooh (S)	2,802	3,774,146	2,381,050	6,155,196	(25,075)	(18,201)	(43,276)	1,846,684	1,200,390	3,047,074	1,902,387	1,162,459	3,064,846
Central Coast	342,047	21,675,943	4,506,625	26,182,568	(151,683)	(34,634)	(186,317)	10,818,555	2,267,960	13,086,515	10,705,705	2,204,031	12,909,736
Central Darling (S)	1,837	4,152,482	1,637,469	5,789,951	(27,282)	(12,517)	(39,799)	2,016,294	821,124	2,837,418	2,108,906	803,828	2,912,734
Cessnock (C)	59,101	5,613,146	1,772,350	7,385,496	(39,240)	(13,312)	(52,552)	2,802,088	882,504	3,684,592	2,771,818	876,534	3,648,352
Clarence Valley	51,647	7,779,443	3,360,613	11,140,056	(54,305)	(25,631)	(79,937)	3,884,773	1,668,233	5,553,006	3,840,365	1,666,749	5,507,114
Cobar (S)	4,722	4,211,204	1,773,468	5,984,672	(28,497)	(13,559)	(42,057)	2,090,744	889,310	2,980,054	2,091,963	870,599	2,962,562
Coffs Harbour (C)	76,551	5,368,426	2,273,652	7,642,078	(37,546)	(17,269)	(54,815)	2,679,612	1,150,674	3,830,286	2,651,268	1,105,709	3,756,977
Coolamon (S)	4,368	2,511,380	1,261,549	3,772,929	(16,953)	(9,651)	(26,605)	1,271,326	634,480	1,905,806	1,223,101	617,418	1,840,518
Coonamble (S)	4,014	2,721,240	1,518,952	4,240,192	(17,997)	(11,618)	(29,615)	1,382,220	782,826	2,145,046	1,321,023	744,508	2,065,531
Cootamundra-Gundagai Regional	11,260	3,780,849	1,610,551	5,391,400	(25,599)	(12,314)	(37,913)	1,902,139	808,402	2,710,541	1,853,111	789,835	2,642,945
Cowra (S)	12,767	3,305,679	1,491,699	4,797,378	(22,367)	(11,438)	(33,805)	1,675,480	753,514	2,428,994	1,607,832	726,747	2,334,579
Cumberland	236,893	6,396,130	1,784,758	8,180,888	(45,900)	(12,989)	(58,889)	3,523,298	861,764	4,385,062	2,826,932	910,005	3,736,936
Dubbo Regional	53,240	8,181,369	3,447,799	11,629,168	(57,041)	(26,820)	(83,860)	4,079,353	1,768,746	5,848,099	4,044,975	1,652,233	5,697,208
Dungog (S)	9,346	1,751,210	945,640	2,696,850	(11,861)	(7,182)	(19,044)	885,406	471,184	1,356,590	853,943	467,274	1,321,216
Edward River	8,995	4,111,465	1,566,246	5,677,711	(27,830)	(12,035)	(39,864)	2,068,103	791,582	2,859,685	2,015,532	762,229	2,778,162
Eurobodalla (S)	38,288	5,460,389	1,701,050	7,161,439	(37,823)	(12,986)	(50,809)	2,716,017	853,795	3,569,812	2,706,549	834,269	3,540,819
Fairfield (C)	210,612	7,414,047	1,758,930	9,172,977	(53,205)	(13,539)	(66,744)	3,734,228	884,758	4,618,986	3,626,614	860,633	4,487,247
Federation	12,462	4,782,221	2,282,559	7,064,780	(32,408)	(17,449)	(49,857)	2,363,418	1,145,893	3,509,311	2,386,395	1,119,217	3,505,612
Forbes (S)	9,910	3,593,378	1,898,603	5,591,981	(24,257)	(15,276)	(39,533)	1,822,881	1,005,063	2,827,944	1,746,240	578,264	2,724,504
Georges River	158,411	3,340,826	1,171,361	4,512,187	(23,147)	(8,822)	(31,969)	1,731,865	587,674	2,319,539	1,585,814	574,865	2,160,679
Gilgandra (S)	4,226	2,627,015	1,382,591	4,009,606	(17,466)	(10,976)	(28,442)	1,324,849	720,939	2,045,788	1,284,700	650,676	1,935,376
Glen Innes Severn	8,908	2,892,010	1,426,229	4,318,239	(19,497)	(10,901)	(30,397)	1,463,658	717,982	2,181,640	1,408,856	697,346	2,106,202
Goulburn Mulwaree	30,852	3,483,270	1,755,080	5,238,350	(23,783)	(13,430)	(37,213)	1,752,275	879,368	2,631,643	1,707,212	862,282	2,569,494

