



2 June 2020

Dear Councillor,

Your attendance is requested at an Extra Ordinary Council Meeting of the Blayney Shire Council to be held in the Chambers, Blayney Shire Community Centre on Tuesday, 9 June 2020 at 6.00pm for consideration of the following business -

- (1) Acknowledgement of Country
- (2) Recording of Meeting Statement
- (3) Apologies for non-attendance
- (4) Disclosures of Interest
- (5) Public Forum
- (6) Mayoral Minute
- (7) Confirmation of Minutes - Ordinary Council Meeting held on 18.05.20
- (8) Matters arising from Minutes
- (9) Reports of Staff
 - (a) Executive Services
 - (b) Corporate Services
 - (c) Infrastructure Services

Yours faithfully

Rebecca Ryan
General Manager

Meeting Calendar 2020

June

<u>Time</u>	<u>Date</u>	<u>Meeting</u>	<u>Location</u>
9.00am	3 June 2020	Audit Risk and Improvement Committee Meeting	Community Centre
9.00am	4 June 2020	Central NSW Joint Organisation Board Meeting	Online
6.00pm	9 June 2020	Extra Ordinary Council Meeting	Community Centre
10.00am	12 June 2020	Traffic Committee Meeting	Online
10.30am	17 June 2020	Central Tablelands Water Meeting	Canowindra
2.30pm	19 June 2020	Upper Macquarie County Council Meeting	Kelso
6.00pm	22 June 2020	Council Meeting	Online

July

<u>Time</u>	<u>Date</u>	<u>Meeting</u>	<u>Location</u>
10.00am	3 July 2020	Special Central NSW Joint Organisation Board Meeting	Online
6.00pm	20 July 2020	Council Meeting	Online
5.00pm	21 July 2020	Financial Assistance Committee Meeting	Online
2.30pm	31 July 2020	Upper Macquarie County Council Meeting	Kelso

August

<u>Time</u>	<u>Date</u>	<u>Meeting</u>	<u>Location</u>
9.00am	7 August 2020	Country Mayors Meeting	Sydney - TBC
10.00am	7 August 2020	Traffic Committee Meeting	Community Centre
10.30am	12 August 2020	Central Tablelands Water Meeting	Blayney
9.00am	14 August 2020	Mining and Energy Related Councils Meeting	Orange - TBC
6.00pm	17 August 2020	Council Meeting	Community Centre
10.00am	27 August 2020	Central NSW Joint Organisation Board Meeting	Canberra - TBC

LIVE STREAMING OF COUNCIL MEETINGS

In accordance with the Blayney Shire Council Code of Meeting Practice, this meeting will be recorded for the purpose of the live streaming function via our YouTube channel. The audio and visual live stream and recording, will allow members of the public to view proceedings via the Internet without the need to attend Council meetings. The objective of this service is to eliminate geographic and other access barriers for the community wishing to learn more about Council's decision making processes.

By speaking at the Council Meeting you agree to be livestreamed and recorded. Please ensure that if and when you speak at this Council Meeting that you ensure you are respectful to others and use appropriate language at all times.

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Live streaming is primarily set up to capture the proceedings of the Council meeting and members of the public attending a Council meeting need to be aware they may be recorded as part of the proceedings.

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HELD ON TUESDAY 9 JUNE 2020

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01) MINUTES OF THE PREVIOUS COUNCIL MEETING HELD 18 MAY 2020**Department:** Executive Services**Author:** General Manager**CSP Link:** 2. Local Governance and Finance**File No:** GO.ME.3**Recommendation:**

That the Minutes of the Ordinary Council Meeting held on 18 May 2020, being minute numbers 2005/001 to 2005/018 be confirmed.

**MINUTES OF THE BLAYNEY SHIRE COUNCIL ORDINARY MEETING
HELD VIA THE VIDEO CONFERENCING PLATFORM ZOOM, ON 18 MAY
2020, COMMENCING AT 6.03PM**

Present: Crs S Ferguson (Mayor), S Denton, A Ewin (Deputy Mayor), D Kingham, J Newstead, B Reynolds and D Somerville

General Manager (Mrs R Ryan), Director Corporate Services (Mr A Franze), Director Infrastructure Services (Mr G Baker), Director Planning & Environmental Services (Mr M Dicker), Daniel Drum (Manager Planning) and Executive Assistant to the General Manager (Mrs L Ferson)

ACKNOWLEDGEMENT OF COUNTRY**RECORDING OF MEETING STATEMENT****DISCLOSURES OF INTEREST**

The General Manager reported the following Disclosure of Interest forms had been submitted:

Councillor/ Staff	Interest	Item	Pg	Report	Reason
Cr Somerville	Pecuniary	13	44	DA2020/17 – Two (2) Lot Subdivision – 35 Ogilvy Street, Blayney	The property the subject of DA2020/17 is owned by Cr Somerville's daughter
Mark Dicker	Pecuniary	15	101	DA2020/23 – Two (2) Lot Subdivision & Erection of a Dwelling (Dual Occupancy) – 7 Osman Street Blayney	Owner of 7 Osman Street, Blayney
Cr Ferguson	Pecuniary	3	13	Drought Communities Program – Extension	Potentially quoting on one of the projects in the drought communities projects

MAYORAL MINUTE

The Mayor advised that the Western NSW Local Health District would be conducting a drive-through mobile COVID-19 testing service in Blayney on Thursday 21 May 2020 from 9.30am to 2.30pm operating out of the Blayney Shire Community Centre carpark located at 41 Church Street, Blayney.

CONFIRMATION OF MINUTES**MINUTES OF THE PREVIOUS COUNCIL MEETING HELD 20 APRIL 2020****2005/001****RESOLVED:**

That the Minutes of the Ordinary Council Meeting held on 20 April 2020, being minute numbers 2004/001 to 2004/018 be confirmed.

(Reynolds/Newstead)

CARRIED**MATTERS ARISING FROM THE MINUTES**

Nil

EXECUTIVE SERVICES REPORTS**COUNCIL MEETING DATE AMENDMENT****2005/002****RESOLVED:**

That Council change the August Council meeting from 10 August 2020 to 17 August 2020 and the September Council meeting from 28 September 2020 to 21 September 2020.

(Ewin/Somervaille)

CARRIED

The Mayor, Cr Ferguson, having declared an interest departed the Chair and left the meeting. The Deputy Mayor, Cr Ewin, assumed the Chair.

DROUGHT COMMUNITIES PROGRAM - EXTENSION**2005/003****RESOLVED:**

That Council endorse the General Manager signing and execution of the Drought Communities Program - Extension Funding Agreement with the Australian Government for \$1million.

(Kingham/Reynolds)

CARRIED

The Mayor, Cr Ferguson, returned to the meeting and resumed the Chair.

- 2005/004** **SALE OF LAND FRAPE STREET BLAYNEY**
RESOLVED:
That Council approves the engagement of current Blayney Real Estate Agents and delegate to the General Manager the authority to implement a Sales Strategy and accept offers for sale of the 2 Residential Blocks; 11B and 11A Frape Street (Lots 1 and 2 DP 1263957) Blayney.
- (Reynolds/Newstead)
CARRIED

CORPORATE SERVICES REPORTS

- 2005/005** **REPORT OF COUNCIL INVESTMENTS AS AT 30 APRIL 2020**
RESOLVED:
1. That the report indicating Council's investment position as at 30 April 2020 be received.
2. That the certification of the Responsible Accounting Officer be received and the report be adopted.
- (Kingham/Somervaille)
CARRIED

- 2005/006** **QUARTERLY BUDGET REVIEW STATEMENT - MARCH 2020**
RESOLVED:
1. That the Quarterly Budget Review Statement for the quarter ending 31 March 2020 be received.
2. That the supplementary votes of (\$573k) proposed in the Quarterly Budget Review Statement be adopted resulting in an increase to operating expenditure of \$75k, a decrease in operating income of \$238k, and a decrease to capital expenditure of \$339k, with an increase of capital income of \$79k
- (Denton/Ewin)
CARRIED

- 2005/007** **2020/21 OPERATIONAL PLAN AND 2020/21 – 2023/24 DELIVERY PROGRAM**
RESOLVED:
1. That Council endorses the draft 2020/21 - 2023/24 Delivery Program and 2020/21 Operational Plan; and
2. That the draft 2020/21 - 2023/24 Delivery Program and 2020/21 Operational Plan be placed on public exhibition for a period of 28 days.
- (Reynolds/Newstead)
CARRIED

ADOPTION OF ENTERPRISE RISK MANAGEMENT POLICY AND PLAN

2005/008

RESOLVED:

That the Enterprise Risk Management Policy and Plan be adopted and included in Council's policy register.

(Newstead/Somervaille)

CARRIED

BLAYNEY RESIDENTIAL DEVELOPMENT PROJECT - LAND SALE

2005/009

RESOLVED:

1. That Council endorse the action of the General Manager to accept the offer for sale of Lot 1 at Streatfeild Close (Lot 1 DP 250822) at the listed price of \$155,000.
2. That Council endorse the action of the General Manager to accept the offer for sale of Lot 4 at Streatfeild Close (Lot 1 DP 250822) at the listed price of \$134,000.
3. That Council endorse execution of relevant contracts and associated documentation by the Mayor and General Manager under Council seal.

(Reynolds/Ewin)

CARRIED

INFRASTRUCTURE SERVICES REPORTS**DIRECTOR INFRASTRUCTURE SERVICES MONTHLY REPORT**

2005/010

RESOLVED:

That the Director Infrastructure Services Monthly Report for May 2020 be received and noted.

(Ewin/Reynolds)

CARRIED

LEABEATER STREET BRIDGE SCOPE CONFIRMATION

2005/011

RESULTS:

That Council approve an allocation of \$420,000 for the replacement of Leabeater Street bridge, contingent on receiving 50% grant funding.

(Kingham/Reynolds)

CARRIED

Cr Newstead recorded his name against this resolution.

PLANNING AND ENVIRONMENTAL SERVICES REPORTS**WAIVER OF 2019/20 FOOD SHOP INSPECTION FEES AND CHARGES****2005/012****RESOLVED:**

That Council waive fees and charges associated with routine food inspections for the period 1 March 2020 – 30 June 2020, in recognition of the impact from the COVID-19 pandemic on the food services industry.

(Ewin/Reynolds)

CARRIED

Cr Somerville, having declared an interest left the meeting.

DA2020/17 - TWO (2) LOT SUBDIVISION - 35 OGILVY STREET BLAYNEY**2005/013****RESOLVED:**

That Council consent to Development Application DA17/2020 for a two lot Torrens Title subdivision at Lot 1 DP815810 – being 35 Ogilvy Street, Blayney.

(Ewin/Reynolds)

The **DIVISION** was taken and the names of the Councillors voting FOR and AGAINST were as follows:

FOR**AGAINST**

Councillor Ewin
 Councillor Ferguson
 Councillor Kingham
 Councillor Reynolds
 Councillor Newstead
 Councillor Denton

Total (6)**Total (0)****CARRIED**

Cr Somerville returned to the meeting.

