ATTACHMENTS TO REPORTS OF THE BLAYNEY SHIRE COUNCIL MEETING
HELD ON TUESDAY 16 JUNE 2026

PART TWO

BLAYNEY SHIRE COUNCIL

2026/27 – 2029/30 Delivery Program & 2026/27 Operational Plan

Acknowledgement of Country

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

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Adopted XX/XX/2026

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Message from the Mayor and Councillors

The Blayney Shire Council Delivery Program and Operational Plan is basically our shared game plan for what we'll be working on over the next year and the next four years. It's shaped by what you've told us matters most, and it guides how we turn your ideas into real projects and services across the Shire.

A lot of your feedback from the Community Strategic Plan flows straight into this document. That means the everyday things you see around town—like mowing sportsgrounds, showgrounds and parks, keeping Centrepoint running, cleaning out table drains, resurfacing roads, and fixing footpaths—are all part of this plan. Thanks to the Special Rate Variation, we're also putting extra effort into improving service delivery and keeping you better informed when you contact us.

We're also continuing to invest in the Shire's long-term future. Over the next four years, our Capital Works Program will focus on upgrading roads, bridges and culverts, improving footpaths, and looking after the buildings and facilities that support community life.

One of our biggest priorities is building stronger, more resilient roads so they hold up better during the next wet period. We're also focusing on upgrading existing footpaths and developing more connecting footpaths routes as part of our Active Movement Strategy, making it easier and safer for everyone to get around our great Shire.

We are expecting a deficit in the coming financial year, partly due to: increasing inflation (diesel costs in particular), changing Waste Facility environmental compliance requirements from the NSW Environmental Protection Authority and ongoing uncertainty around the commencement of the McPhillamys Gold Project, which will all have a direct impact on revenue and/or expenditure for Council in the coming years. Despite these challenges we're committed to delivering as much as we can for our great community whilst retaining long term financial sustainability as our top priority.

The next pages walk you through what we're planning to deliver. We're looking forward to another productive year working alongside you to keep the Blayney Shire moving forward.

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

Council's Guiding Principles

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

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

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

The following principles apply to decision-making by Council:

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

The following principles of sound financial management apply to Council:

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

Financial Sustainability Update

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

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

Following a financial sustainability review completed in 2023 and subsequent implementation of recommendations from this review, Council identified the need for a Special Variation (SV) to increase rates by 33.1% over 3 years (or 10% p.a.) commencing 1 July 2024, as one measure seeking to address growing forecast deficits in the Long Term Financial Plan (LTFP). The 2026/27 year will be year 3 and final increase to rates of the approved Special Variation.

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

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

It is important for Council and the community to understand that the Long Term Financial Plan relies on key assumptions in the Base Case scenario. If anticipated income—particularly from new mine rate revenue—does not materialise, and no additional or alternative income sources are identified, Council will need to implement further corrective measures. The risk remains prevalent with the uncertainty surrounding commencement of mine operations in the local government area.

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

Several additional factors, not anticipated in the Long Term Financial Plan adopted by Council in 2025, have emerged during the 2025/26 financial year and have affected Council's financial sustainability. These include increased compliance costs associated with waste landfill operations and a sudden, significant rise in fuel prices which not only directly impacts fuel prices for Council operations but also indirectly through third party suppliers of Council materials and services.

In response to the heightened compliance requirements for waste landfill, Council has reviewed its waste fees and charges framework and proposed increases to maintain cost neutrality in waste operations. While this objective has not been fully achieved in the proposed 2026/27 budget, performance will be closely monitored over coming years and further action taken as necessary to ensure waste services remain financially sustainable without impacting the General Fund and funding delivery of other Council services.

The unexpected surge in fuel prices has already led Council to scale back the use of high-consumption plant and equipment, limiting their operation to essential works only. This approach, however, is not viable in the long term and may adversely affect the maintenance of Council's asset base if continued. Beyond increasing the cost of maintenance and capital works, higher fuel prices may also drive up the cost of goods and services more broadly and impact cost of service delivery. While Council has attempted to account for elevated fuel costs in its financial projections for the coming year, the full extent of the impact across operations remains uncertain.

Rationale

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

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

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

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

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

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

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

Application of these principles means that:

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

Operational Budget Summary

The 2026/27 budget has been informed by the LTFP taking the following into account:

- The current financial outlook;
- The activities contained in the Delivery Program 2026-2030, which provides for the community aspirations for future growth of the Blayney Shire;
- Asset renewal funding requirements identified in the Ten Year Capital Works program.

Further details on the above areas including a summary of Net Cost of Services are contained in the 2026/27 – 2029/30 Delivery Program and 2026/27 Operational Plan Appendix in the Revenue Policy section and Council's Long Term Financial Plan. The 2026/27 budget includes a consolidated operating deficit of $2,078, which is largely impacted by the finalisation of prepayment of the Financial Assistance Grant in 2026/27.

Council's 2026/27 budget includes the final year of an approved special variation of 10% and provides for a higher allowance of expenditure relating to Council's infrastructure assets in an attempt to reduce Council's backlog and ensure the assets remain in a satisfactory condition, which extends the life and timing of required renewals.

With the implementation of the approved special variation and other assumptions in the Long Term Financial Plan coming to fruition, a more financially sustainable outcome for Council over the life of the 2026/27 – 2035/36 Long Term Financial Plan (LTFP) should be achieved.

A summary of Council's Operating Result for 2026/27 is shown below:

Fund	Surplus / (Deficit) ('000)
General Fund	($2,394)
Sewer Fund	$316
TOTAL	**($2,078)**

Capital Budget Summary

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

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

Fund	Surplus / (Deficit) ('000)
General Fund	$9,975
Sewer Fund	$580
TOTAL	**$10,555**

The 2026/27 Capital Budget includes infrastructure projects encompassing scheduled and ongoing asset renewal investment. With the finalisation of the majority of significant grant funded programs in 2025/26, most projects will predominantly be funded through Council's general revenue. This has resulted in a reduction of total capital expenditure programmed throughout the life of the DP/OP.

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

Further information on Council's Capital Budget forecasts can be found in the 2026/27– 2029/30 Delivery Program and 2026/27 Operational Plan Appendix in the Revenue Policy section.

Council's Functions

Blayney Shire Council

Executive Services

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

Corporate Services

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

Infrastructure Services

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

Planning and Environmental Services

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

What is the Delivery Program?

The Delivery Program 2026/27-2029/30 is one layer of the Integrated Planning and Reporting framework that all NSW Councils must develop to meet the requirements of the Local Government Act. It outlines the work Council can do to achieve the Future Directions identified by the community in the Community Strategic Plan.

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

What is the Operational Plan?

The 2026/27 Operational Plan completes the planning documents and details the activities to be undertaken and the financial requirements to deliver the commitments of the Community Strategic Plan and Delivery Program.

The diagram below demonstrates their linkages:

Community Strategic Plan 10 years	Delivery Program 4 years	Operational Plan 12 months
Vision what we want the Shire to be		
Values to guide future choices and behaviour	Where Council has a role supported by the Resource Strategy: Long Term Financial Plan, Asset Management Plans and Workforce Plan	
Council's Role Provider, Facilitator, Advocate		
Future Directions	**Strategies**	**Actions**
Community Priority	**Programs and Projects Budget**	**Programs and Projects Budget**

BLAYNEY SHIRE COUNCIL
Future Directions

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

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

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

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

Annual Budget	$ 15.05m Income	$ 3.80m Expenses

1. Leadership

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

1.1 Transparent and accountable Council trusted by the community

Strategy: How will we get there?	**Principal Activity:** Operational Action	**Performance Measure**	**Responsibility**	**PA Ref**	**26/27**	**27/28**	**28/29**	**29/30**
a. Implement and promote best practice governance	**Councillor Upskilling:** Support Councillors with training / skill / professional development opportunities	Councillor professional development identified and scheduled	Executive Services	GOV1	✓	✓	✓	✓
	Audit, Risk and Improvement: Delivery of a robust governance, audit and risk framework	Quarterly meeting of ARIC committee Adoption of Four Year and Annual audit plans per statutory requirements Audit, Risk and Improvement Committee minutes reported to Council	Corporate Services	ADM1	✓	✓	✓	✓
	Enterprise Risk Management: Implement and embed an Enterprise Risk Management system	Corporate Risk Register reviewed by Executive Leadership Team quarterly Operational Risk Register reviewed by Senior Leadership Team quarterly	Executive Services	ADM1	✓	✓	✓	✓
	Disclosures of Interests: Councillor and Designated Persons disclosures of interest returns completed annually in accordance with the Local Government Act	Disclosures of Interest Returns completed and reported to Council by 31 October	Corporate Services	ADM2	✓	✓	✓	✓
	Code of Conduct: Annually report on complaints under Council's Code of Conduct	Annual report to Council (before December)	Corporate Services	ADM2	✓	✓	✓	✓

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

1.2. Local priorities are championed through advocacy

Strategy: How will we get there?	**Principal Activity:** Operational Action	**Performance Measure**	**Responsibility**	**PA Ref**	**26/27**	**27/28**	**28/29**	**29/30**
a. Engage with governments, councils, agencies, associations and private companies for the betterment of the community	**Elected representative advocacy:** Build strong relationships with state and federal members to represent the community	Number of occasions Council met with State and Federal representatives	Executive Services	GOV1	✓	✓	✓	✓
	Agency and Association engagement: Build strong relationships with state and federal agencies for the betterment of the community	Membership, participation and engagement activities, including: CNSWJO, MERC, Country Mayors, LGNSW, ALGA, TfNSW, DPHI, EPA etc	Executive Services	ADM1	✓	✓	✓	✓
	Private sector engagement: Build strong relationships with the private sector for the betterment of the community	Number of engagements with key private sector stakeholders including: Newmont (Cadia), Regis Resources (McPhillamys), Iberdrola (Flyers Creek) etc	Executive Services	ADM1	✓	✓	✓	✓

1.3 The community is informed and engaged

Strategy: How will we get there?	**Principal Activity:** Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
a. Ensure various communication methods are used to engage the community throughout the shire	**Communication:** Communicate Council's activities through a range of media platforms	Number of promotion activities undertaken	Executive Services	ADM1	✓	✓	✓	✓
	Website - Maintain a user-friendly website with easily accessible information on council services, policies, events, news, meeting agendas, minutes, and other public records	Website reviewed and updated	Executive Services	ADM1	✓	✓	✓	✓
b. Inform and encourage community input into decision making	**Meetings:** Regular meetings of Council, committees and community groups comprising Councillor and community representatives	Number of: Council meetings, Financial Assistance Program Committee, Disability Inclusion Working Group, Blayney Showground User Group and community group meetings	Executive Services	ADM1	✓	✓	✓	✓
	Engagement: Engage with the community on key strategies and documents	Number of engagements undertaken	Executive Services	ADM1	✓	✓	✓	✓
	Engagement: Review the Blayney Shire Community Participation Plan	Review and update Community Participation Plan	Planning and Environmental Services	ADM1		✓		
	Public Forum: Provide opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings	Business paper available to public 3 days prior to Council meeting and public advised of the availability of the public forum	Executive Services	ADM1	✓	✓	✓	✓

1.4 Finances are managed sustainably and responsibly

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
a. Council meets all statutory and regulatory compliance obligations	**Financial reporting:** Statutory financial returns, annual and quarterly financial reports are filed in accordance with legislative requirements	Audited financial statements and financial returns lodged within legislative timeframe QBRS reported to Council quarterly within legislative timeframe	Corporate Services	ADM2	✓	✓	✓	✓
	Financial reporting: Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations	Unmodified audit report issued by 31 October	Corporate Services	ADM2	✓	✓	✓	✓
	Private works: Works conducted on private land are in accordance with Local Government Act and such works charged at appropriate commercial rates	Income from private works exceeds expenditure	Infrastructure Services	ECA4	✓	✓	✓	✓
	Legislative compliance: Legislative compliance obligations reviewed	Legislative compliance review status report tabled to Audit, Risk and Improvement Committee on a 6-monthly basis	Corporate Services	ADM1	✓	✓	✓	✓
b. Council operates in a financially sustainable manner and seeks to identify and implement ongoing efficiencies	**Financial sustainability:** Manage Council financial systems, processes and projects in a sustainable way that maximises value for money for Ratepayers	Longterm financial plan reviewed, updated and adopted	Corporate Services	ADM2	✓	✓	✓	✓
	Financial sustainability: Ensure Council has adequate cash flow to meet its needs	Unrestricted current ratio exceeds NSW local government industry key performance indicator (OLG) of 1.5X	Corporate Services	ADM2	✓	✓	✓	✓

b. Council operates in a financially sustainable manner and seeks to identify and implement ongoing efficiencies	**Service improvements:** Promote and facilitate excellent performance through the development of streamlined and improved systems, processes and frameworks	Report improvements and efficiencies to ARIC, Council and Annual Report Undertake 2 service reviews per annum	Corporate Services / Other Depts.	ADM1	✓	✓	✓	✓
c. Creation of new and upgraded public assets is balanced with the needs of the greater community	**New and Upgraded assets:** Ongoing operational impacts from new and upgraded assets is considered prior to a project being committed to and/or supported	Number of projects considered under the Blayney Shire Community Initiated Infrastructure Policy	Infrastructure Services	ADM3	✓	✓	✓	✓
	Asset maintenance: Maintenance and renewal is undertaken in a financial sustainable manner	Asset backlog ratio, reported annually, trending downward	Corporate Services / Infrastructure Services	ADM3	✓	✓	✓	✓

Annual Budget	$ 571k Income	$ 1.89m Expenses

2 – Community

A connected, healthy and inclusive community

2.1 Community groups are capable, resilient and well-supported

Strategy: How will we get there?	**Principal Activity:** Operational Action	Performance Measure	Responsibility	PA Ref.	26/27	27/28	28/29	29/30
a. Provide support and opportunities for town and village associations and community groups to actively represent their community or group	**Town / Village plans:** Each town / village identifies projects and opportunities needed by the community	Action Plan completed for each town and village	Executive Services	GOV1	✓			
	Town and village associations: Assist associations to function so they can represent their community	Assistance provided through Community Financial Assistance Program	Corporate Services	GOV1	✓	✓	✓	✓
	Community groups: Assist community groups to have the capacity to seek funding through other sources	Value and number of projects provided and delivered under the Village Enhancement Program Communicate funding opportunities to community groups	Corporate Services	GOV1	✓	✓	✓	✓
b. Explore opportunities seeking to address the decline of volunteers	**Community directory:** Develop and maintain a Community Directory including volunteering opportunities	Community directory developed and promoted	Executive Services	GOV1	✓	✓	✓	✓
	Volunteer numbers: Partner with government agencies to conduct / promote programs to increase volunteer numbers	Events, programs and opportunities promoted	Executive Services	GOV1	✓	✓	✓	✓
	Recognition of volunteers: Work with Australia Day Committee to recognise the contribution volunteers make to the community	Australia Day Breakfast conducted and awardees recognised	Executive Services	GOV1	✓	✓	✓	✓

2.2 Social connection and learning opportunities are available for all

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref.	26/27	27/28	28/29	29/30
a. Encourage and facilitate youth participation, engagement and employment opportunities	**Youth Week:** Allocate funding through Youth Week Small Grants Program	Value and number of projects funded by the program	Corporate Services	CSE3	✓	✓	✓	✓
	Youth leadership and Education: Support youth programs for Blayney Shire residents	Value and number of projects funded by the program	Corporate Services	GOV1	✓	✓	✓	✓
	Youth Employment Opportunities: Identify youth employment opportunities within Council and the Blayney Shire	Number of cadets, trainees and apprentice positions provided within Council	Executive Services	ADM1	✓	✓	✓	✓
b. Provide library services, community spaces and facilities that create social connection opportunities	**Library:** Maintain Library Services delivered through service level agreement with Central West Libraries	Library usage and circulation statistics reported to Council on six-monthly basis	Corporate Services	REC1	✓	✓	✓	✓
	Community Centre: Ensure the Blayney Shire Community Centre is presented and maintained to encourage community use and activities	Usage statistics reported to Council on six-monthly basis	Corporate Services	REC2	✓	✓	✓	✓
	Community Halls: Support village and community halls to enable local activities and community events	Maintenance and enhancement activities undertaken to community spaces and facilities within the villages	Infrastructure Services	REC2	✓	✓	✓	✓
c. Support and assist with the promotion of community events and cultural activities	**Community Events:** Assist community groups to host and facilitate community events	Number of applications supported	Executive Services	GOV1	✓	✓	✓	✓
	Communications: Promote community events and activities through Council channels	Number of events promoted	Executive Services	ADM1	✓	✓	✓	✓

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

2.3 A safe and healthy community

Strategy: How will we get there?	**Principal Activity:** Operational Action	**Performance Measure**	**Responsibility**	**PA Ref.**	**26/27**	**27/28**	**28/29**	**29/30**
a. Engage with, and support agencies (including Emergency Services) to ensure adequate service levels and disaster resilience throughout the shire	**Local Traffic Committee:** Ongoing facilitation and involvement in the Local Traffic Committee (LTC)	Host, coordinate and provide technical support to the LTC	Infrastructure Services	ADM3	✓	✓	✓	✓
	Local Emergency Management Committee: Ongoing facilitation and involvement in the Local Emergency Management Committee (LEMC)	Host, coordinate and chair meetings of LEMC Maintain the LEMC Emergency Management Plan and contact lists	Infrastructure Services	POS3	✓	✓	✓	✓
	Rural Fire Service: Involvement and participation in the Canobolas Zone Bushfire Management and Liaison Committees	Number of meetings attended	Infrastructure Services	POS1	✓	✓	✓	✓
b. Enhanced and improved health and medical services for the shire	**Health and medical facilities:** Advocate on behalf of the Blayney community for improved health services within the Blayney Shire and adjoining regional centres	Engagement with stakeholders as required	Executive Services	GOV1	✓	✓	✓	✓

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

2.4 An inclusive and liveable community

Strategy: How will we get there?	**Principal Activity:** Operational Action	**Performance Measure**	**Responsibility**	**PA Ref.**	**26/27**	**27/28**	**28/29**	**29/30**
a. Provide and promote access and inclusion for people with a disability	**Disability Inclusion Action Plan:** Review and update the Disability Inclusion Action Plan	Review and update Disability Inclusion Action Plan	Corporate Services	ADM 2	✓			
	Disability Inclusion Action Plan: Implement the Disability Inclusion Action Plan	Meetings of Disability Inclusion Working Group held and minutes reported to Council Six monthly and annual reporting	Executive Services	ADM 1	✓	✓	✓	✓
	Access Incentive Fund: Provide an Access Incentive Fund to assist building owners with the cost of having an Access Consultant provide an initial report	No. of applications received	Planning and Environment	MMC 1	✓	✓	✓	✓
	Council Works: Disability Inclusion Working Group is consulted on relevant Council projects	Delivery Program and Operational Plan is referred annually to the DIWG	Corporate Services	TCO5	✓	✓	✓	✓
b. All decisions are sensitive to the impact on vulnerable groups	**Vulnerable groups:** Review the Pensioner and Hardship Policy	Policy reviewed and adopted	Corporate Services	ADM 2		✓		
	Affordable housing: Advocate and identify opportunities for affordable housing developments	Engagement with state government and community housing providers e.g. Housing Plus	Executive Services	ECA3	✓	✓	✓	✓
	Child Care: Advocate and support for childcare services	Contribution to Blayney Out of School Hours Care Service	Corporate Services	CSE2	✓	✓	✓	✓
c. Public transport services are adequate for communities needs	**Public Transport:** Liaise with Transport for NSW and other not for profit operators seeking to improve public transport connectivity as required	Service gaps identified and advocacy undertaken	Executive Services	ADM 1	✓	✓	✓	✓

c. Public transport services are adequate for communities needs	**Bus Stops:** Facilitate requests and engage with bus service providers on bus stop locations and associated infrastructure	Requests for formal bus stops facilitated through Local Traffic Committee and application to TfNSW Requests for informal bus stops coordinated internally as per guidelines	Infrastructure Services	TCO7	✓	✓	✓	✓
	Newbridge Railway Station: Advocate for the reactivation of Newbridge Railway Station through upgrades and a stop on demand service	Reactivation of Newbridge Railway Station	Executive Services	GOV 1	✓	✓	✓	✓

Blayney OOSH Services

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

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

Village Enhancement Program

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

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

Through the program Council currently supports both Blayney Town Association and Millthorpe Village Committee for the reimbursement of Association incorporation expenses, public liability insurance and administration costs.

Blayney Library

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

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

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

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

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

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

Youth Development

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

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

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

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

Animal Control

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

Contributions to Emergency Services

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

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

Health & Food Control

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

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

Annual Budget	$ 5.90m Income	$ 16.99m Expenses

3 – Infrastructure

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

3.1 Resilient and well-maintained road and transportation infrastructure

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
a. Ensure transport infrastructure is safe and well maintained	**Road allocations:** Deliver road allocations projects in accordance with budgetary allocations and asset management plans	Heavy patching, culvert renewal, reseal and gravel sheeting programs delivered Ensure adequate renewal of existing infrastructure	Infrastructure Services	TCO1	✓	✓	✓	✓
	Bridges - Local Roads: Maintain local bridges	Maintenance and renewal works undertaken	Infrastructure Services	TCO3	✓	✓	✓	✓
	Bridges - Regional: Maintain regional bridges	Maintenance and renewal works undertaken	Infrastructure Services	TCO4	✓	✓	✓	✓
b. Advocate to the NSW Government for improved transportation networks	**Transport for NSW:** Build strong relationships with Transport for NSW seeking improved Transportation networks for the betterment of the community	Number of meetings held and engagements with Transport for NSW	Infrastructure Services	TCO2	✓	✓	✓	✓
	Regional collaboration: Participate in committees, groups and events seeking improved Transportation networks for the betterment of the community	Actions undertaken during the period	Infrastructure Services	ADM3	✓	✓	✓	✓

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

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

Strategy: How will we get there?	**Sporting grounds: Maintain Council sporting fields for all sporting associations**	**Performance Measure**	**Responsibility**	**PA Ref**	**26/27**	**27/28**	**28/29**	**29/30**
a. Ensure public spaces and facilities are planned, maintained and fit for purpose	**Blayney Showground:** Maintain Blayney Showground for all users and engage users on projects prior to commencement	Maintenance undertaken Users engaged	Infrastructure Services	REC7	✓	✓	✓	✓
	Street cleaning: Delivery of street cleaning services across the Blayney Shire	Street cleaning services undertaken	Infrastructure Services	ENV4	✓	✓	✓	✓
	Public conveniences: Provide public amenities to facilitate community activity	Maintenance undertaken	Infrastructure Services	HCA2	✓	✓	✓	✓
	Public conveniences: Perform a review of access to public amenities and facilities e.g. opening hours of toilets	Review undertaken and changes implemented	Infrastructure Services	HCA2	✓			
	Cemeteries: Cemeteries maintained to current high standard	Maintenance undertaken	Infrastructure Services	HCA1	✓	✓	✓	✓

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

d. Ensure renewal of existing and future infrastructure is planned and fit for purpose	**Grant funding submissions:** Identify opportunities and apply for grant funding	Grant applications lodged and received	Infrastructure Services	ADM3	✓	✓	✓	✓
	Project design: Infrastructure projects are designed and scoped in advance of project commencement	Designs finalised, projects scope and costing adopted ready for delivery	Infrastructure Services	ADM3	✓	✓	✓	✓
	Asset management plans: Review Asset management plans and infrastructure related policies	Asset management plans and infrastructure policies regularly reviewed	Infrastructure Services	ADM3	✓	✓	✓	✓

3.3 Utility services meet the growing needs of the community

Strategy: How will we get there?	**Principal Activity:** Operational Action	**Performance Measure**	**Responsibility**	**PA Ref**	**26/27**	**27/28**	**28/29**	**29/30**
a. Stormwater drainage and sewer assets are maintained, resilient and planned to facilitate growth	**Sewerage services:** Complete sewer strategic plan	Plan completed and Council endorsed	Infrastructure Services	SSE1	✓			
	Stormwater: Stormwater assets, including kerb and gutter and culverts are maintained and renewed	Stormwater, culverts and kerb and gutter maintenance and renewals undertaken	Infrastructure Services	TCO6	✓	✓	✓	✓
	Stormwater drainage: Township of Blayney Flood study	Blayney Township Local Flood study completed and Council endorsed	Infrastructure Services	ENV6	✓			
	Sewerage services: Maintain Council's sewer infrastructure	Ensure adequate renewal provisions for existing infrastructure	Infrastructure Services	SSE1	✓	✓	✓	✓
b. The community has access to an appropriate water supply	**Water services:** Councillor representation as constituent member of Central Tablelands Water	Participation in meetings and other CTW activities	Executive Services	GOV1	✓	✓	✓	✓
	Council bores: Manage the water supply bores in rural locations to provide ‘non-potable’ water supply options within the Shire	Bores operated and reported in accordance with regulator and legislative requirements	Infrastructure Services	HCA2	✓	✓	✓	✓

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

Roads

Council has responsibility for 3 categories of roads:
- Regional Roads;
- Local Roads – Sealed; and
- Local Roads – Unsealed.

State Roads (highways) within the Blayney Shire LGA are the responsibility of Transport for NSW.

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

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

Local Roads – Sealed

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

There is 345.3 km of sealed Local Roads in Blayney Shire, the major ones being Forest Reefs Road, Vittoria Road, Newbridge Road, Barry Road, Errowanbang Road, Cadia Road, Tallwood Road, and Browns Creek Road. In 2024/25 Council undertook a condition assessment of the entire local sealed road network. The assessment determined the condition of the underlying pavement and the road seal condition. The next condition assessment is scheduled for September 2029. The pavement conditions within Council's sealed road network assessed in late 2024 were as follows:

Rating	What does this mean	% of Road Network	Total km
1	**As New:** New or recently constructed pavement.	33.1	112.9
2	**Good:** Requires only minor maintenance (pothole patching) plus planned maintenance (drainage).	25.1	85.6
3	**Fair:** Requires ongoing significant maintenance (heavy patching / sealing)	23.6	80.6
4	**Poor:** Significant renewal (structural rehabilitation / extensive heavy patching) required and sealing.	15.9	54.2
5	**Very Poor:** Requires full rehabilitation / reconstruction drainage and seal).	2.32	7.9

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

Rating	What does this mean	% of Road Network	Total km
1	**As New:** New or recently placed seal.	53.84	185.9
2	**Good:** Requires only minor maintenance (pothole patching)	25.46	87.9
3	**Fair:** Requires ongoing significant maintenance (pothole patching) and resealing required in short term.	12.42	42.9
4	**Poor:** Significant renewal (new seal) required	5.21	18.0
5	**Very Poor:** requires full rehabilitation. Likely to require pavement rehabilitation also).	3.07	10.6

The condition assessment was undertaken as part of the 2024/25 Operational Plan, and on a five yearly cycle thereafter.

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

- Rehabilitation/reconstruction
- Heavy patching
- Resealing
- Line marking

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

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

- Road hierarchy
- Traffic volume; including Heavy Vehicle Usage
- Road width
- Whether it is a bus/school bus route
- Road crash data and risk profile
- Strategy Routes (i.e. Major freight routes, Major through roads, Tourist routes etc.)
- Speed environment, and
- Road condition, including maintenance costs

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

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

Local Roads – Unsealed

Council has full responsibility over Local Unsealed Roads, with funding sources including the Federal FAG's Roads Component, Federal Roads to Recovery funding and Council Rates. There is 341.6km of unsealed Local Roads in Blayney Shire the major ones being Neville-Trunkey Road, Old Lachlan Road, Beneree Road, Gap Road and Village Road.

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

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

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

Whilst there is no set frequency for grading, generally it would vary from once every 3-4 months for a major route, to potentially up to 3-4 years for some of the minor roads. Council's methodology for maintenance of unsealed roads is to intervene when a road reaches a particular condition level, depending on the classification. To facilitate this, Council undertakes routine inspections of its gravel road network, with inspection times varying from 2 to 6 months. This has been done in the 2025-2026 December to February period and will need to be done biannually at a minimum.

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

Regional Roads

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

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

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

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

State Roads

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

Parks and Open Spaces

Council manages a total of 15 Parks and 20 Open Spaces across the Shire. Open spaces provide generally undeveloped areas for recreation or wildlife habitat and may include environmental conservation or buffer zones not open to the public. They may include some basic improvements such as toilets or seating. Parks are a special subset of open spaces. They are formal outdoor recreation spaces designated for the community, often with public conveniences such as toilets, BBQs, tables and seating, playgrounds etc. Council prioritises the servicing of parks with cleaning of amenities, maintenance of play equipment, soft fall, tree pruning, weed management, irrigation maintenance, and mowing conducting according to programmed schedules. Seasonal variance in vegetation growth drives this program.

Council maintains of open spaces consists of mowing/slashing, tree pruning, and weed management. Council endeavours to keep these areas tidy, as they are often located towards the entrances of towns or villages. Due to the varying growth rates of a given season, and the ability to access these during wet periods, areas may go unmaintained for extended periods as Council prioritises other areas.

Environmental plantings and regeneration programs are an important component of many of the town and village parks, along creeks adjoining native vegetation areas and open reserves, cemeteries and other open space corridors.

Council expects individual property owners throughout the Shire to maintain the street verges adjoining their property. This contribution assists in managing works with our available resources. Depending on the availability of resources and existing works schedule, Council may undertake maintenance of some verges throughout the Shire on an ad-hoc basis, or verges which are directly related to a Council asset.

Trees are inspected and audited with pruning undertaken on an annual basis where required. New trees are regularly watered.

Council endeavours to maintain Parks and Open Spaces in a positive condition depending on the elements of each site. The condition shall allow for the ongoing community use of the parks and spaces as they were intended. The frequency of council attendance to maintain these areas are impacted by seasonal weather conditions, and the level of community usage. The typical frequency for servicing public toilets is daily Tuesday through Friday, with high usage sites also serviced Sundays and Mondays. Mowing of sites is generally weekly through summer and monthly through winter.

The following table lists the parks and open spaces provided and locations of public toilets.

Town or Village

Location	Parks	Open Spaces	Public Toilets
Blayney	Heritage Park Carrington Park Innes Park Billy Soo Park Albert Cook Park Goose Park Church Hill Lookout	Belubula River Walk Belubula River Walk - Boardwalk Frog Hollow Palmer St Torrens St President's Walk Mt Errol St Lovejoy Ave Amos Place Reserve Gilchrist St Raphael St Beaufort St Sturt St Back of Johnstone Ave	Heritage Park Carrington Park
Millthorpe	Dog Park	Convent Lane Mill Green	
Neville	Memorial Park		Memorial Park
Newbridge	Showground		Showground
Barry	Community Hall		Community Hall
Mandurama	Recreation Ground		Recreation Ground
Carcoar	Kurt Fearnley Park RFS Park	South Bank North Bank Pound Flat Carcoar Dam	RFS Park Carcoar Dam
Lyndhurst	Capital Park		Capital Park

Sports and Oval Facilities

Council maintains 9 recreational facilities that allow for the enjoyment of the community and sporting associations throughout the shire. Many sportsgrounds have diverse infrastructure including public playgrounds, and other facilities, whilst others are reserved for sporting functions. The level of service may vary depending on the season and number of sporting events held, however they are generally similar to the Park and Open Space schedules. In summer months, sporting fields have increased mowing requirements for example. Typical activities undertaken by council include mowing, cleaning and repair of toilets, changerooms and other structures, field marking, turf renovations, and irrigation maintenance. Council aims to ensure service delivery is coordinated with programmed events to provide timely service.

The following tables list the facilities at each sporting facility.

Facility	Classification	Annual Cost	Council Subsidy
King George Oval	**Regional**	**$202k**	**95%**
Features			
Sporting Infrastructure			**Conveniences**
• 2 Irrigated playing fields • 2 Long jump pits • 1 Athletics track	• 2 Discus / shotput nets • 1 Turf wicket	• Field lighting • 2 Grandstands • Accessible toilets • Canteen	• Changerooms • Scoreboard / scorer's box • On-site parking • Secure site

Facility	Classification	Annual Cost	Council Subsidy
Blayney Showground	**Regional**	**$272k**	**91%**
Features			
Sporting Infrastructure		**Conveniences**	
• 1 Covered arena • 3 Outdoor arenas • 800m Track	• Showring • Dog yards • Cattle yards	• Lighting for covered arena • Canteen • Accessible toilets • Change rooms • Camping facilities	• Pavilion with; commercial kitchen, bar, dining hall, covered outdoor area • On-site parking • Secure site

Facility	Classification	Annual Cost	Council Subsidy
Redmond Oval	**District**	**$122k**	**92%**

Features			
Sporting Infrastructure			Conveniences
• 1 Irrigated field • 1 Synthetic wicket	• 2 Practice nets • 2 Tennis courts	• Field lighting • Canteen • Accessible public toilets • Change rooms • Skatepark	• BBQs • Playground • Exercise equipment • Rotunda • On-site parking

Facility	Classification	Annual Cost	Council Subsidy
Lyndhurst Recreation Ground	**District**	**$35k**	**97%**

Features			
Sporting Infrastructure		Conveniences	
• 1 Playing field • 1 Synthetic wicket	• 2 Practice nets • 1 Multipurpose court	• Accessible public toilets • BBQ and shelters • Playground	• Primitive camping sites • Caravan dump point • On-site parking

Facility	Classification	Annual Cost	Council Subsidy
Blayney Tennis Courts	**Local**	**$10k**	**90%**

Features			
Sporting Infrastructure		Conveniences	
• 8 Tennis courts		• Lighting for 4 courts • Canteen • Accessible toilets	• Clubhouse / hall • Secure site

Facility	Classification	Annual Cost	Council Subsidy
Dakers Oval	**Local**	**$25k**	**100%**

Features			
Sporting Infrastructure		**Conveniences**	
• 1 Synthetic wicket	• 2 Practice nets	• Accessible public toilets	

Facility	Classification	Annual Cost	Council Subsidy
Blayney Netball Courts	**Local**	**$8k**	**88%**

Features			
Sporting Infrastructure		**Conveniences**	
• 6 Playing courts		• Court lighting • Canteen	• Secure site

Facility	Classification	Annual Cost	Council Subsidy
Napier Oval	**Local**	**$108k**	**98%**

Features			
Sporting Infrastructure		**Conveniences**	
• 2 Irrigated playing fields	1 Synthetic wicket	• Canteen	• Toilets

Facility	Classification	Annual Cost	Council Subsidy
Carcoar Sportsground	**Local**	**$16k**	**97%**

Features			
Sporting Infrastructure		**Conveniences**	
• 1 Playing field	• 1 Multipurpose court	• Playground • Change rooms • Accessible public toilets	• Canteen • On-site parking

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

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

Footpaths

Council maintains a 43.9 km network of footpaths and shared paths. Minor maintenance repairs include; concrete grinding, minor replacements, and vegetation control. The objective of these maintenance activities is to remove trip and slip hazards, control vegetation encroachment, and minimise edge drops within a pathway segment.

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

The Blayney Shire Active Movement Strategy (AMS) identifies future opportunities for pedestrian/cyclist movements, and maps the current footpaths, as well as the strategic gaps, in the shire's footpath network. The AMS is the primary strategic document adopted by Council that guides the construction of new footpaths, road crossings, pedestrian blisters, etc. Implementation of the projects in the AMS are often subject to grant funding from the State or Federal Governments, given their significant capital expenditure requirements.

Asset Management

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

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

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

Cemeteries

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

Cemeteries are mown generally once a month, and subject to funerals as required with a more flexible approach provided to meet residents and family needs.