Appendix B Financial Assistance Grants - Schedule of Payments 2019-20													
Councils	Population 30/6/2018	2019-20 Recommended General Purpose Entitlement	2019-20 Recommended Local Roads Entitlement	2019-20 Recommended Total Entitlement	2018-19 General Purpose CPI/Pop Adjustment	2018-19 Local Roads CPI/Pop Adjustment	2018-19 Total CPI/Pop Adjustment	2019-20 General Purpose Advance Payment	2019-20 Local Roads Advance Payment	2019-20 Total Advance Payment	2019-20 General Purpose Payments	2019-20 Local Roads Payments	2019-20 Total Payments
Greater Hume (S)	10,686	3,365,495	2,117,426	5,482,921	(22,775)	(16,170)	(38,946)	1,705,276	1,066,753	2,772,029	1,637,444	1,034,503	2,671,946
Griffith (C)	26,882	4,026,350	1,687,694	5,714,044	(27,225)	(12,878)	(40,103)	2,032,547	851,083	2,883,630	1,966,578	823,733	2,790,311
Gunnedah (S)	12,661	3,056,621	1,650,702	4,707,323	(20,681)	(12,585)	(33,266)	1,547,330	825,500	2,372,830	1,488,610	812,617	2,301,227
Gwydir (S)	5,349	2,837,140	1,918,827	4,755,967	(19,009)	(14,772)	(33,781)	1,447,523	973,671	2,421,194	1,370,608	930,384	2,300,992
Hawkesbury (C)	67,083	2,703,428	1,765,985	4,469,413	(19,394)	(13,590)	(32,984)	1,361,983	891,538	2,253,521	1,322,051	860,857	2,182,908
Hay (S)	2,979	2,280,561	831,311	3,111,872	(14,600)	(6,356)	(20,955)	1,137,225	418,042	1,555,267	1,128,737	406,913	1,535,650
Hills (S)	172,473	3,637,431	1,970,843	5,608,274	(24,754)	(14,928)	(39,682)	1,798,086	936,252	2,734,338	1,814,591	1,019,663	2,834,254
Hilltops	18,782	5,381,114	2,867,441	8,248,555	(36,886)	(22,128)	(59,013)	2,717,748	1,453,702	4,171,450	2,626,481	1,391,611	4,018,092
Hornsby (S)	150,752	3,179,340	1,414,364	4,593,704	(22,082)	(10,890)	(32,972)	1,557,864	659,195	2,217,059	1,599,394	744,279	2,343,673
Hunters Hill (M)	14,909	331,297	150,780	482,077	(2,264)	(1,161)	(3,426)	167,038	75,474	242,512	161,995	74,145	236,140
Inner West	198,024	4,176,249	1,389,253	5,565,502	(28,869)	(10,706)	(39,575)	2,043,251	707,015	2,750,266	2,104,129	671,532	2,775,661
Inverell (S)	16,844	4,062,707	2,116,346	6,179,053	(27,502)	(16,183)	(43,685)	2,054,548	1,061,896	3,116,444	1,980,657	1,038,267	3,018,924
Juneee (S)	6,631	2,003,825	957,233	2,961,058	(13,574)	(7,346)	(20,920)	1,014,509	487,766	1,502,275	975,742	462,121	1,437,863
Kempsey (S)	29,665	4,355,340	1,902,833	6,258,173	(29,675)	(14,496)	(44,171)	2,195,386	950,422	3,145,808	2,130,279	937,915	3,068,194
Kiama (M)	23,006	1,213,421	509,653	1,723,074	(8,257)	(4,040)	(12,297)	611,856	267,451	879,307	593,308	238,162	831,470
Ku-ring-gai	126,046	2,658,261	1,146,468	3,804,729	(18,480)	(8,832)	(27,312)	1,329,827	577,012	1,906,839	1,309,954	560,624	1,870,577
Kyogle	8,870	2,896,900	1,669,788	4,566,688	(19,424)	(12,797)	(32,221)	1,466,150	829,557	2,295,707	1,411,325	827,434	2,238,760
Lachlan (S)	6,151	5,965,676	3,478,114	9,443,790	(40,473)	(26,595)	(67,068)	2,957,195	1,744,617	4,701,812	2,968,008	1,706,902	4,674,910
Lake Macquarie (C)	204,914	13,690,940	2,851,728	16,542,668	(95,801)	(21,896)	(117,696)	6,833,230	1,439,892	8,273,122	6,761,910	1,389,940	8,151,850
Lane Cove (M)	39,486	839,515	293,321	1,132,836	(5,738)	(2,251)	(7,990)	430,022	150,010	580,032	403,754	141,060	544,814
Leeton (S)	11,438	3,419,640	1,071,754	4,491,394	(22,989)	(8,201)	(31,190)	1,732,143	536,842	2,268,985	1,664,508	526,711	2,191,219
Lismore (C)	43,843	4,436,886	2,006,928	6,443,814	(31,007)	(15,346)	(46,353)	2,216,107	1,000,582	3,216,689	2,189,772	991,000	3,180,772