**DA2020/4 - ERECTION OF A SHED - 6 PATRICK CLOSE
BLAYNEY**

2005/014

RESOLVED:

That Council consent to Development Application DA4/2020 for the construction of a shed at Lot 3 DP826736 – being 6 Patrick Close, Blayney.

(Denton/Newstead)

The **DIVISION** was taken and the names of the Councillors voting FOR and AGAINST were as follows:

FOR	AGAINST	
Councillor Ewin		
Councillor Ferguson		
Councillor Kingham		
Councillor Somerville		
Councillor Reynolds		
Councillor Newstead		
Councillor Denton		
Total (7)	Total (0)	CARRIED

Director Planning and Environmental Services, Mark Dicker, having declared an interest left the meeting.

**DA2020/23 - TWO (2) LOT SUBDIVISION & ERECTION OF A
DWELLING (DUAL OCCUPANCY) - 7 OSMAN STREET
BLAYNEY**

2005/015

RESOLVED:

That Council consent to Development Application DA23/2020 for Dual occupancy and two lot Torrens Title subdivision at Lot 1 DP538785 – being 7 Osman Street, Blayney.

(Newstead/Denton)

The **DIVISION** was taken and the names of the Councillors voting FOR and AGAINST were as follows:

FOR	AGAINST	
Councillor Ewin		
Councillor Ferguson		
Councillor Kingham		
Councillor Somerville		
Councillor Reynolds		
Councillor Newstead		
Councillor Denton		
Total (7)	Total (0)	CARRIED

Director Planning and Environmental Services, Mark Dicker, returned to the meeting.

CLOSED MEETING

2005/016 RESOLVED:

That the meeting now be closed to the public in accordance with Section 10A of the Local Government Act, 1993 for consideration of the following matter:

GENERAL MANAGER'S ANNUAL PERFORMANCE REVIEW

This matter is considered to be confidential under Section 10A(2) (a) of the Local Government Act, as it deals with personnel matters concerning particular individuals.

(Reynolds/Denton)

CARRIED

CONFIDENTIAL MEETING REPORTS

2005/017

GENERAL MANAGER'S ANNUAL PERFORMANCE REVIEW

RESOLVED:

1. That the report of the General Manager's Review Panel be received and adopted by Council.
2. That Council endorse the variation to the General Manager's contract to allow attendance to the Australian and New Zealand Chief Officers Group Network.
3. That the General Manager be congratulated for another very successful year.

(Somerville/Kingham)

CARRIED

2005/018 RESOLVED:

That as consideration of the matters referred to in the closed meeting has been concluded, the meeting now be opened to the public.

(Reynolds/Newstead)

CARRIED

AT THE RE-OPENING OF THE MEETING TO THE PUBLIC, THE MAYOR ANNOUNCED THE OUTCOME OF RESOLUTION NUMBER 2005/017

There being no further business, the meeting concluded at 7.22pm.

The Minute Numbers 2005/001 to 2005/018 were confirmed on 22 June 2020 and are a full and accurate record of proceedings of the Ordinary Meeting held on 18 May 2020.

Cr S Ferguson
MAYOR

Mrs R Ryan
GENERAL MANAGER

02) ORANGE360 FUNDING AGREEMENT 2020 - 2024**Department:** Executive Services**Author:** Manager Tourism and Communications**CSP Link:** 3. The Local and Visitor Economy**File No:** RC.PG.2**Recommendation:**

That Council:

1. Approve the execution of the 4 year Funding Agreement between Council and TDO Limited trading as Orange360 for \$60,000 pa (CPI indexed annually).
2. Endorse Cr Somerville as the nominated Council representative and delegate on the Orange360 Board for the remaining term of Council (September 2021).

Reason for Report:

TDO Limited trading as Orange360 is nearing the end of the current funding term with Blayney Shire Council and is seeking a new funding agreement for the next 4 years.

Report:

The new agreement with Orange360 will be \$60k each year (CPI indexed annually) over the next four years from Blayney Shire Council to align with LGA election cycles and planning. Orange360 primary Key Performance Indicator is to drive the value of our visitor economy by increasing visitor numbers and the level of activity they enjoy during their stay.

The key enhanced and new activities for regional tourism investment include:

- Destination marketing
- Public relations
- Member training and development
- In-region event support for local community organisations

During the initial agreement period the Orange360 region has benefited from annual visitation growth of over 33% and close to a 60% increase in visitor spend to represent \$300.4m value to the visitor economy.

The return on investment to Blayney Shire could not be achieved if Council resolved to allocate this funding to undertake its own destination marketing.

Strong visitor economy growth has been achieved through the collaboration of the 3 Local Government Areas (LGAs) and well executed destination marketing services over the past 3 years coordinated by Orange360. In 2019 Orange360 won silver at the Australian Tourism Awards for the 'Extend the Weekend' campaign which lead to 50,000 website views (+226% YoY) and 21,000 leads to industry (+147% YoY).

Membership of Blayney businesses with Orange360 has been gradual with a slow uptake, however increased in the last 12 months with greater communication and engagement between Orange360, Blayney Shire Council and the businesses.

Currently 40 tourism operators in Blayney Shire are members of Orange360, which includes one Village Committee. Membership fees range from free to \$1,500. The most popular membership for Blayney Shire businesses is \$150 which provides a listing and link on the Orange360 website.

The Mining Accommodation Coordination program was supported by Orange360 as an important initiative and is a testament to the member Councils work in collaboration to ensure the sustainability of the tourism accommodation market, and share market growth opportunities in the Shire.

Orange360 is actively involved and supporting businesses with the COVID-19 recovery, working in partnership with Destination NSW Country and Outback, Central NSW Tourism, businesses, attractions and member Council's Tourism Manager network.

Orange360 revenue is generated by the member Council contributions, grants, partnerships and tourism operator memberships. The organisation is governed by a Board of 9 Directors, and Blayney Shire Council holds 1 voting delegate position, which is Councillor Somerville.

Risk/Policy/Legislation Considerations:

In accordance with the Local Government Act, s356 Council may, in accordance with a resolution of the Council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.

Tourism businesses who choose not to register as members of Orange360 limit their access to regional marketing campaigns. The lack of buy in and participation in Orange360 by Blayney Shire operators is a risk for their own business success and devalues the input from Council. This will continue to be a focus for the Manager Tourism and Communications in Blayney's own Destination Marketing Plan.

If funding is not increased, the impact to Orange 360 includes:

1. Other regional destinations have greater ability to grow their market share of visitors.
2. Failure to capitalise on the work and achievement to date.
3. Our operators under-deliver against visitor expectations.
4. Festival volunteer fatigue and inability to deliver regional flagship festivals set against a national stage.
5. Diminished reputation.
6. Lost opportunity for further growth.
7. Our visitor economy contracts.

Budget Implications:

\$60k has been included in the draft Operation Plan for 2020/21.
Should Council determine otherwise the \$60k would be returned to General Fund.

Enclosures (following report)

1	O360 Request for Council Funding	2 Pages
2	O360 Strategic Plan	7 Pages
3	O360 Profit and Loss	2 Pages
4	Blayney Assumptions Budget 2021 to 2024	11 Pages

Attachments (separate document)

Nil

Orange360

Request for Blayney Shire Council Funding

TDO Limited trading as Orange360 is nearing the end of the current funding term with Blayney Shire Council. During this period the Orange360 region has benefited from annual visitation growth of over 33% and close to a 60% increase in visitor spend to represent \$300.4m.

Such strong visitor economy growth has been achieved through the collaboration of the 3 x Local Government Areas (LGAs) and well executed destination marketing services over the past three years coordinated by Orange360.

Orange360 is unique in that it brings together the 3 x regional LGAs of Orange, Blayney and Cabonne. Significant achievements of this partnership from the current funding cycle include, but are not limited to:

- Stellar visitation growth.
- Increased tourism and infrastructure investment.
- An award winning destination marketing campaign.
- More regional festivals - increase from 3 to 5. Our calendar now includes Winter Fire Festival and Rainbow City Festival.
- Highly successful regional showcases in Sydney and Canberra.

The TDO Ltd Board has developed the *Orange360 2020 – 2024 Strategic Plan* which will position the Orange360 region as a leading Australian destination. Orange360 identifies its core purpose to provide unified destination marketing across the Orange City, Blayney Shire and Cabonne Council areas that enables industry, and inspires people to visit the Orange360 region, to return and become strong advocates for our destination.

To achieve this we are seeking \$60,000 each year (CPI indexed annually) over the next four years from Blayney Shire Council to align with LGA election cycles and planning. Our primary Key Performance Indicator is to drive the value of our visitor economy by increasing visitor numbers and the level of activity they enjoy during their stay. This is an increase of 20%.

The Board also seeks contributing investment from other sources to enable a wider scope of work and we will continue to grow our membership and encourage further investment from industry in our destination marketing campaigns.

Key enhanced and new activities for investment:**Destination Marketing**

- Dedicated investment in 4 x seasonal destination marketing campaigns (Tourism Packages) that will continue to grow our visitor economy and investment in our region.
- Campaigns will be developed in collaboration with the Tourism Managers and based on well-founded consumer research and visitor profiles.
- Commitment to developing and marketing both bookable tourism packages and conferencing.
- Investment is critical to inspiring visitation and positioning Orange360 as an aspirational destination.

Public Relations

- Orange360 now has the internal capacity to deliver the PR services for the region on behalf of our members and major stakeholders.
- Orange360 has access to an extensive range of media and influencers who will showcase our people, our places and product.
- Significant media coverage has been achieved by inviting and hosting journalists and now social media influencers as part of a media familiarisation program.
- Investment is critical to building credibility in our destination's offer and experiences.

Member Training and Development

- Orange360 will facilitate member training and development so we can continue to enhance our visitor appeal and enable our businesses to grow and evolve.
- We will establish strong working relationships with TAFE NSW and other RTOs to deliver quality training and accreditation for Orange360 members and their staff.
- Investment is critical in ensuring our visitors have the best experience so that they return and become strong advocates for our region.

In-region Event Support

- Collectively our major festivals contribute in excess of \$20m to our visitor economy and form a major component of our destination marketing.
- Our budget includes additional dedicated event personnel to increase Orange360's capability to support and ensure our regional flagship events and festivals remain destination relevant and drive visitation.
- This investment and expertise is critical with most festivals currently delivered by well-meaning and dedicated volunteers.

Key risks for not increasing funding.

1. Other regional destinations have greater ability to grow their market share of visitors.
2. Failure to capitalise on the work and achievement to date.
3. Our operators under-deliver against visitor expectations.
4. Festival volunteer fatigue and inability to deliver regional flagship festivals set against a national stage.
5. Diminished reputation.
6. Lost opportunity for further growth.
7. Our visitor economy contracts.





Strategic Statements

Vision

For the Orange Region to be a leading Australian destination.

Purpose

Provide unified destination marketing across the Orange City, Blayney Shire and Cabonne Council areas that enables industry, and inspires people to visit the Orange Region, to return and become strong advocates for our destination.