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

Street Lighting

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

Annual Budget	$ 237k Income	$ 753k Expenses

4 – Economy

A diverse, vibrant and sustainable economy

4.1 Our economy is strong and diverse

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
a. Support existing and new business to encourage economic growth	**Business engagement:** Share relevant information with local businesses about grants, training, workshops and policy changes	Local businesses engaged with opportunities	Executive Services	ECA1	✓	✓	✓	✓
	Blayney Twilight Shopping: Facilitate and annual Blayney Twilight Shopping event	Annual Twilight shopping event	Executive Services	ECA1	✓	✓	✓	✓
	Industrial development: Facilitate the sale and development of industrial land	Available industrial land for sale promoted	Corporate Services	ECA1	✓	✓	✓	✓
b. Support the agriculture sector to be productive and sustainable	**Advocacy:** Advocate as required for the agricultural sector	Advocacy undertaken	Executive Services	GOV1	✓	✓	✓	✓
	Regional collaboration: Work with Cabonne, Cowra, Orange City, Weddin and NSW Government on the 2024 Central West Regional Drought Resilience Plan	Number of implementation actions implemented and/or actioned	Executive Services	GOV1	✓	✓	✓	✓
c. Seek to leverage economic growth opportunities from large scale developments	**Advocacy:** Advocate as required for opportunities	Advocacy undertaken	Executive Services	ADM1	✓	✓	✓	✓

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

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

Strategy: How will we get there?	**Principal Activity:** Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
a. Engage and advocate in relation to social, corporate and environmental responsibilities for mining and renewable energy projects **b. Advocate for the wider community benefit in relation to any change (new, expansion or closure) of mining and renewable energy projects**	**Participation:** Attend Community Consultative Committee (CCC) meetings	Attend Community Consultative Committee (CCC) meetings for Cadia Gold Mine, Flyers Creek Wind Farm and McPhillamy's Gold Project	Executive Services	GOV1	✓	✓	✓	✓
	Advocacy: Advocate by elected representatives as required for the betterment of the community	Advocacy undertaken	Executive Services	GOV1	✓	✓	✓	✓
	Engagement: Liaise and engage with NSW Government agencies as required for the betterment of the community	Number of engagements with relevant agencies	Planning and Environmental Services	HCA4	✓	✓	✓	✓
	Engagement: Engage with key stakeholders including: Cadia Gold Mine, Flyers Creek Wind Farm, McPhillamys Gold Project for the betterment of the community	Number of engagements with relevant stakeholders	Executive Services	ADM1	✓	✓	✓	✓

4.3 A growing tourism industry

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
a. Leverage the strengths of a regional tourism industry approach with our neighbouring councils	**Regional tourism**: Work with Orange360 to grow the visitor economy	Service Level Agreement KPIs	Executive Services	ECA1	✓	✓	✓	✓
	Destination management: Implement the Orange Region Destination Management Plan in partnership with Orange and Cabonne Councils	Actions completed	Executive Services	ECA1	✓	✓	✓	✓
b. Collaborate with key stakeholders representing the tourism industry	**Tourism partnerships:** Work with Central NSW Joint Organisation Tourism Group and Destination NSW to enhance and better the visitor economy	Meetings attended	Executive Services	ECA1	✓	✓	✓	✓
	Visitor information volunteers: Provide support to the Blayney Visitor Information Centre	Opening hours of the Blayney VIC Number of volunteers involved with Blayney VIC	Executive Services	ECA1	✓	✓	✓	✓
c. Support and encourage events, businesses and experiences which add value to the local visitor economy	**Tourism Development Program:** Review the Tourism Development Program	Review completed	Executive Services	ECA1	✓			
	Support Program: Allocate annual funding through a program to support community based tourism events and activities	The value and number of events and activities supported	Executive Services	ECA1	✓	✓	✓	✓
	Sculptures by the Bush: Coordinate annually to encourage visitation and dispersal around the villages	Benefits of event are seen by local businesses across the Shire	Executive Services	ECA1	✓	✓	✓	✓
	Marketing: Assist with the promotion of town/villages, events and Council assets (e.g. ATDW Listings, brochures, website listings)	Marketing projects completed	Executive Services	ECA1	✓	✓	✓	✓
	Business support: Provide support to the visitor economy industry through training and networking opportunities	Number of activities promoted and supported	Executive Services	ECA1	✓	✓	✓	✓

4.4. Sustainable growth of our community

Strategy: How will we get there?	**Principal Activity:** Operational Action	**Performance Measure**	**Responsibility**	**PA Ref**	**26/27**	**27/28**	**28/29**	**29/30**
a. Assess and process applications in a timely manner	**Development assessment and certificates:** Provide efficient and effective development assessment in a timely manner	Quarterly Development Assessment Report to Council	Planning and Environmental Services	HCA4	✓	✓	✓	✓
	Development and property enquiries: Provide efficient and effective property information and pre lodgement information	Number of planning certificates issued Number of pre-lodgement planning enquiries responded to	Planning and Environmental Services	HCA4	✓	✓	✓	✓
b. Council infrastructure is not negatively impacted in an unsustainable manner by proposed developments	**Infrastructure impact:** Each application is considered on its merits by Infrastructure Services	Impact on relevant Council infrastructure is considered and addressed in DA process	Planning and Environmental Services / Infrastructure Services	HCA4	✓	✓	✓	✓
	Infrastructure guidelines: Review and update Engineering Guidelines	Guidelines reviewed and updated	Infrastructure Services	HCA4		✓		
c. Land use strategies and plans are reviewed and updated	**Planning documents**: Monitor, review and update planning instruments, plans, strategies and planning policies	Blayney Shire Development Control Plan 2017 reviewed and updated	Planning and Environmental Services	HCA4	✓			
		Blayney Shire Local Strategic Planning Statement reviewed and updated	Planning and Environmental Services	HCA4				✓

c. Land use strategies and plans are reviewed and updated		Blayney Shire Bushfire Mapping reviewed and updated	Planning and Environmental Services	HCA4	✓			
		Addendum review to Settlement Strategy for Millthorpe completed	Planning and Environmental Services	HCA4			✓	
		Planning Proposal to amend the Blayney Local Environmental Plan 2012 is completed (for town of Blayney) following Township of Blayney Flood Study review and update	Planning and Environmental Services	HCA4		✓		

Tourism

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

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

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

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

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

Town Planning

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

In 2025, Council received, assessed and determined, 127 Applications with a combined total value of $39.5m. During 2025, Council responded to 509 pre-planning enquiries and issued 285 Planning Certificates, 140 Drainage Diagrams and 38 Outstanding Notice certificates.

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

Annual Budget	$ 2.53m Income	$ 2.93m Expenses

5 – Natural & Built Environment

Protecting our assets for future generations

5.1 Natural ecosystems, including waterways, bushland, and wildlife, are preserved and enhanced								
Strategy: How will we get there?	**Principal Activity:** Operational Action	**Performance Measure**	**Responsibility**	**PA Ref**	**26/27**	**27/28**	**28/29**	**29/30**
a. Natural environment, including the Belubula River, is well managed and preserved for current and future generations	**On site sewerage management:** Review and prepare a Strategy for on site sewerage management	Council determined position for a On Site Sewerage Management Strategy	Planning and Environment	ADM4	✓	✓	✓	✓
	Compliance: Manage Blayney Waste Facility and Blayney Sewerage Treatment Plant in accordance with EPA Licences	Annual Licence returns	Planning and Environmental Services / Infrastructure Services	SSE1	✓	✓	✓	✓
	Trees: Work with community groups to develop tree planting strategic plans and maintenance programs in towns and villages across the shire	Number of plans developed, new trees planted or replaced	Planning and Environmental Services / Infrastructure Services	REC6	✓	✓	✓	✓
b. Minimise the impact of weeds and pest animals in the shire	**Weed management:** Councillor representation as constituent member of Central Tablelands Weeds Authority	Participation in meetings and other CTWA activities	Executive Services	GOV1	✓	✓	✓	✓
	Weed management: Ensure budget allocations are adequate for noxious weed management	Spending on noxious weed management Compliance with legislative provisions	Infrastructure Services	ENV1	✓	✓	✓	✓
	Pest management: Work with organisations (Local Land Service) to manage pests as identified and reported	Number of engagements	Planning and Environmental Services	ENV1	✓	✓	✓	✓

5.2 Heritage and cultural sites are valued and protected

Strategy: How will we get there?	**Principal Activity:** Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
a. Built heritage items and heritage conservation areas are preserved and maintained	**Heritage Advisor Program:** Provide a Heritage Advisory Service for guidance on proposed works to heritage listed buildings and proposed developments within Heritage Conservation Areas	Number of proposed guidance reports issued	Planning and Environmental Services	HCA4	✓	✓	✓	✓
	Heritage Assistance Program: Provide a Heritage Assistance Program to assist and encourage owners of Heritage listed buildings with maintenance costs	Number of applications received and number of grants provided	Planning and Environmental Services	HCA4	✓	✓	✓	✓
b. Work with cultural groups if any significant places of interest are identified	**Engagement:** Engage with Aboriginal stakeholders as identified and as required	Number of engagements	ALL	HCA4	✓	✓	✓	✓

5.3 Sustainable waste management

Strategy: How will we get there?	**Principal Activity:** Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
a. Minimise the amount of landfill waste deposited to landfill	**Strategic Plan:** Develop Strategic Plan for Blayney Waste Facility to guide future waste resource requirements	Completion of Strategic Plan for Blayney Solid Waste Facility	Planning and Environmental Services	ENV3	✓	✓		
	Commercial Waste: Reduce the volume of commercial waste deposited to Blayney Waste Facility	Reduction in the volume of commercial waste deposited to the Blayney Waste Facility	Planning and Environmental Services	ENV3	✓	✓	✓	✓
	Bulky Waste Collection: Review the Bulky Waste Collection service	Review undertaken and report provided to Council for consideration	Planning and Environmental Services	ENV2		✓		
	Village Recycling Stations: Review the adequacy of the village recycling stations	Review undertaken and report provided to Council for consideration	Planning and Environmental Services	ENV2		✓		
b. Promote and create opportunities for waste diversion and reduction within kerbside collection services	**Kerbside Waste Collection**: Consider opportunities as part of the NetWaste Regional Waste Collection contract	New collection contract to be implemented	Planning and Environmental Services	ENV2	✓	✓	✓	
	Food Organics / Garden Organics: Oversee implementation of a Food Organics / Garden Organics (FOGO) Collection Service	Community consultation and engagement Introduction of a FOGO Service before 2028	Planning and Environmental Services	ENV2	✓	✓	✓	
	Regional collaboration and other opportunities: Work with NetWaste to identify and implement opportunities Participate in activities to promote reuse and reduce waste	Participation in NetWaste meetings and procurement activities Participation in the annual Garage Sale Trail	Planning and Environmental Services	ENV2	✓	✓	✓	✓

5.4 Adaptation and mitigation of Climate Change impacts

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
a. Transition to a sustainable, secure and affordable energy future	**Regional collaboration:** Work with CNSWJO Net Zero Group to identify opportunities to minimise carbon emissions	Participation in meetings attended, regional plans developed and number of opportunities identified	Executive Services	ADM1	✓	✓	✓	✓
	Existing renewable energy: Maintain existing renewable energy products to maximise production	Statistics on renewable energy production	Executive Services	ADM1	✓	✓	✓	✓
	New renewable energy: Identify opportunities to install and fund renewable energy technologies	Number of new renewable energy technologies identified Number of new renewable energy technologies installed	Executive Services	ADM1	✓	✓	✓	✓
b. Minimise the impact of carbon emissions	**Regional collaboration:** Work with CNSWJO Net Zero Group to identify opportunities to minimise carbon emissions	Participation in meetings attended, regional plans developed and number of opportunities identified and implemented	Executive Services	GOV1	✓	✓	✓	✓
	Fleet adaptation: Investigate opportunities to transition Councils fleet vehicles, where appropriate, to reduce Council's reliance on fossil fuel vehicles	Number of electric and low emission vehicles within Council's fleet	Infrastructure Services	ADM3	✓	✓	✓	✓
	Electric vehicle adaptation: Identify opportunities to facilitate installation of public Electric Vehicle charging stations	Number of Electric Vehicle Charging Stations installed throughout the Blayney Shire	Executive Services	GOV1	✓	✓	✓	✓

Sewerage Services

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

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

The Blayney STP is located on the southeastern outskirts of Blayney on Hobbys Yards Road. The STP receives sewage from both Blayney and Millthorpe sewerage networks. Over the last year the STP treated an average of 1,687 kilolitres per day.

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

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

Council is required to submit an annual report to EPA detailing the performance and compliance of the STP and sewer network, in accordance with its licence conditions. Changing environmental awareness can drive licence changes that require new processes to further improve the quality of treated effluent or process by-products. A fee is charged to property owners within the area serviced by the system, to enable Council to deliver this service to the community. Fees are identified in Council's Annual Fees & Charges.

In 2014, Council completed a Strategic Business Plan (SBP) for the sewerage services of the Shire. This plan helps to identify the level of service, management and financial planning to operate and maintain the sewerage network. The SBP identifies a 30 year Capital Works Program to renew ageing infrastructure. A new Strategic Business Plan is currently underway and programmed for completion in 2026/27, including asset lifespans, forecast demands and options for future growth within the shire.

Priority Weeds

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

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

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

Blayney Waste Facility

There is one operational waste facility within the Shire, the Blayney Waste Facility, which is located at 4165 Mid-Western Highway, Blayney. The Blayney Waste Facility is open 7 days a week, excluding Christmas Day, New Year’s Day, Good Friday and Easter Sunday.
Fees and charges for both domestic and commercial waste collection, tipping fees and waste management levy are presented in the Fees and Charges sections later in this document. The operational management of Blayney Waste Facility is under contract to Hadlow Earthmoving until 30 June 2028.

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

The Waste Collection Service (WCS) comprises of a weekly waste collection service and a fortnightly recycling collection service to 3,199 premises (both domestic and commercial) throughout the Shire. An annual Bulky Waste collection is also provided to the properties that have the WCS. The WCS is provided to Blayney and all villages throughout the Shire and rural premises along the collection runs between each village and is currently contracted to JR Richards until March 2028. In conjunction with several other councils in the Netwaste group, Council is tendering for a new waste, recycling and Food Organics/Garden Organics collection service from 2028.

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

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

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

Community Financial Assistance Program – s.356 Donations

Community Financial Assistance Program – s.356 Donations

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

Financial assistance to community organisations is provided in 3 categories:

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

Council has budgeted $145,000 towards the Community Financial Assistance Program. An amount is allocated per the following table of financial assistance for 2026/27 while the balance is proposed for distribution in the Flagship funding round and in the 2 rounds to be offered in 2026/27.

Community Financial Assistance Program – 2026/27

Administration Assistance

Recipient	Type	Contributions
Barry Progress Association	ADM	700
Blayney Shire Arts & Craft Inc.	ADM	740
Blayney Shire Community Mens Shed (50% contribution)	ADM	400
Carcoar Community Association	ADM	680
Hobbys Yards Community Association	ADM	890
Lyndhurst Soldiers Memorial Hall	ADM	1,210
Millthorpe & District Historical Society	ADM	580
Millthorpe School of Arts	ADM	440
Newbridge Progress Association	ADM	890
		6,530

Rates and Charges Contributions

Recipient	Type	Contributions
Anglican Church Blayney	S (50%) W	765
Anglican Church Millthorpe	S (50%) W	690
Carcoar Dam Sailing Club Incorporated	RW	955
Carcoar Historic Reserve Trust (Carcoar Courthouse)	RW	1,360
Carcoar Historical Society	RW	1,245
Carcoar P& H Society	W	120
Carcoar School of Arts	RW	1,110
Catholic Church Blayney	S (50%) W	765
Catholic Church Blayney (Old Church)	W	280
Hobbys Yards Hall	RW	1,070
Lyndhurst Soldiers Hall	RW	1,290
Mandurama CWA	RW	1,150
Mandurama Public Hall Reserve	W	335
Millthorpe & District Historical Society	RSW	5,805
Millthorpe CWA	RSW	2,540
Millthorpe School of Arts	RSW	3,045
Neville Hall Trust	W	280
Neville Presbyterian Church - Neville	W	120
Neville Showground Trust	W	120
Orange RSL (Blayney RSL Hall)	RSW	2,435
Presbyterian Church Blayney	S (50%) W	690
St Andrews Presbyterian Church - Mandurama	W	120
St David’s Presbyterian Church - Moorilda	W	120
St Paul’s Carcoar Community Facility	W	280
Stringybark Craft Cottage/ Gladstone Hall	RW	1,295
Tallwood Hall	RW	1,140
Uniting Church Blayney	S (50%) W	765
Uniting Church Millthorpe	S (50%) W	690
		30,580

School Awards & Sporting Related Assistance

Recipient	Type	Contributions
Blayney High School	A	120
Blayney Public School	A	120
Carcoar Public School	A	120
Lyndhurst Public School	A	120
Millthorpe Primary School	A	120
Neville Public School	A	120
St Josephs Primary School Blayney	A	120
		$840

Community Events/Cultural Activities

Recipient	Type	Contributions
Bathurst District Sport and Recreation Council (Blayney Sports Awards)	O	1,000
Blayney A&P Association (Meeting venue hire)	E	671
Blayney A&P Association – Blayney Show (Waste Services)	E	510
Blayney Community Baptist Church - Carols at Carrington	E	1,000
Blayney Floral Art & Garden Club (Meeting venue hire)	E	183
Blayney Local and Family History Group (Meeting venue hire)	E	671
Blayney Shire Arts & Craft Inc. (Meeting venue hire)	E	671
Blayney Shire Community Mens Shed (Licence rental)	O	625
Blayney Town Association - Twilight Shopping (Council fees/ traffic mgmt)	E	2,000
Blayney Woolcraft and Hobby Group (Meeting venue hire)	E	1,220
Can Assist (Meeting venue hire)	E	671
Can Assist Fundraisers - 3 events (Community Centre hire)	E	1,053
Carcoar P&H Association - Carcoar Show (Mowing & Waste Services)	E	4,330
CWA Central West Group - Schools Public Speaking Competition	O	300
Inner Wheel Club of Blayney Inc. (Meeting venue hire)	E	671
Lifeline Central West	O	500
Lyndhurst S.M.H Village Committee - Lyndhurst Fair (Council fees)	E	573
Lyndhurst RSL - Anzac Day (Band)	E	700
Lyndhurst RSL – Anzac Day (Activities)	E	600
Lyndhurst RSL - Remembrance Day (Band)	E	200
Millthorpe Village Committee - MillFest (Council fees)	E	1,880
Millthorpe Village Committee - Millthorpe Fire Festival (Council fees)	E	1,080
Millthorpe Public School P&C - Millthorpe Markets (2 events - Council fees)	E	2,000
Neville Showground Trust – Horse Sports Event (Mowing services)	E	1,820
Neville Showground Trust – Neville Show (Mowing services)	E	1,870
Newbridge Progress Association - Winter Solstice (Portaloo hire / traffic mgmt)	E	2,100
Newbridge Progress Association - Winter Solstice (Waste Services)	E	350
Newbridge Progress Association – Spring into Art Acquisitive Prize	E	1,000
Orange RSL / Lyndhurst RSL – Anzac Day (Traffic management)	E	8,130
Probus Club of Blayney (Meeting venue hire)	E	671
SideTrack Arts - Textures of One Acquisitive Prize	E	1,000
		40,050

TOTAL **$78,000**

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

Legend

D = Waste Service Charges	S = Sewer Connection Charge
W = Waste Levy/Availability charge	S (50%) = 50% Sewer Connection Charges
R = Council Rates	ADM = Contribution towards Administration Costs
E = Events support	O = Other

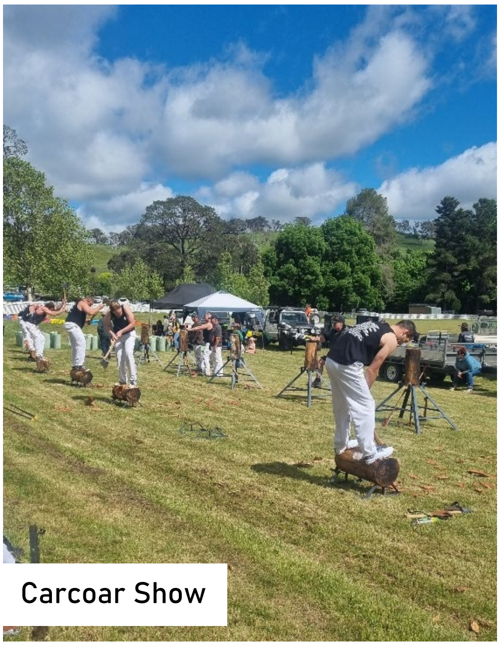
Council also has the following programs that offers assistance in the form of grants:

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

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

Blayney Twilight Shopping


Blayney Show


Carcoar Show


Newbridge Winter Solstice

[Appendix: Revenue Policy & Fees and Charges](#)

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BLAYNEY SHIRE COUNCIL

2026/27 – 2029/30 Delivery Program & 2026/27 Operational Plan

Appendix: Revenue Policy & Fees and Charges

Contents

Revenue Policy

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

The Revenue Policy includes details of:

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

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

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

Income Statement – 4 Years

INCOME STATEMENT – CONSOLIDATED	Projected Years 2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income from Continuing Operations				
REVENUE				
Rates & Annual Charges	17,227	18,235	19,420	19,989
User Charges & Fees	2,008	2,094	2,183	2,291
Other Revenues	252	261	293	281
Grants & Contributions provided for Operating Purposes	3,573	5,694	5,759	5,621
Grants & Contributions provided for Capital Purposes	626	1,895	12,405	1,814
Interest & Investment Revenue	1,187	1,090	1,085	903
Other Income:				
Net gains from the disposal of assets	15	22	28	27
Joint Ventures & Associated Entities	25	25	25	25
Total Income from Continuing Operations	**24,913**	**29,316**	**41,198**	**30,951**
EXPENSES FROM CONTINUING OPERATIONS				
Employee Benefits & On-Costs	8,891	9,073	9,404	9,686
Borrowing Costs	141	125	109	98
Materials & Contracts	7,746	7,630	8,249	8,542
Depreciation & Amortisation	8,357	8,559	8,980	9,159
Impairment of investments	-	-	-	-
Impairment of receivables	-	-	-	-
Other Expenses	1,230	1,278	1,389	1,311
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Expenses from Continuing Operations	**26,365**	**26,665**	**28,131**	**28,796**
Operating Result from Continuing Operations	**(1,452)**	**2,651**	**13,067**	**2,155**
Discontinued Operations – Profit/(Loss)	**-**	**-**	**-**	**-**
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**
Net Operating Result for the Year - (deficit) / surplus	**(1,452)**	**2,651**	**13,067**	**2,155**
Net Operating Result before Grants and Contributions provided for Capital Purposes - (deficit) / surplus	**(2,078)**	**756**	**662**	**341**

INCOME STATEMENT – GENERAL	Projected Years 2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income from Continuing Operations				
REVENUE				
Rates & Annual Charges	15,371	16,287	17,375	17,843
User Charges & Fees	1,680	1,734	1,790	1,848
Other Revenues	252	261	293	281
Grants & Contributions provided for Operating Purposes	3,573	5,694	5,759	5,621
Grants & Contributions provided for Capital Purposes	474	1,609	6,495	1,654
Interest & Investment Revenue	847	748	750	552
Other Income:				
Net gains from the disposal of assets	15	22	28	27
Joint Ventures & Associated Entities	25	25	25	25
Total Income from Continuing Operations	**22,237**	**26,380**	**32,515**	**27,851**
EXPENSES FROM CONTINUING OPERATIONS				
Employee Benefits & On-Costs	8,548	8,717	9,034	9,305
Borrowing Costs	132	122	109	98
Materials & Contracts	6,727	6,554	7,149	7,382
Depreciation & Amortisation	7,522	7,707	7,861	8,017
Impairment of investments	-	-	-	-
Impairment of receivables	-	-	-	-
Other Expenses	1,228	1,276	1,387	1,309
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Expenses from Continuing Operations	**24,157**	**24,376**	**25,540**	**26,111**
Operating Result from Continuing Operations	**(1,920)**	**2,004**	**6,975**	**1,740**
Discontinued Operations – Profit/(Loss)	-	-		
Net Profit/(Loss) from Discontinued Operations	-	-		
Net Operating Result for the Year - (deficit) / surplus	**(1,920)**	**2,004**	**6,975**	**1,740**
Net Operating Result before Grants and Contributions provided for Capital Purposes - (deficit) / surplus	**(2,394)**	**395**	**480**	**86**

INCOME STATEMENT – SEWER	Projected Years 2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income from Continuing Operations				
REVENUE				
Rates & Annual Charges	1,856	1,948	2,045	2,146
User Charges & Fees	328	360	393	443
Other Revenues	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-
Grants & Contributions provided for Capital Purposes	152	286	5,910	160
Interest & Investment Revenue	340	342	335	351
Other Income:				
Net gains from the disposal of assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Income from Continuing Operations	**2,676**	**2,936**	**8,683**	**3,100**
EXPENSES FROM CONTINUING OPERATIONS				
Employee Benefits & On-Costs	343	356	370	381
Borrowing Costs	9	3	-	-
Materials & Contracts	1,019	1,076	1,099	1,160
Depreciation & Amortisation	835	852	1,119	1,142
Impairment of investments	-	-	-	-
Impairment of receivables	-	-	-	-
Other Expenses	2	2	2	2
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Expenses from Continuing Operations	**2,208**	**2,289**	**2,591**	**2,685**
Operating Result from Continuing Operations	**468**	**647**	**6,092**	**415**
Discontinued Operations – Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**
Net Operating Result for the Year - (deficit) / surplus	**468**	**647**	**6,092**	**415**
Net Operating Result before Grants and Contributions provided for Capital Purposes - (deficit) / surplus	**316**	**361**	**182**	**255**

Income Statement: By Activity (Net Cost of Services)

NET COST OF SERVICES 2026/27	PA Code	Operating Income[1] $'000	Operating Expenditure $'000	Net Cost of Service $'000
Administration & Support Services				
Governance	GOV1	89	690	**(601)**
Executive Support Services	ADM1	14	780	**(766)**
Corporate Support Services	ADM2	252	2,297	**(2,047)**
Engineering Support Services	ADM3	193	2,735	**(2,542)**
Environmental Support Services	ADM4	6	428	**(422)**
Public Order & Safety				
Rural Fire Services	POS1	50	738	**(688)**
Animal Control	POS2	17	144	**(127)**
Emergency Services	POS3	-	62	**(62)**
Other Public Order & Safety	POS4	-	-	**-**
Health				
Health/Food Control	HEA1	12	20	**(8)**
Environment				
Noxious Plants	ENV1	-	168	**(168)**
Domestic Waste Management	ENV2	1,479	1,552	**(73)**
Other Waste Management	ENV3	1,041	779	**262**
Street Cleaning	ENV4	-	219	**(219)**
Urban Stormwater Drainage	ENV6	-	317	**(317)**
Community Services & Education				
Community Services Administration	CSE1	-	12	**(12)**
Families & Children Services	CSE2	-	9	**(9)**
Youth Services	CSE3	3	6	**(3)**
Housing & Community Amenities				
Public Cemeteries	HCA1	105	122	**(17)**
Public Conveniences	HCA2	8	188	**(180)**
Street Lighting	HCA3	23	90	**(67)**
Town Planning	HCA4	203	408	**(205)**
Sewer Supplies				
Sewerage Services	SSE1	2,524	2,208	**316**
Recreation & Culture				
Public Libraries	REC1	86	314	**(228)**
Blayney Shire Community Centre	REC2	21	248	**(227)**
Public Halls (Villages and CWA)	REC2	2	32	**(30)**
Other Cultural Services	REC3	-	17	**(17)**
CentrePoint Sports & Leisure Centre	REC4	-	1,287	**(1,287)**
Sporting Grounds	REC5	23	570	**(547)**
Parks & Gardens	REC6	-	1,297	**(1,297)**
Showground	REC7	26	272	**(246)**
Manufacturing & Construction				
Building Control	MMC1	283	220	**63**
Quarries & Pits	MMC2	360	309	**51**
Transport & Communication				
Local Roads	TCO1	2,195	5,903	**(3,708)**
Regional Roads	TCO2	370	206	**164**
Local Bridges	TCO3	-	572	**(572)**
Footpaths	TCO5	-	190	**(190)**

NET COST OF SERVICES 2026/27	PA Code	Operating Income[1] $'000	Operating Expenditure $'000	Net Cost of Service $'000
Kerb & Guttering	TCO6	-	216	**(216)**
Other Transport & Communication	TCO7	74	290	**(216)**
Economic Affairs				
Tourism & Area Development	ECA1	34	345	**(311)**
Industrial Development Promotion	ECA2	14	44	**(30)**
Private Works	ECA3	109	88	**21**
Real Estate	ECA4	-	8	**(8)**
General Purpose Revenue				
Net Rates & Annual Charges		13,253	(37)	**13,290**
Financial Assistance Grant		555	-	**555**
Interest on Investments		838	-	**838**
Joint Ventures		25	-	**25**
		24,287	**26,365**	**(2,078)**

[1] Operating income excludes capital grants & contributions

NET COST OF SERVICES 2027/28	PA Code	Operating Income[1] $'000	Operating Expenditure $'000	Net Cost of Service $'000
Administration & Support Services				
Governance	GOV1	91	708	**(617)**
Executive Support Services	ADM1	14	811	**(797)**
Corporate Support Services	ADM2	222	2,424	**(2,202)**
Engineering Support Services	ADM3	161	2,302	**(2,141)**
Environmental Support Services	ADM4	6	445	**(439)**
Public Order & Safety				
Rural Fire Services	POS1	50	758	**(708)**
Animal Control	POS2	17	150	**(133)**
Emergency Services	POS3	-	64	**(64)**
Other Public Order & Safety	POS4	-	-	**-**
Health				
Health/Food Control	HEA1	12	21	**(9)**
Environment				
Noxious Plants	ENV1	-	194	**(194)**
Domestic Waste Management	ENV2	1,564	1,556	**8**
Other Waste Management	ENV3	1,089	774	**315**
Street Cleaning	ENV4	-	228	**(228)**
Urban Stormwater Drainage	ENV6	-	323	**(323)**
Community Services & Education				
Community Services Administration	CSE1	-	12	**(12)**
Families & Children Services	CSE2	-	9	**(9)**
Youth Services	CSE3	4	6	**(2)**
Housing & Community Amenities				
Public Cemeteries	HCA1	108	127	**(19)**
Public Conveniences	HCA2	8	196	**(188)**
Street Lighting	HCA3	24	93	**(69)**
Town Planning	HCA4	152	371	**(219)**
Sewer Supplies				
Sewerage Services	SSE1	2,650	2,289	**361**
Recreation & Culture				
Public Libraries	REC1	88	323	**(235)**
Blayney Shire Community Centre	REC2	22	258	**(236)**
Public Halls (Villages and CWA)	REC2	2	33	**(31)**
Other Cultural Services	REC3	-	17	**(17)**
CentrePoint Sports & Leisure Centre	REC4	-	1,329	**(1,329)**
Sporting Grounds	REC5	24	593	**(569)**
Parks & Gardens	REC6	-	1,340	**(1,340)**
Showground	REC7	27	283	**(256)**
Manufacturing & Construction				
Building Control	MMC1	292	229	**63**
Quarries & Pits	MMC2	372	371	**1**
Transport & Communication				
Local Roads	TCO1	2,156	6,069	**(3,913)**
Regional Roads	TCO2	370	214	**156**
Local Bridges	TCO3	-	576	**(576)**
Footpaths	TCO5	-	194	**(194)**
Kerb & Guttering	TCO6	-	220	**(220)**

NET COST OF SERVICES 2027/28	PA Code	Operating Income[1] $'000	Operating Expenditure $'000	Net Cost of Service $'000
Other Transport & Communication	TCO7	76	296	**(220)**
Economic Affairs				
Tourism & Area Development	ECA1	35	356	**(321)**
Industrial Development Promotion	ECA2	14	45	**(31)**
Private Works	ECA3	112	91	**21**
Real Estate	ECA4	-	5	**(5)**
General Purpose Revenue				
Net Rates & Annual Charges		14,049	(38)	**14,087**
Financial Assistance Grant		2,846	-	**2,846**
Interest on Investments		739	-	**739**
Joint Ventures		25	-	**25**
		27,421	**26,665**	**756**

[1] Operating income excludes capital grants & contributions

NET COST OF SERVICES 2028/29	PA Code	Operating Income[1] $'000	Operating Expenditure $'000	Net Cost of Service $'000
Administration & Support Services				
Governance	GOV1	94	818	**(724)**
Executive Support Services	ADM1	14	844	**(830)**
Corporate Support Services	ADM2	251	2,525	**(2,274)**
Engineering Support Services	ADM3	171	2,423	**(2,252)**
Environmental Support Services	ADM4	6	462	**(456)**
Public Order & Safety				
Rural Fire Services	POS1	50	775	**(725)**
Animal Control	POS2	18	155	**(137)**
Emergency Services	POS3	-	66	**(66)**
Other Public Order & Safety	POS4	-	-	**-**
Health				
Health/Food Control	HEA1	13	22	**(9)**
Environment				
Noxious Plants	ENV1	-	200	**(200)**
Domestic Waste Management	ENV2	1,795	1,712	**83**
Other Waste Management	ENV3	1,125	746	**379**
Street Cleaning	ENV4	-	236	**(236)**
Urban Stormwater Drainage	ENV6	-	330	**(330)**
Community Services & Education				
Community Services Administration	CSE1	-	13	**(13)**
Families & Children Services	CSE2	-	9	**(9)**
Youth Services	CSE3	3	6	**(3)**
Housing & Community Amenities				
Public Cemeteries	HCA1	112	132	**(20)**
Public Conveniences	HCA2	8	203	**(195)**
Street Lighting	HCA3	24	96	**(72)**
Town Planning	HCA4	156	574	**(418)**
Sewer Supplies				
Sewerage Services	SSE1	2,773	2,591	**182**
Recreation & Culture				
Public Libraries	REC1	90	332	**(242)**
Blayney Shire Community Centre	REC2	22	265	**(243)**
Public Halls (Villages and CWA)	REC2	2	34	**(32)**
Other Cultural Services	REC3	-	7	**(7)**
CentrePoint Sports & Leisure Centre	REC4	-	1,407	**(1,407)**
Sporting Grounds	REC5	25	612	**(587)**
Parks & Gardens	REC6	-	1,383	**(1,383)**
Showground	REC7	27	291	**(264)**
Manufacturing & Construction				
Building Control	MMC1	301	238	**63**
Quarries & Pits	MMC2	385	384	**1**
Transport & Communication				
Local Roads	TCO1	2,139	6,241	**(4,102)**
Regional Roads	TCO2	375	222	**153**
Local Bridges	TCO3	-	580	**(580)**
Footpaths	TCO5	-	198	**(198)**

NET COST OF SERVICES 2028/29	PA Code	Operating Income[1] $'000	Operating Expenditure $'000	Net Cost of Service $'000
Kerb & Guttering	TCO6	-	225	**(225)**
Other Transport & Communication	TCO7	78	302	**(224)**
Economic Affairs				
Tourism & Area Development	ECA1	36	369	**(333)**
Industrial Development Promotion	ECA2	15	46	**(31)**
Private Works	ECA3	116	94	**22**
Real Estate	ECA4	-	2	**(2)**
General Purpose Revenue				
Net Rates & Annual Charges		14,886	(39)	**14,925**
Financial Assistance Grant		2,917	-	**2,917**
Interest on Investments		741	-	**741**
Joint Ventures		25	-	**25**
		28,793	**28,131**	**662**

[1] Operating income excludes capital grants & contributions

NET COST OF SERVICES 2029/30	PA Code	Operating Income[1] $'000	Operating Expenditure $'000	Net Cost of Service $'000
Administration & Support Services				
Governance	GOV1	97	745	**(648)**
Executive Support Services	ADM1	15	869	**(854)**
Corporate Support Services	ADM2	236	2,552	**(2,316)**
Engineering Support Services	ADM3	176	2,551	**(2,375)**
Environmental Support Services	ADM4	6	476	**(470)**
Public Order & Safety				
Rural Fire Services	POS1	50	793	**(743)**
Animal Control	POS2	18	160	**(142)**
Emergency Services	POS3	-	67	**(67)**
Other Public Order & Safety	POS4	-	-	**-**
Health				
Health/Food Control	HEA1	13	23	**(10)**
Environment				
Noxious Plants	ENV1	-	191	**(191)**
Domestic Waste Management	ENV2	1,849	1,755	**94**
Other Waste Management	ENV3	1,162	762	**400**
Street Cleaning	ENV4	-	244	**(244)**
Urban Stormwater Drainage	ENV6	-	337	**(337)**
Community Services & Education				
Community Services Administration	CSE1	-	13	**(13)**
Families & Children Services	CSE2	-	9	**(9)**
Youth Services	CSE3	4	6	**(2)**
Housing & Community Amenities				
Public Cemeteries	HCA1	115	136	**(21)**
Public Conveniences	HCA2	8	209	**(201)**
Street Lighting	HCA3	24	100	**(76)**
Town Planning	HCA4	160	547	**(387)**
Sewer Supplies				
Sewerage Services	SSE1	2,940	2,685	**255**
Recreation & Culture				
Public Libraries	REC1	92	340	**(248)**
Blayney Shire Community Centre	REC2	23	272	**(249)**
Public Halls (Villages and CWA)	REC2	2	35	**(33)**
Other Cultural Services	REC3	-	8	**(8)**
CentrePoint Sports & Leisure Centre	REC4	-	1,474	**(1,474)**
Sporting Grounds	REC5	26	630	**(604)**
Parks & Gardens	REC6	-	1,422	**(1,422)**
Showground	REC7	28	299	**(271)**
Manufacturing & Construction				
Building Control	MMC1	310	245	**65**
Quarries & Pits	MMC2	397	396	**1**
Transport & Communication				
Local Roads	TCO1	1,922	6,402	**(4,480)**
Regional Roads	TCO2	375	229	**146**
Local Bridges	TCO3	-	548	**(584)**
Footpaths	TCO5	-	202	**(202)**

NET COST OF SERVICES 2029/30	PA Code	Operating Income[1] $'000	Operating Expenditure $'000	Net Cost of Service $'000
Kerb & Guttering	TCO6	-	229	**(229)**
Other Transport & Communication	TCO7	80	309	**(229)**
Economic Affairs				
Tourism & Area Development	ECA1	38	384	**(346)**
Industrial Development Promotion	ECA2	15	48	**(33)**
Private Works	ECA3	120	97	**23**
Real Estate	ECA4	-	-	**-**
General Purpose Revenue				
Net Rates & Annual Charges		15,279	(40)	**15,319**
Financial Assistance Grant		2,990	-	**2,990**
Interest on Investments		542	-	**542**
Joint Ventures		25	-	**25**
		29,137	**28,796**	**341**