Lithgow (C)	21,636	3,596,596	1,301,468	4,898,064	(24,487)	(9,956)	(34,442)	1,814,971	655,620	2,470,591	1,757,138	635,892	2,393,030
Liverpool (C)	223,304	6,511,545	2,350,399	8,861,944	(46,728)	(17,876)	(64,604)	3,279,671	1,190,902	4,470,573	3,185,146	1,141,621	4,326,766
Liverpool Plains (S)	7,893	2,490,174	1,417,142	3,907,316	(16,772)	(10,830)	(27,602)	1,264,322	713,437	1,977,759	1,209,079	692,875	1,901,954
Lockhart (S)	3,295	2,295,712	1,384,699	3,680,411	(15,513)	(10,578)	(26,091)	1,174,095	696,690	1,870,785	1,106,104	677,431	1,783,535
Lord Howe Island (Bd)	382	223,671		223,671	(1,544)		(1,544)	112,306		112,306	109,821		109,821
Maitland (C)	83,203	5,717,386	1,433,446	7,150,832	(40,002)	(10,905)	(50,907)	2,853,610	731,451	3,585,061	2,823,774	691,090	3,514,864
Mid-Coast	93,288	12,705,810	5,526,157	18,231,967	(88,590)	(42,388)	(130,977)	6,344,471	2,794,608	9,139,079	6,272,749	2,689,161	8,961,910
Mid-Western Regional	25,086	4,209,025	2,510,132	6,719,157	(28,530)	(19,066)	(47,596)	2,126,327	1,259,407	3,385,734	2,054,168	1,231,659	3,285,827
Moree Plains (S)	13,350	5,054,157	2,964,405	8,018,562	(34,493)	(22,676)	(57,170)	2,602,272	1,487,267	4,089,539	2,417,392	1,454,462	3,871,853
Mosman (M)	30,877	684,021	243,424	927,445	(4,675)	(1,872)	(6,548)	344,878	120,768	465,646	334,468	120,784	455,251
Murray River	12,118	5,504,940	3,068,785	8,573,725	(37,773)	(23,263)	(61,036)	2,775,344	1,532,628	4,307,972	2,691,823	1,512,894	4,204,718
Murrumbidgee (new)	3,961	2,944,030	1,680,292	4,624,322	(19,683)	(12,595)	(32,278)	1,481,708	827,193	2,308,901	1,442,639	840,504	2,283,143
Muswellbrook (S)	16,383	2,681,570	942,125	3,623,695	(18,219)	(7,221)	(25,439)	1,352,578	466,550	1,819,128	1,310,773	468,354	1,779,127
Nambucca (S)	19,773	2,852,768	1,258,135	4,110,903	(19,395)	(9,607)	(29,002)	1,439,919	633,292	2,073,211	1,393,453	615,236	2,008,690
Narrabri (S)	13,231	5,023,857	2,415,321	7,439,178	(34,454)	(18,432)	(52,886)	2,548,876	1,209,233	3,758,109	2,440,527	1,187,656	3,628,183
Narrandera (S)	5,931	3,325,526	1,629,434	4,954,960	(22,564)	(12,462)	(35,025)	1,687,885	819,741	2,507,626	1,615,278	797,231	2,412,509
Narromine (S)	6,567	3,039,368	1,486,392	4,525,760	(20,552)	(11,366)	(31,918)	1,546,795	745,380	2,292,175	1,472,021	729,646	2,201,667
Newcastle (C)	164,104	10,706,691	1,861,001	12,567,692	(74,918)	(14,325)	(89,243)	5,258,589	929,327	6,187,916	5,373,184	917,349	6,290,533
North Sydney	74,172	1,564,258	495,418	2,059,676	(10,813)	(3,806)	(14,619)	768,688	246,348	1,015,036	784,758	245,264	1,030,022
Northern Beaches	271,278	5,721,159	2,273,884	7,995,043	(39,857)	(17,722)	(57,579)	2,856,974	1,154,879	4,011,853	2,824,327	1,101,283	3,925,610
Oberon	5,408	1,844,326	983,339	2,827,665	(12,414)	(7,303)	(19,718)	937,670	472,797	1,410,467	894,242	503,239	1,397,480
Orange (C)	42,056	3,551,817	1,197,534	4,749,351	(24,384)	(9,006)	(33,390)	1,772,227	588,658	2,360,885	1,755,206	599,870	2,355,076
Parkes (S)	14,894	4,348,689	2,184,118	6,532,807	(29,486)	(16,713)	(46,199)	2,190,239	1,118,076	3,308,315	2,128,963	1,049,329	3,178,292
Parramatta (C) (new)	251,311	7,320,693	2,055,144	9,375,837	(52,535)	(16,023)	(68,557)	3,687,208	1,057,803	4,745,011	3,580,951	981,318	4,562,269
Penrith (C)	209,210	8,503,888	2,484,120	10,988,008	(61,026)	(19,020)	(80,046)	4,283,151	1,251,137	5,534,288	4,159,712	1,213,963	5,373,674