Our Core Business

The motivation for Orange360's Vision and Purpose is for industry and Local Government to work together to bring significant gains to all. Our marketing will position the Orange360 brand in the minds of the people living, working, visiting and investing in the region.

Whether you are a retailer on the main street of Conowindra (increased exposure), a winemaker in the Foothills of Mt Canobolas (regional reputation), a hospitality worker (access to world class training and employment opportunities), a medical registrar (world class facilities and regional catchment) or a visiting miner to Cadia Valley Operations (working on the best mine site in the Southern Hemisphere), each benefit from the opportunities of a confident and vibrant visitor economy.

Our core focus is to work with and support regional businesses and entities to develop our destination essence and promote their product to target markets that build appeal and position our region as a destination of choice.

We identify and strengthen our destination's assets to incorporate them in our positioning so we stand out from our competitors and run the narrative consistently through all marketing.

We support and enable our industry to reflect the destination's values.

We continue to engage with the growing 1.8 million annual visitors to our region to ensure we strategically grow, now and into the future.

Orange360's success and the future of our towns and villages is driven by a dedicated approach to:

- Regional collaboration
- Industry engagement
- Strategic growth

Our success secures the next generation of skilled workers so critical to our regional businesses, attracts investors and businesses, creates popularity among visitors and ultimately, increase the number of local residents.

Our Strategic Priorities

1. Enhance our visitor experience

- 1.1 Develop robust visitor profile data.
- 1.2 Ensure Orange360 website content is current and accurate
- 1.3 Develop tailored tourism packages that increase appeal to target market segments including adventure, sport and agritourism.
- 1.4 Seek training and development opportunities for our members
- 1.5 Advocate on behalf of the region for infrastructure development.

2. Build collaborative relationships

- 2.1 Collaborate with Councils for the provision of regional marketing strategy and services.
- 2.2 Build a strong and engaged network of Orange360 members.
- 2.3 Establish a professional peer-to-peer network.
- 2.4 Develop the Orange360 Volunteer program.
- 2.5 Form strong and supportive strategic alliances with all levels of Government and leading regional organisations.

3. Integrate premium marketing across all touchpoints to drive demand

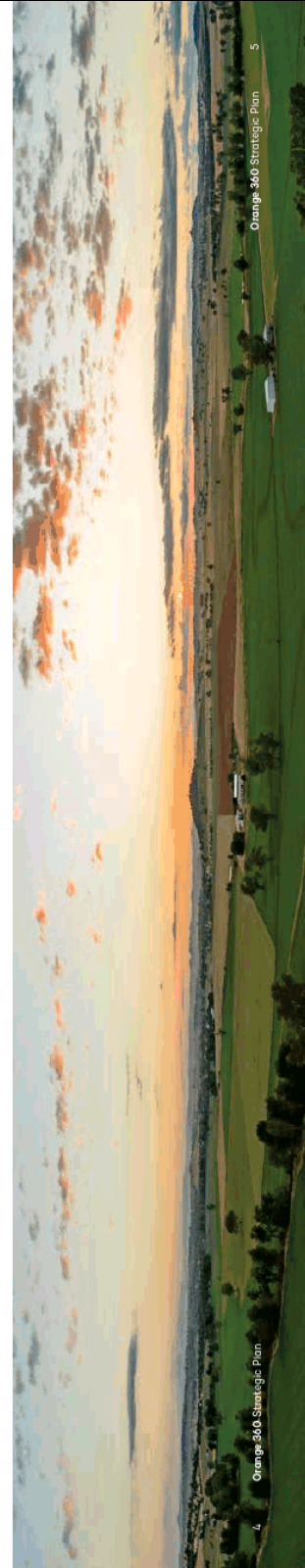
- 3.1 Develop a well executed integrated marketing and communications plan.
- 3.2 Ensure brand and communications guidelines are adhered to.
- 3.3 Develop a suite of visual assets for the region.
- 3.3 Seek funding support for destination marketing campaigns within local industry and Government.

4. Position Orange360 as an aspirational destination

- 4.1 Share inspired stories of our people, places and products.
- 4.2 Develop a series of out-of-region and in region events that showcase the best of our best.
- 4.3 Develop an award winning strategy for the region, and our members.

5. Grow and evolve

- 5.1 Continue to review the region's tourism assets and attractions to ensure they meet the changing needs of our visitors.
- 5.2 Seek to harness and develop the skills of our people, including a skilled and viable workforce.
- 5.3 Continue to stay abreast of trends and technology.
- 5.4 Develop income streams to be reinvested in destination marketing.



Orange 360 Strategic Plan

Orange 360 Strategic Plan

Enhance our visitor experience

- 1.1 Develop robust visitor profile data.
 - Develop and distribute surveys (both attendee and business) as part of each festival and major village event to evaluate their impact on the visitor economy.
 - Review visitor behavior and spending data for analysis through SpendMapp. Needs to be included in quarterly reporting processes.

1.2 Ensure the Orange360 website content is current and accurate

- Support Orange360 members to and maintain their business and events content on the Australia Tourism Data Warehouse.
- Maintain an accommodation register.
- Publish a series of monthly destination Blogs via the Orange360 website.
- Publish integrated digital maps and trails across destination pillars/themes, visitor interests and festivals.

1.3 Develop tailored tourism packages that increase appeal to target market segments including adventure, sport and agritourism.

- Identify industry partners will to participate and invest in marketing their business through packaging.
- Identify key channels/platforms to market for product distribution.
- Develop Orange360 conferencing which will include coordinating and booking venue and ancillary conferencing product/services.
- Funding: Initial 12 months paid by Newcrest with potential to extend for the life of the CVO expansion project. Look to be self-funding beyond this period.

1.4 Seek training and development opportunities for our members

- Look to establish strong working relationship with TAFE NSW and other RTOs to deliver quality training and accreditation for Orange360 members and their staff.
- Where possible seek opportunities to have these courses/training modules funded.
- Responsibility: Member Support Services

1.5 Advocate on behalf of the region for infrastructure development.

- Actively seek infrastructure funding opportunities on behalf of the region and Orange360 members.
- Work closely with Council staff to review and monitor gaps in tourism assets and attractions.



Orange 360 Strategic Plan

Build collaborative relationships

2.1 Collaborate with Councils for the provision of destination marketing strategy and services.

- Meet monthly with Tourism Managers to review and develop destination marketing strategies and campaigns.
- Include Council Economic Development representative at industry forums.
- Present all Orange360 progress against plan and key achievements to Council and Councillors at a minimum of twice per year.

2.2 Build a strong and engaged network of Orange360 members.

- Continue to grow the Orange360 membership base across industry and location.
- Develop the Orange360 Customer Relationship Management tool to measure communication and support for each member.
- Host quarterly member networking functions.
- Host regular industry specific forums that enable Orange360 to work more closely with our members.

2.3 Establish a professional peer-to-peer network

- Develop a peer-to-peer network program will benefit individuals experience and expertise and provide a platform for potential tourism packaging.
- Review and measure the outcomes of this program i.e. member satisfaction, improved visitor experience and improved levels of collaborations.

2.4 Develop the Orange360 Volunteer program.

- Maintain a volunteer register that can be shared with festival committees.
- Educate our volunteer base on our destination's assets and attractions.
- Provide volunteers access to training and development opportunities.
- Actively encourage more of our local communities to volunteer.
- Celebrate and thank our volunteers.

2.5 Form strong and supportive strategic alliances with all levels of Government and leading regional organisations.

- Establish regular communication processes that update key Government and economic stakeholder of Orange360 activity and achievements.
- Where appropriate invite to Orange360 member networking and industry forums.

Integrate premium marketing across all touchpoints to drive demand

3.1 Develop and execute an integrated marketing and communications plan.

- Review and assess key target markets and audiences with regards to consumer behavior and decision making.
- Develop and execute 4 x seasonal destination marketing campaigns across key media and platforms as identified from target market and audience analysis. Drive Orange360 website traffic all year round via social media and SEO including paid.

3.2 Ensure brand and communications guidelines are adhered to.

- Publish Orange360 Brand Guidelines on Members section of Orange360 website for ease of access.
- Develop and distribute destination marketing campaign briefs including campaign marketing assets for Orange360 members and key stakeholders to share in the promotion of our destination.
- Work closely with regional festival committees to educate them on the key destination messages and marketing.
- Monitor all destination messaging from Orange360 members and other external entities including media and social influencers to ensure destination messaging aligns. This will be achieved through our Meltwater subscription and Orange City Council's Destination Think subscription.

3.3 Develop a suite of visual assets and publications for the region.

- Continue to develop a suite of visual assets including both video and still photography that showcase our destinations assets and attractions, including regional events and festivals.
- Design a suite of destination marketing publications in: Visitor Guide, Towns and Villages Guide, Food & Wine Guide.

3.4 Seek funding support for destination marketing campaigns within local industry and Government.

- Provide Orange360 members the opportunity to leverage and invest in seasonal destination marketing campaigns.
- Seek funding opportunities across various government departments and agencies including but not limited to Destination NSW and Department of Industry.

Position Orange360 as an aspirational destination

4.1 Share inspired stories of our people, places and products

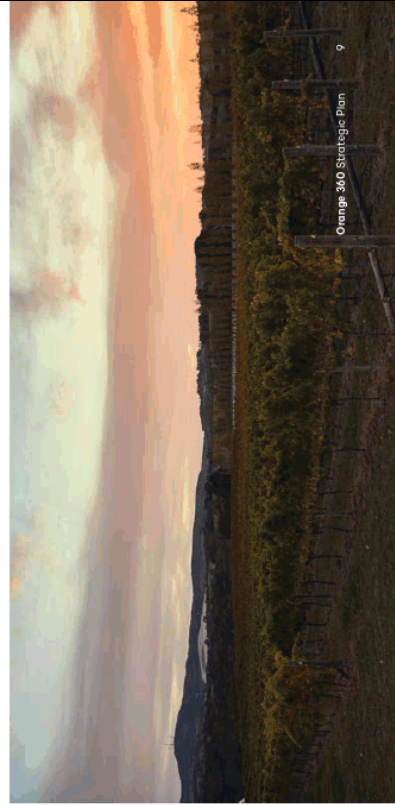
- Develop a 12 month content calendar which showcases our people, places and product.
- Publish Orange360 content on our social media platforms and on the Orange360 Blog.
- Identify key journalists, writers and influencers who have an interest in writing about the themes outlined in the content calendar and share this content with them.
- Invite identified journalists, writers and influencers to visit as part of media familiarisation program.
- Maintain a full media coverage file.

4.2 Develop and support a series of out-of-region and in-region events that showcase the best of our best

- Identify key target markets that provide an opportunity to showcase our destination.
- Deliver Orange360 3 x out-of-region events to showcase our destination.
- Invite Orange360 members to participate in both out-of-region and in-region events.
- Employ an event management specialist that will provide support and expertise to volunteer run in-region events.

4.3 Develop an award winning marketing strategy for the region, and our members

- Successfully execute 3.1
- Identify and submit for leading destination marketing and business awards.