[1] Operating income excludes capital grants & contributions

Capital Expenditure Program – 4 Years

Capital Expenditure Program 2026/27	Original Budget 2026/27	Project Funded By General	Grants & Contributions	Restriction/ Borrowings*	Other
Buildings					
Council Buildings & Public Halls					
Blayney Library Community Space Investigation	20,000			20,000	
Visitor Information Centre - Verandah Replacement	70,000	70,000			
Building Renewal Works	55,436	55,436			
SV Renewal - Buildings	81,564				81,564
SV Renewal - Works Depot Masterplan	50,000				50,000
Parks, Recreation & Sporting Grounds					
CentrePoint Battery Project	273,472		273,472		
Renewable Energy - Blayney Showground***	30,000		30,000		
Blayney Showground Pavilion - Air Conditioning*	5,000			5,000	
SV Renewal - Newbridge Showground	5,000				5,000
SV Renewal - Napier Oval Kiosk Design	30,000				30,000
Total Buildings	**620,472**	**125,436**	**303,472**	**25,000**	**166,564**
Other Structures					
Public Cemeteries					
Infrastructure Works	12,150	12,150			
Waste Facility					
Environmental Works	180,000	72,000		108,000	
Parks, Recreation & Sporting Grounds					
Village Enhancement Program*	59,500	59,500			
Church Hill Lookout Stage 2*	100,000	100,000			
Showground Trotting Fence Compliance Upgrade***	45,000		45,000		
Land Improvements					
Blayney Industrial Land Subdivision Investigation & DA	100,000			100,000	
Total Other Structures	**496,650**	**243,650**	**45,000**	**208,000**	**-**
Plant & Equipment					
Information Technology					
Councillors - iPad Replacement/Accessories	2,500	2,500			
Mobile Device Replacements	10,000	10,000			
CCTV Cameras	10,000	10,000			
Fleet Replacement Program**					
Minor Plant & Tools Replacement	35,973	35,973			
Light Vehicle Replacements	714,886	431,389			283,497
HP003 - Grader Cat 12M	618,488			460,576	157,912
HP001 - Loader Cat 950	458,471			362,671	95,800
HP004 - CAT 432F2 Backhoe	276,346			210,549	65,797
HV002 - Workshop Truck	146,437			125,908	20,529
HV001 - Isuzu NPR 200 2 t. tipper - P & G	125,908			78,008	47,900

Capital Expenditure Program 2026/27	Original Budget 2026/27	Project Funded By			
		General	Grants & Contributions	Restriction/ Borrowings*	Other
PSV001 - Street Sweeper	550,000			432,834	117,166
P40 - Isuzu NH Rigid Haul Truck	113,865			78,282	35,583
P74 - McCormick Tractor	111,018			88,814	22,204
Minor Plant & Equipment					
Minor Assets - Administration Office	3,850	3,850			
Minor Assets – Community Centre	6,550	6,550			
Blayney Community Centre - Commercial Freezer	5,000	5,000			
Total Plant & Equipment	**3,189,292**	**505,262**	**-**	**1,837,642**	**846,388**
Infrastructure					
Urban Stormwater					
Renewals	72,800	72,800			
SV Renewals	132,200				132,200
Shared Pathways & Footpaths					
Footpath Renewals	100,477	100,477			
Road Rehabilitation Local Roads					
Renewals	1,359,795	1,359,795			
Belubula Way	450,000	450,000			
Gravel Resheeting Program	707,822	447,534	260,288		
Heavy Patching Program	961,912	52,066	909,846		
Reseal Program	771,344	487,697	283,647		
Bridges & Culverts					
Culvert Renewal Program	547,500	327,500			220,000
Naylor Street Bridge - Abutment Repairs	500,000		500,000		
Liscombes Creek Bridge Preliminary Design	65,000			65,000	
Total Infrastructure	**5,668,850**	**3,297,869**	**1,953,781**	**65,000**	**352,200**
Sewerage Infrastructure					
Network Assets					
Light Vehicle Replacements	59,616			29,200	30,416
Electrical Replacements	40,835			40,835	
Fencing	14,375			14,375	
STP Connectivity Infrastructure	25,000			25,000	
Lining/Replacement of Sewer Mains	240,000			240,000	
Treatment Plant Renewals	200,000			200,000	
Total Sewerage Infrastructure	**579,826**	**-**	**-**	**549,410**	**30,416**
TOTAL CAPITAL EXPENDITURE	**10,555,090**	**4,172,217**	**2,302,253**	**2,685,052**	**1,395,568**

** General allocation is funded via the Village Enhancement Program*

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

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

Capital Expenditure Program 2027/28

	Original Budget 2027/28	Project Funded By: General	Grants & Contributions	Restriction/ Borrowings	Other
Buildings					
Council Buildings & Public Halls					
Renewable Energy - Blayney Library***	30,000		30,000		
Blayney Shire Community Centre - Carpet Replacement	40,000	40,000			
Building Renewal Work	57,376	57,376			
SV Renewal - Buildings	129,624				129,624
Animal Shelter SV Renewal	250,000				250,000
Total Buildings	**507,000**	**97,376**	**30,000**	**-**	**379,624**
Other Structures					
Public Cemeteries					
Infrastructure Works	12,500	12,500			
Waste Facility					
Environmental Works	570,000	228,000		342,000	
Parks, Recreation & Sporting Grounds					
Village Enhancement Program	172,000	172,000			
Heritage Park - Shade Sail Replacement	50,000			50,000	
Total Other Structures	**804,500**	**412,500**	**-**	**392,000**	**-**
Plant & Equipment					
Information Technology					
Councillors - iPad Replacement/Accessories	2,500	2,500			
Mobile Device Replacements	10,000	10,000			
Corporate Management System upgrade	350,000			350,000	
PC Replacement/Additions	65,000	65,000			
Aerial Imagery	60,000	60,000			
Fleet Replacement Program**					
Minor Plant & Tools Replacement	37,412	37,412			
Light Vehicle Replacements	829,446	379,435		49,628	400,383
TR0031 - Dog Trailer	126,329			106,590	19,739
HV004 - Mack Tipper	407,939			322,403	85,536
HV005 - Isuzu NPR75 (signs)	118,434			81,588	36,846
P79 - Kubota Excavator	90,295			68,091	22,204
P168 - VMS message board	43,555			31,400	12,155
Minor Plant & Equipment					
Minor Assets - Administration Office	3,950	3,950			
Minor Assets - Community Centre	6,700	6,700			
Blayney Community Centre - Fridges	5,500	5,500			
Total Plant & Equipment	**2,157,060**	**570,497**	**-**	**1,009,700**	**576,863**

Capital Expenditure Program 2027/28

	Original Budget 2027/28	Project Funded By: General	Grants & Contributions	Restriction/ Borrowings	Other
Infrastructure					
Urban Stormwater					
Renewals	74,600	74,600			
SV Renewals	135,400				135,400
Shared Pathways & Footpaths					
Footpath Renewals	99,714	99,714			
Road Rehabilitation Local Roads					
Renewals - Local Roads	1,407,388	1,407,388			
Renewals - Regional Roads*	900,000	450,000	450,000		
Initial Seal – Village Streets	300,000		300,000		
Gravel Resheeting Program	463,198	463,198			
Heavy Patching Program	629,474	73,353	556,121		
Reseal Program	504,767	504,767			
Bridges & Culverts					
Culvert Renewal Program	350,000	150,000			200,000
Total Infrastructure	**4,864,541**	**3,223,020**	**1,306,121**	**-**	**335,400**
Sewerage Infrastructure					
Network Assets					
Preliminary Design - Treatment Plant Capacity Upgrade	200,000		132,000	68,000	
Lining/Replacement of Sewer Mains	150,000			150,000	
Total Sewerage Infrastructure	**350,000**	**-**	**132,000**	**218,000**	**-**
TOTAL CAPITAL EXPENDITURE	**8,683,101**	**4,303,393**	**1,468,121**	**1,619,700**	**1,291,887**

** General allocation is funded via the Village Enhancement Program*
*** Represents gross replacement value of new fleet which is partially funded by sale of existing asset*
**** Funding source and project scope is subject to change dependent on whether grant funding opportunities become available*

Capital Expenditure Program 2028/29

	Original Budget 2028/29	Project Funded By: General	Grants & Contributions	Restriction/ Borrowings	Other
Buildings					
Council Buildings & Public Halls					
Building Renewals	59,384	59,384			
SV Renewal - Buildings	632,616				632,616
Total Buildings	**692,000**	**59,384**	**-**	**-**	**632,616**
Other Structures					
Public Cemeteries					
Infrastructure Works	12,800	12,800			
Waste Facility					
Environmental Works	220,000	220,000			
Parks, Recreation & Sporting Grounds					
Village Enhancement Program**	175,500	175,500			
Napier Oval Kiosk Upgrade*	150,000		150,000		
Land Improvements					
Blayney Industrial Land Subdivision Investigation & DA	150,000			150,000	
Total Other Structures	**708,300**	**408,300**	**150,000**	**150,000**	**-**
Plant & Equipment					
Information Technology					
Councillors - iPad Replacement/Accessories	18,000	18,000			
Mobile Device Replacements	10,000	10,000			
Server & SAN Replacements	112,000	112,000			
UPS Battery Back up	9,000	9,000			
Fleet Replacement Program**					
Minor Plant & Tools Replacement	38,909	38,909			
Light Vehicle Replacement	839,017	482,451		32,899	323,667
P64 - Roller Cat PS150C multi	317,713			284,846	32,867
P47 - Isuzu NPR75 (STP) Tipper	118,420			81,414	37,006
P77 - John Deere 6095MC	120,077			96,062	24,015
P78 - John Deere 6095MC	120,077			96,062	24,015
LC005 - Flail mower	46,969			45,546	1,423
LC006 - Flail mower	46,969			45,546	1,423
LC012 - Toro GM 3310 Front Deck Mower SD	86,042			73,389	12,653
LC013 - Toro GM 3310 Front Deck Mower SD	86,042			73,389	12,653
HP005 - 5T Excavator	144,752			78,955	65,797
P169 - Sewer Jetting Trailer	153,080			136,930	16,150
P149 - VMS message board	43,555			31,400	12,155
Minor Plant & Equipment					
Minor Assets - Administration Office	4,050	4,050			
Minor Assets - Community Centre	6,850	6,850			
Minor Assets - Visitor Information Centre	8,400	8,400			
Total Plant & Equipment	**2,392,922**	**689,660**	**-**	**1,076,438**	**563,824**

Capital Expenditure Program 2028/29

	Original Budget 2028/29	Project Funded By: General	Grants & Contributions	Restriction/ Borrowings	Other
Infrastructure					
Urban Stormwater					
Renewals	76,500	76,500			
SV Renewals	137,500				137,500
Shared Pathways & Footpaths					
Footpath Renewals	99,907	99,907			
Kerb & Gutter					
Network Renewals	75,000	75,000			
Road Rehabilitation Local Roads					
Renewals - Local Roads	1,456,646	1,456,646			
Renewals - Regional Roads*	900,000	450,000	450,000		
Spring Hill Road	4,500,000		4,500,000		
Gravel Resheeting Program	594,182	594,182			
Heavy Patching Program	807,477	251,356	556,121		
Reseal Program	647,506	647,506			
Bridges & Culverts					
Culvert Renewal Program	416,225	416,225			
Coombing Street Bridge*	1,300,000		1,300,000		
Total Infrastructure	**11,010,943**	**4,067,322**	**6,806,121**	**-**	**137,500**
Sewerage Infrastructure					
Network Assets					
Light Vehicle Replacements	64,481	-		31,583	32,898
Treatment Plant Capacity Upgrade	8,717,500	-	5,753,550	2,963,950	
Lining/Replacement of Sewer Mains	150,000	-		150,000	
Treatment Plant Renewals	75,552	-		75,552	
Total Sewerage Infrastructure	**9,007,533**	**-**	**5,753,550**	**3,221,085**	**32,898**
TOTAL CAPITAL EXPENDITURE	**23,748,698**	**5,224,666**	**12,709,671**	**4,447,523**	**1,366,838**

** General allocation is funded via the Village Enhancement Program*
*** Represents gross replacement value of new fleet which is partially funded by sale of existing asset*
**** Funding source and project scope is subject to change dependent on whether grant funding opportunities become available*

Capital Expenditure Program 2029/30

	Original Budget 2029/30	Project Funded By			
		General	Grants & Contributions	Restriction/ Borrowings*	Other
Buildings					
Council Buildings & Public Halls					
Community Centre Air Conditioning Upgrade	85,000	85,000			
Building Renewal Works	61,463	61,463			
SV Renewal - Buildings	560,537				560,537
Total Buildings	**707,000**	**146,463**	**-**	**-**	**560,537**
Other Structures					
Public Cemeteries					
Infrastructure Works	13,150	13,150			
Waste Facility					
Environmental Works	20,000	20,000			
Parks, Recreation & Sporting Grounds					
Village Enhancement Program	176,000	176,000			
Total Other Structures	**209,150**	**209,150**	**-**	**-**	**-**
Plant & Equipment					
Information Technology					
Councillors - iPad Replacement/Accessories	2,500	2,500			
Mobile Device Replacements	10,000	10,000			
Fleet Replacement Program**					
Minor Plant & Tools Replacement	40,465	40,465			
Light Vehicle Replacements	911,738	477,885		69,710	424,676
HP007 - Grader	889,570			745,984	143,586
HP006 - Backhoe JCB 3CX-APC Elite	305,296			270,835	34,461
LC003 - Kubota RTV-X900W	37,006			33,349	3,657
LC004 - Trimax Mower - Winged	39,967			38,748	1,219
LC008 - Kubota Flail mower	28,466			21,295	7,171
LC007 - Kubota Flail mower	28,466			21,295	7,171
Minor Plant & Equipment					
Minor Assets - Administration Office	4,150	4,150			
Minor Assets - Community Centre	16,400	16,400			
Total Plant & Equipment	**2,314,024**	**551,400**	**-**	**1,201,216**	**621,941**
Infrastructure					
Urban Stormwater					
Renewals	78,500	78,500			
SV Renewals	140,500				140,500
Shared Pathways & Footpaths					
Footpath Renewals	121,995	121,995			
Road Rehabilitation Local Roads					
Renewals - Local Roads	1,507,629	1,507,629			
Renewals - Regional Roads*	900,000	450,000	450,000		
Newbridge Road (Liscombes Creek)	200,000		200,000		
Gravel Resheeting Program	659,500	659,500			
Heavy Patching Program	896,243	340,122	556,121		
Reseal Program	718,686	718,686			

Capital Expenditure Program 2029/30	Original Budget 2029/30	Project Funded By			
		General	Grants & Contributions	Restriction/ Borrowings*	Other
Bridges & Culverts					
Liscombes Creek Bridge Replacement	850,000		850,000		
Total Infrastructure	**6,073,053**	**3,876,432**	**2,056,121**	**-**	**140,500**
Sewerage Infrastructure					
Network Assets					
Lining/Replacement of Sewer Mains	150,000			150,000	
Treatment Plant Renewals	15,000			15,000	
Total Sewerage Infrastructure	**165,000**	**-**	**-**	**165,000**	**-**
TOTAL CAPITAL EXPENDITURE	**9,468,227**	**4,783,445**	**2,056,121**	**1,366,216**	**1,322,978**

** General allocation is funded via the Village Enhancement Program*
*** Represents gross replacement value of new fleet which is partially funded by sale of existing asset*
**** Funding source and project scope is subject to change dependent on whether grant funding opportunities become available*

How Council Raises its Revenue from Ratepayers

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

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

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

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

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

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

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

Allocation of rate burden between ratepayers
Council recognises that rates are a tax and should therefore:

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

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

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

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

Ordinary Rates
Ordinary rates must be levied by Council each year.
Each Council may structure its ordinary rate:

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

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

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

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

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

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

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

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

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

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

The current base date for all land valuations in the local government area is 1 July 2025 and was effective from 1 July 2026.

Special variations to rates
In May 2024, IPART approved Council’s application for a special variation to rates for a 33.1% increase (10% p.a. over 3 years). Year 1 of the special variation (10%) was levied in 2024/25 and Year 2 was levied in 2025/26. With Council approval at the June 2026 meeting to implement Year 3 of the special variation, an increase of 10% to rates will be levied on all rateable land in the Blayney Shire.

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

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

Rates and Annual Charges

Rating Structure for the 2026/27 Rating Year

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

Following is the form of charges that Council will be levying on properties in the 2026/27 Financial Year.

Rating Structure for the 2026/27 Rating Year

Name of Category/ Subcategory	No. of Assessments	Base Rate	Ad Valorem	Land Value	Total Yield	Average Rate	Average Land Value	% Yield from Base Amount
Residential								
Ordinary Rate	1,204	$ 490	0.00144810	$ 428,357,920	$ 1,210,266	$ 1,005.20	$ 355,779	48.75%
Blayney & Carcoar	1,469	$ 490	0.00250158	$ 304,662,100	$ 1,481,947	$ 1,008.81	$ 207,394	48.57%
Millthorpe	354	$ 490	0.00124940	$ 144,420,000	$ 353,899	$ 999.71	$ 407,966	49.01%
Business								
Ordinary Rate	149	$ 630	0.00430895	$ 37,239,750	$ 254,334	$ 1,706.94	$ 249,931	36.91%
Business Blayney	172	$ 630	0.00624723	$ 32,490,850	$ 311,338	$ 1,810.10	$ 188,900	34.80%
Business Millthorpe & Carcoar	58	$ 630	0.00311804	$ 18,479,800	$ 94,161	$ 1,623.46	$ 318,617	38.81%
Farmland								
Ordinary Rate	707	$ 800	0.00167196	$1,530,637,090	$ 3,124,769	$ 4,419.76	$ 2,164,975	18.10%
Mining								
Ordinary Rate	1	$ 1,600	0.04524558	$ 614,000	$ 29,381	$ 29,380.78	$ 614,000	5.45%
Mining Gold		$ 1,600	0.05800485					
Mining Gold / Copper Combined	1	$ 1,600	0.04322468	$ 150,000,000	$ 6,485,303	$6,485,302.65	$150,000,000	0.02%
Total Yield	4,115			**$2,646,901,510**	**$13,345,398**			

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

These maps are available for inspection at Council’s Administration Office at 91 Adelaide Street, Blayney. They may also be accessed from Council’s website on the Understanding Your Rates webpage:
https://blayney-public.pozi.com/#/x[149.12500]/y[-33.61527]/z[11]/layers[ratescategory]/panel[find]/tab[search]/

Enter the property address or Lot / DP being searched. To understand the colour of each rate category click on the button.

Annual Charges Sewer Services for Blayney and Millthorpe

For Residential Properties

A uniform sewerage charge will be applied to all residential customers in accordance with the Department of Environment, Climate Change and Water Best Practice sewer pricing guidelines. This is an annual charge that appears on the rate notice:

Residential Sewer Charges for 2026/27

	Access Charge	No. of Properties	Total Yield
Connected	$908	1,609	$1,460,972
Vacant (Unconnected)	$468	155	$72,540
Estimated Total Yield			**$1,533,512**

For Non-Residential Properties

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

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

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

Council will issue sewer usage charges every three months in arrears, which will be included on the rates instalment notice.
The SDF is a customer’s estimated ratio of all wastewaters discharged into the sewerage system to the customer’s total water consumption. For non-residential properties the SDF varies based on the usage requirements of a customer’s enterprise

Note: The SDF will vary for individual properties, and is based upon NSW Office of Water, Liquid Trade Waste Regulation Guidelines – March 2021

Proposed Non-Res Sewer Charges for 2026/27

	Annual Charge (Prior to SDF Factor)	No. of Properties	Quarter Charge before SDF applied	Min. quarterly amount charged
20mm Water Service	$756	162	$189	$227
25mm Water Service	$1,152	21	$288	$227
32mm Water Service	$1,880	18	$470	$227
40mm Water Service	$2,940	11	$735	$227
50mm Water Service	$4,588	24	$1,147	$227
80mm Water Service	$11,732	1	$2,933	
100mm Water Service	$18,392	6	$4,598	
150mm Water Service	$41,388	2	$10,347	
Vacant/Unmetered	$468	56		
Usage Charge (per kl)	$1.92			
Estimated Total Yield				**$511,101**

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

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

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

The Future Sewerage Infrastructure Subsidy charge from the Sewer Developer Servicing Plan is applied to all properties occupied and vacant within the sewer infrastructure area.

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

Developer Service Charge for 2026/27

	Access Charge	No. of Properties	Total Yield
Connected - Residential	$55	1,588	$87,340
Connected - Business	$55	243	$13,365
Vacant (Unconnected)	$55	172	$9,460
Estimated Total Yield			**$110,165**

Liquid Trade Waste Charges for 2026/27

The Liquid Trade Waste Usage Charge is payable by non-residential properties and is determined by multiplying the number of kilolitres of water consumed, by the Trade Waste Discharge Factor (TWDF), and then by $2.79 per kl. If there is no agreement the rate is significantly higher at $27.92 per kl. (2026/27 proposed charge)

Council issues trade waste usage charges every three months in arrears and are included on the rates instalment notice.

The TWDF is a customer's estimated ratio of the volume of liquid trade waste discharged into the sewerage system expressed as a percentage and is applied to the customer's total water consumption.

For non-residential properties the Sewer Discharge Factor varies based on the usage requirements of a customer's enterprise.

Note: The SDF will vary for individual properties, and is based upon NSW Office of Water, Liquid Trade Waste Regulation Guidelines – March 2021.

Commercial (Non-Residential)

	Annual Fee	No. of Properties
Annual Trade Waste Fee	$144	67
Annual Trade Waste Fee (Large Dischargers Category 3)	$516	1
Liquid Trade Waste User Charges with Trade Waste Agreement (Category 1, Category 2/2s)	$2.79	60
Liquid Trade Waste User Charges with No Trade Waste Agreement	$27.92	8
Excess Mass Chargers for Category (3 Dischargers)	$ As per the table in fees and charges	1
Water Testing Charges (if required)	$362 per quarter	1
Estimated Total Yield		**$81,775**

Annual Charges – Waste Management

The Waste Management Charge is a service charge for the provision of waste collection and disposal for the Shire. It includes a bin service and planning of future requirements. Domestic Waste (DWMS) Charges are levied to residential properties and Non-Domestic Waste Charges (NDWMS) are levied to all other properties in receipt of a service.

Bin collection services to shire residents include residents of Blayney, Millthorpe, Carcoar, Lyndhurst, Neville, Panuara, Newbridge, Hobby's Yards, Barry, Forest Reefs, and specific rural areas. The service includes a weekly garbage collection service and fortnightly recycling collection.

DWM Charges can only be increased to reflect the "reasonable cost" of recovery and is subject to review and audit.

Changes proposed include a $40 increase to the Waste Management Levy and an increase of approximately 10% to all other services excluding the Non-Domestic Waste Service Management Charge for Charity and Not Profit Organisations.

Charge Category and Description	Annual Charge	No. of Properties
Waste Management Levy	**2026/27**	
Waste Management Levy This waste management charge is applied to all properties funding waste disposal services for the Blayney Shire.	$120	4,223
Domestic Waste Management		
Domestic Waste Management Service Charge This is applied to properties that have a residence within the waste collection area.	$472	2,770
Domestic Waste Management Availability Charge This charge is applied to properties within the waste collection area that do not have a service, but it is available i.e. vacant land.	$88	329
Commercial (Non-Domestic) Waste Management		
Non-Domestic Waste Management Service Charge Applied to properties for non-domestic properties within the waste collection area.	$608	338
Non-Domestic Waste Management Availability Charge This charge is applied to properties within the waste collection area that do not have a service, but it is available i.e. vacant land.	$88	90
Non-Domestic Waste Service Management Charge for Charity and Not for Profit Organisations This is applied to the above properties for non-domestic properties within the waste collection area.	$160	16
Extra Services		
Additional Garbage Charge – per red bin	$432	98
Additional Recycling Charge – per yellow bin	$176	33
Estimated Total Yield		**$2,107,280**

Proposed Borrowings

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

The 2026/27 Operational Plan does not allow for any borrowings.

Pricing Policy

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

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

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

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

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

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

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

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

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

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

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

Goods and Services Tax

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

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Administration	**Dishonoured Payments**			
Administration	- Fee for returned payments (each instance) in addition to bank charge.	PC	$ 25.00	±
Administration	**Black & White Photocopying**			
Administration	- A4 Copies (each)	PC	$ 4.00	±
Administration	- A3 Copies (each)	PC	$ 5.00	±
Administration	- A2 Copies (each)	PC	$ 28.00	±
Administration	- A1 Copies (each)	PC	$ 32.00	±
Administration	- Double Sided - Above fee PLUS 50%	PC		
Administration	**Colour Photocopying**			
Administration	- A4 Copies (each)	PC	$ 5.00	±
Administration	- A3 Copies (each)	PC	$ 7.00	±
Administration	- A2 Copies (each)	PC	$ 43.00	±
Administration	- A1 Copies (each)	PC	$ 69.00	±
Administration	- Double Sided – Above fee PLUS 50%	PC		
Administration	**GIS Search and Retrieve Information**			
Administration	- A4 Sheet	PC	$ 82.00	±
Administration	- A3 Sheet	PC	$ 99.00	±
Administration	- A2 Sheet	PC	$ 134.00	±
Administration	- A1 Sheet	PC	$ 186.00	±
Administration	- A0 Sheet	PC	$ 207.00	±
Administration	**PA System Hire (Community Groups and Agencies Only)**			
Administration	- PA System (per day)	PC	$ 154.00	±
Administration	- Security Deposit (Refundable)	PC	$ 100.00	
Administration	**Computer Projector Hire (Community Groups and Agencies Only)**			
Administration	- Projector (per day)	PC	$ 246.00	±
Administration	- Security Deposit (Refundable)	PC	$ 100.00	
Administration	**Section 603 Certificates**			
Administration	- Certificate Fee	S**	$ 105.00	
Administration	- Additional Urgent Fee (within 48hrs)	FC	$ 84.00	±
Administration	- Refund / Cancellation Fee	FC	$ 38.00	±
Administration	- Duplicate Certificate Fee	FC	$ 77.00	±
Administration	**Subpoena Charges**			
Administration	- Ordinary Hours (per hour)	FC	$ 387.00	±
Administration	- Overtime Hours (per hour)	FC	$ 519.00	±
Administration	- Urgency Fee (<5 working days notice)	FC	$ 137.00	±
Administration	*This fee includes the supply of information under the Workplace Injury Management and Workers Compensation Act 1998**			
Administration	**Rate enquiry / Property enquiry / Valuation enquiry (fee per property)**			
Administration	- Written (per hour)	FC	$ 145.00	±
Administration	- Per 15 mins	FC	$ 93.00	±
Administration	**Staff Costs**			
Administration	- General Manager/Directors per hour	FC	$ 400.00	±
Administration	- Managers per hour	FC	$ 318.00	±
Administration	- Clerical/Admin Staff per hour	FC	$ 238.00	±
Administration	- Works Staff per hour	FC	Full Cost + 30%	±
Administration	- Scanning and Emailing of Documents	FC	Full Cost + 30%	±
Administration	**Access to Information – Government Information (Public Access) Act**			
Administration	**Formal Application**			
Administration	- Processing Fee	S**	$ 30.00	
Administration	- Processing Charge (per hour)	S**	$ 30.00	
Administration	**Internal Review**			
Administration	- Processing Fee	S**	$ 40.00	
Administration	*Note: Applicants are entitled to a 50% reduction of processing charges on financial hardship grounds or if the information required is of special benefit to the public generally.			

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Administration	**Business Paper Supply**			
Administration	- Supply of Business Paper per month (other than current month's Council meeting)	PC	**$ 48.00**	±
Administration	- Additional Postage & Handling Charge	PC	**$ 36.00**	±
Administration	**Corporate Plan Supply**			
Administration	- Supply of either Community Strategic Plan, Delivery Program or Operational Plan	PC	**$ 76.00**	±
Administration	**Rates** Hardship provisions apply per Council policy (s.566 Local Government Act)			
Administration	- Copy of rates/instalment notice	PC	**$ 30.00**	±
Administration	- Processing fee - refund overpayment of rates	PC	**$ 43.00**	±
Administration	- Accrual of Interest on Overdue Rates and Charges	S**	**9.5%**	
Administration	- Debt Recovery charges on Overdue Rates and Charges (s.712) including prior legal action, legal action and late stage intervention	FC	**Full Cost**	
Administration	**Sundry Debtors**			
Administration	- Debt Recovery charges on Sundry Debtors including late stage intervention and service fee.	FC	**Full Cost**	±
Engineering	**Application for Change of Street Number and Address**			
Engineering	- Application Fee	FC	**$ 530.00**	±
Engineering	- Administration Fee (if approved)	FC	**$ 248.00**	±
Engineering	**Permanent Road Closure** Applicant to pay all fees to external parties			
Engineering	- Application for Closing of Public Road	R	**$ 431.00**	±
Engineering	**Temporary Road Closure**			
Engineering	- Advertising fee for temporary closures for festivals etc.	R	**Full Cost + 30%**	±
Engineering	**Driveway Access Levels**			
Engineering	- Inspection Fee	FC	**$ 187.00**	±
Engineering	- Design Fee	FC	**$ 313.00**	±
Engineering	- Rural Address Numbers	PC	**$ 40.00**	±
Engineering	**Kerb and Gutter Security Deposit** •Where a concrete kerb and gutter or footpath exists outside a development site (per lineal metre). •Where remediation is to be undertaken by Council, works will be charged at the applicable Private Works rate. Private Works is not exempt. •Works charge under section 247 of the Roads Act may recover the cost of paving, kerb, gutter and footpath. Contribution is 50% and is GST exempt and not allocated to trust.			
Engineering	- Kerb and Gutter (per lineal metre)	FC	**$ 163.00**	
Engineering	- Minimum Charge	FC	**$ 649.00**	
Engineering	- Footpaths (per square metre)	FC	**$ 180.00**	
Engineering	- Minimum Charge	FC	**$ 649.00**	
Engineering	**Inspections – Road Construction** Charge for inspections in respect of road construction by private developers.			
Engineering	- Inspection of Construction Site (per lineal metre)	FC	**$ 20.00**	±
Engineering	**Bond – Civil Construction**			
Engineering	Bond for civil construction works to be included in Councils Asset Register, to be held per time frame specified in Development Application.	FC	**At GM Discretion**	
Engineering	**Street Signs**			
Engineering	- Provision and installation of each sign	FC	**$ 604.00**	±
Engineering	**Street Trees**			
Engineering	- Provision and installation of street trees per lot	PC	**$ 319.00**	±

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Animal Control	**Companion Animal Registration** Fees set by legislation for lifetime of animal. Fees set under clause 18 or 27 of the Companion Animals Regulation are adjustable annually by advice from the Office of Local Government. If such fees are adjusted following the adoption of these fees and charges, then the adjusted fees prevail.			
Animal Control	- Dog - Registration (by 12 weeks or when sold if earlier than 12wk)	S**	$ 80.00	
Animal Control	- Dog - Additional Fee (dog not desexed by 6 months)	S**	$ 189.00	
Animal Control	- Dog - Registration Combined (for not desexing dog by 6 months)	S**	$ 269.00	
Animal Control	- Dog - Desexed (eligible pensioner)	S**	$ 35.00	
Animal Control	- Dog - Desexed (sold by pound)	S**	$ -	
Animal Control	- Dog - Not Desexed (not recommended)	S**	$ 80.00	
Animal Control	- Dog - Not Desexed (recognised breeder)	S**	$ 80.00	
Animal Control	- Dog - Not Desexed (eligible pensioner not recommended)	S**	$ 35.00	
Animal Control	- Dog - Working	S**	$ -	
Animal Control	- Dog - Service of the State	S**	$ -	
Animal Control	- Dog - Assistance Animal	S**	$ -	
Animal Control	- Cat - Registration (by 12 weeks or when sold if earlier than 12 wk)	S**	$ 70.00	
Animal Control	- Cat - Registration (eligible pensioner)	S**	$ 35.00	
Animal Control	- Cat - Desexed (sold by pound/shelter)	S**	$ -	
Animal Control	- Cat - Registration - Not desexed (not recommended)	S**	$ 70.00	
Animal Control	- Cat - Registration - Not desexed (eligible pensioner not recommended)	S**	$ 35.00	
Animal Control	- Cat - Registration (recognised breeder)	S**	$ 70.00	
Animal Control	- Registration late fee	S**	$ 23.00	
Animal Control	**Annual Permit Fees**			
Animal Control	- Undesexed cat by four months of age	S**	$ 99.00	
Animal Control	- Dog declared to be dangerous	S**	$ 236.00	
Animal Control	- Dog declared to be restricted breed or restricted by birth	S**	$ 236.00	
Animal Control	- Permit late fee	S**	$ 23.00	
Animal Control	**Impounding of Dogs**			
Animal Control	- per dog for first impounding	PC	$ 78.00	±
Animal Control	- for any subsequent impounding	PC	$ 155.00	±
Animal Control	- Sustenance of Dogs whilst impounded (per day or part thereof)	PC	$ 23.00	±
Animal Control	- Surrender Animal	PC	$ 300.00	±
Animal Control	**Sale of Impounded Animals (all microchipped, vaccinated and wormed)** The General Manager has authority to reduce fees for the sale of impounded animals if this is in the interests of rehoming the animal.			
Animal Control	- Dogs/Pups	FC	$ 110.00	±
Animal Control	- Cat/Kitten	FC	$ 97.00	±
Animal Control	- Council Microchipping Fee This is subject to change if Vet Pricing Schedule changes.	FC	$ 40.00	±
Animal Control	**Cat Trap / Dog Trap**			
Animal Control	- Weekly Hire	FC	$ 36.00	±
Animal Control	- Deposit (Refundable)	FC	$ 100.00	
Animal Control	- Trap Replacement – in the event that the trap is lost or needs to be replaced	FC	$ 390.00	±
Animal Control	**Straying Livestock**			
Animal Control	- Per incident of impounding PLUS transport fee below (small stock)	FC	$ 241.00	±
Animal Control	- Per incident of impounding without transport (large stock plus carrier fees)	FC	$ 93.00	±
Animal Control	**Livestock Impounding**			
Animal Control	- Horses & Cattle - Sustenance whilst impounded per head per day	FC	Full Cost + 30%	±
Animal Control	- Sheep - Sustenance whilst impounded per head per day	FC	Full Cost + 30%	±
Animal Control	- All Other Animals - Sustenance whilst impounded per head per day	FC	Full Cost + 30%	±
Animal Control	- Veterinary Costs whilst impounded	FC	Full Cost + 30%	±
Animal Control	- Loss or Damage caused by straying stock including repairs	FC	Full Cost + 30%	±

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Animal Control	**Impounding Articles**			
Animal Control	- Per incident of impounding PLUS transport fee	FC	**$ 396.00**	±
Animal Control	- Storage fee – per article per day	FC	**$ 36.00**	±
Animal Control	- Notification / incident	FC	**$ 132.00**	±
Animal Control	**Transport Fee**			
Animal Control	- Transport of any article or animal	FC	**Full Cost + 30%**	±
Animal Control	**Ranger / Staff Duties**			
Animal Control	- Per Hour (incl. vehicle cost)	FC	**$ 238.00**	±
Animal Control	**Dangerous / Menacing Dogs**			
Animal Control	- Dangerous Dog Collar	FC	**$ 51.00**	±
Animal Control	- Dangerous Dog Sign	FC	**$ 48.00**	±
Environmental Health	**Health Act**			
Environmental Health	- Registration under the Public Health Act & Regulation		**Nil**	
Environmental Health	- Inspection of Barber/Hairdressers, Beauty Salon & Skin Penetration Premises	PC	**$ 168.00**	
Environmental Health	- Inspection of Cooling Tower	PC	**$ 180.00**	
Environmental Health	- Reinspection Fee	PC	**$ 90.00**	
Environmental Health	**Food Compliance**			
Environmental Health	- Annual Administration Charge	R	**$ 214.00**	
Environmental Health	- Inspection fee - Low Risk Food Premises	PC	**$ 108.00**	
Environmental Health	- Inspection fee - Medium & High Risk Food Premises	PC	**$ 223.00**	
Environmental Health	- Reinspection fee - high, medium and low risk food premises	PC	**$ 108.00**	
Environmental Health	- Improvement Notice	R	**$ 330.00**	
Environmental Health	**Events (markets, shows etc.)**			
Environmental Health	Annual registration of a single individual food stall for 12 months (1 Jan - 31 Dec) operating at multiple events within Blayney Shire under the Local Government Act	PC	**$ 35.00**	
Environmental Health	- Inspection of temporary food premises (whole event, multiple premises) maximum of 20 stalls	PC	**$ 73.00**	
Environmental Health	- Inspection of temporary food premises (whole event, multiple premises) 21 or more stalls	PC	**$ 556.00**	
Environmental Health	**Giving Effect to an Order**			
Environmental Health	- Administration Fee	PC	**$ 688.00**	
Environmental Health	**Protection of Environment Operations Act 1997**			
Environmental Health	- Registration Inspection Fee - Underground Petroleum Storage System	R	**$ 174.00**	
Environmental Health	- Registration Reinspection Fee - Underground Petroleum Storage Systems	R	**$ 86.00**	
Local Government Act	**Activities Requiring Approval under S.68 Local Government Act**			
Local Government Act	**Part A – Structures or places of public entertainment**			
Local Government Act	- Install a manufactured home on an allotment (includes certificate of completion)	FC	*$1,130 + $232 per inspection*	
Local Government Act	**Part B – Water supply, sewerage & stormwater drainage work**			
Local Government Act	- General	FC	*$445 + $232 per inspection*	
Local Government Act	- Drainage works for new dwellings and dwelling alterations in a area serviced by sewer mains	FC	*$445 + $232 per inspection*	
Local Government Act	- Drainage works for new dwellings and dwelling alterations not in an area serviced by sewer mains including new geotech system	FC	*$720 + $232 per inspection*	
Local Government Act	- Drainage works for new dwellings and dwelling alterations not in an area serviced by sewer mains (no new geotech system required)	FC	*$445 + $232 per inspection*	
Local Government Act	- Drainage works for commercial and/or industrial development	FC	*$445 + $232 per inspection*	
Local Government Act	PLUS fee for additional drainage works charged per item i.e. closet, urinal, sanitary fitting, kitchen/laundry sink, shower	FC	**$ 35.00**	