Appendix B Financial Assistance Grants - Schedule of Payments 2019-20													
Councils	Population 30/6/2018	2019-20	2019-20	2019-20	2018-19	2018-19	2018-19	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20
		Recommended General Purpose Entitlement	Recommended Local Roads Entitlement	Recommended Total Entitlement	General Purpose CPI/Pop Adjustment	Local Roads CPI/Pop Adjustment	Total CPI/Pop Adjustment	General Purpose Advance Payment	Local Roads Advance Payment	Total Advance Payment	General Purpose Payments	Local Roads Payments	Total Payments
Port Macquarie-Hastings	83,131	6,449,088	3,018,625	9,467,713	(45,107)	(22,823)	(67,930)	3,219,322	1,527,511	4,746,833	3,184,659	1,468,291	4,652,950
Port Stephens	72,695	5,509,349	1,274,355	6,783,704	(38,522)	(9,752)	(48,275)	2,749,936	642,669	3,392,605	2,720,891	621,934	3,342,824
Queanbeyan-Palerang Regional	59,959	3,706,001	2,531,328	6,237,329	(25,871)	(19,088)	(44,959)	1,850,907	1,270,033	3,120,940	1,829,223	1,242,207	3,071,430
Randwick (C)	154,265	3,253,389	1,003,405	4,256,794	(22,489)	(7,708)	(30,197)	1,658,909	509,797	2,168,706	1,571,991	485,900	2,057,890
Richmond Valley	23,399	3,600,758	1,633,678	5,234,436	(24,521)	(12,522)	(37,043)	1,817,435	820,912	2,638,347	1,758,802	800,244	2,559,045
Ryde (C)	127,446	2,687,786	964,529	3,652,315	(18,465)	(7,393)	(25,859)	1,378,388	491,456	1,869,844	1,290,933	465,680	1,756,613
Shellharbour (C)	72,240	4,355,314	952,504	5,307,818	(30,474)	(7,086)	(37,559)	2,173,783	470,677	2,644,460	2,151,057	474,741	2,625,798
Shoalhaven (C)	104,371	9,059,428	3,509,316	12,568,744	(63,386)	(26,762)	(90,147)	4,521,889	1,777,425	6,299,314	4,474,154	1,705,129	6,179,283
Silverton (VC)	50	34,657		34,657	(239)		(239)	18,102		18,102	16,315		16,315
Singleton	23,422	2,510,186	1,329,121	3,839,307	(17,096)	(10,195)	(27,292)	1,265,350	668,360	1,933,710	1,227,739	650,566	1,878,305
Snowy Monaro Regional	20,733	6,907,224	2,864,370	9,771,594	(47,777)	(21,795)	(69,571)	3,452,796	1,431,679	4,884,475	3,406,652	1,410,896	4,817,548
Snowy Valleys	14,532	4,453,487	1,429,975	5,883,462	(30,216)	(10,893)	(41,109)	2,222,575	712,645	2,935,220	2,200,696	706,437	2,907,133
Strathfield (M)	45,143	952,048	305,245	1,257,293	(6,449)	(2,319)	(8,768)	490,006	155,945	645,951	455,593	146,981	602,574
Sutherland (S)	229,213	4,834,013	2,084,278	6,918,291	(33,598)	(16,070)	(49,668)	2,400,798	1,049,690	3,450,488	2,399,617	1,018,518	3,418,135
Sydney (C)	240,229	5,066,336	1,417,819	6,484,155	(34,507)	(10,815)	(45,322)	2,712,287	746,011	3,458,298	2,319,542	660,993	2,980,535
Tamworth Regional	62,156	6,351,276	4,356,160	10,707,436	(44,382)	(33,143)	(77,525)	3,180,209	2,177,608	5,357,817	3,126,685	2,145,409	5,272,094
Temora (S)	6,274	2,374,965	1,352,112	3,727,077	(15,937)	(10,320)	(26,257)	1,211,371	727,063	1,938,434	1,147,657	614,729	1,762,386