8 Orange 360 Strategic Plan

9 Orange 360 Strategic Plan

Grow and evolve

5.1 Continue to review the region's tourism assets and attractions to ensure they meet the changing needs of our visitors

- Review and assess destination assets and attractions based on key target audiences' profiles.
- Work closely with Council staff to review and monitor gaps in tourism assets and attractions.
- Monitor destination and visitor sentiment data by what is published about our destination through Destination Think and Meltwater.

5.2 Enhance and develop the skills of our people, including a skilled and available workforce.

- Establish a culture of excellence and continued evolution.
- Develop strong working relationship with TAFE NSW and other RTOs to deliver quality training and accreditation for Orange360 members, their staff.

5.3 Continue to stay abreast of trends and technology.

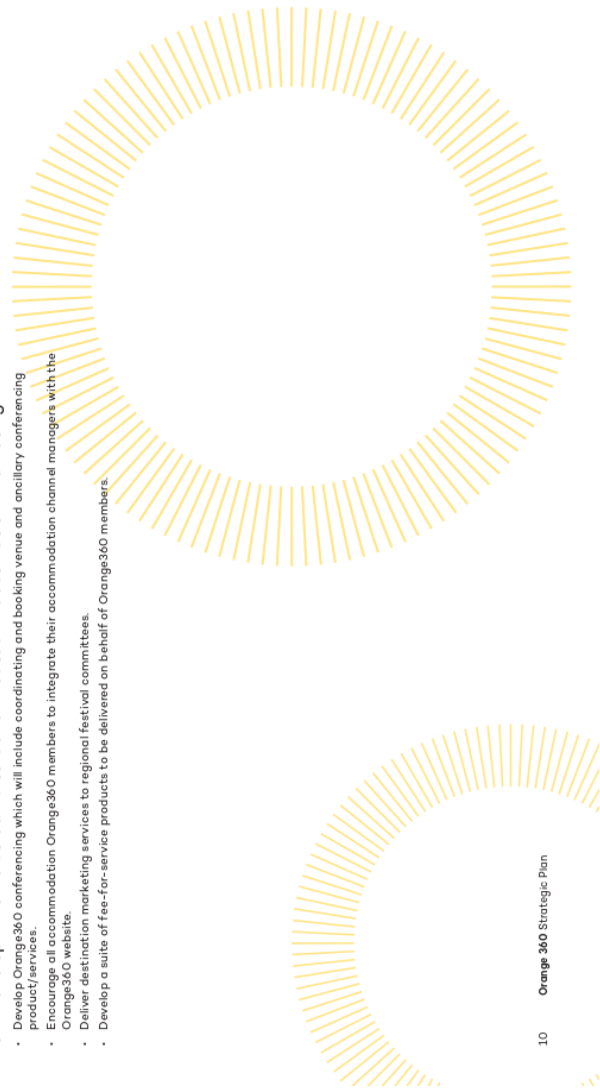
- Attend industry forums and conferences
- Monitor opportunities to learn from podcasts and webinars.

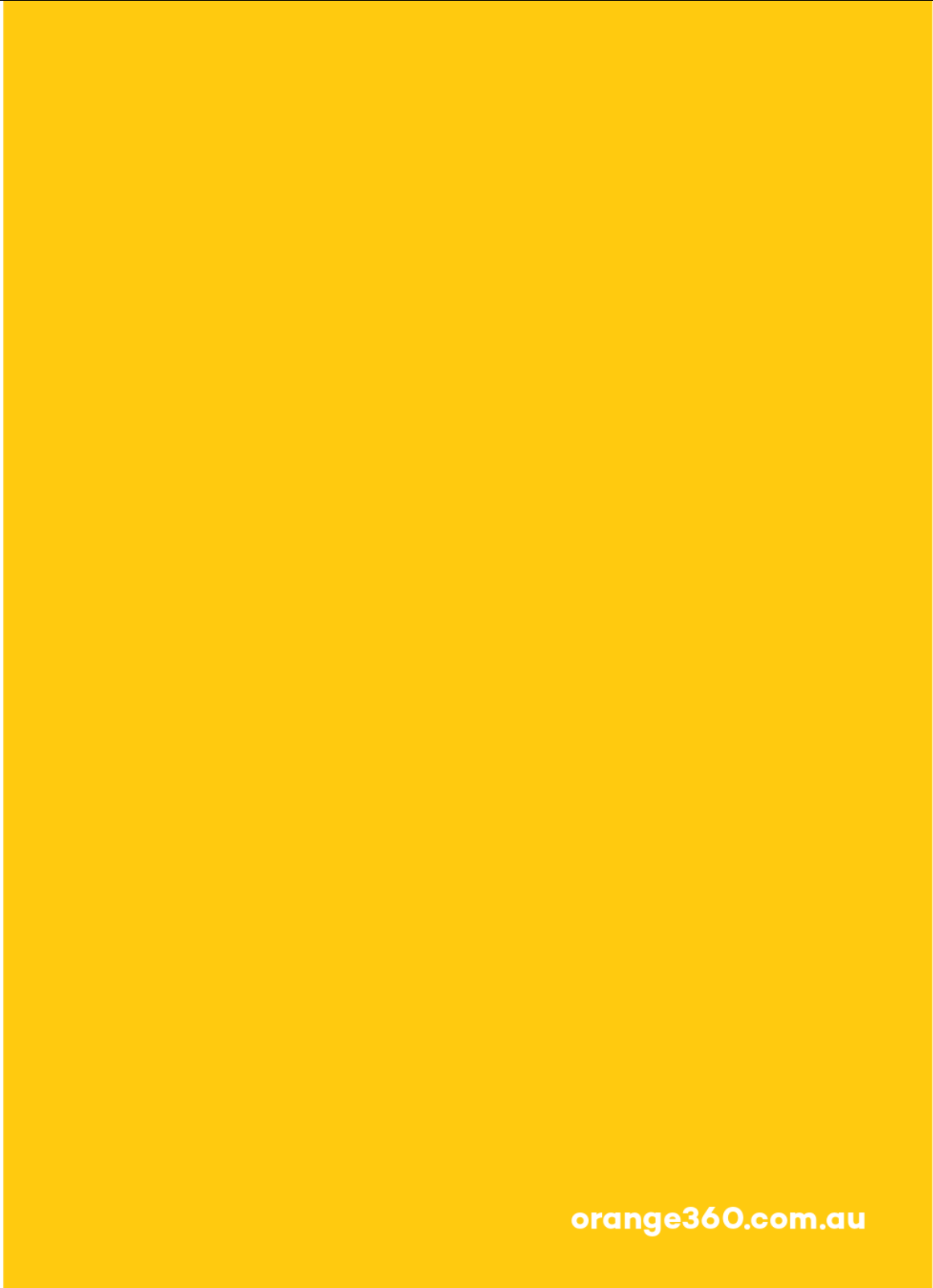
5.4 Develop income streams to be reinvested in destination marketing.

- Develop Orange360 conferencing which will include coordinating and booking venue and ancillary conferencing product/services.
- Encourage all accommodation Orange360 members to integrate their accommodation channel managers with the Orange360 website.
- Deliver destination marketing services to regional festival committees.
- Develop a suite of fee-for-service products to be delivered on behalf of Orange360 members.

Key Performance Indicators

1. Increase total visitor numbers year on year by a minimum of 10%, as published by Tourism Research Australia. 20/21 – 1,287,000; 21/22 – 1,415,000; 22/23 – 1,556,500 and 23/24 – 1,712,150
2. Increase in website traffic and bookable experiences by year on year 15%. 20/21 – 126,500; 21/22 – 145,475; 22/23 – 167,300 and 23/24 – 192,595
3. Improve our Tourism Sentiment Index score to a minimum of 90% by 2024.
4. Increase membership penetration in identified sectors and locations to achieve an overall uplift of 15% in total membership numbers year on year. 20/21 – 300; 21/22 – 345; 22/23 – 400 and 23/24 - 420
5. Increase user generated content using #orange360. 20/21 – 30k; 21/22 – 45k; 22/23 – 60k and 23/24 – 80k





orange360.com.au

Profit and Loss
TDO Limited T/as Orange360

	Budget 2024	Budget 2023	Budget 2022	Budget 2021	Forecast 2020*	Audited 2019	Audited 2018
	\$	\$	\$	\$	\$	\$	\$
INCOME							
Grant Income							
- Orange City Council	592,290	577,844	563,750	550,000	396,086	432,522	331,193
- Cabonne Council	86,151	84,050	82,000	80,000	64,142	64,142	64,142
- Blayney Shire Council	64,613	63,038	61,500	60,000	50,000	50,000	50,000
- Department of Primary Industries	-	-	-	-	-	77,227	92,773
- Destination NSW	-	-	-	-	20,000	-	-
Orange Flying High Fee Income	-	-	-	-	29,951	61,932	-
Other Funding	45,000	45,000	45,000	45,000	35,000	25,000	-
Membership Income	119,210	116,490	109,010	103,026	87,830	52,922	43,034
Tourism Publications	51,691	50,430	49,200	48,000	32,350	-	-
Tourism Campaign Income	16,153	15,759	15,375	15,000	10,000	-	-
Booking Commission	33,520	39,975	39,000	26,520	-	-	-
<i>Events Income</i>							
- Barjo Paterson	10,769	10,506	10,250	10,000	10,000	11,803	30,997
- Regional Showcases	12,923	12,608	12,300	12,000	12,100	10,332	5,000
- Winter Fire Festival	12,923	12,608	12,300	12,000	12,120	1,144	-
<i>Other Income</i>							
- Deed of gift	-	-	-	-	-	-	13,160
- Glasses	23,692	23,114	22,550	22,000	21,813	12,648	3,232
- Marketing Services (Festivals and Events)	59,229	57,784	56,375	55,000	53,494	39,801	19,266
- Miscellaneous	2,961	2,889	2,819	2,750	2,750	518	27
TOTAL INCOME	1,131,124	1,112,094	1,061,428	1,041,296	837,636	839,991	652,824
COST OF SALES							
<i>Events</i>							
- Apple Ramble	431	420	410	400	400	405	410
- Barangaroo	-	-	-	-	-	-	749
- Cycle Project	-	-	-	-	-	9,446	-
- Barjo Paterson	10,769	10,506	10,250	10,000	13,000	13,499	30,772
- Orange Wine Festival	1,767	1,724	1,682	1,641	1,641	485	-
- Sydney Wine Events	53,845	52,531	51,250	50,000	36,611	37,895	10,000
- Taste Orange at Watson's Bay	-	-	-	-	-	-	5,751
- Winter Fire Festival	60,043	58,579	57,150	46,000	56,848	30,340	11,935
- F.O.O.D. Week	1,682	1,641	1,601	1,562	1,562	-	-
<i>Other</i>							
- Accommodation Project	187	182	178	173	173	-	-
- Conferencing	1,077	1,051	1,025	1,000	1,000	-	-
- Industry Famils	15,076	14,709	14,350	14,000	13,893	-	-
- New Business Funding Model	7,196	7,021	6,850	6,683	6,683	-	-
- Glasses	18,886	18,425	17,976	17,537	17,537	16,090	409
- Marketing Costs	-	-	-	-	-	26,491	6,477
- Orange Flying High	-	-	-	-	15,000	75,000	4,690
- Tourism Packages	100,000	100,000	100,000	100,000	42,227	-	65
- Tourism Publications	48,460	47,278	46,125	45,000	28,325	-	-
TOTAL COST OF SALES	319,418	314,067	308,846	293,996	234,900	209,651	71,258
Gross Profit	811,706	798,027	772,583	747,300	602,736	630,340	581,566