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Local Government Act	**Part C – Management of waste**			
Local Government Act	- General	FC	$ 361.00	
Local Government Act	**Part D – Community Land**			
Local Government Act	- General	FC	$ 361.00	
Local Government Act	**Part E – Public Roads**			
Local Government Act	- General	FC	$ 361.00	
Local Government Act	**Part F – Other**			
Local Government Act	- General	FC	$ 361.00	
Local Government Act	- Approval to operate Caravan Park, camping ground or manufactured home estate (does not include State Govt. levy of $2.70 per site)	PC	$ 722.00	
Local Government Act	PLUS per site	PC	+ $6 per site	
Local Government Act	- Approval to operate primitive camping ground (does not include State Govt. Levy of $2.70 per site)	PC	$ 701.00	
Local Government Act	PLUS per site	PC	+ $6 per site	
Local Government Act	- Manufactured Homes Estates	PC	$ 701.00	
Local Government Act	PLUS per site	PC	+ $6 per site	
Local Government Act	- Application for renewal of an approval or for annual inspection of Caravan Park, camping ground or manufactured home estate	PC	$ 722.00	
Local Government Act	PLUS per site	PC	+ $6 per site	
Local Government Act	- s68 Modification after approval - minor	PC	$ 133.00	
Local Government Act	- s68 Modification after approval - major	PC	50% of original fee	
Local Government Act	**Permanent Structure within Footpaths - Local Government Act**			
Local Government Act	- Per square metre per annum	PC	$ 120.00	
Local Government Act	**Local Government Act Section 68 Part F**			
Local Government Act	- Inspection - Caravan Parks	PC	$ 228.00	
Local Government Act	- Reinspection - Caravan park	PC	$ 108.00	
Local Government Act	**On Site Management System & Approval to Operate**			
Local Government Act	- Inspection Fee	PC	$ 228.00	
Local Government Act	- Reinspection fee	PC	$ 228.00	
Local Government Act	- Issuing an approval to operate - Transfer of Ownership (upon inspection and approval or within 3 months <90 days> of inspection and approval for change of owner)	PC	$ 108.00	
Local Government Act	Hard copy consent (Administration, Printing and Postage)	PC	$ 76.00	
Local Government Act	**Local Government Act Section 611 Fees** Annual fee on rails, pipes etc. under or over public place			
Local Government Act	- Jemena Gas Networks (AGL)	R	0.75% of the average annual gross receipts from sale of gas in the LGA over the past 5 years.	
Local Government Act	- Other Utilities	R	As determined by General Manager.	
Development	**Section 10.7 Planning Certificates (Sch 4, Part 9 REG)**			
Development	- Standard Certificate	S**	$ 71.00	
Development	- Certificate requiring additional information	S**	$ 107.00	
Development	- Additional Urgent Fee (within 48hrs)	FC	$ 216.00	±
Development	**Planning Proposal**		$ -	
Development	- Consistent with strategy	FC	$ 12,032.00	
Development	- Inconsistent with strategy	FC	$ 24,064.00	
Development	**General**			
Development	- Records Search of Building Records (per hour or part thereof)	User Pay	$ 239.00	±
Development	- Written confirmation Development Consent has commenced	User Pay	$ 662.00	±
Development	- Building Entitlement (Existing Holding Search)	User Pay	$ 662.00	±

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Development	**Planning Advice for a property for sale (or about to be sold)** By owner prior to being placed on the market			
Development	- Minor Advice	PC	**$ 138.00**	**±**
Development	- Major Advice	PC	**$ 662.00**	**±**
Development	**Clause 4.6 variation to Development Standard** An applicant may make application to reduce this amount if they believe the circumstances warrant. The General Manager has authority to consider and determine whether to vary the fee.			
Development	- Less than 10%	FC	**$ 2,406.00**	
Development	- Greater than 10%	FC	**$ 4,813.00**	
Development	**Application under Section 8.2 EPA Act**			
Development	- Review of Council Decision	R	**As prescribed in the EP&A Regulation (Sch 4, Part 7)**	
Development	**Erection of a building or carrying out work** **(based on cost of development) (Sch 4, Part 7 REG)** Fees set under Schedule 4 of the Environmental Planning and Assessment Regulation are adjustable annually by advice from the Planning Secretary and public notice being given on an appropriate NSW Government Website. If such fees are adjusted following the adoption of these fees and charges, then the adjusted fees prevail and Council's Fees and Charges document may changed without further public notice.			
Development	- Development up to $5,000 estimated cost	S**	**$ 153.00**	
Development	- Development $5,001 to $50,000	S**	**$235 + $3.00 per $1,000 (or part thereof) of the estimated cost**	
Development	- Between $50,001 to $250,000	S**	**$488 + $3.64 per $1,000 (or part thereof) over $50,001**	
Development	- Between $250,001 to $500,000	S**	**$1,608 + $2.34 per $1,000 (or part thereof) over $250,001**	
Development	- Between $500,001 to $1,000,000	S**	**$2,420 + $1.64 per $1,000 (or part thereof) over $500,001**	
Development	- Between $1,000,001 to $10,000,000	S**	**$3,625 + $1.44 per $1,000 (or part thereof) over $1,000,001**	
Development	- Over $10,000,000	S**	**$22,009 + $1.19 per $1,000 (or part thereof) over $10,000,001**	
Development	** INCLUDES an additional DA fee imposed by the State Government of 0.064 cents in the dollar (or $64.00 per $100,000) on developments valued at over $50,000 (for implementation of Planning NSW ‘PLAN FIRST’ scheme).			
Development	**Review of Determination (Sch 4, of EP&A Regulations)**			
Development	**Dwelling House and not exceeding $100,000 (Sch 4, Part 2 REG)**	S**	**$ 606.00**	

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Development	**Development not involving building work or subdivision (Cl.250 REG)**	S**	**$ 379.00**	
Development	**Referral to Heritage Advisor (outside monthly visit)** Construction Certificate File Maintenance and Compliance Inspection Fees Apply	PC	**$ 372.00**	±
Development	**Subdivision of Land (EP & A Reg. Sch 4, Part 2)**			
Development	- (i) Subdivision (opening of public road)	S**	**$ 885.00**	
Development	PLUS per additional lot	S**	**$ 65.00**	
Development	- (ii) Subdivision (not involving opening of public road)	S**	**$ 440.00**	
Development	PLUS per additional lot	S**	**$ 53.00**	
Development	- Strata	S**	**$ 440.00**	
Development	PLUS per additional lot	S**	**$ 65.00**	
Development	- Registration & Release fee	PC	**$ 189.00**	
Development	- Subdivision and or strata certificate	PC	**$ 313.00**	
Development	PLUS per lot numbered on the plan	PC	**$ 73.00**	
Development	Designated Development (EP & A Reg. Sch 4, Part 3)	S**	**$ 1,198.00**	
Development	**Integrated Development Referral fee (Per Agency) (EP & A Reg. Sch 4, Part 3)**	S**	**$ 187.00**	
Development	**Concurrence Fee (Additional) (EP & A Reg. Sch 4, Part 3)**	S**	**$ 426.00**	
Development	**Processing Fee (EP & A Sch 4, Part 3)**	S**	**$ 187.00**	
Development	**Development requiring advertising or notification (EP & A Reg. Sch 4, Part 3)**			
Development	- Designated Development	S**	**$ 2,957.00**	
Development	- Prohibited & Other Advertised Development	S**	**$ 1,472.00**	
Development	- Development Requiring Notice	S**	**$ 1,472.00**	
Development	- Community Participation Plan Notified Development	PC	**$ 228.00**	
Development	- Community Participation Plan Advertised Development	PC	**$ 1,543.00**	
Development	**Section 4.55 Modification (EP & A Reg. Sch 4, Part 4) Application Fee**			
Development	- Section 4.55(1) of the Act (EP & A REG Sch 4, Part 4) - Minor	S**	**$ 95.00**	
Development	- Section4.55(1A) of the Act (Sch 4, Part 4 EPA REG) + involving minimal environmental impact	S**	**Lesser of 50 % of the original fee OR $859.00**	
Development	- Section 4.55(2) or Section 4.56 of the Act (Sch 4, Part 4 EPA REG) + Major (See scaled as per (a), (b), (c) below)			
Development	(a) If original fee less than 1 fee unit under the EPA&A Regulations	S**	**50% of original fee**	
Development	(b) If the fee for the original application was 1 fee unit or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building	S**	**$ 253.00**	
Development	(c) If the fee for the original development application was 1 fee unit or more under the EP&A Regulations, and the original development application involved the erection of a dwelling house with an estimated cost of $100,000 or less	S**	**$ 253.00**	
Development	PLUS an additional amount if notice of the application is required to be given under Section 4.55(2) or 4.56 of the Act	S**	**$ 886.00**	
Development	Section 4.55(2) or 4.56(1) that does not involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than original development application specified in item 4.3 or 4.4 of Sch 4 part 4 of the Regulations	S**	**See sliding scale in Schedule 4. Part 4 of the EP&A Regulations**	
Development	**Refund of Fees: DA, CC, CDC, s68** The General Manager has authority to negotiate the amount to be refunded if the withdrawal of the application is suggested by Council staff			
Development	- After issue of consent or approval (No refund)	PC	**No Refund**	
Development	- After lodgement, but prior to issue of consent or approval	PC	*Lesser of 50% or $270*	

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Development	- Compliance Certificate fees where inspections are not carried out	PC	*Lesser of 50% or $270*	
Development	- Construction Certificate fee after lodgement, but prior to issue of construction certificate	PC	*Lesser of 50% or $270*	
Development	- Septic Tank/Sewer after Approval (No refund)	PC	**Nil**	
Development	- Septic Tank/Sewer prior to Approval	PC	**50%**	
Development	- Compliance Certificate fees where inspections are not carried out	PC	**100%**	
Construction	**Long Service Levy - Payable to Long Service Corporation**	PC		
Construction	**Construction Certificates** Note: The General Manager can authorise reduced fees for construction certificates and complying development on an individual basis where the value of development exceeds $1,000,000			
Construction	- Less than $12,000	FC	**$ 180.00**	±
Construction	- Between $12,001 and $100,000 PLUS $5.00 per $1,000 over $12,00	FC	**$ 241.00**	±
Construction	- Between $100,001 and $500,000 PLUS $20.00 per $5,000 over $100,000	FC	**$ 782.00**	±
Construction	- Between $500,001 and $1,000,000 PLUS $15.00 per $5,000 over $500,000	FC	**$ 3,128.00**	±
Construction	- Greater than $1,000,000 PLUS $75.00 per $50,000 over $1,000,000	FC	**$ 6,257.00**	±
Construction	**Subdivision Works Certificate**	FC	**$ 480.00**	±
Construction	- Up to $100,000	FC	**$ 480.00**	
Construction	- $100,001 to $500,000 Plus $20.00 per $5,000 over $100,000	FC	**$ 480.00**	
Construction	- $500,001 to $1,000,000 Plus $15.00 per $5,000 over $500,000	FC	**$ 1,600.00**	
Construction	- Greater than $1,000,000 Plus $75.00 per $50,000 over $1,000,000	FC	**$ 3,100.00**	
Construction	- Alternate Solution	FC	**By Assessment**	
Construction	- Construction Certificate Modification after approval - minor change minimum charge	FC	**$ 133.00**	±
Construction	- Construction Certificate Modification after approval- major change	FC		±
Construction	**Complying Development Certificate**			
Construction	- Less than $12,000	FC	**$ 464.00**	±
Construction	- Between $12,001 and $50,000	FC	**$ 787.00**	±
Construction	- Between $50,001 and $100,000	FC	**$ 1,564.00**	±
Construction	- Between $100,001 and $500,000	FC	**$ 2,406.00**	±
Construction	- Between $500,001 and $1,000,000	FC	**$ 3,971.00**	±
Construction	- Greater than $1,000,001 and $2,000,000	FC	**$ 6,015.00**	±
Construction	- Greater than $2,000,000	FC	**By Assessment**	
Construction	PLUS Compliance Certificate Fees			
Construction	- Modification after certificate issued - updated documents supplied (no reassessment involved)	PG	**Nil**	
Construction	- Modification after certificate issued - minor change	FC	**$ 180.00**	±
Construction	- Modification after certificate issued - major change	FC		±
Construction	**Construction Inspections**			
Construction	- Per inspection - Council PCA	FC	**$ 241.00**	±
Construction	- Package of 4 inspections	FC	**$ 795.00**	±
Construction	- Re-Inspection	FC	**$ 241.00**	±
Construction	- Per Inspection - Private PCA	FC	**$ 480.00**	±
Construction	- Inspection of a building to be relocated	FC	**By Assessment - hourly rate - In addition to any other applicable fee - Full cost recovery**	

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Construction	**Accredited Certifiers**			
Construction	- Engagement of accredited certifiers from private sector or other councils to undertake Council Certification Functions	FC	**Full Cost + 30%**	
Construction	- Private Certifier Fee (EP & A Reg. 263)	S**	**$ 36.00**	
Construction	**Building Information Certificate - Per Structure**			
Construction	- Floor area of building or part < 200m2	FC	**$ 301.00**	
Construction	- Floor area of building > 200m2and < 2,000m2	FC	**$ 301.00**	
Construction	PLUS: If > 200m2 (per m²)	FC	**$ 1.00**	
Construction	- Floor area > 2,000m2	FC	**$ 1,401.00**	
Construction	PLUS: If > 2000m2 (per m²)	FC	**$ 1.00**	
Construction	- Unauthorised building works	FC	**Fee calculated using Construction Certificate fee, using estimated value of construction works**	
	Fire Safety Compliance			
Construction	- Reissue of Annual Fire Safety Schedule	PC	**$ 400.00**	±
	Fire and Rescue NSW			
Construction	- Assessment of application for Initial Fire Safety Report (IFSR)	FC	**$ 1,000.00**	±
Construction	- Provision of IFSR (per hour)	FC	**$ 192.00**	±
Construction	**Swimming Pools**			
Construction	- Swimming Pool Compliance Certificate Application	S**	**$ 250.00**	
Construction	- Registering Pool on Behalf of Owner	S**	**$ 10.00**	
Construction	- Initial Inspection Fee	S**	**$ 150.00**	
Construction	- Reinspection fee resulting from any more than 2 inspections	S**	**$ 100.00**	
Waste Management	**Residential and Small Business waste (Origin from Residential / Small business)**			
Waste Management	- Bag of Waste - per bag	PC	**$ 8.00**	±
Waste Management	- 240L wheelie bin	PC	**$ 14.00**	±
Waste Management	- 20L Drum	PC	**$ 2.00**	±
Waste Management	- Timber Waste (processed timber inc. builders timber and furniture (per m³)	PC	**$ 36.00**	±
Waste Management	- Unsorted waste (per m³) - Skip Bin	PC	**$ 104.00**	±
Waste Management	- Sorted waste (per m³)	PC	**$ 56.00**	±
Waste Management	- Bricks & Concrete (sorted no other waste)(per m^3)	PC	**$ 50.00**	±
Waste Management	- Resource Recovery Items (provided they are not contaminated; already separated; and do not go into landfill.)	PG	**Nil**	
Waste Management	- Residential Green Waste (organic material including grass clippings and branches etc.)	PG	**Nil**	
Waste Management	- Clean Fill	PG	**Nil**	
Waste Management	- Light and Heavy Steel	PG	**Nil**	
Waste Management	- Motor Vehicles - Per Vehicle	PG	**$ 50.00**	
Waste Management	- Glass containers	PG	**Nil**	
Waste Management	- Aluminium Cans	PG	**Nil**	
Waste Management	- Plastic Bottles	PG	**Nil**	
Waste Management	- Cardboard and Paper	PG	**Nil**	
Waste Management	- E-Waste Items (all computer, ancillary computer items and televisions)	PG	**Nil**	
Waste Management	**Commercial Waste (Origin from Commercial business)**			
Waste Management	- Commercial green/timber waste requiring mulching (per m³)	FC	**$ 420.00**	±
Waste Management	- Commercial waste per tonne (weighbridge receipt provided)	FC	**$ 350.00**	±
Waste Management	- Commercial waste (per m^3)	FC	**$ 420.00**	±
Waste Management	- Commercial construction & demolition waste (per m^3)	FC	**$ 420.00**	±

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Waste Management	**Tyres (Residential)**			
Waste Management	- Car	PC	$ 25.00	±
Waste Management	- Truck/small tractor	PC	$ 50.00	±
Waste Management	- Tractor (large greater than 1m diameter)	PC	$ 300.00	±
Waste Management	- Tyre components (cut up tyres per m³)	PC	$ 150.00	±
Waste Management	**Lounges & mattresses**			
Waste Management	- Single lounge or mattress	PC	$ 20.00	±
Waste Management	- Double lounge or mattress	PC	$ 35.00	±
Waste Management	**Animals (Domestic and Primary Producers)**			
Waste Management	- Small carcasses (cats, dogs, sheep, goats)	PC	$ 25.00	±
Waste Management	- Large carcasses (cattle and horses)	PC	$ 120.00	±
Waste Management	**Animals (Commercial)**			
Waste Management	- Small carcasses	PC	$ 100.00	±
Waste Management	- Large carcasses	FC	$ 400.00	±
Waste Management	**Animals (Native Roadside)**			
Waste Management	- Disposal of up to 2 animals	PG	Nil	
Waste Management	**Asbestos (must be triple wrapped in black plastic and sealed)**			
Waste Management	- Minimal (no more than a wheel-barrow)	FC	$ 80.00	±
Waste Management	- Within the local government area (per m³)	FC	$ 600.00	±
Waste Management	**Waste generated from outside the Local Government Area**	FC	Subject to Assessment	±
Waste Management	- Contaminated Material	FC	Subject to Assessment	±
Cemeteries	**Monumental Works**			
Cemeteries	Supply of plaques / interments are performed by Funeral Directors. Council only provides for allocation of plots / niches & keeps records of reservations / interments.			
Cemeteries	**Cemetery Fees**			
Cemeteries	- Reservation Fee (Fee deducted from final plot fee)	PC	$ 713.00	
Cemeteries	- Monument Burial Plot Permit and Grave Fee	PC	$ 3,629.00	±
Cemeteries	- Lawn Cemetery Burial Plot	PC	$ 3,629.00	±
Cemeteries	- Re-Opening Fee	PC	$ 876.00	±
Cemeteries	- Inspection Fee	PC	$ 413.00	±
Cemeteries	- Interment of Child (under 16 years)	PC	$ 1,815.00	±
Cemeteries	- Exhumation Administration Fees	PC	$ 8,758.00	±
Cemeteries	- Niche Walls (Blayney, Carcoar, Hobbys Yards, Lyndhurst, Neville and Millthorpe)	PC	$ 713.00	±
Cemeteries	- Internment of ashes into existing grave fee (Per additional internment - max 4 per lot)	PC	$ 713.00	±
Cemeteries	- Internment Services Levy - Per Ashes Internment (Subject to change if varied by Government)	S**	$ 69.30	±
Cemeteries	- Internment Services Levy - Per Burial Internment (NSW Government) (Subject to change if varied by Government)	S**	$ 171.60	±
Cemeteries	**Search Fees** Cemetery Information required for Family Trees, locating graves, etc.			
Cemeteries	- Per hour	PC	$ 268.00	±
Cemeteries	- Per 15 min (or part thereof)	PC	$ 66.00	±
Sewerage Services	**Liquid Trade Waste** Council will issue Category 1 and 2/2S trade waste usage every three months in arrears.			
Sewerage Services	- Application Fee	FC	$ 348.00	
Sewerage Services	- Application Fee (Large Dischargers - Category 3)	FC	$ 586.00	
Sewerage Services	- Re-Inspection Fee	FC	$ 129.00	
Sewerage Services	- Trade Waste Usage Charges for Category 1 with Prescribed Pre-Treatment (per KL)	PG	Nil	
Sewerage Services	**Total mass charges as calculated using individual parameter charges (U):**			
Sewerage Services	- Aluminium	FC	$ 1.00	
Sewerage Services	- Ammonia (as Nitrogen)	FC	$ 3.00	

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Sewerage Services	- Arsenic	FC	$ 118.00	
Sewerage Services	- Barium	FC	$ 59.00	
Sewerage Services	- Biochemical Oxygen Demand (BOD)	FC	$ 1.00	
Sewerage Services	- Boron	FC	$ 1.00	
Sewerage Services	- Bromine	FC	$ 25.00	
Sewerage Services	- Cadmium	FC	$ 548.00	
Sewerage Services	- Chloride	PG	Nil	
Sewerage Services	- Chlorinated Hydrocarbons	FC	$ 57.00	
Sewerage Services	- Chlorinated phenolic	FC	$ 2,276.00	
Sewerage Services	- Chlorine	FC	$ 2.00	
Sewerage Services	- Chromium	FC	$ 40.00	
Sewerage Services	- Cobalt	FC	$ 25.00	
Sewerage Services	- Copper	FC	$ 25.00	
Sewerage Services	- Cyanide	FC	$ 119.00	
Sewerage Services	- Fluoride	FC	$ 5.00	
Sewerage Services	- Formaldehyde	FC	$ 2.00	
Sewerage Services	- Oil and Grease (Total O & G)	FC	$ 2.00	
Sewerage Services	- Herbicides/defoliants	FC	$ 1,185.00	
Sewerage Services	- Iron	FC	$ 2.00	
Sewerage Services	- Lead	FC	$ 59.00	
Sewerage Services	- Lithium	FC	$ 11.00	
Sewerage Services	- Manganese	FC	$ 11.00	
Sewerage Services	- Mercaptans	FC	$ 119.00	
Sewerage Services	- Mercury	FC	$ 3,944.00	
Sewerage Services	- Methylene Blue Active Substances	FC	$ 1.00	
Sewerage Services	- Molybdenum	FC	$ 1.00	
Sewerage Services	- Nickel	FC	$ 40.00	
Sewerage Services	- Nitrogen (as TKN – Total Kjeldahl Nitrogen)	FC	$ 1.00	
Sewerage Services	- Organ arsenic Compounds	FC	$ 1,187.00	
Sewerage Services	- Pesticides General (excludes organochlorines and organophosphates)	FC	$ 1,182.00	
Sewerage Services	- Petroleum Hydrocarbons (non-flammable)	FC	$ 3.00	
Sewerage Services	- Phenolic Compounds (non-chlorinated)	FC	$ 11.00	
Sewerage Services	- Phosphorous (Total Phosphorous)	FC	$ 2.00	
Sewerage Services	- Polynuclear aromatic hydrocarbons	FC	$ 25.00	
Sewerage Services	- Selenium	FC	$ 83.00	
Sewerage Services	- Silver	FC	$ 2.00	
Sewerage Services	- Sulphate (SO4)	FC	$ 1.00	
Sewerage Services	- Sulphide	FC	$ 2.00	
Sewerage Services	- Sulphite	FC	$ 2.00	
Sewerage Services	- Suspended Solids (SS)	FC	$ 1.00	
Sewerage Services	- Thiosulphate	FC	$ 1.00	
Sewerage Services	- Tin	FC	$ 11.00	
Sewerage Services	- Total Dissolved Solids (TDS)	FC	$ 0.05	
Sewerage Services	- Uranium	FC	$ 11.00	
Sewerage Services	- Zinc	FC	$ 25.00	
Sewerage Services	**Liquid Trade Waste Excess Mass Charge ($)** $= \frac{(S - D) \times Q \times U}{1000}$ Where: S = Concentration (mg/L) of substance in sample. D = Concentration (mg/L) of substance deemed to be present in domestic sewerage. Q = Volume (kl) of liquid trade waste discharged to the sewerage system. U = Unit prices ($/kg) for disposal of substance to the sewerage system.			

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Sewerage Services	**Non Compliance**			
Sewerage Services	Non compliance PH charge (K = pH coefficient)	FC	**K = 0.5**	
Sewerage Services	**Food Waste Disposal Charge**			
Sewerage Services	Where Blayney Shire Council has approved installation of a food waste disposal unit for an existing hospital, nursing home or other eligible facility. The following additional food waste disposal charge will be payable annually. **Food Waste Disposal** Charge ($) = B x UF Where: B = Number of beds in hospital or nursing home. UF = Annual unit price ($/bed) for a food waste disposal unit at a hospital or nursing home. Where: UF = $21.00/bed			
Sewerage Services	**Treated Recycled Water**			
Sewerage Services	- per kilolitre	FC	$ **4.16**	
Sewerage Services	**Supply of Drainage Diagram**			
Sewerage Services	- Domestic/Commercial Premises (Solicitor Enquiry Per Property)	PC	$ **101.00**	±
Sewerage Services	- Sewer Diagram (new)	PC	$ **187.00**	±
Sewerage Services	- Septic Tank (if required)	PC	$ **187.00**	±
Sewerage Services	- Amendment to Drainage Diagram	PC	$ **187.00**	±
Village Bore	**Village Bore Access**			
Village Bore	- Village bore user access charge - Paid upfront for 12 months (not pro-rata if key returned within 12 months)	PC	$ **155.00**	
Village Bore	- Village bore Key deposit – refundable on return of the key	FC	$ **150.00**	
Public Halls	**Community Centre Hire for Local entertainment, concerts, public meetings, trade exhibitions, school functions (other than dinners), religious services, etc. where NO door charge is made (does not incl. use of kitchen or bar).** Hire of facility is subject to terms and conditions. Community Centre furniture is not available for external hire. Community Centre furniture is not available for external hire.			
Public Halls	- Evening Hire (between 5.00pm & 1.00am)	PC	$ **401.00**	±
Public Halls	- Day Hire (between 9.00am & 5.00pm)	PC	$ **220.00**	±
Public Halls	- School & Sporting Presentations	PG	**Nil**	
Public Halls	Community Centre Hire for balls, weddings, luncheons, dinners etc. where food and beverages are served (includes use of the kitchen, bar & stage & a maximum of 48 hours hire). Hire of facility is subject to terms and conditions. Community Centre furniture is not available for external hire.			
Public Halls	- Hire	PC	$ **815.00**	±
Public Halls	- School Age Dances / Disco's	PC	$ **220.00**	±
Public Halls	**Community Centre Meeting Room Hire (per day)**			
Public Halls	- Meeting room (Chambers or Cadia Room)	PC	$ **149.00**	±
Public Halls	- Shire charitable organisations and Service Clubs (Chambers or Cadia Room)	PC	$ **61.00**	±
Public Halls	- Hire of both Cadia Room and Chambers	PC	$ **210.00**	±
Public Halls	- Blayney Shire charitable organisations and Service Clubs	PC	$ **122.00**	±
Public Halls	**Community Centre Meeting Room Hire (per annum)**			
Public Halls	- Meeting room (Chambers or Cadia Room) - School terms only	PC	$ **2,454.00**	±
Public Halls	- Shire charitable organisations and Service Clubs	PC	$ **671.00**	±
Public Halls	**Community Centre Hire of Other Areas (per day)**			
Public Halls	- Kitchen Hire	PC	$ **131.00**	±
Public Halls	- Bar Hire	PC	$ **64.00**	±
Public Halls	**Rehearsals & Prior Entry**			
Public Halls	- Up to 4 hours	PC	$ **52.00**	±
Public Halls	- 4 to 8 hours	PC	$ **64.00**	±

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Public Halls	**Cleaning**			
Public Halls	- Cleaning Cost chargeable if facility is not left in a clean state by the Hirer.	FC	**$ 570.00**	±
Public Halls	**Security Deposit - Refundable**			
Public Halls	- Security Deposit (Excl. Shire Charitable Organisations/ Pensioner Groups/Schools) or as otherwise determined by the General Manager	FC	**$ 500.00**	
Public Halls	- Security Deposit (Shire Charitable Organisations/ Pensioner Groups/Schools) or as otherwise determined by the General Manager	FC	**$ 100.00**	
Public Libraries	**Blayney Library** Fees as recommended by Central West Libraries			
Public Libraries	- Photocopies B&W (per copy)	PC	**$ 0.20**	±
Public Libraries	- Photocopies A4 Colour (per copy)	PC	**$ 1.00**	±
Public Libraries	- Photocopies A3 Colour (per copy)	PC	**$ 2.00**	±
Public Libraries	- Lost Borrower Card	PC	**$ 2.20**	±
Public Libraries	- Lost or damaged material – replacement cost and processing fee	PC	**$ 10.00**	±
Public Libraries	- Inter Library Loans: Search fee	PC	**$ 5.50**	±
Public Libraries	- Local studies research - first hour free then per hour	PC	**$ 50.00**	±
Public Libraries	- Exam Invigilation - per hour	PC	**$ 100.00**	±
Public Libraries	- Workshops and Author events - per event	PC	**Various (at discretion of Central West Libraries)**	
CentrePoint	**CentrePoint** The General Manager has the authority to reduce fees for promotional campaigns or where the operator proposes an initiative and demonstrated increased patronage will occur. The General Manager may also consider trial periods to demonstrate this will occur.			
CentrePoint	**Casual Admission Fees**			
CentrePoint	**Casual Swim**			
CentrePoint	- Adult	PC	**$ 7.80**	±
CentrePoint	- Concession	PC	**$ 5.50**	±
CentrePoint	- Child (under 18)	PC	**$ 5.50**	±
CentrePoint	- Child (under 3 with a paying adult)	PG	**Nil**	
CentrePoint	- Family (Up to 2 adults and all children at one address)	PC	**$ 19.80**	±
CentrePoint	**Gym & Classes Casual Entry**			
CentrePoint	- Adult	PC	**$ 17.20**	±
CentrePoint	- Concession (Student & Senior)	PC	**$ 12.00**	±
CentrePoint	- Teen Gym	PC	**$ 8.80**	±
CentrePoint	- Pre-Teen Class	PC	**$ 4.00**	±
CentrePoint	- Healthy Life for Life & Gentle Tai Chi	PC	**$ 8.80**	±
CentrePoint	**Dry Courts Casual Entry**			
CentrePoint	- All Ages per person	PC	**$ 4.40**	±
CentrePoint	**Gym Induction/Fitness Assessment**			
CentrePoint	Complimentary when signing up - includes one 30 minute induction	PG		
CentrePoint	**Gym Program & or PT (One Hour)**			
CentrePoint	- All Ages	PC	**$ 72.80**	±
CentrePoint	- 3 PT Pack	PC	**$ 208.00**	
CentrePoint	- 5 PT Pack	PC	**$ 327.60**	
CentrePoint	**Group Training Rate - 60 Mins (max 4 clients)**			
CentrePoint	- 2 Client (per person)	PC	**$ 36.40**	±
CentrePoint	- 3 Client (per person)	PC	**$ 30.16**	±
CentrePoint	- 4 Client (per person)	PC	**$ 24.96**	±
CentrePoint	**Crèche (per session)**			
CentrePoint	- Per Child	PC	**$ 4.20**	±

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
CentrePoint	**Short Term Options**			
CentrePoint	**Pool Access - Includes Aqua Aerobics**			
CentrePoint	- Adult (9x Casual visits, 10th free)	PC	**$ 70.20**	±
CentrePoint	- Concession (Child, Student & Senior) (9x Casual visits, 10th free)	PC	**$ 49.50**	±
CentrePoint	**Full Centre Access (Gym, Classes, Pool and Dry Courts)**			
CentrePoint	- Adult - 10 Visit Pass (9x casual of both, less 20% for combination)	PC	**$ 180.00**	±
CentrePoint	- Concession (Child, Student & Senior) (9x casual of both, less 20% for combination)	PC	**$ 126.00**	±
CentrePoint	- Full Centre Day Pass (Swim and Gym) Adult	PC	**$ 20.00**	±
CentrePoint	- Full Centre Day Pass (Swim and Gym) Concession	PC	**$ 14.00**	±
CentrePoint	**Gym & Class Access**			
CentrePoint	- Adult - 10 Visit Pass (9x Casual visits, 10th free)	PC	**$ 154.80**	±
CentrePoint	- Concession (Child, Student & Senior) (9x Casual visits, 10th free)	PC	**$ 108.00**	±
CentrePoint	**Concession - Class only membership**			
CentrePoint	- Concession - 3 months	PC	**$ 156.00**	±
CentrePoint	**Memberships**			
CentrePoint	**Aquatic Membership - Includes Aqua Aerobics**			
CentrePoint	- Concession (Child, Student & Senior) Upfront p.a	PC	**$ 626.00**	±
CentrePoint	- Concession (Child, Student & Senior) FN Direct Debit	PC	**$ 25.00**	±
CentrePoint	- Adult - Upfront	PC	**$ 746.75**	±
CentrePoint	- Adult - FN Direct Debit	PC	**$ 29.20**	±
CentrePoint	- Family (2 adults and 3 children) Upfront p.a	PC	**$ 1,566.25**	±
CentrePoint	- Family (2 adults and 3 children) FN Direct Debit	PC	**$ 60.40**	±
CentrePoint	**Fitness Membership (Gym and classes)**			
CentrePoint	- Concession (Child, Student & Senior) Upfront p.a	PC	**$ 697.85**	±
CentrePoint	- Concession (Child, Student & Senior) FN Direct Debit	PC	**$ 27.00**	±
CentrePoint	- Adult - Upfront p.a	PC	**$ 866.30**	±
CentrePoint	- Adult - FN Direct Debit	PC	**$ 34.30**	±
CentrePoint	- Family (2 adults and 3 children) Upfront p.a	PC	**$ 1,745.10**	±
CentrePoint	- Family (2 adults and 3 children) FN Direct Debit	PC	**$ 67.60**	±
CentrePoint	**CentrePoint Membership (Gym, Pool, Classes, Dry Courts)**			
CentrePoint	- Concession (Child, Student & Senior) Upfront p.a	PC	**$ 901.70**	±
CentrePoint	- Concession (Child, Student & Senior) FN Direct Debit	PC	**$ 35.40**	±
CentrePoint	- Adult - Upfront p.a	PC	**$ 1,662.60**	±
CentrePoint	- Adult - FN Direct Debit	PC	**$ 48.90**	±
CentrePoint	- Family (2 adults and 3 children) Upfront p.a	PC	**$ 2,166.30**	±
CentrePoint	- Family (2 adults and 3 children) FN Direct Debit	PC	**$ 84.30**	±
CentrePoint	**Six Month Passes**			
CentrePoint	- Gym Access - Adult	PC	**$ 433.15**	±
CentrePoint	- Gym Access - Concession	PC	**$ 348.95**	±
CentrePoint	- Full Centre - Adult	PC	**$ 631.30**	±
CentrePoint	- Full Centre - Concession	PC	**$ 450.85**	±
CentrePoint	- Aquatic - Adult	PC	**$ 373.38**	±
CentrePoint	- Aquatic - Concession	PC	**$ 313.00**	±
CentrePoint	**Joining Fee**			
CentrePoint	- Fitness & CentrePoint Memberships	PC	**$ 25.00**	±
CentrePoint	- Fob fee & replacement Fob	FC	**$ 11.50**	±
CentrePoint	**Fitness Passport**			
CentrePoint	- Fitness Passport holders accepted	PC	**Nil**	
CentrePoint	**Swimming Lessons**			
CentrePoint	**Swimming Lessons (includes entry fee for child)**			
CentrePoint	- Swimming Lessons - Per Child for 12 week block - Upfront	PC	**$ 231.00**	±
CentrePoint	- Swimming Lessons - Per Child for 12 week block - FN Direct Debit	PC	**$ 38.50**	±