Tenterfield (S)	6,638	3,275,266	1,707,011	4,982,277	(21,981)	(13,049)	(35,030)	1,665,071	854,589	2,519,660	1,588,214	839,373	2,427,587
Tibooburra (VC)	134	77,825		77,825	(537)		(537)	39,076		39,076	38,212		38,212
Tweed (S)	96,108	7,900,412	2,981,043	10,881,455	(55,224)	(22,672)	(77,896)	3,943,515	1,495,310	5,438,825	3,901,673	1,463,061	5,364,734
Upper Hunter (S)	14,220	3,173,364	2,010,175	5,183,539	(21,433)	(15,374)	(36,807)	1,606,539	1,009,153	2,615,692	1,545,392	985,648	2,531,040
Upper Lachlan (S)	7,961	2,927,203	1,967,013	4,894,216	(19,724)	(15,032)	(34,756)	1,487,473	987,139	2,474,612	1,420,006	964,842	2,384,848
Uralla (S)	6,062	1,678,468	973,076	2,651,544	(11,311)	(7,448)	(18,759)	852,954	476,095	1,329,049	814,204	489,533	1,303,736
Wagga Wagga (C)	64,820	7,150,326	3,360,046	10,510,372	(49,994)	(25,623)	(75,617)	3,570,280	1,685,979	5,256,259	3,530,053	1,648,444	5,178,497
Walcha	3,132	1,468,799	973,087	2,441,886	(9,550)	(7,394)	(16,945)	742,622	488,526	1,231,148	716,626	477,167	1,193,793
Walgett (S)	6,051	4,599,728	2,016,451	6,616,179	(31,005)	(15,439)	(46,444)	2,315,482	1,010,839	3,326,321	2,253,241	990,173	3,243,414
Warren (S)	2,745	1,911,821	1,070,616	2,982,437	(12,611)	(8,187)	(20,798)	985,020	537,248	1,522,268	914,190	525,181	1,439,371
Warrumbungle (S)	9,399	4,780,546	2,538,036	7,318,582	(32,640)	(19,409)	(52,048)	2,416,894	1,273,482	3,690,376	2,331,012	1,245,145	3,576,157
Waverley	74,114	1,563,035	451,394	2,014,429	(10,827)	(3,471)	(14,298)	772,440	224,815	997,255	779,768	223,108	1,002,876
Weddin (S)	3,636	1,796,288	1,038,745	2,835,033	(11,934)	(7,938)	(19,872)	921,517	521,772	1,443,289	862,837	509,035	1,371,872
Wentworth (S)	7,042	4,303,337	2,090,032	6,393,369	(29,610)	(15,971)	(45,581)	2,161,824	1,050,606	3,212,430	2,111,904	1,023,455	3,135,359
Willoughby (C)	80,339	1,694,318	607,230	2,301,548	(11,774)	(4,692)	(16,466)	861,285	308,705	1,169,990	821,259	293,833	1,115,092
Wingecarribee (S)	50,493	3,255,506	1,950,855	5,206,361	(22,682)	(14,794)	(37,476)	1,625,706	979,911	2,605,617	1,607,118	956,150	2,563,267
Wollondilly (S)	52,230	2,437,124	1,415,390	3,852,514	(17,052)	(10,906)	(27,958)	1,216,510	719,369	1,935,879	1,203,562	685,115	1,888,676
Wollongong (C)	216,071	16,434,444	2,506,622	18,941,066	(115,002)	(19,254)	(134,256)	8,202,491	1,263,613	9,466,104	8,116,951	1,223,755	9,340,706
Woolahra (M)	58,964	1,243,528	443,433	1,686,961	(8,712)	(3,433)	(12,146)	612,546	221,271	833,817	622,269	218,729	840,998
Yass Valley	16,953	1,754,665	1,405,685	3,160,350	(11,873)	(10,711)	(22,584)	887,554	705,625	1,593,179	855,237	689,349	1,544,587
	7,987,727	561,526,802	226,201,773	787,728,575	(3,876,847)	(1,727,405)	(5,604,252)	282,220,097	113,692,045	395,912,142	275,429,858	110,782,323	386,212,181