OPERATING EXPENSES							
Accountancy and Consulting Fees	-	-	-	-	75	1,235	13,561
Annual Leave Provision	-	-	-	-	-	0	4,848
Audit Fees	5,384	5,253	5,125	5,000	5,000	5,340	4,700
Bad Debts	-	-	-	-	-	506	0
Bank Fees	2,169	2,116	2,065	2,014	2,014	1,579	410
Branding Expenses	1,292	1,261	1,230	1,200	1,196	6,168	40,553
Cleaning/Waste Disposal	3,769	3,677	3,588	3,500	3,500	2,620	1,532
Computer Expenses	2,154	2,101	2,050	2,000	2,153	3,311	6,186
Contractors	-	-	-	-	-	7,585	49,212
Depreciation and amortisation	21,538	21,013	20,500	20,000	20,000	20,716	568
Electricity, Gas and Water	1,077	1,051	1,025	1,000	1,347	1,590	2,000
Employee Recruitment Costs	425	415	405	395	395	280	19,177
Filing Fees	1,421	1,387	1,353	1,320	1,320	-	-
General Marketing	50,000	50,000	50,000	50,000	60,304	129,769	20,449
Insurance	6,409	6,253	6,100	5,952	5,952	4,576	3,518
Legal Fees	10,769	10,506	10,250	10,000	5,000	12,247	2,244
Loss on Disposal of Asset	-	-	-	-	-	-	2,867
Membership Development	10,000	10,000	10,000	10,000	5,626	4,210	11,458
Memberships and Subscriptions	17,444	17,018	16,603	16,198	16,198	10,264	3,665
Office Repairs & Maintenance	-	-	-	-	-	114	11,176
Office Rent & Expenses	9,925	9,683	9,447	9,217	9,217	8,340	10,410
Other Expense	4,668	4,554	4,443	4,334	4,334	8,344	1,255
Postage, Printing and Stationery	6,239	6,087	5,939	5,794	5,794	6,978	4,731
Phone, Fax and Internet	6,222	6,070	5,922	5,778	5,778	6,067	3,941
Public Relations	59,229	57,784	56,375	55,000	-	-	-
Reporting expenses	4,451	4,342	4,237	4,133	4,133	-	-
Salaries and Wages	488,125	476,220	464,605	437,565	348,068	337,400	139,414
Sub-Contracting	-	-	-	-	-	1,162	125,975
Superannuation	53,694	50,003	44,660	39,859	32,116	30,920	12,875
Staff Amenities and Training	8,000	8,000	8,000	8,000	7,896	980	4,128
Travel and Accommodation	1,318	1,286	1,254	1,224	1,224	1,354	920
Volunteer Development	6,000	6,000	6,000	6,000	4,006	-	-
Website	12,233	11,935	11,644	11,360	11,360	1,798	3,104
Total Operating Expenses	793,957	774,016	752,819	716,842	564,005	612,273	504,877
Net Profit	17,749	24,011	19,763	30,458	38,731	18,067	76,689

* Based on 6 months actual figures, 6 months estimated

Profit and Loss
TDO Limited T/as Orange360

	Forecast 2020*	Assumptions/Commentary
	\$	
INCOME		
Grant Income		
- Orange City Council	396,086	Jul-Dec 19 payments received, 6 months forecast as per current funding agreements
- Cabonne Council	64,142	Jul-Dec 19 payments received, 6 months forecast as per current funding agreements
- Blayney Shire Council	50,000	Jul-Dec 19 payments received, 6 months forecast as per current funding agreements
- Department of Primary Industries	-	
- Destination NSW	20,000	Funding payment received July-Dec 19
Orange Flying High Fee Income	29,951	Actual fees received to date, no further fees per current SLA
Other Funding	35,000	\$25k received from Newcrest, currently issued PO for \$10k
Membership Income	87,830	Current fees received + additional member fees forecast per current cashflow reforecast (taken from reforecast total)
Tourism Publications	32,350	Current income received + income in current cashflow
Tourism Campaign Income	10,000	Income received July 19 - Dec 19
<i>Events Income</i>		
- Banjo Paterson	10,000	See zero - event listings + night market stallholder fees
- Sydney Wine Events	12,100	Actual income received July - Dec 19. No Sydney events planned for Jan - Jun 2020
- Winter Fire Festival	12,120	Actual income received per zero July - Dec 19. Added cashflow forecast income to be received for 2020 festival.
<i>Other Income</i>		
- Deed of gift	-	
- Glasses	21,813	Actual income received per zero July - Dec 19, glasses sales forecast for Banjo event to be held in Feb. No other glass sales forecast for next 6 months.
- Marketing Services (Festivals and Events)	53,494	Actual marketing fees received for FOOD Week, Wine Week and Rainbow Festivals + fees under agreement to be received Jan - July 2020
- Miscellaneous	2,750	
TOTAL INCOME	837,636	
COST OF SALES		
<i>Events</i>		
- Apple Ramble	400	Based on historical cost
- Barangaroo	-	
- Cycle Project	-	
- Banjo Paterson	13,000	Based on 2020 budget, excluding reimbursements expected to be received
- Orange Wine Festival	1,841	Actual costs July - Dec 19. No further costs expected Jan - June 2020
- Sydney Wine Events	36,811	Pymont + Lane Cove. Based on 6 month actuals. No Sydney wine events Jan - June 2020
- Taste Orange at Watson's Bay	-	Discontinued event
- Winter Fire Festival	56,848	Actual costs July - Dec 19. Per cashflow, expecting \$10,000 to be spent on 2020 festival in period Jan - June 2020
- F.O.O.D. Week	1,582	Actual costs July - Dec 19. No further costs expected Jan - June 2020
<i>Other</i>		
- Accommodation Project	173	Actuals from July - Dec 19
- Conferencing	1,000	Actual costs July - Dec 19. No further costs expected Jan - June 2020
- Industry Famils	13,893	Actual costs July - Dec 19 plus additional costs anticipated per cashflow Jan - July 20
- New Business Funding Model	6,683	Actual costs July - Dec 19. No further costs expected Jan - June 2020
- Glasses	17,537	Based on actual glass costs in first 6 months. Expecting glass sales at Banjo event to cost \$2000

- Marketing Costs		
- Orange Flying High	15,000	Actual contribution to project Jul - Dec 2019. No further contributions expected to be made for Jan - June 2020.
- Tourism Packages	42,227	Actual expenses Jul - Dec 19 + \$10k forecast to be spent over next 6 months
- Tourism Publications	28,325	Actual costs per xero for Villages Guide + projected spend on tourism publications per cashflow budget.
TOTAL COST OF SALES	234,900	
Gross Profit	602,738	
OPERATING EXPENSES		
Accountancy and Consulting Fees	75	
Annual Leave Provision		
Audit Fees	5,000	Estimated fee for 2020 audit based on historical cost
Bad Debts	-	
Bank Fees	2,014	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Branding Expenses	1,196	Actual costs July - Dec 19. No further costs expected Jan - June 2020
Cleaning/Waste Disposal	3,500	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Computer Expenses	2,153	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Contractors	-	
Depreciation and amortisation	20,000	Estimated charge based on historical cost
Electricity, Gas and Water	1,347	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Employee Recruitment Costs	395	Actual costs July - Dec 19. No further costs expected Jan - June 2020
Filing Fees	1,320	Actual costs July - Dec 19. No further costs expected Jan - June 2020
General Marketing	60,304	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Insurance	5,952	Actual costs July - Dec 19. No further costs expected Jan - June 2020
Legal Fees	5,000	Anticipating \$5k in legal fees in Jan - Jun period
Loss on Disposal of Asset		
Membership Development	5,626	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Memberships and Subscriptions	16,198	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Office Repairs & Maintenance		
Office Rent & Expenses	9,217	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Other Expense	4,334	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Postage, Printing and Stationery	5,794	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Phone, Fax and Internet	5,778	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Reporting expenses	4,133	Actual costs July - Dec 19. No further costs expected Jan - June 2020
Salaries and Wages	348,068	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Sub-Contracting		
Superannuation	32,116	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Staff Amenities and Training	7,896	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Travel and Accommodation	1,224	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Volunteer Development	4,006	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Website	11,360	Actual expenses Jul - Dec 19 + forecast per cashflow budget to be spent over next 6 months
Total Operating Expenses	564,005	
Net Profit	38,731	

* Based on 6 months actual figures, 6 months estimated

Profit and Loss
TDO Limited T/as Orange360

	Budget 2021	Assumptions/Commentary
	\$	
INCOME		
Grant Income		
- Orange City Council	550,000	Proposed new funding agreement 2021-2024(see operations plan)
- Cabonne Council	80,000	Proposed new funding agreement 2021-2024(see operations plan)
- Blayney Shire Council	60,000	Proposed new funding agreement 2021-2024(see operations plan)
- Department of Primary Industries		
- Destination NSW		
Orange Flying High Fee Income		
Other Funding	45,000	Cadia Community Funding \$25k which has been historically received + Harvey Norman sponsorship package (currently agreement is being negotiated) \$20k
Membership Income	103,026	5 corporate \$4545.45 16 Premium \$1363.64 150 Standard \$272.130 Basic \$136 TOTAL \$103,026.50 TOTAL MEMBERS 301 (see strategic plan)
Tourism Publications	48,000	As per operations plan, spend planned for tourism publications \$45k - matching income required for project (listings and advertisements), per historical cost
Tourism Campaign Income	15,000	Buy in from industry estimate based on operations plan tourism campaigns projected
Booking Commission	26,520	See Accommodation commission worksheet
Events Income		
- Banjo Paterson	10,000	Based on historical results
- Sydney Wine Events	12,000	Based on historical results
- Winter Fire Festival	12,000	Based on historical results
Other Income		
- Deed of gift		
- Glasses	22,000	Based on historical results
- Marketing Services (Festivals and Events)	55,000	Based on historical signed marketing agreements, planning to continue with FOOD Week, Wine week and Rainbow Festivals
- Miscellaneous	2,750	Based on historical results
TOTAL INCOME	1,041,296	
COST OF SALES		
Events		
- Apple Ramble	400	Based on historical results
- Barangaroo	-	
- Cycle Project	-	
- Banjo Paterson	10,000	Based on historical results
- Orange Wine Festival	1,641	Based on historical results
- Sydney Wine Events	50,000	Based on historical results + additional Sydney events planned (see Operations Plan)
- Taste Orange at Watson's Bay	-	
- Winter Fire Festival	46,000	Less spend than previous year predicted due to less funding available from Orange Flying High Project. In PY video production spend etc contributed to overall high cost
- F.O.O.D. Week	1,562	Based on historical results
Other		
- Accommodation Project	173	Based on historical results
- Conferencing	1,000	Based on historical results
- Industry Famils	14,000	Based on historical results
- New Business Funding Model	6,683	Based on historical results
- Glasses	17,537	Based on historical results
- Marketing Costs		
- Orange Flying High		
- Tourism Packages	100,000	See Operations Plan
- Tourism Publications	45,000	Per operations plan - Visitors Guide, Towns + Villages Guide, Wine + Food Guide (design costs)
TOTAL COST OF SALES	293,996	
Gross Profit	747,300	