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed		GST Incl.
CentrePoint	**Swim Squad - School Term (12 weeks)**				
CentrePoint	- 1 Session per week - Upfront	PC	**$**	**118.80**	±
CentrePoint	- 1 Session per week - FN Direct Debit	PC	**$**	**19.80**	±
CentrePoint	- 2 Sessions per week - Upfront	PC	**$**	**237.60**	±
CentrePoint	- 2 Sessions per week - FN Direct Debit	PC	**$**	**39.60**	±
CentrePoint	**Private Lessons 1:1 (12 weeks)**				
CentrePoint	- Squad / Learn to swim per half hour - Upfront	PC	**$**	**648.00**	±
CentrePoint	- Squad / Learn to swim per half hour - FN Direct Debit	PC	**$**	**108.00**	±
CentrePoint	**Miscellaneous**				
CentrePoint	- Promotion / memberships specials - as approved by General Manager	PC			
CentrePoint	- Instructors				
CentrePoint	- LTS instructor per hour	PC	**$**	**61.00**	±
CentrePoint	**Venue Hire**				
CentrePoint	- Splash Pool Hire Fee	PC	**$**	**40.00**	±
CentrePoint	- Wet Inflatable Hire Fee (2 hour Hire Fee)	PC	**$**	**400.00**	±
CentrePoint	- Wet Inflatable (fun day assessment/usage fee)	PC	**$**	**2.00**	±
CentrePoint	**Scout Hall and Aerobic Room Venue Hire**				
CentrePoint	- Per Hour	PC	**$**	**35.40**	±
CentrePoint	- Half Day (3-5hours)	PC	**$**	**119.60**	±
CentrePoint	- Full Day	PC	**$**	**241.30**	±
CentrePoint	**Dry Courts Hire**				
CentrePoint	- Per 1/2 Court per hour	PC	**$**	**30.20**	±
CentrePoint	- Per Court per hour	PC	**$**	**60.30**	±
CentrePoint	- Per Court per 1/2 day	PC	**$**	**144.60**	±
CentrePoint	- Per Court per full day	PC	**$**	**241.30**	±
CentrePoint	**Lane Hire**				
CentrePoint	- 1 Lane per hour	PC			±
CentrePoint	**CentrePoint Birthday Parties (minimum 15 children per booking)**				
CentrePoint	- Catered per child	PC	**$**	**27.10**	±
CentrePoint	- Non catered per child	PC	**$**	**19.80**	±
CentrePoint	**Other Hire**				
CentrePoint	- Towel Hire	PC	**$**	**2.00**	±
CentrePoint	**NSW Companion Card Entry**				
CentrePoint	- Entry for person who shows NSW Companion Card	PG	**Nil**		
CentrePoint	**NDIS Fees**				
CentrePoint	- Services and prices as per NDIS support catalogue	PG	**Nil**		
CentrePoint	**Definitions**				
CentrePoint	Family: Members must reside at the same address, must be immediate family, children must be under 18 years of age				
CentrePoint	Concession: Must hold and present a valid concession card				
CentrePoint	Student: A full time high school, tertiary/uni or TAFE student. Valid student card must be presented.				
Sporting Grounds	**Sporting Grounds**				
Sporting Grounds	**All Schools**				
Sporting Grounds	- St Joseph's Primary School	PC	**$**	**300.00**	±
Sporting Grounds	- Heritage Schools Group	PC	**$**	**300.00**	±
Sporting Grounds	- Blayney High School	PC	**$**	**1,126.00**	±
Sporting Grounds	- Millthorpe Public School (Redmond Oval)	PC	**$**	**603.00**	±
Sporting Grounds	**King George Oval Seasonal Hire**				
Sporting Grounds	- Cricket	PC	**$**	**841.00**	±
Sporting Grounds	- Junior Rugby League	PC	**$**	**1,134.00**	±
Sporting Grounds	- Rugby League	PC	**$**	**3,142.00**	±
Sporting Grounds	- Rugby Union	PC	**$**	**3,057.00**	±
Sporting Grounds	- Little Athletics	PC	**$**	**841.00**	±

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Sporting Grounds	**Redmond Oval Seasonal Hire**			
Sporting Grounds	- Senior Cricket	PC	$ 814.00	±
Sporting Grounds	- Junior Cricket	PC	$ 814.00	±
Sporting Grounds	- Junior Soccer	PC	$ 1,134.00	±
Sporting Grounds	- Senior Soccer	PC	$ 1,218.00	±
Sporting Grounds	- Millthorpe Junior Rugby Union (inc. Blayney based-Gala Day)	PC	$ 749.00	±
Sporting Grounds	**Dakers/Napier Oval Seasonal Hire** Per facility (Dakers Oval or Napier Oval)			
Sporting Grounds	- Cricket	PC	$ 573.00	±
Sporting Grounds	- Junior Soccer	PC	$ 1,134.00	±
Sporting Grounds	- Senior Soccer	PC	$ 1,218.00	±
Sporting Grounds	**Stillingfleet Courts Seasonal Hire**			
Sporting Grounds	- Blayney Netball Association	PC	$ 1,201.00	±
Sporting Grounds	**Blayney Tennis Courts Seasonal Hire**			
Sporting Grounds	- Blayney Tennis Courts (Blayney Tennis Club)	PC	$ 1,201.00	±
Sporting Grounds	**Millthorpe Tennis Courts**			
Sporting Grounds	- Millthorpe Tennis Courts	PC	$ 1,201.00	±
Sporting Grounds	- Coaching Clinics Seasonal Hire	PC	$ 1,629.00	±
Sporting Grounds	- Coaching Clinics Casual Hire	PC	Price at GM Discretion	±
Sporting Grounds	**Other Blayney Shire Recreation Grounds** (Excludes Blayney and Millthorpe Grounds)			
Sporting Grounds	- Annual Fee per Ground	PC	$ 573.00	±
Sporting Grounds	**Specific Event - Redmond Oval**			
Sporting Grounds	- Millthorpe Markets Incl. cleaning of amenities, line marking etc.	PC	$ 2,856.00	±
Sporting Grounds	**Casual Hire (per day or part thereof) Redmond Oval**			
Sporting Grounds	- Casual Hire (incl. Toilets/Change rooms/Canteen)	PC	$ 753.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	$ 200.00	
Sporting Grounds	PLUS Key Deposit	FC	$ 100.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	PC	$ 260.00	±
Sporting Grounds	**King George Oval Casual Hire (per day or part thereof)**			
Sporting Grounds	- Casual Hire (incl. Toilets/Change rooms/Canteen)	PC	$ 754.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	$ 200.00	
Sporting Grounds	PLUS Key Deposit	FC	$ 100.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	PC	$ 260.00	±
Sporting Grounds	**Napier Oval Casual Hire (per day or part thereof)**			
Sporting Grounds	- Casual Hire (incl. Toilets/Change rooms)	PC	$ 700.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	$ 200.00	
Sporting Grounds	PLUS Key Deposit	FC	$ 100.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	PC	$ 260.00	±
Sporting Grounds	**Dakers Oval Casual Hire (per day or part thereof)**			
Sporting Grounds	- Casual Hire	PC	$ 557.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	$ 200.00	
Sporting Grounds	PLUS Key Deposit	FC	$ 100.00	
Sporting Grounds	**Blayney Shire Recreation Grounds Casual Hire (per day or part thereof)** Excludes Blayney and Millthorpe Grounds			
Sporting Grounds	- Casual Hire (incl. Toilets)	PC	$ 557.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	$ 200.00	
Sporting Grounds	PLUS Key Deposit	FC	$ 100.00	
Sporting Grounds	**All Recreational Facilities / Open Space e.g. Heritage Park**			
Sporting Grounds	- Booking Cancellation Fee (all facilities)	PC	$ 125.00	±
Sporting Grounds	- Personal Training Facility Access Charge for all Parks, Gardens & Outdoor Facilities (excluding King George Oval & Redmond Oval)	PC	$ 174.00	±
Sporting Grounds	PLUS Key Deposit	FC	$ 100.00	
Sporting Grounds	- Not for profit Community Service events (at GM discretion)	PC	Contract Price	±
Sporting Grounds	- Fobs (King George Oval, Dakers Oval, CWELC & Redmond Oval) also available for the tank to refill at the water recycle plant.	FC	$ 56.00	±

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Blayney Showground	**Blayney Showground Annual Hire (includes Pavilion)** *Security Deposit is refundable as per Conditions of Hire. **Includes provision of one annual event so long as collectively this does not exceed the permitted number of days allowed under the user agreement. Other costs associated with provision of an annual event remain subject to additional costs if applicable in accordance with the scheduled fees below.			
Blayney Showground	- Annual Hire Fee: Junior groups (includes Gator & Rake Fee) (to 30 June)**	PC	$ 1,282.00	±
Blayney Showground	- Annual Hire Fee: Senior Groups (includes Gator & Rake Fee) (to 30 June)**	PC	$ 2,109.00	±
Blayney Showground	- Blayney Harness Racing Trainers	PC	$ 336.00	±
Blayney Showground	PLUS Security Deposit at GM discretion (keys, cleaning, utilities or Damages)*	FC	Contract Price	
Blayney Showground	PLUS Additional Gator and Rake Fee	PC	$ 496.00	±
Blayney Showground	- Additional Hire Days	PC	$ 155.00	±
Blayney Showground	- Ground Levy ($5 per rider/per event) paid in arrears every 6 months	PC	$ 5.00	±
Blayney Showground	**Casual Hire (per day of part thereof)**			
Blayney Showground	**Central West Equestrian and Livestock Centre**			
Blayney Showground	- Livestock/Equestrian Sales and Shows	PC	$ 2,822.00	±
Blayney Showground	- Individual Accredited Coaching Clinics	PC	$ 322.00	±
Blayney Showground	- Surface Preparation (Watering and Raking Only)	PC	$ 645.00	±
Blayney Showground	- Surface (Fill, Refill, Spreading and Removal)	PC	Contract Price	±
Blayney Showground	- Hire of Gator (per hour)	PC	$ 173.00	±
Blayney Showground	- Hire of Rake (per hour)	PC	$ 38.00	±
Blayney Showground	- Lights (per hour)	PC	$ 50.00	±
Blayney Showground	- Pavilion Hire	PC	$ 521.00	±
Blayney Showground	- Pavilion Hire			
Blayney Showground	- Individual Riders (Indoor Arena only) - Per Hour	PC	$ 43.00	
Blayney Showground	- Individual Riders (Outdoor Arena's only) - Per Hour	PC	*$ 11.00*	±
Blayney Showground	PLUS Security Deposit at GM discretion (keys, cleaning, utilities or Damages)*	FC	Contract Price	
Blayney Showground	**Special Events**			
Blayney Showground	- Blayney A & P Association Show	PC	$ 2,341.00	±
Blayney Showground	- Blayney Harness Racing	PC	$ 1,064.00	±
Blayney Showground	- Special Events hosted by Seasonal Hire User Groups (Regional)	PC	$ 2,341.00	±
Blayney Showground	PLUS Security Deposit at GM discretion (keys, cleaning, utilities or Damages)*	FC	Contract Price	±
Blayney Showground	- Other Events (National, State and Regional)	PC	Contract Price	±
All Ovals and Facilities	**All Ovals and Facilities**	PC		
All Ovals and Facilities	- Other Event (at GM Discretion)	PC	Contract Price	±
Mining, Manufacturing & Construction	**Outstanding Notice s.735A Certificate**			
Mining, Manufacturing & Construction	- Outstanding Notices Certificate	S**	$ 120.00	
Transport & Communication	**Contributions to Works – Council Programmed Works**			
Transport & Communication	- Kerb & Guttering (per lineal metre)	R	50% of cost	
Transport & Communication	- Foot paving (per square metre)	R	50% of cost	
Transport & Communication	**Recovery of Costs from adjacent owners in accordance with s.217 of the Roads Act, 1993.**			
Transport & Communication	**Road Opening Permit**			
Transport & Communication	- Minor works (Standard Design & TGS)	PC	$ 94.00	
Transport & Communication	- When Council is PCA and applied for in conjunction other approval (plus 1 inspection)	PC	$ 94.00	
Transport & Communication	- When applied for when Council is not PCA or not in conjunction with other approval (plus 1 inspection)	PC	$ 187.00	

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Transport & Communication	- Non-standard works (Design and TGS by others) plus 1 inspection	PC	$ 180.00	
Transport & Communication	- Per Inspection / Re Inspection	PC	$ 150.00	±
Transport & Communication	- Assessment of filming event request (minor)	FC	$ 491.00	±
Transport & Communication	- Assessment of filming event request (major (more than 1 day))	FC	$ 2,451.00	±
Transport & Communication	**Restoration Charge - Minimum Charge 5m²**			
Transport & Communication	- Concrete Road Pavements (per m2)	FC	**Subject to quotation**	
Transport & Communication	- Concrete Footpaths (per m2)	FC	**Subject to quotation**	
Transport & Communication	- Residential Driveways (per m2)	FC	**Subject to quotation**	
Transport & Communication	- Bitumen surface on all bases (per m2)	FC	**Subject to quotation**	
Transport & Communication	- Gravel Roads / Footpaths (per m2)	FC	**Subject to quotation**	
Transport & Communication	- Kerb & Gutter (per m)	FC	**Subject to quotation**	
Transport & Communication	- Turfed Footpaths (per m2)	FC	**Subject to quotation**	
Transport & Communication	- Block paved Footpaths (per m2)	FC	**Subject to quotation**	
Economic Affairs	**Visitor Information Centre Café (Per Lease Agreement)**	FC	**Market Rental**	±
Economic Affairs	**Private Works**			
Economic Affairs	- Direct Costs including labour on-costs + 30% surcharge	FC	**Full Cost + 30%**	±
Economic Affairs	**Gravel Sales**			
Economic Affairs	Uncrushed material (All Quarries):			
Economic Affairs	- Ex Pit (per tonne)	FC	$ 16.00	±
Economic Affairs	- 0-9km (per tonne)	FC	$ 26.00	±
Economic Affairs	- 10-19km (per tonne)	FC	$ 32.00	±
Economic Affairs	- 20-29km (per tonne)	FC	$ 37.00	±
Economic Affairs	**Crushed material inc. Rubble (Whites and Cadia)**		$ -	
Economic Affairs	- Ex Pit (per tonne)	FC	$ 29.00	±
Economic Affairs	- 0-9km (per tonne)	FC	$ 37.00	±
Economic Affairs	- 10-19km (per tonne)	FC	$ 43.00	±
Economic Affairs	- 20-29km (per tonne)	FC	$ 49.00	±
Economic Affairs	**Wet Plant Hire Rates for Private Works (per hour during normal hours)** NOTE: Rates are exclusive of any overtime.			
Economic Affairs	- Water Cart	FC	$ 297.00	±
Economic Affairs	- Street Sweeper	FC	$ 286.00	±
Economic Affairs	- Sewer Jetter (2 x Works Operators)	FC	$ 477.00	±
Economic Affairs	- Road Broom (towing behind LV)	FC	$ 197.00	±
Economic Affairs	- All other plant and equipment		**Cost + Overhead + 30%**	
	2013 Contributions Plan (repealed 13 January 2023. Only applies to developments where DA's were lodged prior to this date and contributions were imposed in the subsequent development consent)			
Developer Contributions	**Section 7.11 Contributions**			
Developer Contributions	- Residential accommodation development resulting in additional dwelling or lot (per new dwelling or allotment)	CP	$ 8,007.00	
Developer Contributions	**Heavy haulage developments**			

2026/27 Fees and Charges

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2026/27 Proposed	GST Incl.
Developer Contributions	- Regional Sealed Road (per ESA per km)	CP	$ 0.26	
Developer Contributions	- Local Sealed Road (per ESA per km)	CP	$ 0.58	
Developer Contributions	- Local Gravel Road (per ESA per km)	CP	$ 0.29	
Developer Contributions	**Section 7.12 Levies**			
Developer Contributions	- Development that is not type A or B and where the proposed cost of carrying out the development is more than $100,000 and up to and including $200,000	CP	**0.5% of that cost**	
Developer Contributions	- Development that is not type A or B and where the proposed cost of carrying out the development is more than $200,000	CP	**1% of that cost**	
	2022 Contributions Plan (commenced 13 January 2023) Note - 7.11 and Heavy Haulage Contributions are subject to change following publication of the June Quarter CPI figures			
Developer Contributions	**Section 7.11 Contributions**			
Developer Contributions	- Residential accommodation development resulting in additional dwelling or lot (per new dwelling or allotment)	CP	$ 10,286.00	
Developer Contributions	**Heavy haulage developments**			
Developer Contributions	- Regional Sealed Road (per ESA per km)	CP	$ 0.57	
Developer Contributions	- Local Sealed Road (per ESA per km)	CP	$ 0.74	
Developer Contributions	- Local Gravel Road (per ESA per km)	CP	$ 0.57	
Developer Contributions	**Section 7.12 Levies**			
Developer Contributions	- Development that is not type A or B and where the proposed cost of carrying out the development is more than $100,000 and up to and including $200,000	CP	**0.5% of that cost**	
Developer Contributions	- Development that is not type A or B and where the proposed cost of carrying out the development is more than $200,000	CP	**1% of that cost**	
Developer Contributions	**LGA Sect. 64 - Water Management Act 2000 - s305 - Contributions for water supply Infrastructure**			
Developer Contributions	- Developer Charges for Millthorpe Sewerage Scheme (per new dwelling or lot)	CP	$ 9,396.00	
Developer Contributions	- Developer Charges for Blayney Sewerage Scheme (per new dwelling or lot)	CP	$ 5,637.00	
Developer Contributions	**Notes to Developer Contributions** 1. The development and implementation of a new Contribution Plan for Blayney Shire, under the provision of s.7.11 and s.7.12 of the Environmental Planning and Assessment Act 1979 was undertaken by Council in 2022. - The Blayney Local Infrastructure Contribution Plan 2012 was adopted by Council on 12 September 2013. - The Blayney Shire Local Infrastructure Contribution Plan 2022 was adopted by Council on 19 December 2022. - Developer Contributions under Development Servicing Plan for Sewerage Services 2020 are indexed annually by CPI (All Groups) Sydney at 31 December as published by ABS. - Developer Contributions under Infrastructure Contributions Plan for 2013 and 2022 are indexed annually by CPI (All Groups) Sydney at 31 December as published by ABS.			

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2026/27 – 2035/36
Long Term Financial Plan

Acknowledgement

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

Published by Blayney Shire Council

2026/27 – 2035/36 Long Term Financial Plan

Adopted XX June 2026.

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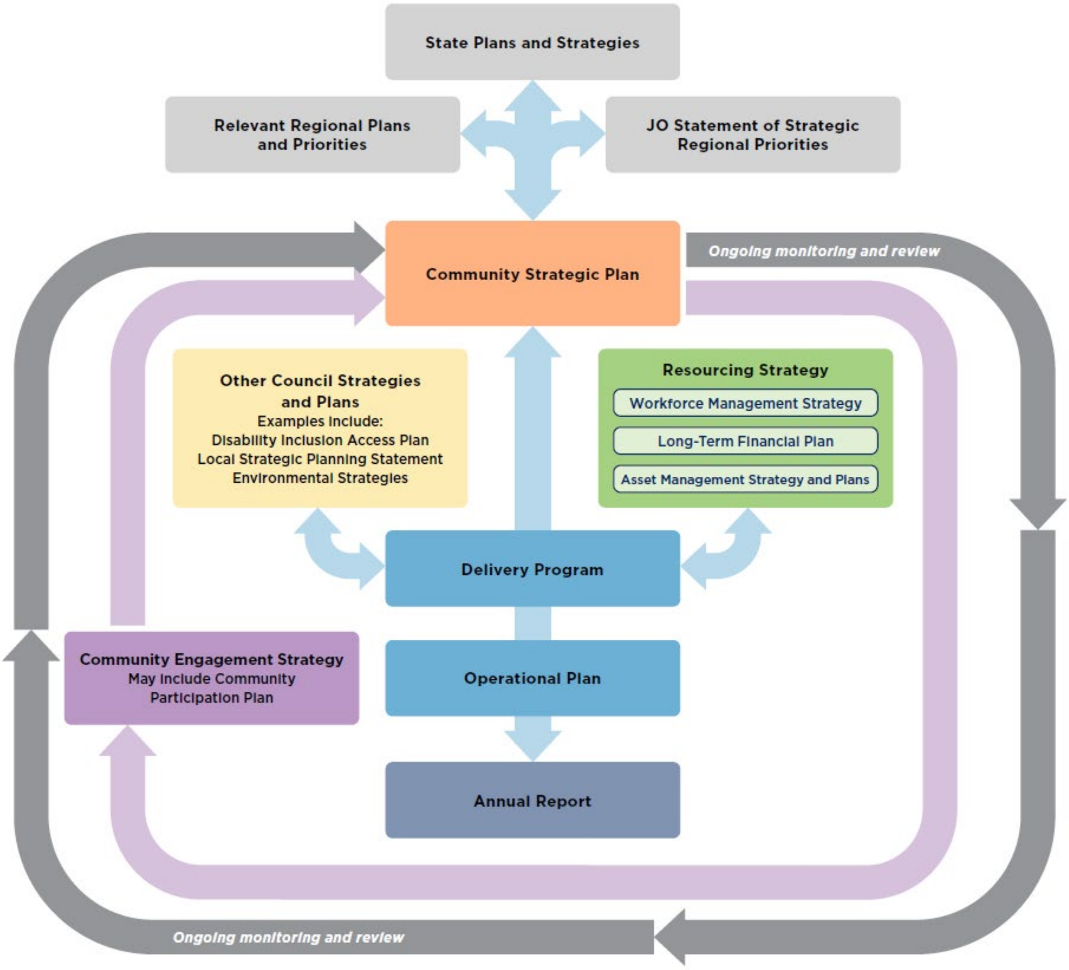
1. INTRODUCTION

1.1 Objectives

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

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



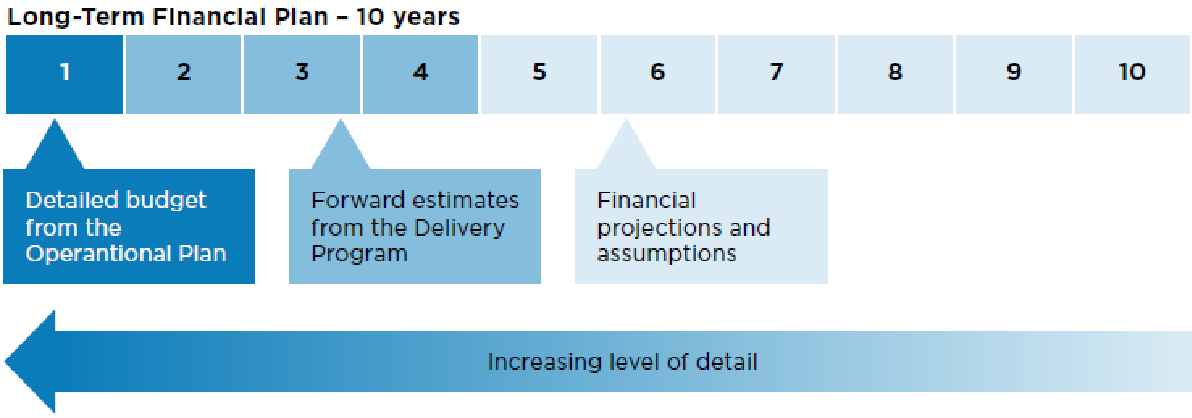
Blayney Shire Council's LTFP seeks to:

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

1.2 Timeframe

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

The Blayney Shire Council LTFP covers a time period spanning ten years from 2026/27 – 2035/36



2. PLANNING ASSUMPTIONS

A LTFP is dependent on a number of planning assumptions. In preparing the LTFP Council considered a range of matters and made appropriate assumptions. These assumptions were used to model and formulate the plan, test a range of scenarios and ultimately form the basis of the agreed plan.
Key assumptions/variables reviewed as part of the setup of the LTFP are:

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

Assumption/Variable	Calculation Basis	a.	b.	c.
Consumer Price Index (CPI)	All groups Sydney Dec 25	3.8%	2.40%	2.40%
Rate Peg (Ordinary Rates)	Independent Pricing and Regulatory Tribunal (IPART) determination / recommendation Approved Special Rate Variation 2024/25 – 2026/27	3.80% **Special Rate Variation** 10.00% Yrs 1 2.50% Yrs 2-10	3.80% **Special Rate Variation** 10.00% Yrs 2-3 4.00% Yrs 3-10	3.80% **Special Rate Variation** 10.00% Yrs 2-3 2.50% Yrs 3-10
Sewer Annual Charges Income	The Strategic Business Plan (SBP) is currently being reviewed, therefore minimal increase assumed throughout the life of the plan until finalisation of the SBP which will inform future charges.	5.00% Yr 1-4 3.50% Yr 5-10	5.00% Yr 1-10	5.00% Yr 1-4 3.50% Yr 5-10
Waste Annual Charges Income	Based on reasonable cost estimate – cost of increase has been tied to increased cost of contractor charges (CPI) and factoring in additional increased compliance costs.	10.00% Yr 1 6.00% Yr 2 3.00% Yr 3-10	10.00% Yr 1 6.00% Yr 2 3.00% Yr 3-10	10.00% Yr 1 6.00% Yr 2 3.00% Yr 3-10

Fees and Charges Income	User pay fees CPI + 0.5%	4.00% Yr 1 3.00% Yr 2-10	4.00% Yr 1 3.00% Yr 2-10	4.00% Yr 1 3.00% Yr 2-10
Interest Rate Income	Average annual rate of return is 5.07% however interest rates have been conservatively forecast as the rates are subject to market volatility.	4.00% Yr 1-4 3.00% Yr 5-10	4.00% Yr 1-4 3.00% Yr 5-10	4.00% Yr 1-4 3.00% Yr 5-10
Salaries and Employee On-costs	Award increase + 0.5% progressional based increase	4.00% Yr 1-3 3.00% Yrs 4-10	4.00% Yr 1-3 3.00% Yrs 4-10	4.00% Yr 1-3 3.00% Yrs 4-10
Materials and Contracts	CPI + 0.5% Electricity Water Insurance Fuel & Oil **Increases are one off and not accumulative*	3.50% 7.5% Yr 1 15% Yr 1 6% Yr 1 100% Yr 1* 60% Yr 2* 35% Yr 3*	3.50% 7.5% Yr 1 15% Yr 1 6% Yr 1 100% Yr 1* 60% Yr 2* 35% Yr 3*	3.50% 7.5% Yr 1 15% Yr 1 6% Yr 1 100% Yr 1* 60% Yr 2* 35% Yr 3*
Other Expenditure	Typically aligns with Rate Peg forecast	2.50%	2.50%	2.50%
Interest Rate Expense	TCorp forecast – proposed loans (1st June) Other Institutions – proposed loans *Rates are indicative – no proposed borrowings have been modelled*	6.29% 7.29%	6.29% 7.29%	6.29% 7.29%
Depreciation	Existing depreciation does not increase until revaluation of the asset class every 5 years unless subject to indexation of fair value (excludes plant & equipment and sewer) Depreciation for new capital projects that have been identified will be in addition to annual increase.	2% 10% Yr 1 5% Yr 2 5% Yr 5	2% 10% Yr 1 5% Yr 2 5% Yr 5	2% 10% Yr 1 5% Yr 2 5% Yr 5

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

3. FINANCIAL SUSTAINABILITY

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

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

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

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

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

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

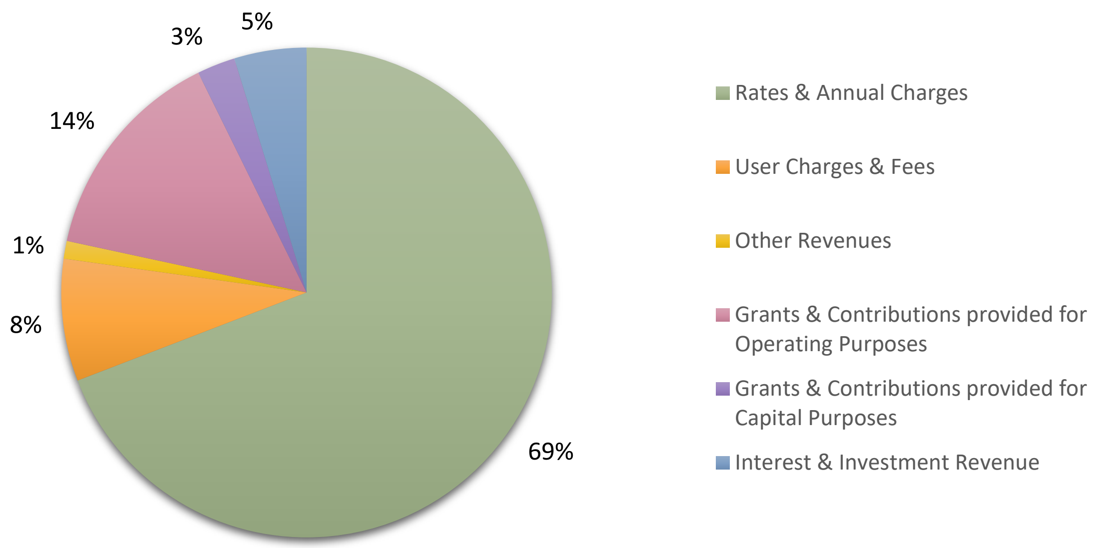
The application of a special variation was only one piece of the puzzle, with

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

4. REVENUE FORECASTS

The major sources of revenue for Council are:

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



4.1 Rates and Annual Charges

The major component of Council's income is generated via the levying of rates and annual charges, which accounts for 60% of total income. This % is higher in 2026/27 due to the advanced payment of the Financial Assistance Grant in 2025/26 which will decrease operating grants by $3.2m for the 2026/27 financial year only.

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

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

Financial Year	Rate Peg	SV
2021/22	2.00%	
2022/23	2.50%	
2023/24	3.70%	
2024/25 Base Case	5.70%	10.00%
2025/26	3.80%	10.00%
5 Year Average	*3.54%*	
2026/27 Special Rate Variation	**4.70%**	**10.00%**

For the 2026/27 financial year, IPART has determined the rate peg using the new rate peg methodology. The core rate peg for the 2026/27 financial year ranges from 2.50% to 4.20%and takes into account the Base Cost Change (BCC) by council group and an Emergency Services Levy (ESL) factor to reflect annual changes in each council's ESL contributions. The core rate peg for 2026/27 for Blayney was 3.20%

In addition, a population factor based on each council's population growth is applied which ranges from 0.00% to 2.70% Council received a 1.50% population index and therefore the general rate peg for 2024/25 is fixed at 4.70%.

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

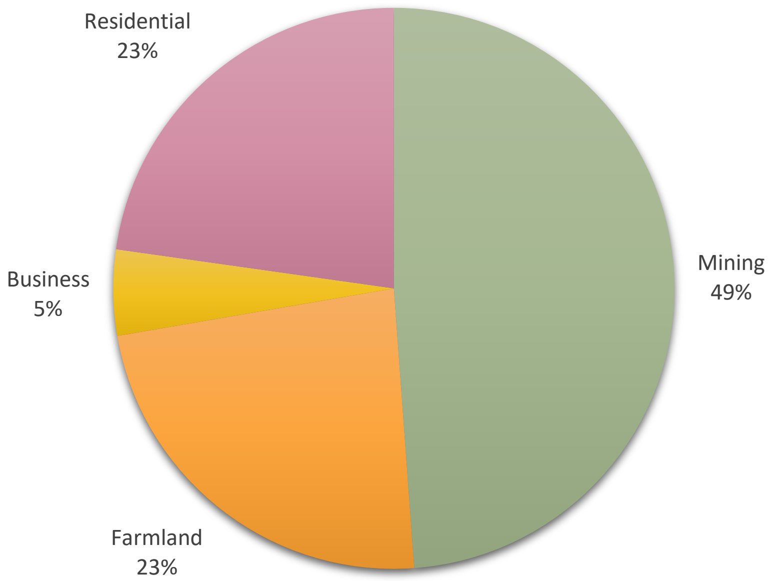
S.492 of the Local Government Act 1993 provides two types of rates: Ordinary rates and Special rates
.

4.1.1 Ordinary Rates

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

- Farmland
- Residential
- Business
- Mining

Rates Income By Category



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

4.1.2 Special Rates

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

4.1.3 Rate Pegging

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

4.1.4 Special Rate Variation

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

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

	2026/27
	$000
Special Rate Variation	1,213

4.2 User Charges & Fees

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

4.2.1 Sewerage Charges

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

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

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

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

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

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

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

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

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

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

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

Future Sewerage Infrastructure Subsidy Charge

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

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

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

4.2.2 Waste Management Charges

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

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

In addition to the renewal of the waste collection contract, Council is facing significant cost pressure with increased compliance expenditure to treat and manage environmental concerns including leachate. The additional forecast expenditure has resulted in a 10% increase in 2026/27 and a further 6% increase in 2027/28 to annual charges.

There is further uncertainty around the remaining lifespan of the waste facility with significant operational and capital expenditure forecast over the next 10 years. Funding has been allocated to a number of studies to be conducted which will provide Council with ongoing strategies and more reliable expenditure forecasts which will be refined over the next couple of years.

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

4.2.3 Statutory Charges

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

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

4.2.4 Other Fees

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

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

4.3 Grants & Contributions

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

Council receives a general purpose Financial Assistance Grant from the Commonwealth Government. Since 2016/17 a significant portion of this funding has been received in advance, with 80% of the Financial Assistance Grant for 2026/27 anticipated to be paid in 2025/26. Following announcement of the Federal Budget in May, it was highlighted that the 2026/27 prepayment will be the last, returning to the regular quarterly instalment payment schedule from 2027/28. This will result in a budget deficit of an additional ($3.2m) in 2026/27.

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

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

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

Major grant funding - accepted

Project	Funding $	Project Total $	Year
Community Energy Upgrades Fund Round 2 & Cadia Legacy Fund			
Blayney Storage Project (CentrePoint)	273,472	273,472	26/27

Major grant funding - pending

Project	Funding $	Project Total $	Year
Disaster Ready Fund			
Coombing St Crossing	1,050,000	1,300,000	26/27
Crown Reserves Improvement Fund			
Blayney Showground Fencing Upgrade	45,000	45,000	26/27

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

Project	Funding $	Project Total $	Year
Renewable Energy Projects • Blayney Showground • Blayney Library	 30,000 30,000	 30,000 30,000	 26/27 27/28
Napier Oval Kiosk Upgrade	150,000	150,000	28/29

Spring Hill Road	4,500,000	4,500,000	28/29
Regional Roads Upgrade	450,000	900,000	27/28 onwards
Sewerage Treatment Plan – Capacity Upgrade	5,885,550	8,917,500	27/28 – 28/29
Liscombes Creek Bridge Replacement & Realignment	1,050,000	1,050,000	29/30

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

The Blayney Shire Local Infrastructure Contributions Plan 2022 was adopted on 19 December 2022.
https://www.blayney.nsw.gov.au/ArticleDocuments/929/Blayney%20Shire%20Local%20Infrastructure%20Contributions%20Plan%202022.pdf.aspx

4.4 Investments Revenue

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

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

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

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

4.5 Borrowings

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

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

Council continues to maintain a relatively low debt service cover ratio. However, the impact on this ratio and the ability to service proposed borrowings in the future should be assessed when borrowings are being considered to fill funding gaps.

There are currently no proposed borrowings modelled throughout this plan.

4.6 Other Revenue

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

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

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

4.7 Cash Restrictions

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

5. EXPENDITURE FORECASTS

5.1 Salaries, Wages and Employee On-costs

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

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

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

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

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

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

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

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

5.2 Loans / Debt Service Costs

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

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

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

With external factors impacting on inflation and a steep increase in the RBA cash rate for the first time in over 10 years the cost of borrowings is no longer as attractive with indicative rates for a 20 year loan now in excess of 6.29%.

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

Materials, Contracts and Other Operating Costs

Expenditure on materials, contracts and other operating cost has been generally based on CPI. The exceptions to this are expenditures that are either:

i) not recurrent every year;
ii) have been identified as increasing by an amount different to CPI; or
iii) a result of increased services or service levels.

Examples of these expenditures include:

	$	Year
Sale of Land for Unpaid Rates	53,000	2028/29
Sale of Land for Unpaid Rates	63,000	2033/34
Council Elections 2029/30	92,000	2029/30
Council Elections 2033/34	102,000	2032/33
Infrastructure Contributions Plan	36,900	2028/29
Millthorpe Settlement Strategy	50,000	2026/27
Millthorpe Settlement Strategy	50,000	2028/29
BCO Strategy Review	100,000	2028/29
Blayney Shire Settlement Strategy	150,000	2029/30
Active Movement Strategy Review	40,000	2028/29
Active Movement Strategy Review	50,891	2035/36
Playground & Other Structures Audit	23,750	2030/31
Playground & Other Structures Audit	28,212	2035/36
Settlement Strategy	178,153	2034/35

5.3 Asset Management

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

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

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

Asset Class	Year
Sewerage Infrastructure	2026/27
Buildings & Operational Land	2027/28
Transportation	2029/30
Open Space, Other Recreational Assets & Community Land	2030/31

Sewerage Infrastructure	2031/32
Buildings & Operational Land	2032/33
Transportation	2034/35
Open Space, Other Recreational Assets & Community Land	2035/36

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

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

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

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

6 SENSITIVITY ANALYSIS AND FINANCIAL MODELLING

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

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

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

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

6.1 Employee Costs

Employee costs make up 34% of projected operating expenditure forecast across the Long Term Financial Plan. This is reflective of the service based nature of a significant proportion of Council activities as well as the construction and maintenance of the considerable infrastructure owned by Council. As it makes up such a large proportion of the operating expenditure budget, and movements in rates of pay are determined through industry wide Award negotiations and market forces, the Council is sensitive to unplanned changes in employee costs. The LTFP assumes annual increases of between 3.0% and 4.0% to employee costs.

Due to the above factors an impact of a 1% increase in employee costs each year was modelled and resulted in an average annual increase of $102k to operating costs over the life of the plan.

6.2 Rates and Annual Charges Revenue

Rates and Annual Charges revenue makes up more than 60% (normalised year of operational grants) of the projected operating revenue. Council cannot set the rate of increase but can only accept the rate pegging imposed on it without a Special Variation application.

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

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

6.3 Inflation

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

6.4 Investment Returns

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

Council has seen increased volatility in interest returns over the last couple of years with the average annual rate of return in 2020/21 plummeting to a record low of just 0.82%. After a steep increase in the RBA cash rate in 2023/24 the market continues to be volatile with several decreases to the cash rate followed by a number of increases. Further increases are anticipated with the ongoing war in the middle east and the impact on commodities particularly recent fuel shortages. Throughout 2025/26 the average annual rate of return has remained fairly consistent annualised at 4.41%.