APPENDIX C

LOCAL GOVERNMENT GRANTS COMMISSION GUIDELINES FOR SPECIAL SUBMISSIONS IN RELATION TO THE 2020-21 GRANTS

1. GENERAL

All submissions **must** be consistent with the principles which have been adopted by the Commission. The principles are attached in **Table 1**.

Information in the submissions must relate to the year ended 30 June 2019, in order to be compatible with the Grants Commission's **Return of General Information** for that year (for the 2020-21 grant calculations).

Only operational costs should be included; capital costs are to be excluded.

Submissions should be based only on *inherent* disabilities and problems, which are outside a council's control. **Additional costs that result from deliberate policy decisions made by councils to provide a higher than average standard of service are not considered disabilities.**

Information provided on disabilities should be brief and the costing estimates of the disabilities should be as accurate as is practicable.

If you have further question, then please contact:

Helen Pearce on (02) 4428 4131 or by email at helen.pearce@olg.nsw.gov.au

Submissions should be e-mailed to the Commission at olg@olg.nsw.gov.au as soon as possible, but no later than **30 November 2019**.

APPENDIX C

LOCAL GOVERNMENT GRANTS COMMISSION GUIDELINES FOR SPECIAL SUBMISSIONS IN RELATION TO THE 2020-21 GRANTS

2. EXPENDITURE DISABILITIES

(a) Content

The details of the Commission's expenditure calculations for Council's area are enclosed (See **Appendix A**). This information should be used in assessing whether to make a submission on expenditure disabilities; that is, in assessing whether the particular disabilities of Council's area are **already recognised** in the formula. If council believes that disabilities **other than those currently identified by the formula** have an impact on the cost of providing services, then this should be substantiated in the submission.

Similarly, if council believes that the impact of any disability already identified by the Commission is greater than indicated, then the case should be argued in the submission. Please refer to Table 2 for the basic format for a special submission. Details of the expenditure items considered, the council functions and disability measures can be found in **Appendix D**.