OPERATING EXPENSES

Accountancy and Consulting Fees	-	
Annual Leave Provision		
Audit Fees	5,000	Based on historical results
Bad Debts		
Bank Fees	2,014	Based on historical results
Branding Expenses	1,200	Based on historical results
Cleaning/Waste Disposal	3,500	Based on historical results
Computer Expenses	2,000	Based on historical results
Contractors		
Depreciation and amortisation	20,000	Based on historical results
Electricity, Gas and Water	1,000	Based on historical results
Employee Recruitment Costs	395	Based on historical results
Filing Fees	1,320	Based on historical results
General Marketing	50,000	Digital marketing + image library spend per operations plan
Insurance	5,952	Based on historical results
Legal Fees	10,000	Contingency based on historical cost
Loss on Disposal of Asset		
Membership Development	10,000	See operational plan
Memberships and Subscriptions	16,198	Based on historical results
Office Repairs & Maintenance		
Office Rent & Expenses	9,217	Based on historical results
Other Expense	4,334	Based on historical results
Postage, Printing and Stationery	5,794	Based on historical results
Phone, Fax and Internet	5,778	Based on historical results
Public Relations	55,000	See operational plan
Reporting expenses	4,133	Based on historical results
Salaries and Wages	437,565	See staffing plan as part of operational plan
Sub-Contracting		
Superannuation	39,859	See staffing plan as part of operational plan
Staff Amenities and Training	8,000	Based on historical results
Travel and Accommodation	1,224	Based on historical results
Volunteer Development	8,000	Based on historical results
Website	11,360	Based on historical results
Total Operating Expenses	716,842	
Net Profit	30,458	

Profit and Loss
TDO Limited T/as Orange360

	Budget 2022	
	\$	
INCOME		
Grant Income		
- Orange City Council	563,750	Based on 2021 figures, CPI adjustment only
- Cabonne Council	82,000	Based on 2021 figures, CPI adjustment only
- Blayney Shire Council	61,500	Based on 2021 figures, CPI adjustment only
- Department of Primary Industries	-	
- Destination NSW	-	
Orange Flying High Fee Income	-	
Other Funding	45,000	Based on 2021 figures, CPI adjustment only
Membership Income	109,010	\$ corporate \$4545.45 16 Premium \$1363.64 150 Standard \$272 174 Basic \$136 TOTAL \$109,010 TOTAL MEMBERS 345 (see strategic plan)
Tourism Publications	49,200	Based on 2021 figures, CPI adjustment only
Tourism Campaign Income	15,375	Based on 2021 figures, CPI adjustment only
Booking Commission	39,000	See accommodation commission worksheet
<i>Events Income</i>		
- Banjo Paterson	10,250	Based on 2021 figures, CPI adjustment only
- Regional Showcases	12,300	Based on 2021 figures, CPI adjustment only
- Winter Fire Festival	12,300	Based on 2021 figures, CPI adjustment only
<i>Other Income</i>		
- Dead of gift	-	
- Glasses	22,550	Based on 2021 figures, CPI adjustment only
- Marketing Services (Festivals and Events)	56,375	Based on 2021 figures, CPI adjustment only
- Miscellaneous	2,818	Based on 2021 figures, CPI adjustment only
TOTAL INCOME	1,081,428	
COST OF SALES		
<i>Events</i>		
- Apple Ramble	410	Based on 2021 figures, CPI adjustment only
- Barangaroo	-	
- Cycle Project	-	
- Banjo Paterson	10,250	Based on 2021 figures, CPI adjustment only
- Orange Wine Festival	1,682	Based on 2021 figures, CPI adjustment only
- Sydney Wine Events	51,250	Based on 2021 figures, CPI adjustment only
- Taste Orange at Watson's Bay	-	
- Winter Fire Festival	57,150	Increase expenditure in this year due to additional marketing for this festi
- F.O.O.D. Week	1,601	Based on 2021 figures, CPI adjustment only
<i>Other</i>		
- Accommodation Project	178	Based on 2021 figures, CPI adjustment only
- Conferencing	1,025	Based on 2021 figures, CPI adjustment only
- Industry Families	14,350	Based on 2021 figures, CPI adjustment only
- New Business Funding Model	6,850	Based on 2021 figures, CPI adjustment only
- Glasses	17,976	Based on 2021 figures, CPI adjustment only
- Marketing Costs	-	
- Orange Flying High	-	
- Tourism Packages	100,000	See strategic plan
- Tourism Publications	46,125	Based on 2021 figures, CPI adjustment only
TOTAL COST OF SALES	308,846	
Gross Profit	772,583	

OPERATING EXPENSES

Accountancy and Consulting Fees	-	
Annual Leave Provision	-	
Audit Fees	5,125	Based on 2021 figures, CPI adjustment only
Bad Debts	-	
Bank Fees	2,065	Based on 2021 figures, CPI adjustment only
Branding Expenses	1,230	Based on 2021 figures, CPI adjustment only
Cleaning/Waste Disposal	3,588	Based on 2021 figures, CPI adjustment only
Computer Expenses	2,050	Based on 2021 figures, CPI adjustment only
Contractors	-	
Depreciation and amortisation	20,500	Based on 2021 figures, CPI adjustment only
Electricity, Gas and Water	1,025	Based on 2021 figures, CPI adjustment only
Employee Recruitment Costs	405	Based on 2021 figures, CPI adjustment only
Filing Fees	1,353	Based on 2021 figures, CPI adjustment only
General Marketing	50,000	See strategic plan
Insurance	6,100	Based on 2021 figures, CPI adjustment only
Legal Fees	10,250	Based on 2021 figures, CPI adjustment only
Loss on Disposal of Asset	-	
Membership Development	10,000	See strategic plan
Memberships and Subscriptions	15,603	Based on 2021 figures, CPI adjustment only
Office Repairs & Maintenance	-	
Office Rent & Expenses	9,447	Based on 2021 figures, CPI adjustment only
Other Expense	4,443	Based on 2021 figures, CPI adjustment only
Postage, Printing and Stationery	5,939	Based on 2021 figures, CPI adjustment only
Phone, Fax and internet	5,922	Based on 2021 figures, CPI adjustment only
Public Relations	56,375	Based on 2021 figures, CPI adjustment only
Reporting expenses	4,237	Based on 2021 figures, CPI adjustment only
Salaries and Wages	464,605	See staffing plan
Sub-Contracting	-	
Superannuation	44,660	See staffing plan (super at 10% for 2022)
Staff Amenities and Training	8,000	See strategic plan
Travel and Accommodation	1,254	Based on 2021 figures, CPI adjustment only
Volunteer Development	6,000	See strategic plan
Websites	11,644	Based on 2021 figures, CPI adjustment only
Total Operating Expenses	752,819	
Net Profit	19,763	

* Based on 6 months actual figures, 6 months estimated

Profit and Loss
TDO Limited T/as Orange360

	Budget 2023	Assumptions
	\$	
INCOME		
Grant Income		
- Orange City Council	577,844	Based on 2022 figures, CPI adjustment only
- Cabonne Council	84,050	Based on 2022 figures, CPI adjustment only
- Blayney Shire Council	63,038	Based on 2022 figures, CPI adjustment only
- Department of Primary Industries	-	
- Destination NSW	-	
Orange Flying High Fee Income	-	
Other Funding	45,000	Based on 2022 figures, CPI adjustment only
		5 corporate \$4545.45 16 Premium \$1363.64 150 Standard \$272 229 Basic \$138 TOTAL \$116,490 TOTAL MEMBERS 400 (see strategic plan)
Membership Income	116,490	
Tourism Publications	50,430	Based on 2022 figures, CPI adjustment only
Tourism Campaign Income	15,759	Based on 2022 figures, CPI adjustment only
Booking Commission	39,976	Based on 2022 figures, CPI adjustment only
<i>Events Income</i>		
- Banjo Paterson	10,506	Based on 2022 figures, CPI adjustment only
- Regional Showcases	12,608	Based on 2022 figures, CPI adjustment only
- Winter Fire Festival	12,608	Based on 2022 figures, CPI adjustment only
<i>Other Income</i>		
- Deed of gift	-	
- Glasses	23,114	Based on 2022 figures, CPI adjustment only
- Marketing Services (Festivals and Events)	57,784	Based on 2022 figures, CPI adjustment only
- Miscellaneous	2,889	Based on 2022 figures, CPI adjustment only
TOTAL INCOME	1,112,094	
COST OF SALES		
<i>Events</i>		
- Apple Ramble	420	Based on 2022 figures, CPI adjustment only
- Barangaroo	-	
- Cycle Project	-	
- Banjo Paterson	10,506	Based on 2022 figures, CPI adjustment only
- Orange Wine Festival	1,724	Based on 2022 figures, CPI adjustment only
- Sydney Wine Events	52,531	Based on 2022 figures, CPI adjustment only
- Taste Orange at Watson's Bay	-	
- Winter Fire Festival	58,579	Based on 2022 figures, CPI adjustment only
- F.O.O.D. Week	1,641	Based on 2022 figures, CPI adjustment only
<i>Other</i>		
- Accommodation Project	182	Based on 2022 figures, CPI adjustment only
- Conferencing	1,051	Based on 2022 figures, CPI adjustment only
- Industry Famils	14,709	Based on 2022 figures, CPI adjustment only
- New Business Funding Model	7,021	Based on 2022 figures, CPI adjustment only
- Glasses	18,425	Based on 2022 figures, CPI adjustment only
- Marketing Costs	-	
- Orange Flying High	-	
- Tourism Packages	100,000	See strategic plan
- Tourism Publications	47,278	Based on 2022 figures, CPI adjustment only
TOTAL COST OF SALES	314,067	
Gross Profit	798,027	