The impact of both a reduction and increase in investment interest rates of 1% of the forecast rate was modelled. The impact over the term of the plan was on average $272k per annum. The forecast interest rate of 4% is considered conservative in the current interest rate environment and therefore any potential impact is likely to be greater than what has been forecast.

6.5 Grants

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

The Financial Assistance Grant makes up 14% of Council's total income.

Since 2021/22 Council has received a portion of the Financial Assistance Grant paid in advance. Following the release of the Federal Budget in May 2026, it was highlighted that 2025/26 will be the final year the Financial Assistance Grant will be prepaid. It is anticipated that 80% of the 2026/27 allocation will be paid in June 2026 with the remaining 20% paid in quarterly instalments in 2026/27. This will result in a reduction of operating grants in 2026/27 of $3.2m with payments returning to the regular quarterly allocations from August 2027.

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

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

7 PERFORMANCE MEASURES

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

7.1 Cash / Liquidity Position

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

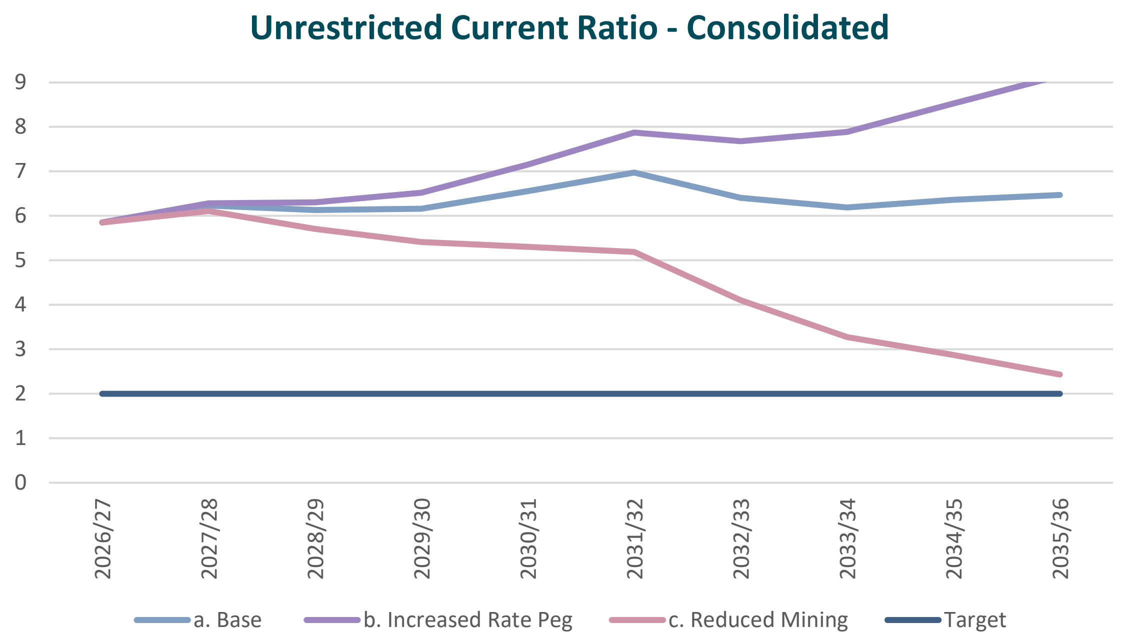
Unrestricted Current Ratio

Definition:
Unrestricted Current Assets
Unrestricted Current Liabilities

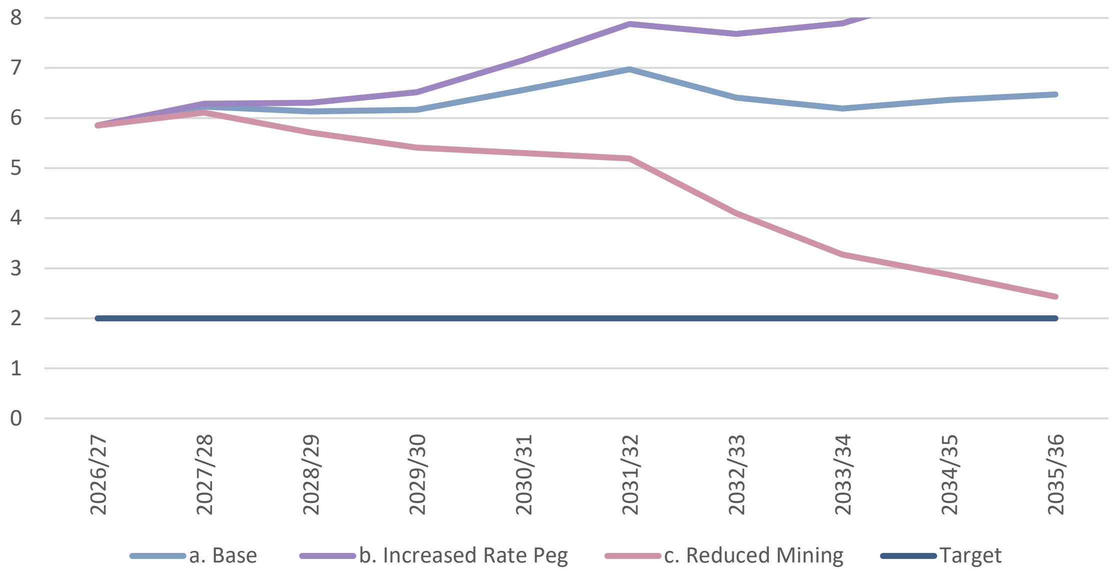
Description:
Measures the ability of council to pay its debts as and when they fall due.

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

Projection:
Based on the current scenario this ratio remains above 2.0



Unrestricted Current Ratio - General



Unrestricted Current Ratio - Sewer

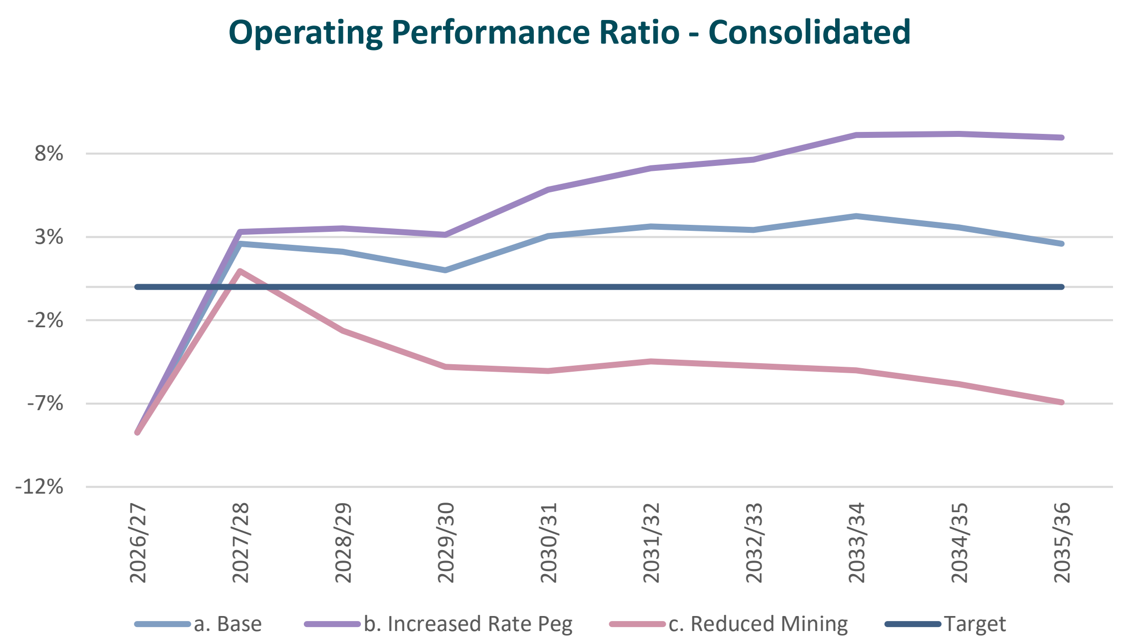
7.2 Operating Result

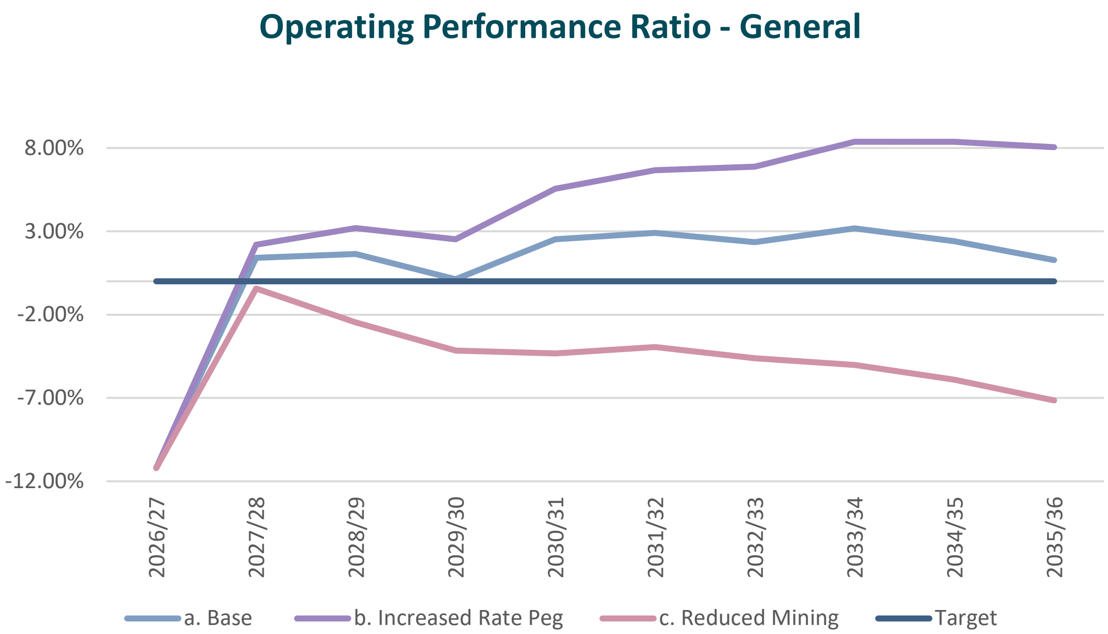
Definition:
Result or surplus/deficit from operations after considering all income and expenditure.

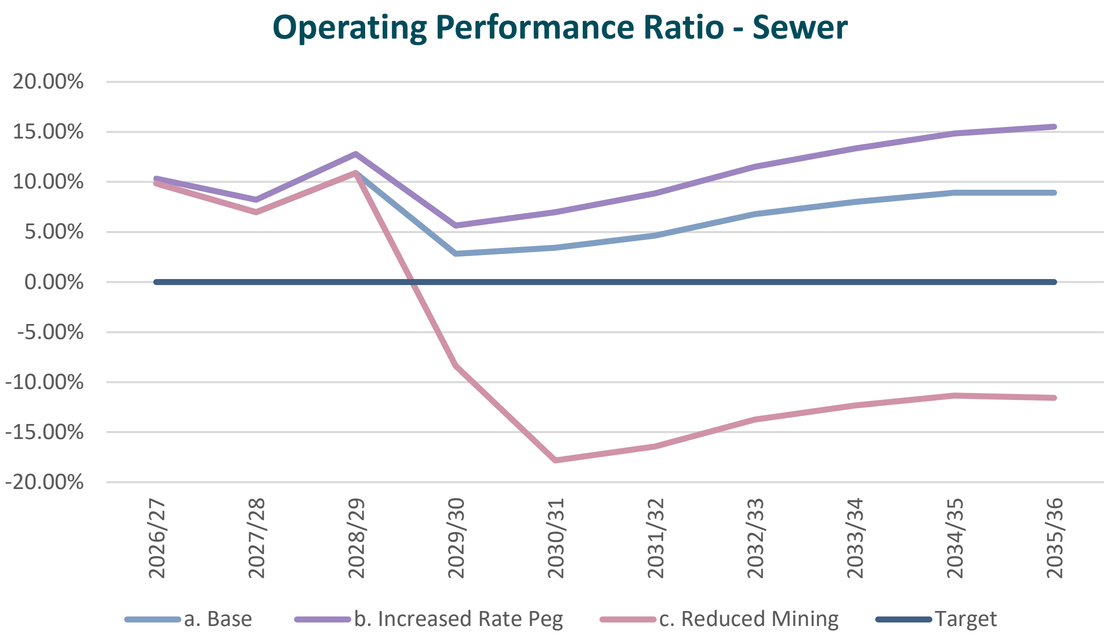
Description:
Council's operating result is normally regarded as an important criterion in measuring performance. The issue for Council is whether the operating results can be maintained and in particular if those operating results can sustain the current level of services into the future.

Target:
Trending towards consistent positive ratios

Projection:
The following graph projects the estimated result for each year of the LTFP. 2026/27 is a unique year with a one time reduction in operating grants (Financial Assistance Grant prepaid in 2026/27) which should normalise by 2027/28 as depicted below.




Operating Performance Ratio - General
8.00%
3.00%
-2.00%
-7.00%
-12.00%
2026/27
2027/28
2028/29
2029/30
2030/31
2031/32
2032/33
2033/34
2034/35
2035/36
a. Base
b. Increased Rate Peg
c. Reduced Mining
Target


Operating Performance Ratio - Sewer
20.00%
15.00%
10.00%
5.00%
0.00%
-5.00%
-10.00%
-15.00%
-20.00%
2026/27
2027/28
2028/29
2029/30
2030/31
2031/32
2032/33
2033/34
2034/35
2035/36
a. Base
b. Increased Rate Peg
c. Reduced Mining
Target

7.3 Debt Management

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

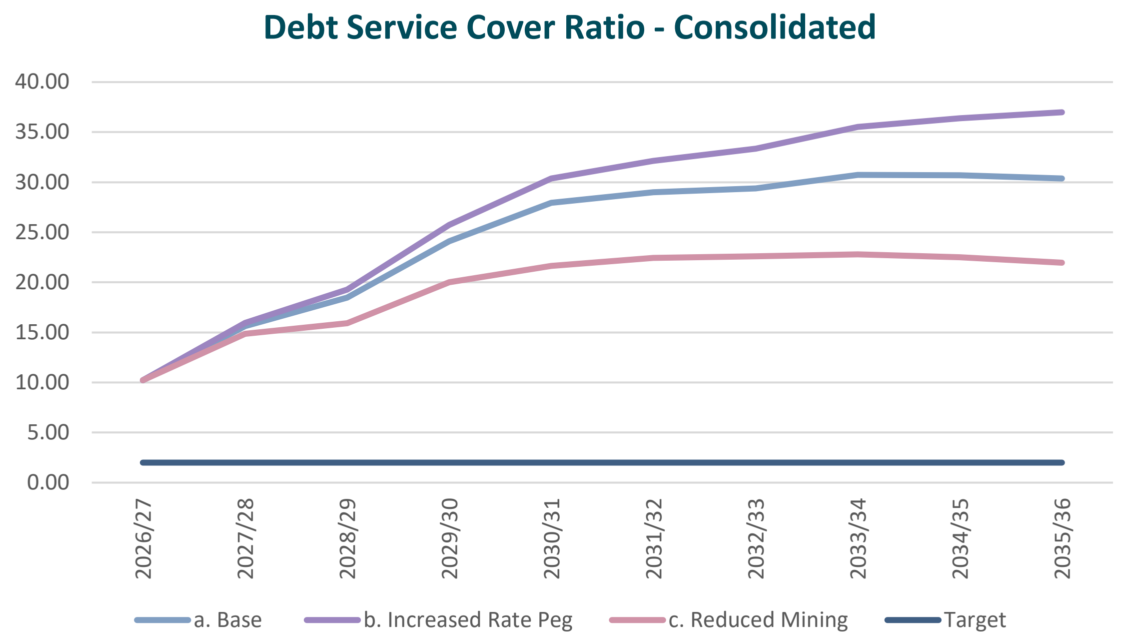
Debt Service Cover Ratio

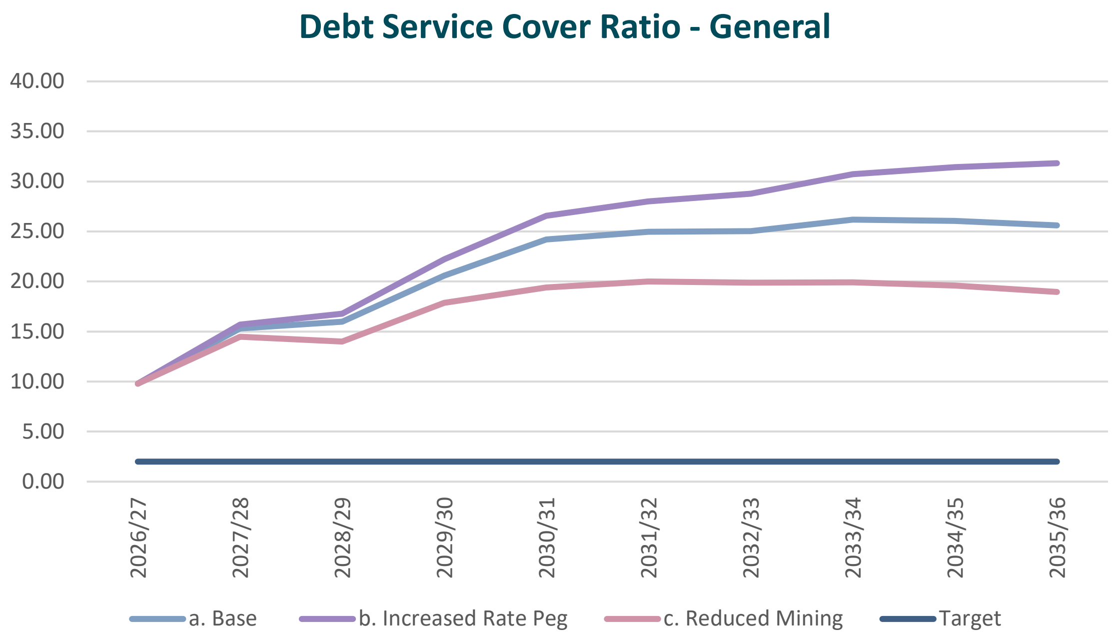
Definition:
Operating result before capital, excluding interest & depreciation
Principal repayments plus borrowing costs

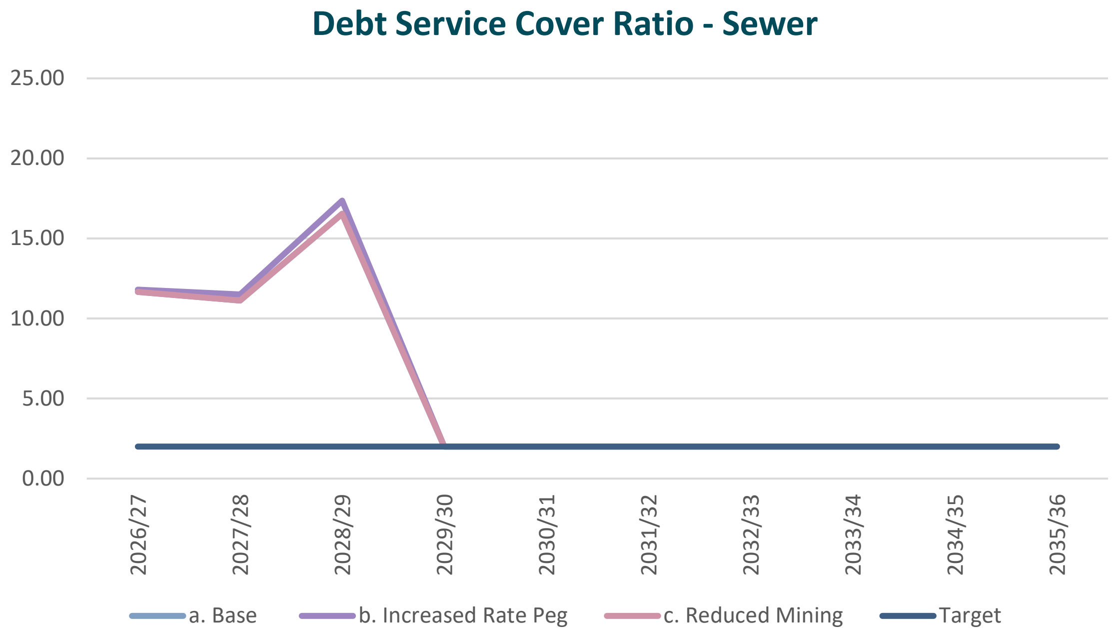
Description:
The ratio measures the availability of operating cash to service debt including principal & interest repayments.

Target:
Minimum >=2.00x

Projection:
The following graph projects the estimated percentage throughout the LTFP which is favorable throughout the life of the plan due to repayment of existing borrowings and no proposed future borrowings.




Debt Service Cover Ratio - General
40.00
35.00
30.00
25.00
20.00
15.00
10.00
5.00
0.00
2026/27
2027/28
2028/29
2029/30
2030/31
2031/32
2032/33
2033/34
2034/35
2035/36
a. Base
b. Increased Rate Peg
c. Reduced Mining
Target


Debt Service Cover Ratio - Sewer
25.00
20.00
15.00
10.00
5.00
0.00
2026/27
2027/28
2028/29
2029/30
2030/31
2031/32
2032/33
2033/34
2034/35
2035/36
a. Base
b. Increased Rate Peg
c. Reduced Mining
Target

7.4 Dependence on Revenue from Rates and Annual Charges

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

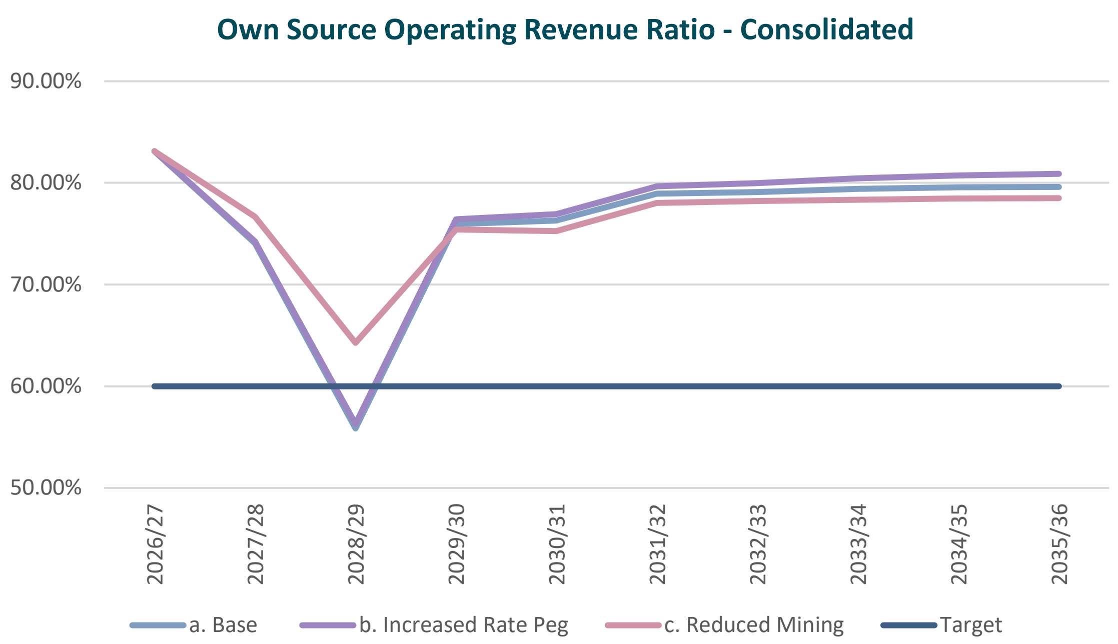
Own Source Operating Revenue Ratio

Definition:
Total continuing operating revenue excluding grants &contributions
Total Income from continuing operations

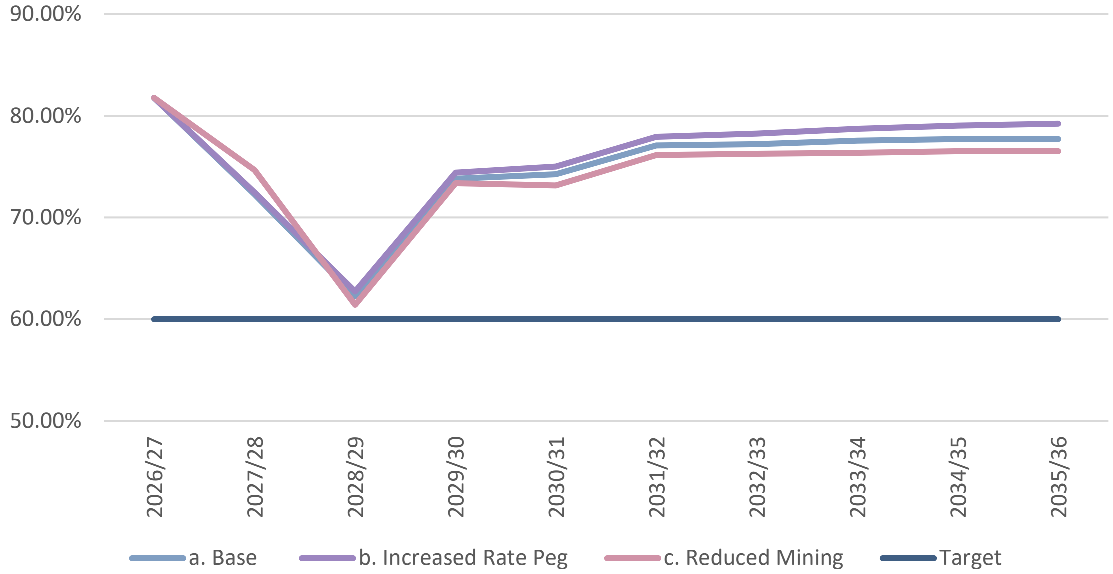
Description:
This ratio measures the degree of reliance on external funding sources such as operating grants and contributions.

Target:
Minimum >=60.00%

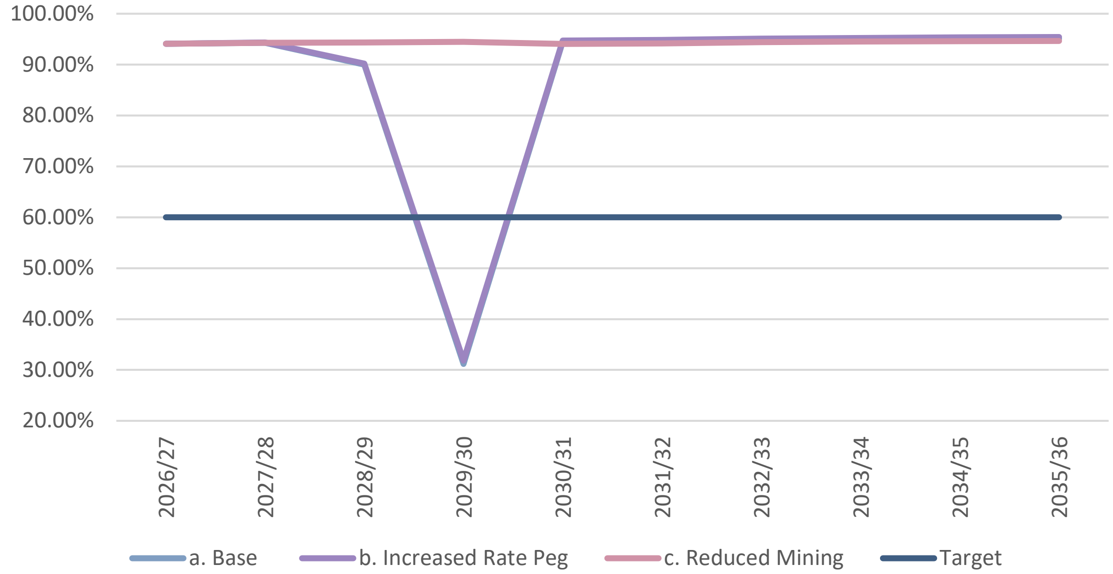
Projection:
The following graph projects the estimated percentage of the LTFP. Whilst it does drop below the benchmark in 2028/29, this is a reflection of significant forecast grant funding in the Sewer Fund rather than a forecast reduction in own source revenue.



Own Source Operating Revenue Ratio - General



Own Source Operating Revenue Ratio - Sewer



7.5 Building & Infrastructure Renewals – General Fund

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

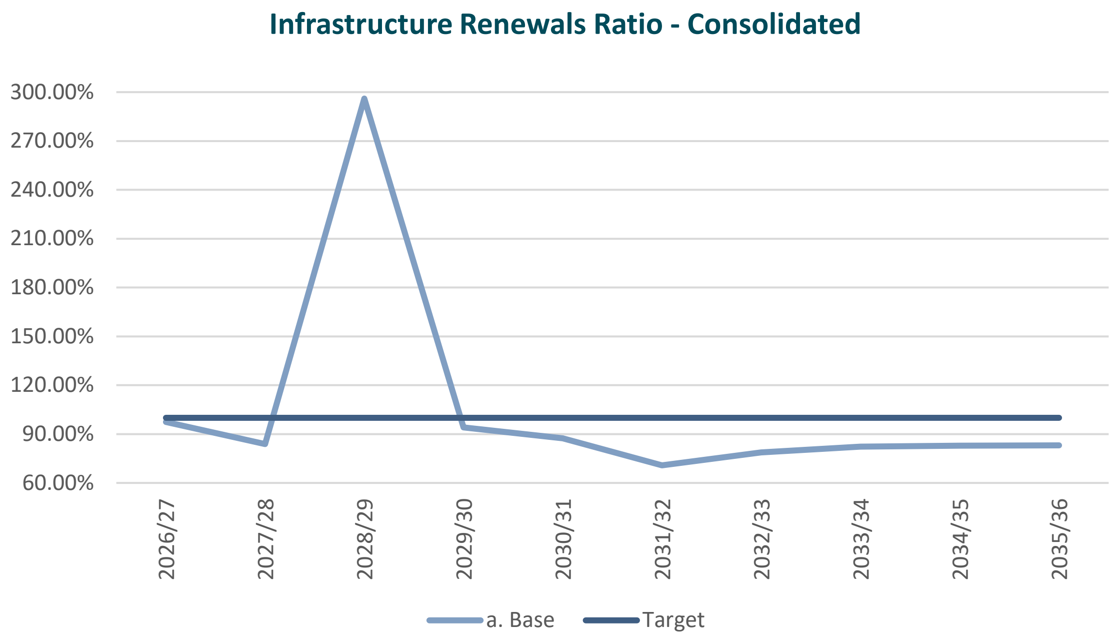
Building & Infrastructure Asset Renewal Ratio

Definition:
Asset renewals
Depreciation, amortisation and impairment

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

Target:
Minimum >=100.00%

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



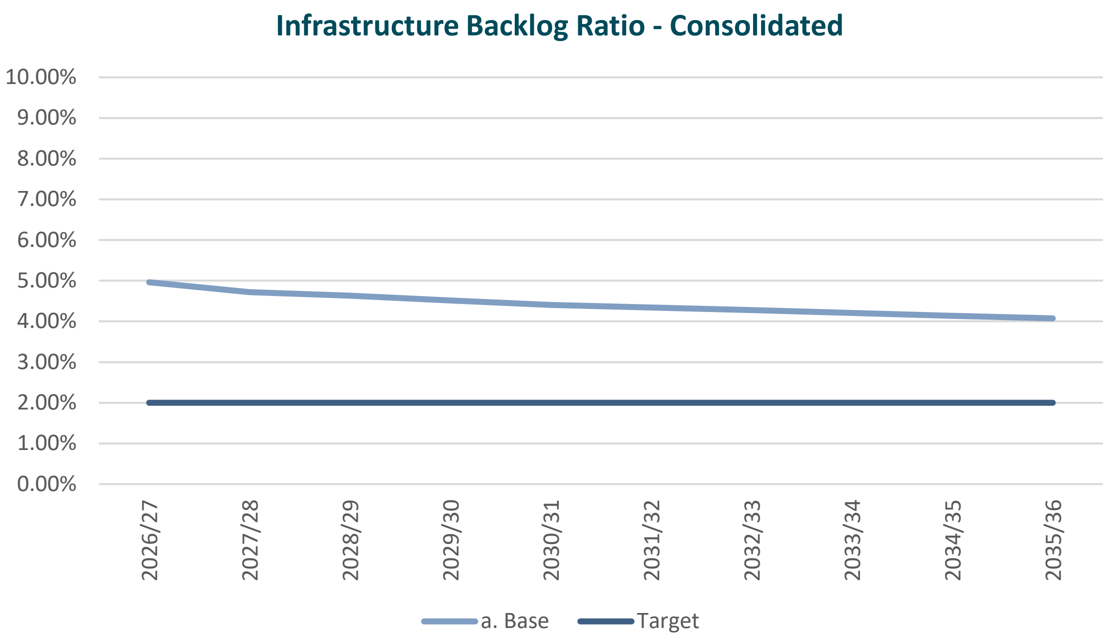
Infrastructure Backlog Ratio

Definition:
<u>Estimated costs to bring assets to a satisfactory standard</u>
Net carrying amount of infrastructure assets

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

Target:
Minimum >2.00%

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



8 SCENARIOS

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

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

a. Base Case (SV Model)

The Base Case applies the final year of the approved 10% Special Variation. Whilst uncertainty still remains around commencement of the McPhillamy's Gold Project, the model has been prepared on the assumption that the forecast income will commence from 2027/28.