APPENDIX C

LOCAL GOVERNMENT GRANTS COMMISSION GUIDELINES FOR SPECIAL SUBMISSIONS IN RELATION TO THE 2020-21 GRANTS

(b) Required Format

Table 2 shows the **REQUIRED FORMAT** for submissions on expenditure disabilities. Submissions should be **brief** and include:

- (1) the function affected (using the Commission's functional heading);
- (2) a **brief** description of the disability;
- (3) a **brief** account of the action taken to deal with that disability;
- (4) the **estimated additional cost** impact of that action.

Where a disability factor affects costs across a number of council functions, separate details should be used showing the cost impact in each function area.

(c) Outcome

Where the Commission recognises an additional disability raised in a submission beyond the measures recognised, an adjustment will be made as an "other" category.

Where an additional disability is recognised which has an impact on a number of councils, the methodology will be adjusted and *all councils* will be affected according to the extent of the relevant disability.

3. REVENUE DISABILITIES

While the approved principles generally bind the Commission's operation in this area, councils may wish to comment on the current methodology if it is considered that these unfairly disadvantage them.

It should be noted that non-rateable properties are taken into consideration in the Commission's calculation automatically. The loss of revenue from non-rateable properties does not need to be specified in the submission.

APPENDIX C

LOCAL GOVERNMENT GRANTS COMMISSION GUIDELINES FOR SPECIAL SUBMISSIONS IN RELATION TO THE 2020-21 GRANTS

TABLE 1

APPROVED PRINCIPLES

1. general purpose grants to local governing bodies will be allocated as far as practicable on a full equalisation basis as defined in the *Local Government (Financial Assistance) Act 1995*; that is a basis which attempts to compensate local governing bodies for differences in expenditure required in the performance of their functions and in their capacity to raise revenue.
2. the assessment of revenue and expenditure allowances of local governing bodies will, as far as is practicable, be independent of the policy or practices of those bodies in raising revenue and the provision of services.
3. revenue raising capacity will primarily be determined on the basis of property values; positive and negative allowances relative to average standards may be calculated.
4. revenue allowances may be discounted to achieve equilibrium with expenditure allowances.
5. generally for each expenditure function an allowance will be determined using operational cost; both positive and negative allowances relative to average standards may be calculated.
6. expenditure allowances will be discounted to take account of specific purpose grants.
7. additional costs associated with non-resident use of services and facilities will be recognised in determining expenditure allowances.

APPENDIX C

**LOCAL GOVERNMENT GRANTS COMMISSION
GUIDELINES FOR SPECIAL SUBMISSIONS IN RELATION TO THE 2020-21 GRANTS**

TABLE 2

**REQUIRED FORMAT FOR SUBMISSIONS ON
EXPENDITURE DISABILITIES**

Function:

Disability:

Description and Response:

Cost Impact:

APPENDIX D

**LOCAL GOVERNMENT GRANTS COMMISSION
2019-20 FINANCIAL ASSISTANCE GRANTS**

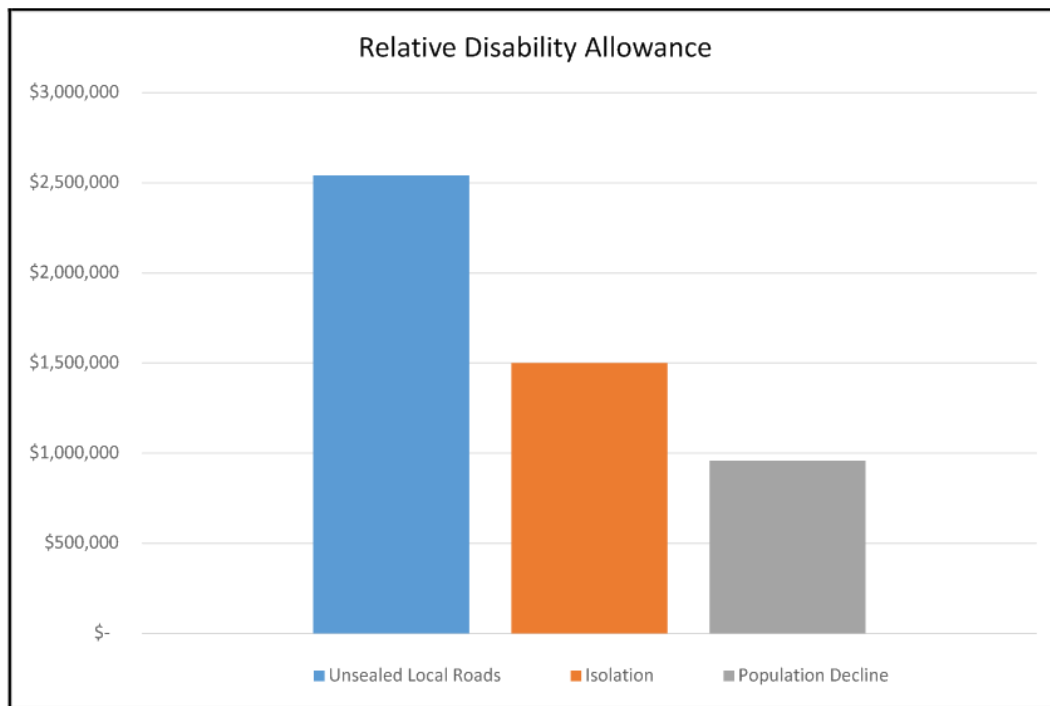
Expenditure Categories with Expenditure Items Listed Below (Expenditure Items Source – Financial Data Return – Special Schedule 1)					
Recreation & cultural	Administration & governance	Community amenity	Community services & education	Roads, bridges & footpaths	Public order, safety, health & other
Museums	Administration	Public Cemeteries	Admin & Education	Aerodromes	Animal Containment
Art Galleries	Governance	Public Toilets	Children’s Services	Urban Roads Local	Fire Service Levy
Communities Centres & Halls		Town Planning	Aged and Disabled	Sealed Rural Roads Local	Noxious Plants & Insects
Performing Arts Venues		Street Lighting	Social Protection	Unsealed Rural Roads Local	Environment Protection
Other Sport & Recreation				Bridges on Urban Roads Local	Stormwater Management
Other Performing Arts				Bridges on Sealed Rural Roads Local	Urban Storm Drainage
Public Libraries				Bridges on Unsealed Rural Roads Local	Other
Swimming Pools				Footpaths	Health
Sporting Grounds				Parking Areas	Enforcement of Regulations
Parks and Gardens					Beach Control
					Building Control
					Street Cleaning

APPENDIX D

**LOCAL GOVERNMENT GRANTS COMMISSION
2019-20 FINANCIAL ASSISTANCE GRANTS**

Expenditure Disability Factors		
Disability Factor	Description	Data Source
Population Size	Number of people residing in local government area. The more people in community, the cheaper it is to provide resources per person. This suggests compensation for councils with smaller populations	ABS 3218.0 Regional Population Growth Australia, Estimated Resident Population (released 27 March 2019).
ATSI	Proportion of residents identified as Aboriginal and Torres Strait Islander.	ABS 2075.0 Census of Population and Housing - Counts of Aboriginal and Torres Strait Islander Australians, 2016 (released 05.12.18).
Road Length	Kilometres of road within a local government area.	Data provided by OLG, based on data supplied by each local council FYE 2018
Environment	Hectares of environmental land (hectares of conservation and natural environment, water and inland water bodies).	ABS - LAND AND ENVIRONMENT, Local Government Area, 2011-2017 (released 8 November 2018).
Rainfall, topography and drainage index	An index that measures variation in the cost of construction and maintenance of stormwater drainage based on a number of considerations.	Data provided by OLG, Independent Consultants, 1987, Stormwater Drainage Return.

APPENDIX D
LOCAL GOVERNMENT GRANTS COMMISSION
2019-20 FINANCIAL ASSISTANCE GRANTS



Five million dollars of the CPI increase was apportioned to councils with greatest relative disadvantage on the basis of unsealed local roads, isolation and population decline.

APPENDIX D
LOCAL GOVERNMENT GRANTS COMMISSION
2019-20 FINANCIAL ASSISTANCE GRANTS



Red indicates population decline in NSW from 2006-2016.