OPERATING EXPENSES

Accountancy and Consulting Fees	-	
Annual Leave Provision	-	
Audit Fees	5,253	Based on 2022 figures, CPI adjustment only
Bad Debts	-	
Bank Fees	2,116	Based on 2022 figures, CPI adjustment only
Branding Expenses	1,281	Based on 2022 figures, CPI adjustment only
Cleaning/Waste Disposal	3,677	Based on 2022 figures, CPI adjustment only
Computer Expenses	2,101	Based on 2022 figures, CPI adjustment only
Contractors	-	
Depreciation and amortisation	21,013	Based on 2022 figures, CPI adjustment only
Electricity, Gas and Water	1,061	Based on 2022 figures, CPI adjustment only
Employee Recruitment Costs	415	Based on 2022 figures, CPI adjustment only
Filing Fees	1,387	Based on 2022 figures, CPI adjustment only
General Marketing	50,000	See strategic plan
Insurance	6,253	Based on 2022 figures, CPI adjustment only
Legal Fees	10,506	Based on 2022 figures, CPI adjustment only
Loss on Disposal of Asset	-	
Membership Development	10,000	See strategic plan
Memberships and Subscriptions	17,018	Based on 2022 figures, CPI adjustment only
Office Repairs & Maintenance	-	
Office Rent & Expenses	9,683	Based on 2022 figures, CPI adjustment only
Other Expense	4,554	Based on 2022 figures, CPI adjustment only
Postage, Printing and Stationery	6,087	Based on 2022 figures, CPI adjustment only
Phone, Fax and Internet	6,070	Based on 2022 figures, CPI adjustment only
Public Relations	57,784	Based on 2022 figures, CPI adjustment only
Reporting expenses	4,342	Based on 2022 figures, CPI adjustment only
Salaries and Wages	476,220	Based on 2022 figures, CPI adjustment only
Sub-Contracting	-	
Superannuation	50,003	Super at 10.5% for 2023
Staff Amenities and Training	8,000	See strategic plan
Travel and Accommodation	1,286	Based on 2022 figures, CPI adjustment only
Volunteer Development	6,000	See strategic plan
Website	11,935	Based on 2022 figures, CPI adjustment only
Total Operating Expenses	774,016	
Net Profit	24,011	

* Based on 6 months actual figures, 6 months estimated

Profit and Loss
TDO Limited T/as Orange360

	Budget 2024	Assumptions
	\$	
INCOME		
Grant income		
- Orange City Council	592,290	Based on 2023 figures, CPI adjustment only
- Cabonne Council	86,151	Based on 2023 figures, CPI adjustment only
- Blayney Shire Council	64,613	Based on 2023 figures, CPI adjustment only
- Department of Primary Industries	-	
- Destination NSW	-	
Orange Flying High Fee Income	45,000	Based on 2023 figures, CPI adjustment only
Other Funding		5 corporate \$4645.45 16 Premium \$1363.64 150 Standard
Membership Income	119,210	\$272 249 Basic \$136 TOTAL \$119,210 TOTAL MEMBERS 420 (see strategic plan)
Tourism Publications	51,691	Based on 2023 figures, CPI adjustment only
Tourism Campaign Income	16,153	Based on 2023 figures, CPI adjustment only
Booking Commission	33,520	Based on 2023 figures, CPI adjustment only
<i>Events Income</i>		
- Banjo Paterson	10,769	Based on 2023 figures, CPI adjustment only
- Regional Showcases	12,923	Based on 2023 figures, CPI adjustment only
- Winter Fire Festival	12,923	Based on 2023 figures, CPI adjustment only
<i>Other Income</i>		
- Deed of gift	23,692	Based on 2023 figures, CPI adjustment only
- Glasses	59,229	Based on 2023 figures, CPI adjustment only
- Marketing Services (Festivals and Events)	2,961	Based on 2023 figures, CPI adjustment only
- Miscellaneous	1,131,124	
TOTAL INCOME	1,131,124	
COST OF SALES		
<i>Events</i>		
- Apple Ramble	431	Based on 2022 figures, CPI adjustment only
- Berangaroo	-	
- Cycle Project	-	
- Banjo Paterson	10,769	Based on 2022 figures, CPI adjustment only
- Orange Wine Festival	1,767	Based on 2022 figures, CPI adjustment only
- Sydney Wine Events	53,845	Based on 2022 figures, CPI adjustment only
- Taste Orange at Watson's Bay	-	
- Winter Fire Festival	60,043	Based on 2022 figures, CPI adjustment only
- F.O.O.D. Week	1,682	Based on 2022 figures, CPI adjustment only
<i>Other</i>		
- Accommodation Project	187	Based on 2022 figures, CPI adjustment only
- Conferencing	1,077	Based on 2022 figures, CPI adjustment only
- Industry Famils	15,076	Based on 2022 figures, CPI adjustment only
- New Business Funding Model	7,196	Based on 2022 figures, CPI adjustment only
- Glasses	18,886	Based on 2022 figures, CPI adjustment only
- Marketing Costs	-	
- Orange Flying High	-	
- Tourism Packages	100,000	See strategic plan
- Tourism Publications	48,460	Based on 2022 figures, CPI adjustment only
TOTAL COST OF SALES	319,418	
Gross Profit	811,706	

OPERATING EXPENSES		
Accountancy and Consulting Fees	-	
Annual Leave Provision	-	
Audit Fees	5,384	Based on 2022 figures, CPI adjustment only
Bad Debts	-	
Bank Fees	2,169	Based on 2022 figures, CPI adjustment only
Branding Expenses	1,292	Based on 2022 figures, CPI adjustment only
Cleaning/Waste Disposal	3,769	Based on 2022 figures, CPI adjustment only
Computer Expenses	2,154	Based on 2022 figures, CPI adjustment only
Contractors	-	
Depreciation and amortisation	21,538	Based on 2022 figures, CPI adjustment only
Electricity, Gas and Water	1,077	Based on 2022 figures, CPI adjustment only
Employee Recruitment Costs	425	Based on 2022 figures, CPI adjustment only
Filing Fees	1,421	Based on 2022 figures, CPI adjustment only
General Marketing	50,000	See strategic plan
Insurance	6,409	Based on 2022 figures, CPI adjustment only
Legal Fees	10,769	Based on 2022 figures, CPI adjustment only
Loss on Disposal of Asset	-	
Membership Development	10,000	See strategic plan
Memberships and Subscriptions	17,444	Based on 2022 figures, CPI adjustment only
Office Repairs & Maintenance	-	
Office Rent & Expenses	9,925	Based on 2022 figures, CPI adjustment only
Other Expense	4,668	Based on 2022 figures, CPI adjustment only
Postage, Printing and Stationery	6,239	Based on 2022 figures, CPI adjustment only
Phone, Fax and Internet	6,222	Based on 2022 figures, CPI adjustment only
Public Relations	59,229	Based on 2022 figures, CPI adjustment only
Reporting expenses	4,451	Based on 2022 figures, CPI adjustment only
Salaries and Wages	488,125	Based on 2022 figures, CPI adjustment only
Sub-Contracting	-	
Superannuation	53,694	Super at 11% for 2024
Staff Amenities and Training	8,000	See strategic plan
Travel and Accommodation	1,318	Based on 2022 figures, CPI adjustment only
Volunteer Development	8,000	See strategic plan
Website	12,233	Based on 2022 figures, CPI adjustment only
Total Operating Expenses	793,957	
Net Profit	17,749	

* Based on 6 months actual figures, 6 months estimated

Allocation of Orange City Council Funds

Allocation	2020/21			TOTAL	Blayney Shire Contribution		
	Orange	Cabonne	Blayney		Orange360	2021/22	2022/23
Destination marketing campaigns - seasonal	\$ 40,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,500	\$ 21,013	\$ 21,538
Media and journalist families	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -
Digital marketing	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,125	\$ 5,253	\$ 5,384
Public Relations	\$ 20,000	\$ 10,000	\$ 5,000	\$ 10,000	\$ 5,125	\$ 5,253	\$ 5,384
Member development, training and forums	\$ 20,000	\$ 3,000	\$ 2,000	\$ 6,000	\$ 2,050	\$ 2,101	\$ 2,154
Image Library	\$ 10,000	\$ 3,000	\$ 2,000	\$ 10,000	\$ 2,050	\$ 2,101	\$ 2,154
Allocation of staff time for in region events support	\$ 25,000	\$ 9,000	\$ 5,000	\$ 39,000	\$ 5,125	\$ 5,253	\$ 5,384
Tourism publications - design and collation	\$ 20,000	\$ 10,000	\$ 6,000	\$ 5,000	\$ 6,150	\$ 6,304	\$ 6,461
Allocation of staff time for out of region events	\$ 40,000	\$ 5,000	\$ 5,000	\$ 50,000	\$ 5,125	\$ 5,253	\$ 5,384
Volunteer Development	\$ 6,000			\$ 6,000	\$ -	\$ -	\$ -
Allocation of staff time on marketing	\$ 339,000	\$ 15,000	\$ 10,000	\$ 364,000	\$ 10,250	\$ 10,506	\$ 10,769
	\$ 550,000	\$ 80,000	\$ 60,000	\$ 56,000	\$ 61,500	\$ 63,038	\$ 64,613

03) DEVELOPMENT COORDINATOR PROGRAM**Department:** Executive Services**Author:** General Manager**CSP Link:** 2. Local Governance and Finance**File No:** RC.LI.1**Recommendation:**

That Council;

1. Continue to support the Development Coordinator Program, allocating \$60,000 per annum from the Village Enhancement Program from July 2020 to June 2024.
2. Offer the Blayney Town Association a Funding Agreement for \$20,000 per annum from July 2020 to June 2024 for the Blayney Development Coordinator position.

Reason for Report:

To seek Council endorsement to continue the contribution from the Village Enhancement Program (VEP) to the Development Coordinator Program for another 4 years.

Report:

In 2016/17 Council reallocated a \$60k component of the Village Enhancement Program (VEP) and implemented the Blayney Shire Development Coordinator Program for an initial 4 years.

1 Development Coordinator is engaged by the Blayney Town Association, and following a review of the program in 2018, Council assumed the responsibility of the management and supervision of the 2 Development Coordinators which serve the villages of Barry, Hobbys Yards, Neville, Newbridge, Lyndhurst, Carcoar and Mandurama (**Resolution No 1805/001**).

Millthorpe Village Committee at the time chose not to be included in the program, and continue to receive their higher allocation of VEP Funding towards local community infrastructure projects. The MVC continue to be very proactive and successful in obtaining external grant funding, in addition to receiving a share of funding from grants facilitated via Council.

The Development Coordinators are engaged on a contract arrangement to support village associations, sporting and community groups to:

- a) identify and source external funding for approved community projects
- b) obtain private sponsorship for community projects and activities;
- c) act as an advocate for the communities represented;
- d) support local community organisations to coordinate and promote local events;

- e) distribute and facilitate requests from Council for information and feedback regarding tourism promotion, strategic planning and community issues;
- f) implement strategies and projects identified in the individual Town and Village Community Plans.

Development Coordinators provide the monthly and annual reports to Council, summarising their activities, grants and events supported.

For this current financial year reporting period, not including Council's Financial Assistance Program (FAP) or grants facilitated through Council such as Drought Communities Program (DCP) and Stronger Country Communities (SCCF) rounds, the Development Coordinators have supported community groups to receive collectively \$171k of external grant funding towards a range of programs and improvements to local infrastructure. The support provided to local communities preparing the DCP Expressions of Interest and applications for FAP, have resulted in a good range of projects successfully funded throughout the Shire.

In seeking feedback on this program, in early April a survey was sent to all members of the Tourism, Town and Villages Committee, Sports Council, Access Committee and Cemetery Forum, individual Village and Progress Associations.

27 responses to the survey were received, which closed on Monday 11 May.