Increased Rate Peg

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

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

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

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

b. Reduced Mining Income & Grant Funding

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

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

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

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

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

a. Base Case

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
INCOME STATEMENT - CONSOLIDATED					Projected Years					
Scenario: Base Case	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	17,227,311	18,234,852	19,419,971	19,989,435	21,225,160	21,808,375	22,406,156	23,367,992	24,001,370	24,612,181
User Charges & Fees	2,008,436	2,093,967	2,183,022	2,290,560	2,364,292	2,440,429	2,559,045	2,641,621	2,726,895	2,811,498
Other Revenues	252,054	261,348	292,996	280,987	291,268	301,931	312,093	322,604	333,476	343,480
Grants & Contributions provided for Operating Purposes	3,573,352	5,694,274	5,758,918	5,621,309	5,734,237	5,855,993	5,974,648	6,096,276	6,220,951	6,379,536
Grants & Contributions provided for Capital Purposes	625,726	1,895,408	12,405,502	1,813,754	1,975,867	988,301	1,001,065	1,014,168	1,027,620	594,470
Interest & Investment Revenue	1,186,325	1,089,948	1,085,810	903,269	942,361	1,084,493	1,130,637	1,118,895	1,175,340	1,182,072
Other Income:										
Net Gains from the Disposal of Assets	14,632	22,186	28,198	27,047	44,845	22,112	57,175	59,115	14,250	21,411
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Income from Continuing Operations	**24,912,836**	**29,316,983**	**41,199,416**	**30,951,361**	**32,603,029**	**32,526,634**	**33,465,820**	**34,645,671**	**35,524,901**	**35,969,649**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	8,890,391	9,073,098	9,404,750	9,686,893	9,978,059	10,277,401	10,585,723	10,903,294	11,230,393	11,567,305
Borrowing Costs	141,094	124,347	109,342	97,651	86,213	76,645	66,742	56,490	45,876	34,888
Materials & Contracts	7,745,981	7,629,928	8,248,714	8,542,223	8,748,984	8,963,657	9,263,721	9,674,987	10,232,587	10,768,960
Depreciation & Amortisation	8,357,810	8,559,188	8,979,822	9,158,869	9,470,893	9,659,761	9,852,406	10,048,904	10,249,332	10,453,976
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,230,047	1,278,264	1,388,983	1,311,487	1,341,797	1,372,937	1,506,928	1,437,796	1,471,564	1,510,026
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**26,365,323**	**26,664,825**	**28,131,612**	**28,797,122**	**29,625,945**	**30,350,399**	**31,275,520**	**32,121,471**	**33,229,752**	**34,335,155**
Operating Result from Continuing Operations	**(1,452,487)**	**2,652,157**	**13,067,805**	**2,154,239**	**2,977,084**	**2,176,234**	**2,190,301**	**2,524,200**	**2,295,148**	**1,634,494**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**(1,452,487)**	**2,652,157**	**13,067,805**	**2,154,239**	**2,977,084**	**2,176,234**	**2,190,301**	**2,524,200**	**2,295,148**	**1,634,494**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(2,078,213)**	**756,749**	**662,303**	**340,485**	**1,001,217**	**1,187,933**	**1,189,236**	**1,510,032**	**1,267,529**	**1,040,024**

Blayney Shire Council
10 Year Financial Plan for the Years ending 30 June 2036

INCOME STATEMENT - GENERAL FUND	Projected Years									
Scenario: Base Case	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	15,371,409	16,286,842	17,375,248	17,843,164	19,014,912	19,532,233	20,062,142	20,954,070	21,515,162	22,039,095
User Charges & Fees	1,679,806	1,733,906	1,789,958	1,847,843	1,907,623	1,969,365	2,033,131	2,098,985	2,167,003	2,232,010
Other Revenues	252,054	261,348	292,996	280,987	291,268	301,931	312,093	322,604	333,476	343,480
Grants & Contributions provided for Operating Purposes	3,573,352	5,694,274	5,758,918	5,621,309	5,734,237	5,855,993	5,974,648	6,096,276	6,220,951	6,379,536
Grants & Contributions provided for Capital Purposes	473,874	1,609,048	6,495,025	1,654,199	1,813,620	823,298	833,237	843,447	853,933	414,705
Interest & Investment Revenue	846,515	748,376	750,311	551,820	553,375	654,976	656,625	608,324	660,074	661,876
Other Income:										
Net Gains from the Disposal of Assets	14,632	22,186	28,198	27,047	44,845	22,112	57,175	59,115	14,250	21,411
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Income from Continuing Operations	**22,236,641**	**26,380,980**	**32,515,654**	**27,851,368**	**29,384,879**	**29,184,907**	**29,954,052**	**31,007,821**	**31,789,849**	**32,117,114**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	8,548,001	8,717,012	9,034,421	9,305,454	9,585,177	9,872,732	10,168,914	10,473,981	10,788,201	11,111,847
Borrowing Costs	131,655	121,661	109,342	97,651	86,213	76,645	66,742	56,490	45,876	34,888
Materials & Contracts	6,727,165	6,554,341	7,149,549	7,382,329	7,491,303	7,698,957	7,976,376	8,345,669	8,859,922	9,351,530
Depreciation & Amortisation	7,522,365	7,707,035	7,860,626	8,017,288	8,306,481	8,472,061	8,640,952	8,813,221	8,988,935	9,168,372
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,227,741	1,275,899	1,386,560	1,309,003	1,339,251	1,370,327	1,504,253	1,435,054	1,468,754	1,507,145
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**24,156,927**	**24,375,949**	**25,540,498**	**26,111,725**	**26,808,425**	**27,490,721**	**28,357,237**	**29,124,415**	**30,151,688**	**31,173,782**
Operating Result from Continuing Operations	**(1,920,286)**	**2,005,030**	**6,975,156**	**1,739,643**	**2,576,454**	**1,694,186**	**1,596,814**	**1,883,406**	**1,638,161**	**943,332**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**(1,920,286)**	**2,005,030**	**6,975,156**	**1,739,643**	**2,576,454**	**1,694,186**	**1,596,814**	**1,883,406**	**1,638,161**	**943,332**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(2,394,159)**	**395,982**	**480,131**	**85,445**	**762,834**	**870,888**	**763,577**	**1,039,959**	**784,227**	**528,627**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
INCOME STATEMENT - SEWER FUND					**Projected Years**					
Scenario: Base Case	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	1,855,902	1,948,010	2,044,723	2,146,272	2,210,247	2,276,142	2,344,014	2,413,922	2,486,208	2,573,085
User Charges & Fees	328,630	360,061	393,064	442,717	456,670	471,064	525,915	542,636	559,892	579,488
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	151,853	286,360	5,910,477	159,555	162,247	165,004	167,828	170,721	173,686	179,765
Interest & Investment Revenue	339,810	341,572	335,499	351,449	388,986	429,517	474,012	510,571	515,266	520,197
Other Income:										
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**2,676,195**	**2,936,003**	**8,683,763**	**3,099,993**	**3,218,150**	**3,341,727**	**3,511,769**	**3,637,850**	**3,735,052**	**3,852,535**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	342,390	356,086	370,329	381,439	392,882	404,669	416,809	429,313	442,192	455,458
Borrowing Costs	9,439	2,686	-	-	-	-	-	-	-	-
Materials & Contracts	1,018,816	1,075,587	1,099,165	1,159,894	1,257,680	1,264,700	1,287,345	1,329,318	1,372,665	1,417,430
Depreciation & Amortisation	835,444	852,153	1,119,196	1,141,580	1,164,412	1,187,700	1,211,454	1,235,683	1,260,397	1,285,605
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,307	2,364	2,423	2,484	2,546	2,610	2,675	2,742	2,810	2,881
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**2,208,396**	**2,288,876**	**2,591,114**	**2,685,397**	**2,817,520**	**2,859,678**	**2,918,282**	**2,997,055**	**3,078,065**	**3,161,373**
Operating Result from Continuing Operations	**467,799**	**647,127**	**6,092,649**	**414,596**	**400,630**	**482,049**	**593,486**	**640,795**	**656,988**	**691,162**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**467,799**	**647,127**	**6,092,649**	**414,596**	**400,630**	**482,049**	**593,486**	**640,795**	**656,988**	**691,162**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**315,946**	**360,767**	**182,172**	**255,041**	**238,383**	**317,045**	**425,659**	**470,073**	**483,302**	**511,397**

Blayney Shire Council

10 Year Financial Plan for the Years ending 30 June 2036

BALANCE SHEET - CONSOLIDATED

Scenario: Base Case	Projected Years 2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Investments	25,326,429	28,736,277	27,075,620	29,165,816	32,641,301	36,328,251	37,084,308	38,818,069	42,072,834	45,321,828
Receivables	1,097,462	1,236,285	1,342,004	1,306,104	1,385,570	1,439,120	1,451,338	1,487,127	1,547,384	1,603,941
Inventories	1,871,948	1,839,682	1,964,678	2,015,357	2,040,706	2,086,406	2,146,522	2,225,595	2,334,528	2,455,154
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	126,144	124,504	135,331	137,878	140,191	144,009	150,430	155,185	163,676	173,096
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	30,421,982	33,936,748	32,517,633	34,625,155	38,207,768	41,997,785	42,832,599	44,685,976	48,118,423	51,554,018
Non-Current Assets										
Investments	170,491	195,573	196,267	204,320	226,946	250,453	241,094	241,521	258,433	273,824
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	441,778,722	450,959,409	472,353,314	479,445,744	485,832,684	491,392,608	500,047,087	508,009,139	514,142,720	520,048,924
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	95,313	213,203	327,093	319,983	503,873	546,763	582,153	645,043	774,933	757,823
Right of use assets	83,020	83,020	134,080	134,080	134,080	134,080	134,080	134,080	134,080	134,080
Investments Accounted for using the equity method	40,491,000	40,516,000	40,541,000	40,566,000	40,591,000	40,616,000	40,641,000	40,666,000	40,691,000	40,716,000
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	482,618,546	491,967,205	513,551,754	520,670,127	527,288,583	532,939,904	541,645,414	549,695,783	556,001,165	561,930,651
TOTAL ASSETS	**513,040,528**	**525,903,953**	**546,069,388**	**555,295,282**	**565,496,351**	**574,937,689**	**584,478,012**	**594,381,759**	**604,119,588**	**613,484,669**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	2,288,013	2,302,182	2,448,656	2,494,805	2,562,808	2,618,499	2,703,051	2,782,829	2,891,730	3,009,290
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	11,299	21,307	59,105	11,872	12,072	12,277	12,487	12,702	12,923	13,375
Lease liabilities	7,989	-	18,398	-	-	-	-	-	-	-
Borrowings	469,175	415,562	279,771	289,015	298,583	308,486	318,738	329,352	340,340	351,716
Employee benefit provisions	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092
Other provisions	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,055,068	5,017,643	5,084,522	5,074,284	5,152,055	5,217,854	5,312,868	5,403,476	5,523,586	5,652,974
Non-Current Liabilities										
Payables	2,114	2,122	2,251	2,306	2,360	2,428	2,518	2,596	2,705	2,824
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	59,020	59,020	91,682	91,682	91,682	91,682	91,682	91,682	91,682	91,682
Borrowings	3,509,220	3,093,658	2,813,887	2,524,872	2,226,289	1,917,803	1,599,065	1,269,713	929,373	577,657
Employee benefit provisions	72,908	72,908	72,908	72,908	72,908	72,908	72,908	72,908	72,908	72,908
Other provisions	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,917,762	4,502,207	4,255,228	3,966,268	3,667,739	3,359,321	3,040,673	2,711,398	2,371,168	2,019,571
TOTAL LIABILITIES	**9,972,830**	**9,519,850**	**9,339,750**	**9,040,552**	**8,819,794**	**8,577,175**	**8,353,541**	**8,114,874**	**7,894,754**	**7,672,544**
Net Assets	**503,067,699**	**516,384,103**	**536,729,638**	**546,254,730**	**556,676,556**	**566,360,515**	**576,124,471**	**586,266,885**	**596,224,834**	**605,812,125**
EQUITY										
Retained Earnings	212,975,401	215,627,558	228,695,363	230,849,602	233,826,686	236,002,920	238,193,221	240,717,421	243,012,569	245,017,961
Revaluation Reserves	290,027,298	300,691,544	307,969,275	315,340,128	322,784,871	330,292,595	337,866,250	345,484,463	353,147,265	360,729,164
Other Reserves	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Council Equity Interest	503,067,699	516,384,103	536,729,638	546,254,730	556,676,556	566,360,515	576,124,471	586,266,885	596,224,834	605,812,125
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**503,067,699**	**516,384,103**	**536,729,638**	**546,254,730**	**556,676,556**	**566,360,515**	**576,124,471**	**586,266,885**	**596,224,834**	**605,812,125**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
BALANCE SHEET - GENERAL FUND					Projected Years					
Scenario: Base Case	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
ASSETS										
Current Assets										
Cash & Cash Equivalents	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Investments	15,720,664	18,033,399	18,097,405	18,839,911	20,926,245	23,093,808	22,230,786	22,270,186	23,829,557	25,248,754
Receivables	1,057,707	1,194,557	1,298,204	1,260,128	1,338,224	1,390,363	1,401,127	1,435,419	1,494,127	1,548,823
Inventories	1,871,948	1,839,682	1,964,678	2,015,357	2,040,706	2,086,406	2,146,522	2,225,595	2,334,528	2,455,154
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	126,144	124,504	135,331	137,878	140,191	144,009	150,430	155,185	163,676	173,096
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	20,276,462	22,692,141	22,995,618	23,753,274	25,945,367	28,214,585	27,428,866	27,586,385	29,321,889	30,925,827
Non-Current Assets										
Investments	170,491	195,573	196,267	204,320	226,946	250,453	241,094	241,521	258,433	273,824
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	412,098,420	421,781,260	435,319,726	443,388,736	450,755,928	457,353,553	467,032,538	476,045,274	483,214,289	490,256,098
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	95,313	213,203	327,093	319,983	503,873	546,763	582,153	645,043	774,933	757,823
Right of use assets	83,020	83,020	134,080	134,080	134,080	134,080	134,080	134,080	134,080	134,080
Investments Accounted for using the equity method	40,491,000	40,516,000	40,541,000	40,566,000	40,591,000	40,616,000	40,641,000	40,666,000	40,691,000	40,716,000
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	452,938,244	462,789,056	476,518,166	484,613,119	492,211,828	498,900,849	508,630,865	517,731,918	525,072,735	532,137,825
TOTAL ASSETS	**473,214,706**	**485,481,197**	**499,513,784**	**508,366,393**	**518,157,194**	**527,115,434**	**536,059,731**	**545,318,302**	**554,394,624**	**563,063,652**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	2,184,470	2,193,612	2,337,686	2,377,912	2,436,478	2,491,323	2,573,545	2,649,159	2,753,761	2,866,882
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	7,989	-	18,398	-	-	-	-	-	-	-
Borrowings	403,947	415,562	279,771	289,015	298,583	308,486	318,738	329,352	340,340	351,716
Employee benefit provisions	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092
Other provisions	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500
Total Current Liabilities	4,866,998	4,879,766	4,906,447	4,937,519	5,005,653	5,070,401	5,162,876	5,249,103	5,364,693	5,489,190
Non-Current Liabilities										
Payables	2,114	2,122	2,251	2,306	2,360	2,428	2,518	2,596	2,705	2,824
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	59,020	59,020	91,682	91,682	91,682	91,682	91,682	91,682	91,682	91,682
Borrowings	3,509,220	3,093,658	2,813,887	2,524,872	2,226,289	1,917,803	1,599,065	1,269,713	929,373	577,657
Employee benefit provisions	68,908	68,908	68,908	68,908	68,908	68,908	68,908	68,908	68,908	68,908
Other provisions	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,913,762	4,498,207	4,251,228	3,962,268	3,663,739	3,355,321	3,036,673	2,707,398	2,367,168	2,015,571
TOTAL LIABILITIES	**9,780,760**	**9,377,974**	**9,157,675**	**8,899,787**	**8,669,392**	**8,425,722**	**8,199,549**	**7,956,502**	**7,731,861**	**7,504,761**
Net Assets	**463,433,946**	**476,103,223**	**490,356,109**	**499,466,605**	**509,487,802**	**518,689,712**	**527,860,182**	**537,361,801**	**546,662,763**	**555,558,891**
EQUITY										
Retained Earnings	200,201,648	202,206,678	209,181,834	210,921,478	213,497,932	215,192,117	216,788,932	218,672,337	220,310,498	221,624,727
Revaluation Reserves	263,167,298	273,831,544	281,109,275	288,480,128	295,924,871	303,432,595	311,006,250	318,624,463	326,287,265	333,869,164
Other Reserves	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Council Equity Interest	463,433,946	476,103,223	490,356,109	499,466,605	509,487,802	518,689,712	527,860,182	537,361,801	546,662,763	555,558,891
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**463,433,946**	**476,103,223**	**490,356,109**	**499,466,605**	**509,487,802**	**518,689,712**	**527,860,182**	**537,361,801**	**546,662,763**	**555,558,891**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
BALANCE SHEET - SEWER FUND	Projected Years									
Scenario: Base Case	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
ASSETS										
Current Assets										
Cash & Cash Equivalents	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Investments	9,605,765	10,702,878	8,978,215	10,325,906	11,715,055	13,234,443	14,853,522	16,547,882	18,243,277	20,073,073
Receivables	39,755	41,728	43,800	45,975	47,346	48,757	50,211	51,709	53,257	55,118
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	10,145,520	11,244,607	9,522,015	10,871,881	12,262,401	13,783,200	15,403,733	17,099,591	18,796,534	20,628,191
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	29,680,302	29,178,149	37,033,588	36,057,008	35,076,755	34,039,055	33,014,548	31,963,865	30,928,431	29,792,826
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	29,680,302	29,178,149	37,033,588	36,057,008	35,076,755	34,039,055	33,014,548	31,963,865	30,928,431	29,792,826
TOTAL ASSETS	**39,825,823**	**40,422,756**	**46,555,604**	**46,928,889**	**47,339,156**	**47,822,255**	**48,418,282**	**49,063,456**	**49,724,964**	**50,421,017**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	103,543	108,570	110,970	116,893	126,330	127,176	129,505	133,670	137,970	142,408
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	11,299	21,307	59,105	11,872	12,072	12,277	12,487	12,702	12,923	13,375
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	65,228	-	-	-	-	-	-	-	-	-
Employee benefit provisions	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Other provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	188,070	137,876	178,075	136,765	146,402	147,453	149,992	154,372	158,893	163,784
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Other provisions	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
TOTAL LIABILITIES	**192,070**	**141,876**	**182,075**	**140,765**	**150,402**	**151,453**	**153,992**	**158,372**	**162,893**	**167,784**
Net Assets	**39,633,753**	**40,280,880**	**46,373,529**	**46,788,124**	**47,188,754**	**47,670,803**	**48,264,289**	**48,905,084**	**49,562,072**	**50,253,234**
EQUITY										
Retained Earnings	12,773,753	13,420,880	19,513,529	19,928,124	20,328,754	20,810,803	21,404,289	22,045,084	22,702,072	23,393,234
Revaluation Reserves	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	39,633,753	40,280,880	46,373,529	46,788,124	47,188,754	47,670,803	48,264,289	48,905,084	49,562,072	50,253,234
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**39,633,753**	**40,280,880**	**46,373,529**	**46,788,124**	**47,188,754**	**47,670,803**	**48,264,289**	**48,905,084**	**49,562,072**	**50,253,234**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
CASH FLOW STATEMENT - CONSOLIDATED					**Projected Years**					
Scenario: Base Case	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	17,253,561	18,249,400	19,437,541	19,995,704	21,244,935	21,816,300	22,414,265	23,382,590	24,009,948	24,619,775
User Charges & Fees	2,013,546	2,079,186	2,167,708	2,274,744	2,347,959	2,423,559	2,541,623	2,623,628	2,708,311	2,793,737
Investment & Interest Revenue Received	1,270,893	1,026,436	1,082,905	891,084	898,980	1,043,613	1,146,292	1,115,825	1,144,735	1,154,672
Grants & Contributions	4,882,618	7,599,163	18,201,418	7,388,634	7,710,260	6,844,639	6,975,903	7,110,638	7,248,769	7,424,431
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	372,963	213,812	220,846	351,622	286,364	313,332	309,193	319,622	330,410	339,981
Payments:										
Employee Benefits & On-Costs	(8,890,391)	(9,073,098)	(9,404,750)	(9,686,893)	(9,978,059)	(10,277,401)	(10,585,723)	(10,903,294)	(11,230,393)	(11,567,305)
Materials & Contracts	(7,738,437)	(7,607,073)	(8,272,625)	(8,563,758)	(8,743,812)	(8,973,718)	(9,262,977)	(9,706,559)	(10,259,823)	(10,878,396)
Borrowing Costs	(143,207)	(126,374)	(110,898)	(98,699)	(87,295)	(77,763)	(67,897)	(57,684)	(47,110)	(36,163)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,229,202)	(1,278,025)	(1,384,856)	(1,309,734)	(1,340,072)	(1,370,782)	(1,504,051)	(1,435,324)	(1,468,067)	(1,506,246)
Net Cash provided (or used in) Operating Activities	7,792,343	11,083,427	21,937,288	11,242,706	12,339,260	11,741,779	11,966,628	12,449,444	12,436,780	12,344,486
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	3,038,820	-	1,724,663	-	-	-	872,381	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	881,134	1,511,768	567,011	621,939	809,056	606,787	932,838	974,181	548,632	573,989
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	(674,354)	(3,434,930)	(64,700)	(2,098,249)	(3,498,111)	(3,710,457)	(1,619,079)	(1,734,187)	(3,271,677)	(3,264,385)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(10,535,089)	(8,548,101)	(23,617,700)	(9,458,227)	(9,160,191)	(8,279,526)	(11,791,782)	(11,290,699)	(9,237,383)	(9,313,749)
Purchase of Intangible Assets	(20,000)	(135,000)	(131,000)	(10,000)	(201,000)	(60,000)	(52,500)	(80,000)	(147,000)	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(7,309,489)	(10,606,263)	(21,521,726)	(10,944,537)	(12,050,245)	(11,443,196)	(11,658,142)	(12,130,706)	(12,107,428)	(12,004,146)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(474,194)	(469,175)	(415,562)	(279,771)	(289,015)	(298,583)	(308,486)	(318,738)	(329,352)	(340,340)
Repayment of lease liabilities (principal repayments)	(8,660)	(7,989)	-	(18,398)	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(482,854)	(477,164)	(415,562)	(298,169)	(289,015)	(298,583)	(308,486)	(318,738)	(329,352)	(340,340)
Net Increase/(Decrease) in Cash & Cash Equivalents	0	(0)	0	(0)	0	0	0	0	0	0
plus: Cash & Cash Equivalents - beginning of year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Cash & Cash Equivalents - end of the year	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Investments - end of the year	25,496,920	28,931,850	27,271,888	29,370,136	32,868,247	36,578,704	37,325,402	39,059,590	42,331,266	45,595,652
Cash, Cash Equivalents & Investments - end of the year	**27,496,920**	**30,931,850**	**29,271,888**	**31,370,136**	**34,868,247**	**38,578,704**	**39,325,402**	**41,059,590**	**44,331,266**	**47,595,652**
Representing:										
- External Restrictions	11,977,061	13,967,661	12,565,931	14,372,437	16,117,666	17,502,987	19,406,464	21,488,944	23,582,459	25,820,638
- Internal Restrictions	12,000,137	11,660,352	11,399,765	11,527,797	11,655,829	11,783,860	11,812,892	11,943,424	12,073,956	12,176,488
- Unrestricted	3,519,722	5,303,837	5,306,191	5,469,903	7,094,752	9,291,857	8,106,046	7,627,222	8,674,851	9,598,526
	27,496,920	**30,931,850**	**29,271,888**	**31,370,136**	**34,868,247**	**38,578,704**	**39,325,402**	**41,059,590**	**44,331,266**	**47,595,652**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
CASH FLOW STATEMENT - GENERAL FUND	Projected Years									
Scenario: Base Case	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	15,399,538	16,303,363	17,394,890	17,851,608	19,036,058	19,541,569	20,071,705	20,970,166	21,525,288	22,048,551
User Charges & Fees	1,684,916	1,719,125	1,774,644	1,832,027	1,891,289	1,952,495	2,015,708	2,080,992	2,148,419	2,214,249
Investment & Interest Revenue Received	931,082	684,864	747,406	539,635	509,994	614,096	672,279	605,254	629,469	634,476
Grants & Contributions	4,730,582	7,302,795	12,253,143	7,276,312	7,547,813	6,679,431	6,807,865	6,939,702	7,074,862	7,244,214
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	372,963	213,812	220,846	351,622	286,364	313,332	309,193	319,622	330,410	339,981
Payments:										
Employee Benefits & On-Costs	(8,548,001)	(8,717,012)	(9,034,421)	(9,305,454)	(9,585,177)	(9,872,732)	(10,168,914)	(10,473,981)	(10,788,201)	(11,111,847)
Materials & Contracts	(6,723,988)	(6,537,027)	(7,175,860)	(7,409,787)	(7,495,569)	(7,709,863)	(7,977,962)	(8,381,406)	(8,891,457)	(9,465,406)
Borrowing Costs	(133,126)	(123,174)	(110,898)	(98,699)	(87,295)	(77,763)	(67,897)	(57,684)	(47,110)	(36,163)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,226,896)	(1,275,660)	(1,382,432)	(1,307,250)	(1,337,526)	(1,368,173)	(1,501,376)	(1,432,582)	(1,465,257)	(1,503,365)
Net Cash provided (or used in) Operating Activities	6,487,071	9,571,085	14,687,316	9,730,015	10,765,952	10,072,392	10,160,602	10,570,083	10,516,424	10,364,689
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	3,038,820	-	-	-	-	-	872,381	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	850,718	1,511,768	534,113	621,939	773,473	606,787	894,352	974,181	507,005	573,989
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	(2,337,817)	(64,700)	(750,558)	(2,108,961)	(2,191,070)	-	(39,827)	(1,576,282)	(1,434,589)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,955,263)	(8,198,101)	(14,610,167)	(9,293,227)	(8,940,449)	(8,129,526)	(11,566,349)	(11,105,699)	(8,970,794)	(9,163,749)
Purchase of Intangible Assets	(20,000)	(135,000)	(131,000)	(10,000)	(201,000)	(60,000)	(52,500)	(80,000)	(147,000)	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,085,725)	(9,159,149)	(14,271,754)	(9,431,846)	(10,476,937)	(9,773,809)	(9,852,116)	(10,251,345)	(10,187,072)	(10,024,349)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(392,686)	(403,947)	(415,562)	(279,771)	(289,015)	(298,583)	(308,486)	(318,738)	(329,352)	(340,340)
Repayment of lease liabilities (principal repayments)	(8,660)	(7,989)	-	(18,398)	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(401,346)	(411,936)	(415,562)	(298,169)	(289,015)	(298,583)	(308,486)	(318,738)	(329,352)	(340,340)
Net Increase/(Decrease) in Cash & Cash Equivalents	0	-	-	-	0	0	0	0	0	(0)
plus: Cash & Cash Equivalents - beginning of year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Cash & Cash Equivalents - end of the year	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Investments - end of the year	15,891,155	18,228,972	18,293,672	19,044,230	21,153,192	23,344,261	22,471,880	22,511,707	24,087,990	25,522,578
Cash, Cash Equivalents & Investments - end of the year	**17,391,155**	**19,728,972**	**19,793,672**	**20,544,230**	**22,653,192**	**24,844,261**	**23,971,880**	**24,011,707**	**25,587,990**	**27,022,578**
Representing:										
- External Restrictions	1,871,296	2,764,782	3,087,716	3,546,531	3,902,611	3,768,544	4,052,942	4,441,061	4,839,183	5,247,565
- Internal Restrictions	12,000,137	11,660,352	11,399,765	11,527,797	11,655,829	11,783,860	11,812,892	11,943,424	12,073,956	12,176,488
- Unrestricted	3,519,722	5,303,837	5,306,191	5,469,903	7,094,752	9,291,857	8,106,046	7,627,222	8,674,851	9,598,526
	17,391,155	**19,728,972**	**19,793,672**	**20,544,230**	**22,653,192**	**24,844,261**	**23,971,880**	**24,011,707**	**25,587,990**	**27,022,578**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
CASH FLOW STATEMENT - SEWER FUND	Projected Years									
Scenario: Base Case	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	1,854,023	1,946,037	2,042,651	2,144,096	2,208,877	2,274,731	2,342,560	2,412,424	2,484,660	2,571,224
User Charges & Fees	328,630	360,061	393,064	442,717	456,670	471,064	525,915	542,636	559,892	579,488
Investment & Interest Revenue Received	339,810	341,572	335,499	351,449	388,986	429,517	474,012	510,571	515,266	520,197
Grants & Contributions	152,035	296,368	5,948,275	112,322	162,447	165,209	168,038	170,937	173,907	180,218
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Employee Benefits & On-Costs	(342,390)	(356,086)	(370,329)	(381,439)	(392,882)	(404,669)	(416,809)	(429,313)	(442,192)	(455,458)
Materials & Contracts	(1,014,449)	(1,070,047)	(1,096,765)	(1,153,971)	(1,248,243)	(1,263,855)	(1,285,015)	(1,325,153)	(1,368,366)	(1,412,991)
Borrowing Costs	(10,081)	(3,200)	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(2,307)	(2,364)	(2,423)	(2,484)	(2,546)	(2,610)	(2,675)	(2,742)	(2,810)	(2,881)
Net Cash provided (or used in) Operating Activities	1,305,272	1,512,341	7,249,972	1,512,690	1,573,308	1,669,388	1,806,026	1,879,360	1,920,356	1,979,797
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	1,724,663	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	30,416	-	32,898	-	35,583	-	38,486	-	41,627	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	(674,354)	(1,097,113)	-	(1,347,690)	(1,389,149)	(1,519,388)	(1,619,079)	(1,694,360)	(1,695,394)	(1,829,797)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(579,826)	(350,000)	(9,007,533)	(165,000)	(219,742)	(150,000)	(225,433)	(185,000)	(266,589)	(150,000)
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(1,223,764)	(1,447,113)	(7,249,972)	(1,512,690)	(1,573,308)	(1,669,388)	(1,806,026)	(1,879,360)	(1,920,356)	(1,979,797)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(81,508)	(65,228)	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(81,508)	(65,228)	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	0	(0)	0	(0)	(0)	(0)	0	0	0	0
plus: Cash & Cash Equivalents - beginning of year	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Cash & Cash Equivalents - end of the year	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**
Cash & Cash Equivalents - end of the year	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Investments - end of the year	9,605,765	10,702,878	8,978,215	10,325,906	11,715,055	13,234,443	14,853,522	16,547,882	18,243,277	20,073,073
Cash, Cash Equivalents & Investments - end of the year	**10,105,765**	**11,202,878**	**9,478,215**	**10,825,906**	**12,215,055**	**13,734,443**	**15,353,522**	**17,047,882**	**18,743,277**	**20,573,073**
Representing:										
- External Restrictions	2,823,322	3,110,957	3,421,212	3,755,688	4,116,093	4,504,246	4,922,088	5,373,395	5,862,206	6,095,174
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-
- Unrestricted	7,282,443	8,091,921	6,057,004	7,070,218	8,098,962	9,230,196	10,431,434	11,674,487	12,881,070	14,477,899
	10,105,765	**11,202,878**	**9,478,215**	**10,825,906**	**12,215,055**	**13,734,443**	**15,353,522**	**17,047,882**	**18,743,277**	**20,573,073**

b. Increased Rate Peg

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
INCOME STATEMENT - CONSOLIDATED					Projected Years					
Scenario: Increased Rate Peg	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	17,227,311	18,435,183	19,833,804	20,630,599	22,129,490	22,992,595	23,887,813	25,165,498	26,133,760	27,087,132
User Charges & Fees	2,008,436	2,093,967	2,183,022	2,290,560	2,364,292	2,440,429	2,559,045	2,641,621	2,726,895	2,811,498
Other Revenues	252,054	261,348	292,996	280,987	291,268	301,931	312,093	322,604	333,476	343,480
Grants & Contributions provided for Operating Purposes	3,573,352	5,694,274	5,758,918	5,621,309	5,734,237	5,855,993	5,974,648	6,096,276	6,220,951	6,379,536
Grants & Contributions provided for Capital Purposes	625,726	1,895,408	12,405,502	1,813,754	1,975,867	988,301	1,001,065	1,014,168	1,027,620	1,044,470
Interest & Investment Revenue	1,186,325	1,089,948	1,085,810	903,269	942,361	1,084,493	1,130,637	1,118,895	1,175,340	1,182,072
Other Income:										
Net Gains from the Disposal of Assets	14,632	22,186	28,198	27,047	44,845	22,112	57,175	59,115	14,250	21,411
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Income from Continuing Operations	**24,912,836**	**29,517,314**	**41,613,250**	**31,592,524**	**33,507,360**	**33,710,854**	**34,947,477**	**36,443,178**	**37,657,291**	**38,894,600**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	8,890,391	9,073,098	9,404,750	9,686,893	9,978,059	10,277,401	10,585,723	10,903,294	11,230,393	11,567,305
Borrowing Costs	141,094	124,347	109,342	97,651	86,213	76,645	66,742	56,490	45,876	34,888
Materials & Contracts	7,745,981	7,629,928	8,248,714	8,542,223	8,748,984	8,963,657	9,263,721	9,674,987	10,232,587	10,848,063
Depreciation & Amortisation	8,357,810	8,559,188	8,979,822	9,158,869	9,470,893	9,659,761	9,852,406	10,048,904	10,249,332	10,453,976
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,230,047	1,278,264	1,388,983	1,311,487	1,341,797	1,372,937	1,506,928	1,437,796	1,471,564	1,510,026
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**26,365,323**	**26,664,825**	**28,131,612**	**28,797,122**	**29,625,945**	**30,350,399**	**31,275,520**	**32,121,471**	**33,229,752**	**34,414,258**
Operating Result from Continuing Operations	**(1,452,487)**	**2,852,488**	**13,481,638**	**2,795,402**	**3,881,415**	**3,360,454**	**3,671,958**	**4,321,707**	**4,427,538**	**4,480,342**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**(1,452,487)**	**2,852,488**	**13,481,638**	**2,795,402**	**3,881,415**	**3,360,454**	**3,671,958**	**4,321,707**	**4,427,538**	**4,480,342**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(2,078,213)**	**957,080**	**1,076,136**	**981,648**	**1,905,548**	**2,372,153**	**2,670,893**	**3,307,539**	**3,399,919**	**3,435,872**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
INCOME STATEMENT - GENERAL FUND					Projected Years					
Scenario: Increased Rate Peg	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	15,371,409	16,487,173	17,789,081	18,484,327	19,897,918	20,672,310	21,475,266	22,657,000	23,525,472	24,375,062
User Charges & Fees	1,679,806	1,733,906	1,789,958	1,847,843	1,907,623	1,969,365	2,033,131	2,098,985	2,167,003	2,232,010
Other Revenues	252,054	261,348	292,996	280,987	291,268	301,931	312,093	322,604	333,476	343,480
Grants & Contributions provided for Operating Purposes	3,573,352	5,694,274	5,758,918	5,621,309	5,734,237	5,855,993	5,974,648	6,096,276	6,220,951	6,379,536
Grants & Contributions provided for Capital Purposes	473,874	1,609,048	6,495,025	1,654,199	1,813,620	823,298	833,237	843,447	853,933	864,705
Interest & Investment Revenue	846,515	748,376	750,311	551,820	553,375	654,976	656,625	608,324	660,074	661,876
Other Income:										
Net Gains from the Disposal of Assets	14,632	22,186	28,198	27,047	44,845	22,112	57,175	59,115	14,250	21,411
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Income from Continuing Operations	**22,236,641**	**26,581,311**	**32,929,487**	**28,492,531**	**30,267,885**	**30,324,984**	**31,367,176**	**32,710,751**	**33,800,158**	**34,903,080**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	8,548,001	8,717,012	9,034,421	9,305,454	9,585,177	9,872,732	10,168,914	10,473,981	10,788,201	11,111,847
Borrowing Costs	131,655	121,661	109,342	97,651	86,213	76,645	66,742	56,490	45,876	34,888
Materials & Contracts	6,727,165	6,554,341	7,149,549	7,382,329	7,491,303	7,698,957	7,976,376	8,345,669	8,859,922	9,430,633
Depreciation & Amortisation	7,522,365	7,707,035	7,860,626	8,017,288	8,306,481	8,472,061	8,640,952	8,813,221	8,988,935	9,168,372
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,227,741	1,275,899	1,386,560	1,309,003	1,339,251	1,370,327	1,504,253	1,435,054	1,468,754	1,507,145
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**24,156,927**	**24,375,949**	**25,540,498**	**26,111,725**	**26,808,425**	**27,490,721**	**28,357,237**	**29,124,415**	**30,151,688**	**31,252,885**
Operating Result from Continuing Operations	**(1,920,286)**	**2,205,361**	**7,388,989**	**2,380,806**	**3,459,460**	**2,834,262**	**3,009,939**	**3,586,335**	**3,648,470**	**3,650,195**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**(1,920,286)**	**2,205,361**	**7,388,989**	**2,380,806**	**3,459,460**	**2,834,262**	**3,009,939**	**3,586,335**	**3,648,470**	**3,650,195**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(2,394,159)**	**596,313**	**893,964**	**726,608**	**1,645,839**	**2,010,965**	**2,176,701**	**2,742,889**	**2,794,537**	**2,785,490**

Blayney Shire Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - SEWER FUND

Scenario: Increased Rate Peg	Projected Years									
	2026/27	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	1,855,902	1,948,010	2,044,723	2,146,272	2,231,572	2,320,285	2,412,547	2,508,499	2,608,288	2,712,070
User Charges & Fees	328,630	360,061	393,064	442,717	456,670	471,064	525,915	542,636	559,892	579,488
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	151,853	286,360	5,910,477	159,555	162,247	165,004	167,828	170,721	173,686	179,765
Interest & Investment Revenue	339,810	341,572	335,499	351,449	388,986	429,517	474,012	510,571	515,266	520,197
Other Income:										
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**2,676,195**	**2,936,003**	**8,683,763**	**3,099,993**	**3,239,475**	**3,385,870**	**3,580,302**	**3,732,427**	**3,857,133**	**3,991,520**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	342,390	356,086	370,329	381,439	392,882	404,669	416,809	429,313	442,192	455,458
Borrowing Costs	9,439	2,686	-	-	-	-	-	-	-	-
Materials & Contracts	1,018,816	1,075,587	1,099,165	1,159,894	1,257,680	1,264,700	1,287,345	1,329,318	1,372,665	1,417,430
Depreciation & Amortisation	835,444	852,153	1,119,196	1,141,580	1,164,412	1,187,700	1,211,454	1,235,683	1,260,397	1,285,605
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,307	2,364	2,423	2,484	2,546	2,610	2,675	2,742	2,810	2,881
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**2,208,396**	**2,288,876**	**2,591,114**	**2,685,397**	**2,817,520**	**2,859,678**	**2,918,282**	**2,997,055**	**3,078,065**	**3,161,373**
Operating Result from Continuing Operations	**467,799**	**647,127**	**6,092,649**	**414,596**	**421,955**	**526,192**	**662,019**	**735,371**	**779,068**	**830,147**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**467,799**	**647,127**	**6,092,649**	**414,596**	**421,955**	**526,192**	**662,019**	**735,371**	**779,068**	**830,147**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**315,946**	**360,767**	**182,172**	**255,041**	**259,708**	**361,188**	**494,192**	**564,650**	**605,382**	**650,382**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
BALANCE SHEET - CONSOLIDATED	Projected Years									
Scenario: Increased Rate Peg	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Investments	25,326,429	28,933,864	27,678,444	30,394,919	34,752,702	39,594,693	41,795,634	45,282,064	50,615,833	56,277,591
Receivables	1,097,462	1,242,799	1,359,020	1,337,921	1,437,213	1,515,477	1,557,594	1,628,784	1,730,269	1,833,960
Inventories	1,871,948	1,839,682	1,964,678	2,015,357	2,040,706	2,086,406	2,146,522	2,225,595	2,334,528	2,455,154
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	126,144	124,504	135,331	137,878	140,191	144,009	150,430	155,185	163,676	173,096
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	30,421,982	34,140,848	33,137,473	35,886,075	40,370,813	45,340,583	47,650,180	51,291,628	56,844,307	62,739,801
Non-Current Assets										
Investments	170,491	197,716	202,805	217,649	249,618	285,178	290,751	309,167	347,307	387,362
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	441,778,722	450,959,409	472,353,314	479,445,744	485,832,684	491,392,608	500,047,087	508,009,139	514,142,720	520,048,924
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	95,313	213,203	327,093	319,983	503,873	546,763	582,153	645,043	774,933	757,823
Right of use assets	83,020	83,020	134,080	134,080	134,080	134,080	134,080	134,080	134,080	134,080
Investments Accounted for using the equity method	40,491,000	40,516,000	40,541,000	40,566,000	40,591,000	40,616,000	40,641,000	40,666,000	40,691,000	40,716,000
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	482,618,546	491,969,348	513,558,292	520,683,456	527,311,255	532,974,629	541,695,071	549,763,429	556,090,040	562,044,189
TOTAL ASSETS	**513,040,528**	**526,110,196**	**546,695,765**	**556,569,531**	**567,682,068**	**578,315,213**	**589,345,251**	**601,055,056**	**612,934,347**	**624,783,990**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	2,288,013	2,308,094	2,460,869	2,513,727	2,588,866	2,652,144	2,744,754	2,833,085	2,951,057	3,078,227
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	11,299	21,307	59,105	11,872	12,072	12,277	12,487	12,702	12,923	13,375
Lease liabilities	7,989	-	18,398	-	-	-	-	-	-	-
Borrowings	469,175	415,562	279,771	289,015	298,583	308,486	318,738	329,352	340,340	351,716
Employee benefit provisions	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092
Other provisions	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500
Total Current Liabilities	5,055,068	5,023,555	5,096,735	5,093,206	5,178,114	5,251,499	5,354,571	5,453,731	5,582,912	5,721,911
Non-Current Liabilities										
Payables	2,114	2,122	2,251	2,306	2,360	2,428	2,518	2,596	2,705	2,824
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	59,020	59,020	91,682	91,682	91,682	91,682	91,682	91,682	91,682	91,682
Borrowings	3,509,220	3,093,658	2,813,887	2,524,872	2,226,289	1,917,803	1,599,065	1,269,713	929,373	577,657
Employee benefit provisions	72,908	72,908	72,908	72,908	72,908	72,908	72,908	72,908	72,908	72,908
Other provisions	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,917,762	4,502,207	4,255,228	3,966,268	3,667,739	3,359,321	3,040,673	2,711,398	2,371,168	2,019,571
TOTAL LIABILITIES	**9,972,830**	**9,525,762**	**9,351,963**	**9,059,474**	**8,845,853**	**8,610,820**	**8,395,244**	**8,165,130**	**7,954,081**	**7,741,482**
Net Assets	**503,067,699**	**516,584,434**	**537,343,802**	**547,510,057**	**558,836,215**	**569,704,393**	**580,950,007**	**592,889,927**	**604,980,266**	**617,042,508**
EQUITY										
Retained Earnings	212,975,401	215,827,889	229,309,527	232,104,930	235,986,344	239,346,798	243,018,756	247,340,463	251,768,001	256,248,344
Revaluation Reserves	290,027,298	300,691,544	307,969,275	315,340,128	322,784,871	330,292,595	337,866,250	345,484,463	353,147,265	360,729,164
Other Reserves	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Council Equity Interest	503,067,699	516,584,434	537,343,802	547,510,057	558,836,215	569,704,393	580,950,007	592,889,927	604,980,266	617,042,508
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**503,067,699**	**516,584,434**	**537,343,802**	**547,510,057**	**558,836,215**	**569,704,393**	**580,950,007**	**592,889,927**	**604,980,266**	**617,042,508**