1. Awareness
 - 96% of responders were aware of the Development Coordinator Program
 - 81% have accessed and utilised the services of a Development Coordinators
2. Services provided by the Development Coordinator included (from most to least):
 - I. Grant information notification
 - II. Completing of funding application
 - III. Submitting of funding application
 - IV. Event Management Support
3. Successful grants received from external funding sources included:
 - Veterans Affairs
 - Crown Lands NSW
 - Heritage NSW
 - FRRR
 - Federal Community Partnerships Program
 - RASF
 - Rural and Regional Sporting Grant
 - Cadia Community Fund
 - Essential Energy

- Drought Recovery NSW
 - NSW Sport and Recreation
 - RAS Country Shows
 - Regional Cultural Fund
 - NSW Community Building Partnerships
4. Successful grants received from Council:
- Drought Communities Program
 - Blayney Shire Council Financial Assistance Program
 - Stronger Country Communities Funding
 - Youth Week
5. Who completed the Funding Applications
- 52% of grant applications were completed by the Development Coordinator
 - 48% completed grant themselves, however some had Development Coordinator support
6. What is needed to ensure future sustainability, in order of highest to lowest priority
- I. Volunteers
 - II. Development Coordinator Program
 - III. Financial Contributions
 - IV. Large Capital Grants

Many of the comments were very positive, the Development Coordinators are an invaluable resource, providing helpful support and information about available grants. The advantages of the community being assisted to work together has delivered improvements to a range of facilities and Council's contribution to this initiative is acknowledged.

Preparation and support to volunteers lodging funding submissions remains crucial for the various committees in attaining successful grant income as the paperwork involved in applying for funding can be overwhelming and time consuming.

The Development Coordinator provides an essential link between local volunteers and external grants and without this information volunteers do not have the time to access, source and submit funding applications.

Some feedback however, noted the Development Coordinator Program was not widely known about and apart from attendance at some meetings there is no engagement. It was suggested a regular email outlining opportunities and relevant information sent to all members of these committees may be helpful.

It is often not for the lack of providing information that prevents some groups from utilising the assistance available as opposed to the lack of time of volunteers and awareness of what support is provided.

A member of the Financial Assistance Committee has advised that the quality and quantity of applications submitted to the Financial Assistance Program has increased since the Development Coordinators ‘found their feet’.

A communications strategy will be implemented to demonstrate how the Development Coordinators have facilitated successful grants at our small villages, with some examples of small and large projects. Promotion of upcoming funding programs is an opportunity to further improve referrals to the Development Coordinators for assistance if required.

Risk/Policy/Legislation Considerations:

The Blayney Town Association engage the Blayney and Kings Plain Development Coordinator via a Funding Agreement with Council, under s356 of the Local Government Act (1993). The initial 4 year funding agreement was from 1 July 2016 to 30 June 2020.

Council directly contracts the Development Coordinators that service the southern and northern villages of the Shire. All 3 Development Coordinators meet with Council on a regular basis to discuss challenges, issues and progress of various projects.

Should Council determine to not continue with the program, \$60k would be returned to General Fund or allocated back to the VEP, which funds local infrastructure renewal projects identified in the individual Village Community Plans.

Budget Implications:

The total budget for the Development Coordinator Program has been prepared in the Draft 2020/21 Operational Plan as follows;

Development Coordinator – Blayney and Kings Plains engaged by the Blayney Town Association	\$20,000
Development Coordinator - Northern Villages Barry, Hobbys Yards, Newbridge and Carcoar	\$20,000
Development Coordinator - Southern Villages Neville, Lyndhurst and Mandurama	\$20,000
TOTAL	\$60,000

Enclosures (following report)

Nil

Attachments (separate document)

Nil

04) COVID RESPONSE SPORTING HIRE FEES FINANCIAL SUPPORT**Department:** Corporate Services**Author:** General Manager**CSP Link:** 4. Community, Sport, Heritage and Culture**File No:** PR.SP.1**Recommendation:**

That Council approve a reduction of 20/21 Sporting Facility Hire Fees Income by an amount of \$7,454 (\$6,776 ex GST) and reimburse in full or 50% Seasonal Hire Fees as paid in advance to the following clubs:

Sporting Club	Reimbursement (inc GST)
Blayney Junior Rugby League	\$1,473
Blayney Rams Rugby Union	\$2,247
Millthorpe Junior Soccer	\$833
Carcoar & District Pony Club	\$548
Central Western Dressage	\$840
Orange Equestrian Club	\$840
Millthorpe Mozzies - Junior Rugby 50%	\$225
Blayney & District Netball 50%	\$447.75
Total	\$7,454

Reason for Report:

For Council to consider the reimbursement of Sporting Facility Hire Fees paid to those affected local sporting organisations, impacted by the COVID-19 NSW Public Health Orders.

Report:

Council has formal Licence Agreements in place for Council's sporting and recreational facilities with local sporting groups. These agreements stipulate the use, terms and fees payable (as per the Council approved Hire Charges) which provides the clubs the facility prepared to meet their needs for sporting events, training etc for a season.

Whilst the clubs pay each financial year, the season length and timing vary depending on the sport. Football codes are winter sports, netball is all year, Athletics and Cricket are summer and Equestrian activities are held all year. This means there is overlap of some Licence Agreements issued on a Calendar Year program, whilst the fees collected are on a Financial Year.

As a result of the Coronavirus (COVID-19) pandemic and NSW Public Health Order which limited public gatherings and closed sporting grounds, normal sporting programs have been cancelled. We have a number of local sporting groups who have paid their fees in full this financial year, however have not been able to conduct their anticipated sporting program.

For some winter sporting codes, this has resulted in the cancellation of the 2020 season all together. Despite relaxation of restrictions for training, the Public Health Order pertaining to public gatherings which excluded spectators presents challenges for small local sporting clubs.

There are no plans for the recommencement of the season for all sporting activities until at the earliest July.

It is proposed Council reimburse 100% of the oval hire and sports facility fees paid by those sporting clubs which have paid in advance however were not able to commence their season; and reimburse 50% of the fees paid in advance for those summer and winter sports which managed to have at least half a season.

For the equestrian clubs who use the Blayney Showground, the COVID-19 restrictions have had a double impact on top of the limited access which was already in place since March 2019 when the Central West Equestrian and Livestock Centre (CWELC) construction commenced.

It had been planned that all equestrian activities would start again after the Blayney Show, held on 14 March 2020. As COVID-19 unfolded however; the Blayney Show was the only event which was conducted as planned in the last 12 months.

It is proposed that the following clubs are reimbursed the fees paid in full or a component thereof for the 2019/20 year.

Sporting Club	2019/20 Fees Paid (inc GST)
Blayney Junior Rugby League	\$1,473
Blayney RAMS Rugby Union	\$2,247
Millthorpe Junior Soccer	\$833
Millthorpe Junior Rugby Union - Mozzies	\$550
Carcoar & District Pony Club	\$548
Central Western Dressage	\$840
Orange Equestrian Club	\$840
Blayney and District Netball	\$896
Total	\$8,227

Risk/Policy/Legislation Considerations:

Any waiver of fees, which have been approved in the Operational Plan require a Council resolution.

Budget Implications:

The refund of Sporting Facility Hire fees will reduce income received in 2020/21 by \$6,776.

Each sporting club will be invoiced the 2020/21 Fees as per Council's adopted Fees and Charges when they are ready to commence their events from July 2020.

Enclosures (following report)

Nil

Attachments (separate document)

Nil

05) DEVELOPMENT SERVICING PLAN FOR SEWERAGE SERVICES**Department:** Infrastructure Services**Author:** Manager Water and Wastewater**CSP Link:** 1. Public Infrastructure and Services**File No:** SD.PL.4**Recommendation:**

That Council adopts the Development Servicing Plan 2020 for Sewerage Services.

Reason for Report:

For Council to consider and approve the adoption of the Development Servicing Plan for Sewerage Services which has been on public exhibition.

Report:

At the April Meeting, Council resolved to place on public exhibition the Draft Developer Services Plan (DSP) for Sewerage Services for 30 business days in accordance with the 2016 Developer Charges Guidelines for Water Supply, Sewerage and Stormwater (**Resolution No 2004/011**).

Advertisements were included in the Blayney Chronicle, on Council's website and discussed within the GM Conversation. At the close of the exhibition period on 1 June, no public submissions had been received.

The purpose of the developer charges are to:

1. provide a source of funding for infrastructure required for new urban developments or additions and changes to existing developments;
2. provide signals regarding the cost of urban development and thus encourage less costly forms and areas of development; and
3. are an integral part of the fair pricing of water related services

The 2016 Developer Charges Guidelines for Water Supply, Sewerage and Stormwater details the sewerage developer charges to be levied on development areas utilising sewerage infrastructure.

Below table provides information on the existing and calculated charges.

The new developer charges have been calculated as per methodology outlined in the 2016 guidelines.

DSP Service Area	Existing 19/20 Charge (\$ per ET)	Calculated Charge (\$ per ET)	Difference (\$ per ET)
Blayney	2,932	15,209	12,277
Millthorpe	7,713	42,258	34,545

The calculated developer charges are the maximum value that may be levied by the Council. In adopting a DSP for water supply, sewerage or stormwater, the Council may elect to levy less than the calculated amounts.

Council have determined to provide a more affordable developer charge and propose the 20/21 charges be established as follows:

- Blayney - \$4,500 per ET.
- Millthorpe - \$7,500 per ET.

These reduced developer charges initiate a cross subsidy from the existing customers in the Typical Residential Bill (TRB) which are disclosed in the DSP. The calculated impact for the TRB by the cross subsidy for both Blayney and Millthorpe is \$55 per annum.

Once adopted, this DSP supersedes any other requirements related to sewerage developer charges for the development areas covered by this DSP. The DSP takes precedence over any of Council's codes or policies where there are any inconsistencies relating to sewerage developer charges.

The developer charges will be indexed on 1st July each year on the basis of movements in the consumer price index (CPI) for Sydney. The developer charges calculated in this DSP will be reviewed after a period of 4 – 8 years.

Risk/Policy/Legislation Considerations:

Water Supply and Sewerage Developer Charges are a requirement of the NSW Best-Practice Management of Water Supply and Sewerage Framework, regulated by Department of Primary Industries – Water. The Developer Charges are also a requirement of the National Water Initiative Pricing Principles 2010.

Section 64 of the Local Government Act (1993) enables a local government authority to levy developer charges for water supply, sewerage and stormwater. This derives from a cross-reference in that Act to section 306 of the Water Management Act, 2000.

The DSP incorporates both Blayney and Millthorpe DSPs into one document and the Plans were 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 section 306 (3) of the Water Management Act 2000.

The DSP has been independently audited by an auditor approved by Department of Planning Industry & Environment.

Budget Implications:

Council engaged a suitably qualified consultant to complete a review of the existing DSPs for Blayney & Millthorpe Sewerage which was included in the 2019/20 Operational Plan, at a cost of \$23k.

Enclosures (following report)

Nil

Attachments (separate document)

- 1 Development Servicing Plan for Sewerage Services 64 Pages