Blayney Shire Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - GENERAL FUND

Scenario: Increased Rate Peg	Projected Years									
	2026/27	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
ASSETS										
Current Assets										
Cash & Cash Equivalents	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Investments	15,720,664	18,230,985	18,700,228	20,069,013	23,016,778	26,295,727	26,809,578	28,507,629	32,024,514	35,717,852
Receivables	1,057,707	1,201,070	1,315,220	1,291,945	1,389,411	1,465,774	1,505,915	1,575,050	1,674,397	1,775,865
Inventories	1,871,948	1,839,682	1,964,678	2,015,357	2,040,706	2,086,406	2,146,522	2,225,595	2,334,528	2,455,154
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	126,144	124,504	135,331	137,878	140,191	144,009	150,430	155,185	163,676	173,096
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	20,276,462	22,896,241	23,615,457	25,014,193	28,087,087	31,491,915	32,112,446	33,963,459	37,697,115	41,621,966
Non-Current Assets										
Investments	170,491	197,716	202,805	217,649	249,618	285,178	290,751	309,167	347,307	387,362
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	412,098,420	421,781,260	435,319,726	443,388,736	450,755,928	457,353,553	467,032,538	476,045,274	483,214,289	490,256,098
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	95,313	213,203	327,093	319,983	503,873	546,763	582,153	645,043	774,933	757,823
Right of use assets	83,020	83,020	134,080	134,080	134,080	134,080	134,080	134,080	134,080	134,080
Investments Accounted for using the equity method	40,491,000	40,516,000	40,541,000	40,566,000	40,591,000	40,616,000	40,641,000	40,666,000	40,691,000	40,716,000
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	452,938,244	462,791,199	476,524,704	484,626,448	492,234,499	498,935,574	508,680,522	517,799,563	525,161,609	532,251,363
TOTAL ASSETS	**473,214,706**	**485,687,440**	**500,140,161**	**509,640,642**	**520,321,586**	**530,427,489**	**540,792,968**	**551,763,022**	**562,858,724**	**573,873,329**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	2,184,470	2,199,524	2,349,899	2,396,833	2,462,536	2,524,968	2,615,248	2,699,415	2,813,088	2,935,819
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	7,989	-	18,398	-	-	-	-	-	-	-
Borrowings	403,947	415,562	279,771	289,015	298,583	308,486	318,738	329,352	340,340	351,716
Employee benefit provisions	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092
Other provisions	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500
Total Current Liabilities	4,866,998	4,885,678	4,918,660	4,956,441	5,031,712	5,104,046	5,204,579	5,299,359	5,424,020	5,558,127
Non-Current Liabilities										
Payables	2,114	2,122	2,251	2,306	2,360	2,428	2,518	2,596	2,705	2,824
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	59,020	59,020	91,682	91,682	91,682	91,682	91,682	91,682	91,682	91,682
Borrowings	3,509,220	3,093,658	2,813,887	2,524,872	2,226,289	1,917,803	1,599,065	1,269,713	929,373	577,657
Employee benefit provisions	68,908	68,908	68,908	68,908	68,908	68,908	68,908	68,908	68,908	68,908
Other provisions	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,913,762	4,498,207	4,251,228	3,962,268	3,663,739	3,355,321	3,036,673	2,707,398	2,367,168	2,015,571
TOTAL LIABILITIES	**9,780,760**	**9,383,886**	**9,169,888**	**8,918,709**	**8,695,451**	**8,459,367**	**8,241,252**	**8,006,757**	**7,791,188**	**7,573,698**
Net Assets	**463,433,946**	**476,303,554**	**490,970,273**	**500,721,933**	**511,626,136**	**521,968,122**	**532,551,716**	**543,756,265**	**555,067,536**	**566,299,631**
EQUITY										
Retained Earnings	200,201,648	202,407,009	209,795,999	212,176,805	215,636,265	218,470,527	221,480,466	225,066,801	228,715,272	232,365,467
Revaluation Reserves	263,167,298	273,831,544	281,109,275	288,480,128	295,924,871	303,432,595	311,006,250	318,624,463	326,287,265	333,869,164
Other Reserves	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Council Equity Interest	463,433,946	476,303,554	490,970,273	500,721,933	511,626,136	521,968,122	532,551,716	543,756,265	555,067,536	566,299,631
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**463,433,946**	**476,303,554**	**490,970,273**	**500,721,933**	**511,626,136**	**521,968,122**	**532,551,716**	**543,756,265**	**555,067,536**	**566,299,631**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
BALANCE SHEET - SEWER FUND					Projected Years					
Scenario: Increased Rate Peg	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
ASSETS										
Current Assets										
Cash & Cash Equivalents	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Investments	9,605,765	10,702,878	8,978,215	10,325,906	11,735,924	13,298,966	14,986,055	16,774,434	18,591,320	20,559,739
Receivables	39,755	41,728	43,800	45,975	47,802	49,703	51,679	53,735	55,872	58,095
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	10,145,520	11,244,607	9,522,015	10,871,881	12,283,726	13,848,668	15,537,734	17,328,169	19,147,192	21,117,835
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	29,680,302	29,178,149	37,033,588	36,057,008	35,076,755	34,039,055	33,014,548	31,963,865	30,928,431	29,792,826
Investment Property	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	29,680,302	29,178,149	37,033,588	36,057,008	35,076,755	34,039,055	33,014,548	31,963,865	30,928,431	29,792,826
TOTAL ASSETS	**39,825,823**	**40,422,756**	**46,555,604**	**46,928,889**	**47,360,481**	**47,887,724**	**48,552,283**	**49,292,034**	**50,075,623**	**50,910,661**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	103,543	108,570	110,970	116,893	126,330	127,176	129,505	133,670	137,970	142,408
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	11,299	21,307	59,105	11,872	12,072	12,277	12,487	12,702	12,923	13,375
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	65,228	-	-	-	-	-	-	-	-	-
Employee benefit provisions	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Other provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	188,070	137,876	178,075	136,765	146,402	147,453	149,992	154,372	158,893	163,784
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Other provisions	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
TOTAL LIABILITIES	**192,070**	**141,876**	**182,075**	**140,765**	**150,402**	**151,453**	**153,992**	**158,372**	**162,893**	**167,784**
Net Assets	**39,633,753**	**40,280,880**	**46,373,529**	**46,788,124**	**47,210,079**	**47,736,271**	**48,398,290**	**49,133,662**	**49,912,730**	**50,742,877**
EQUITY										
Retained Earnings	12,773,753	13,420,880	19,513,529	19,928,124	20,350,079	20,876,271	21,538,290	22,273,662	23,052,730	23,882,877
Revaluation Reserves	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	39,633,753	40,280,880	46,373,529	46,788,124	47,210,079	47,736,271	48,398,290	49,133,662	49,912,730	50,742,877
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**39,633,753**	**40,280,880**	**46,373,529**	**46,788,124**	**47,210,079**	**47,736,271**	**48,398,290**	**49,133,662**	**49,912,730**	**50,742,877**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
CASH FLOW STATEMENT - CONSOLIDATED	**Projected Years**									
Scenario: Increased Rate Peg	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	17,253,561	18,453,346	19,855,227	20,640,970	22,153,174	23,004,670	23,900,327	25,184,769	26,147,296	27,100,241
User Charges & Fees	2,013,546	2,079,186	2,167,708	2,274,744	2,347,959	2,423,559	2,541,623	2,623,628	2,708,311	2,793,737
Investment & Interest Revenue Received	1,270,893	1,022,219	1,074,851	878,890	882,383	1,022,336	1,120,045	1,084,305	1,107,621	1,111,633
Grants & Contributions	4,882,618	7,599,163	18,201,418	7,388,634	7,710,260	6,844,639	6,975,903	7,110,638	7,248,769	7,424,431
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	372,963	213,812	220,846	351,622	286,364	313,332	309,193	319,622	330,410	339,981
Payments:										
Employee Benefits & On-Costs	(8,890,391)	(9,073,098)	(9,404,750)	(9,686,893)	(9,978,059)	(10,277,401)	(10,585,723)	(10,903,294)	(11,230,393)	(11,567,305)
Materials & Contracts	(7,738,437)	(7,607,073)	(8,272,625)	(8,563,758)	(8,743,812)	(8,973,718)	(9,262,977)	(9,706,559)	(10,259,823)	(10,878,396)
Borrowing Costs	(143,207)	(126,374)	(110,898)	(98,699)	(87,295)	(77,763)	(67,897)	(57,684)	(47,110)	(36,163)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,229,202)	(1,278,025)	(1,384,856)	(1,309,734)	(1,340,072)	(1,370,782)	(1,504,051)	(1,435,324)	(1,468,067)	(1,506,246)
Net Cash provided (or used in) Operating Activities	7,792,343	11,283,156	22,346,920	11,875,777	13,230,901	12,908,873	13,426,444	14,220,102	14,537,014	14,781,913
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	3,038,820	-	1,724,663	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	881,134	1,511,768	567,011	621,939	809,056	606,787	932,838	974,181	548,632	573,989
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	(674,354)	(3,634,659)	(474,332)	(2,731,320)	(4,389,752)	(4,877,551)	(2,206,514)	(3,504,845)	(5,371,910)	(5,701,812)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(10,535,089)	(8,548,101)	(23,617,700)	(9,458,227)	(9,160,191)	(8,279,526)	(11,791,782)	(11,290,699)	(9,237,383)	(9,313,749)
Purchase of Intangible Assets	(20,000)	(135,000)	(131,000)	(10,000)	(201,000)	(60,000)	(52,500)	(80,000)	(147,000)	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(7,309,489)	(10,805,992)	(21,931,358)	(11,577,608)	(12,941,886)	(12,610,290)	(13,117,958)	(13,901,364)	(14,207,662)	(14,441,573)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(474,194)	(469,175)	(415,562)	(279,771)	(289,015)	(298,583)	(308,486)	(318,738)	(329,352)	(340,340)
Repayment of lease liabilities (principal repayments)	(8,660)	(7,989)	-	(18,398)	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(482,854)	(477,164)	(415,562)	(298,169)	(289,015)	(298,583)	(308,486)	(318,738)	(329,352)	(340,340)
Net Increase/(Decrease) in Cash & Cash Equivalents	0	0	0	0	0	0	(0)	0	0	(0)
plus: Cash & Cash Equivalents - beginning of year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Cash & Cash Equivalents - end of the year	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Investments - end of the year	25,496,920	29,131,579	27,881,249	30,612,568	35,002,320	39,879,871	42,086,385	45,591,230	50,963,141	56,664,953
Cash, Cash Equivalents & Investments - end of the year	**27,496,920**	**31,131,579**	**29,881,249**	**32,612,568**	**37,002,320**	**41,879,871**	**44,086,385**	**47,591,230**	**52,963,141**	**58,664,953**
Representing:										
- External Restrictions	11,977,061	13,967,661	12,565,931	14,372,437	16,138,535	17,567,510	19,538,997	21,715,496	23,930,503	26,307,304
- Internal Restrictions	12,000,137	11,660,352	11,399,765	11,527,797	11,655,829	11,783,860	11,812,892	11,943,424	12,073,956	12,176,488
- Unrestricted	3,519,722	5,503,566	5,915,552	6,712,335	9,207,957	12,528,500	12,734,496	13,932,310	16,958,682	20,181,161
	27,496,920	**31,131,579**	**29,881,249**	**32,612,568**	**37,002,320**	**41,879,871**	**44,086,385**	**47,591,230**	**52,963,141**	**58,664,953**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
CASH FLOW STATEMENT - GENERAL FUND	Projected Years									
Scenario: Increased Rate Peg	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	15,399,538	16,507,309	17,812,576	18,496,874	19,923,428	20,686,285	21,489,757	22,678,326	23,541,145	24,390,394
User Charges & Fees	1,684,916	1,719,125	1,774,644	1,832,027	1,891,289	1,952,495	2,015,708	2,080,992	2,148,419	2,214,249
Investment & Interest Revenue Received	931,082	680,647	739,352	527,441	493,396	592,819	646,033	573,734	592,355	591,436
Grants & Contributions	4,730,582	7,302,795	12,253,143	7,276,312	7,547,813	6,679,431	6,807,865	6,939,702	7,074,862	7,244,214
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	372,963	213,812	220,846	351,622	286,364	313,332	309,193	319,622	330,410	339,981
Payments:										
Employee Benefits & On-Costs	(8,548,001)	(8,717,012)	(9,034,421)	(9,305,454)	(9,585,177)	(9,872,732)	(10,168,914)	(10,473,981)	(10,788,201)	(11,111,847)
Materials & Contracts	(6,723,988)	(6,537,027)	(7,175,860)	(7,409,787)	(7,495,569)	(7,709,863)	(7,977,962)	(8,381,406)	(8,891,457)	(9,465,406)
Borrowing Costs	(133,126)	(123,174)	(110,898)	(98,699)	(87,295)	(77,763)	(67,897)	(57,684)	(47,110)	(36,163)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,226,896)	(1,275,660)	(1,382,432)	(1,307,250)	(1,337,526)	(1,368,173)	(1,501,376)	(1,432,582)	(1,465,257)	(1,503,365)
Net Cash provided (or used in) Operating Activities	6,487,071	9,770,815	15,096,948	10,363,086	11,636,725	11,195,831	11,552,407	12,246,722	12,495,167	12,663,493
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	3,038,820	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	850,718	1,511,768	534,113	621,939	773,473	606,787	894,352	974,181	507,005	573,989
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	(2,537,546)	(474,332)	(1,383,629)	(2,979,734)	(3,314,509)	(519,424)	(1,716,466)	(3,555,025)	(3,733,393)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,955,263)	(8,198,101)	(14,610,167)	(9,293,227)	(8,940,449)	(8,129,526)	(11,566,349)	(11,105,699)	(8,970,794)	(9,163,749)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,085,725)	(9,358,879)	(14,681,386)	(10,064,917)	(11,347,710)	(10,897,248)	(11,243,921)	(11,927,984)	(12,165,815)	(12,323,153)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(392,686)	(403,947)	(415,562)	(279,771)	(289,015)	(298,583)	(308,486)	(318,738)	(329,352)	(340,340)
Repayment of lease liabilities (principal repayments)	(8,660)	(7,989)	-	(18,398)	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(401,346)	(411,936)	(415,562)	(298,169)	(289,015)	(298,583)	(308,486)	(318,738)	(329,352)	(340,340)
Net Increase/(Decrease) in Cash & Cash Equivalents	0	(0)	-	(0)	0	0	0	0	0	(0)
plus: Cash & Cash Equivalents - beginning of year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Cash & Cash Equivalents - end of the year	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Investments - end of the year	15,891,155	18,428,701	18,903,033	20,286,662	23,266,396	26,580,905	27,100,330	28,816,796	32,371,821	36,105,214
Cash, Cash Equivalents & Investments - end of the year	**17,391,155**	**19,928,701**	**20,403,033**	**21,786,662**	**24,766,396**	**28,080,905**	**28,600,330**	**30,316,796**	**33,871,821**	**37,605,214**
Representing:										
- External Restrictions	1,871,296	2,764,782	3,087,716	3,546,531	3,902,611	3,768,544	4,052,942	4,441,061	4,839,183	5,247,565
- Internal Restrictions	12,000,137	11,660,352	11,399,765	11,527,797	11,655,829	11,783,860	11,812,892	11,943,424	12,073,956	12,176,488
- Unrestricted	3,519,722	5,503,566	5,915,552	6,712,335	9,207,957	12,528,500	12,734,496	13,932,310	16,958,682	20,181,161
	17,391,155	**19,928,701**	**20,403,033**	**21,786,662**	**24,766,396**	**28,080,905**	**28,600,330**	**30,316,796**	**33,871,821**	**37,605,214**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - SEWER FUND	Projected Years									
Scenario: Increased Rate Peg	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	1,854,023	1,946,037	2,042,651	2,144,096	2,229,745	2,318,385	2,410,570	2,506,443	2,606,151	2,709,847
User Charges & Fees	328,630	360,061	393,064	442,717	456,670	471,064	525,915	542,636	559,892	579,488
Investment & Interest Revenue Received	339,810	341,572	335,499	351,449	388,986	429,517	474,012	510,571	515,266	520,197
Grants & Contributions	152,035	296,368	5,948,275	112,322	162,447	165,209	168,038	170,937	173,907	180,218
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Employee Benefits & On-Costs	(342,390)	(356,086)	(370,329)	(381,439)	(392,882)	(404,669)	(416,809)	(429,313)	(442,192)	(455,458)
Materials & Contracts	(1,014,449)	(1,070,047)	(1,096,765)	(1,153,971)	(1,248,243)	(1,263,855)	(1,285,015)	(1,325,153)	(1,368,366)	(1,412,991)
Borrowing Costs	(10,081)	(3,200)	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(2,307)	(2,364)	(2,423)	(2,484)	(2,546)	(2,610)	(2,675)	(2,742)	(2,810)	(2,881)
Net Cash provided (or used in) Operating Activities	1,305,272	1,512,341	7,249,972	1,512,690	1,594,177	1,713,042	1,874,037	1,973,379	2,041,847	2,118,420
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	1,724,663	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	30,416	-	32,898	-	35,583	-	38,486	-	41,627	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	(674,354)	(1,097,113)	-	(1,347,690)	(1,410,018)	(1,563,042)	(1,687,090)	(1,788,379)	(1,816,885)	(1,968,420)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(579,826)	(350,000)	(9,007,533)	(165,000)	(219,742)	(150,000)	(225,433)	(185,000)	(266,589)	(150,000)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(1,223,764)	(1,447,113)	(7,249,972)	(1,512,690)	(1,594,177)	(1,713,042)	(1,874,037)	(1,973,379)	(2,041,847)	(2,118,420)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(81,508)	(65,228)	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(81,508)	(65,228)	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	0	(0)	0	(0)	(0)	0	(0)	0	0	0
plus: Cash & Cash Equivalents - beginning of year	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Cash & Cash Equivalents - end of the year	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**
Cash & Cash Equivalents - end of the year	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Investments - end of the year	9,605,765	10,702,878	8,978,215	10,325,906	11,735,924	13,298,966	14,986,055	16,774,434	18,591,320	20,559,739
Cash, Cash Equivalents & Investments - end of the year	**10,105,765**	**11,202,878**	**9,478,215**	**10,825,906**	**12,235,924**	**13,798,966**	**15,486,055**	**17,274,434**	**19,091,320**	**21,059,739**
Representing:										
- External Restrictions	2,823,322	3,110,957	3,421,212	3,755,688	4,116,093	4,504,246	4,922,088	5,373,395	5,862,206	6,095,174
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-
- Unrestricted	7,282,443	8,091,921	6,057,004	7,070,218	8,119,830	9,294,719	10,563,967	11,901,039	13,229,114	14,964,565
	10,105,765	**11,202,878**	**9,478,215**	**10,825,906**	**12,235,924**	**13,798,966**	**15,486,055**	**17,274,434**	**19,091,320**	**21,059,739**

c. Reduced Mining & Grant Funding

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
INCOME STATEMENT - CONSOLIDATED					Projected Years					
Scenario: Reduced Mining & Grant Funding	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	17,227,311	17,780,997	18,480,491	19,017,073	19,527,368	20,051,160	20,587,438	21,137,910	21,693,235	22,246,343
User Charges & Fees	2,008,436	2,093,967	2,183,022	2,290,560	2,364,292	2,440,429	2,559,045	2,641,621	2,726,895	2,811,498
Other Revenues	252,054	261,348	292,996	280,987	291,268	301,931	312,093	322,604	333,476	343,480
Grants & Contributions provided for Operating Purposes	3,573,352	5,694,274	5,758,918	5,621,309	5,734,237	5,855,993	5,974,648	6,096,276	6,220,951	6,379,536
Grants & Contributions provided for Capital Purposes	625,726	763,408	6,439,730	1,596,226	1,752,901	759,761	766,812	774,058	781,507	792,205
Interest & Investment Revenue	1,186,325	1,089,948	985,810	565,269	591,871	721,044	753,744	728,051	770,021	761,735
Other Income:										
Net Gains from the Disposal of Assets	14,632	22,186	28,198	27,047	44,845	22,112	57,175	59,115	14,250	21,411
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Income from Continuing Operations	**24,912,836**	**27,731,128**	**34,194,164**	**29,423,471**	**30,331,781**	**30,177,430**	**31,035,955**	**31,784,635**	**32,565,335**	**33,381,208**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	8,890,391	9,073,098	9,404,750	9,686,893	9,978,059	10,277,401	10,585,723	10,903,294	11,230,393	11,567,305
Borrowing Costs	141,094	124,347	109,342	97,651	86,213	76,645	66,742	56,490	45,876	34,888
Materials & Contracts	7,745,981	7,629,928	8,548,714	8,852,723	9,070,351	9,296,272	9,607,978	10,031,293	10,601,364	11,229,746
Depreciation & Amortisation	8,357,810	8,559,188	8,979,822	9,158,869	9,470,893	9,659,761	9,852,406	10,048,904	10,249,332	10,453,976
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,230,047	1,278,264	1,388,983	1,311,487	1,341,797	1,372,937	1,506,928	1,437,796	1,471,564	1,510,026
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**26,365,323**	**26,664,825**	**28,431,612**	**29,107,622**	**29,947,313**	**30,683,015**	**31,619,776**	**32,477,777**	**33,598,529**	**34,795,941**
Operating Result from Continuing Operations	**(1,452,487)**	**1,066,302**	**5,762,553**	**315,849**	**384,469**	**(505,585)**	**(583,821)**	**(693,142)**	**(1,033,194)**	**(1,414,733)**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**(1,452,487)**	**1,066,302**	**5,762,553**	**315,849**	**384,469**	**(505,585)**	**(583,821)**	**(693,142)**	**(1,033,194)**	**(1,414,733)**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(2,078,213)**	**302,894**	**(677,177)**	**(1,280,377)**	**(1,368,433)**	**(1,265,346)**	**(1,350,633)**	**(1,467,200)**	**(1,814,701)**	**(2,206,938)**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
INCOME STATEMENT - GENERAL FUND					Projected Years					
Scenario: Reduced Mining & Grant Funding	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	15,371,409	15,832,987	16,435,768	16,870,802	17,317,120	17,775,018	18,243,424	18,723,988	19,207,027	19,673,257
User Charges & Fees	1,679,806	1,733,906	1,789,958	1,847,843	1,907,623	1,969,365	2,033,131	2,098,985	2,167,003	2,232,010
Other Revenues	252,054	261,348	292,996	280,987	291,268	301,931	312,093	322,604	333,476	343,480
Grants & Contributions provided for Operating Purposes	3,573,352	5,694,274	5,758,918	5,621,309	5,734,237	5,855,993	5,974,648	6,096,276	6,220,951	6,379,536
Grants & Contributions provided for Capital Purposes	473,874	609,048	6,282,803	1,436,671	1,590,655	594,758	598,984	603,337	607,821	612,440
Interest & Investment Revenue	846,515	748,376	650,311	448,820	447,285	545,703	544,074	492,396	540,668	538,888
Other Income:										
Net Gains from the Disposal of Assets	14,632	22,186	28,198	27,047	44,845	22,112	57,175	59,115	14,250	21,411
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Income from Continuing Operations	**22,236,641**	**24,927,125**	**31,263,952**	**26,558,479**	**27,358,032**	**27,089,879**	**27,788,529**	**28,421,702**	**29,116,196**	**29,826,023**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	8,548,001	8,717,012	9,034,421	9,305,454	9,585,177	9,872,732	10,168,914	10,473,981	10,788,201	11,111,847
Borrowing Costs	131,655	121,661	109,342	97,651	86,213	76,645	66,742	56,490	45,876	34,888
Materials & Contracts	6,727,165	6,554,341	7,149,549	7,382,329	7,491,303	7,698,957	7,976,376	8,345,669	8,859,922	9,430,633
Depreciation & Amortisation	7,522,365	7,707,035	7,860,626	8,017,288	8,306,481	8,472,061	8,640,952	8,813,221	8,988,935	9,168,372
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,227,741	1,275,899	1,386,560	1,309,003	1,339,251	1,370,327	1,504,253	1,435,054	1,468,754	1,507,145
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**24,156,927**	**24,375,949**	**25,540,498**	**26,111,725**	**26,808,425**	**27,490,721**	**28,357,237**	**29,124,415**	**30,151,688**	**31,252,885**
Operating Result from Continuing Operations	**(1,920,286)**	**551,175**	**5,723,454**	**446,754**	**549,606**	**(400,842)**	**(568,708)**	**(702,714)**	**(1,035,492)**	**(1,426,862)**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**(1,920,286)**	**551,175**	**5,723,454**	**446,754**	**549,606**	**(400,842)**	**(568,708)**	**(702,714)**	**(1,035,492)**	**(1,426,862)**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(2,394,159)**	**(57,873)**	**(559,349)**	**(989,917)**	**(1,041,048)**	**(995,600)**	**(1,167,692)**	**(1,306,051)**	**(1,643,313)**	**(2,039,301)**

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2036										
INCOME STATEMENT - SEWER FUND					Projected Years					
Scenario: Reduced Mining & Grant Funding	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	1,855,902	1,948,010	2,044,723	2,146,272	2,210,247	2,276,142	2,344,014	2,413,922	2,486,208	2,573,085
User Charges & Fees	328,630	360,061	393,064	442,717	456,670	471,064	525,915	542,636	559,892	579,488
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	151,853	154,360	156,927	159,555	162,247	165,004	167,828	170,721	173,686	179,765
Interest & Investment Revenue	339,810	341,572	335,499	116,449	144,586	175,341	209,669	235,654	229,353	222,847
Other Income:										
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**2,676,195**	**2,804,003**	**2,930,213**	**2,864,993**	**2,973,750**	**3,087,551**	**3,247,426**	**3,362,933**	**3,449,139**	**3,555,185**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	342,390	356,086	370,329	381,439	392,882	404,669	416,809	429,313	442,192	455,458
Borrowing Costs	9,439	2,686	-	-	-	-	-	-	-	-
Materials & Contracts	1,018,816	1,075,587	1,399,165	1,470,394	1,579,048	1,597,315	1,631,602	1,685,623	1,741,442	1,799,113
Depreciation & Amortisation	835,444	852,153	1,119,196	1,141,580	1,164,412	1,187,700	1,211,454	1,235,683	1,260,397	1,285,605
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,307	2,364	2,423	2,484	2,546	2,610	2,675	2,742	2,810	2,881
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**2,208,396**	**2,288,876**	**2,891,114**	**2,995,897**	**3,138,888**	**3,192,294**	**3,262,539**	**3,353,361**	**3,446,841**	**3,543,057**
Operating Result from Continuing Operations	**467,799**	**515,127**	**39,099**	**(130,904)**	**(165,138)**	**(104,743)**	**(15,114)**	**9,572**	**2,298**	**12,128**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**467,799**	**515,127**	**39,099**	**(130,904)**	**(165,138)**	**(104,743)**	**(15,114)**	**9,572**	**2,298**	**12,128**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**315,946**	**360,767**	**(117,828)**	**(290,459)**	**(327,384)**	**(269,746)**	**(182,941)**	**(161,149)**	**(171,389)**	**(167,637)**

Blayney Shire Council

10 Year Financial Plan for the Years ending 30 June 2036

BALANCE SHEET - CONSOLIDATED					**Projected Years**					
Scenario: Reduced Mining & Grant Funding	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Investments	25,326,429	27,190,047	18,221,479	18,568,439	19,499,532	20,564,599	18,608,672	17,194,079	17,196,899	17,104,529
Receivables	1,097,462	1,188,676	1,276,815	1,216,944	1,249,277	1,264,285	1,236,477	1,219,589	1,230,506	1,236,708
Inventories	1,871,948	1,839,682	1,964,678	2,015,357	2,040,706	2,086,406	2,146,522	2,225,595	2,334,528	2,455,154
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	126,144	124,504	135,331	137,878	140,191	144,009	150,430	155,185	163,676	173,096
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	30,421,982	32,342,908	23,598,303	23,938,619	24,929,706	26,059,298	24,142,101	22,794,448	22,925,610	22,969,487
Non-Current Assets										
Investments	170,491	180,342	167,642	162,070	163,227	164,652	132,470	105,586	94,317	80,822
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	441,778,722	450,959,409	472,353,314	479,445,744	485,832,684	491,392,608	500,047,087	508,009,139	514,142,720	520,048,924
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	95,313	213,203	327,093	319,983	503,873	546,763	582,153	645,043	774,933	757,823
Right of use assets	83,020	83,020	134,080	134,080	134,080	134,080	134,080	134,080	134,080	134,080
Investments Accounted for using the equity method	40,491,000	40,516,000	40,541,000	40,566,000	40,591,000	40,616,000	40,641,000	40,666,000	40,691,000	40,716,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	482,618,546	491,951,974	513,523,129	520,627,877	527,224,864	532,854,103	541,536,789	549,559,848	555,837,050	561,737,649
TOTAL ASSETS	**513,040,528**	**524,294,882**	**537,121,432**	**544,566,496**	**552,154,570**	**558,913,402**	**565,678,890**	**572,354,296**	**578,762,660**	**584,707,137**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	2,288,013	2,288,788	2,449,343	2,495,516	2,543,139	2,598,142	2,681,981	2,750,761	2,858,540	2,975,619
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	11,299	11,485	1,569	11,872	12,072	12,277	12,487	12,702	12,923	13,375
Lease liabilities	7,989	-	18,398	-	-	-	-	-	-	-
Borrowings	469,175	415,562	279,771	289,015	298,583	308,486	318,738	329,352	340,340	351,716
Employee benefit provisions	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092	2,091,092
Other provisions	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500
Total Current Liabilities	5,055,068	4,994,427	5,027,673	5,074,995	5,132,387	5,197,497	5,291,799	5,371,408	5,490,395	5,619,303
Non-Current Liabilities										
Payables	2,114	2,122	2,251	2,306	2,360	2,428	2,518	2,596	2,705	2,824
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	59,020	59,020	91,682	91,682	91,682	91,682	91,682	91,682	91,682	91,682
Borrowings	3,509,220	3,093,658	2,813,887	2,524,872	2,226,289	1,917,803	1,599,065	1,269,713	929,373	577,657
Employee benefit provisions	72,908	72,908	72,908	72,908	72,908	72,908	72,908	72,908	72,908	72,908
Other provisions	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,917,762	4,502,207	4,255,228	3,966,268	3,667,739	3,359,321	3,040,673	2,711,398	2,371,168	2,019,571
TOTAL LIABILITIES	**9,972,830**	**9,496,635**	**9,282,901**	**9,041,263**	**8,800,126**	**8,556,818**	**8,332,472**	**8,082,806**	**7,861,563**	**7,638,873**
Net Assets	**503,067,699**	**514,798,248**	**527,838,531**	**535,525,233**	**543,354,445**	**550,356,584**	**557,346,418**	**564,271,490**	**570,901,097**	**577,068,263**
EQUITY										
Retained Earnings	212,975,401	214,041,703	219,804,256	220,120,105	220,504,574	219,998,989	219,415,168	218,722,026	217,688,832	216,274,099
Revaluation Reserves	290,027,298	300,691,544	307,969,275	315,340,128	322,784,871	330,292,595	337,866,250	345,484,463	353,147,265	360,729,164
Other Reserves	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Council Equity Interest	503,067,699	514,798,248	527,838,531	535,525,233	543,354,445	550,356,584	557,346,418	564,271,490	570,901,097	577,068,263
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**503,067,699**	**514,798,248**	**527,838,531**	**535,525,233**	**543,354,445**	**550,356,584**	**557,346,418**	**564,271,490**	**570,901,097**	**577,068,263**

Blayney Shire Council

10 Year Financial Plan for the Years ending 30 June 2036

BALANCE SHEET - GENERAL FUND					**Projected Years**					
Scenario: Reduced Mining & Grant Funding	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
ASSETS										
Current Assets										
Cash & Cash Equivalents	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Investments	15,720,664	16,628,990	15,457,937	14,944,177	15,050,859	15,182,265	12,214,756	9,735,884	8,696,819	7,452,464
Receivables	1,057,707	1,146,947	1,233,015	1,170,969	1,201,931	1,215,528	1,186,265	1,167,880	1,177,249	1,181,590
Inventories	1,871,948	1,839,682	1,964,678	2,015,357	2,040,706	2,086,406	2,146,522	2,225,595	2,334,528	2,455,154
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	126,144	124,504	135,331	137,878	140,191	144,009	150,430	155,185	163,676	173,096
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	20,276,462	21,240,123	20,290,961	19,768,381	19,933,687	20,128,207	17,197,973	14,784,544	13,872,272	12,762,303
Non-Current Assets										
Investments	170,491	180,342	167,642	162,070	163,227	164,652	132,470	105,586	94,317	80,822
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	412,098,420	421,781,260	435,319,726	443,388,736	450,755,928	457,353,553	467,032,538	476,045,274	483,214,289	490,256,098
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	95,313	213,203	327,093	319,983	503,873	546,763	582,153	645,043	774,933	757,823
Right of use assets	83,020	83,020	134,080	134,080	134,080	134,080	134,080	134,080	134,080	134,080
Investments Accounted for using the equity method	40,491,000	40,516,000	40,541,000	40,566,000	40,591,000	40,616,000	40,641,000	40,666,000	40,691,000	40,716,000
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	452,938,244	462,773,825	476,489,541	484,570,869	492,148,109	498,815,048	508,522,241	517,595,983	524,908,620	531,944,823
TOTAL ASSETS	**473,214,706**	**484,013,948**	**496,780,502**	**504,339,250**	**512,081,796**	**518,943,255**	**525,720,214**	**532,380,527**	**538,780,892**	**544,707,127**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	2,184,470	2,180,218	2,309,961	2,349,216	2,386,374	2,439,465	2,519,873	2,583,346	2,685,645	2,797,063
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	7,989	-	18,398	-	-	-	-	-	-	-
Borrowings	403,947	415,562	279,771	289,015	298,583	308,486	318,738	329,352	340,340	351,716
Employee benefit provisions	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092	2,083,092
Other provisions	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	4,866,998	4,866,373	4,878,722	4,908,824	4,955,549	5,018,544	5,109,203	5,183,291	5,296,577	5,419,371
Non-Current Liabilities										
Payables	2,114	2,122	2,251	2,306	2,360	2,428	2,518	2,596	2,705	2,824
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	59,020	59,020	91,682	91,682	91,682	91,682	91,682	91,682	91,682	91,682
Borrowings	3,509,220	3,093,658	2,813,887	2,524,872	2,226,289	1,917,803	1,599,065	1,269,713	929,373	577,657
Employee benefit provisions	68,908	68,908	68,908	68,908	68,908	68,908	68,908	68,908	68,908	68,908
Other provisions	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500	1,274,500
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,913,762	4,498,207	4,251,228	3,962,268	3,663,739	3,355,321	3,036,673	2,707,398	2,367,168	2,015,571
TOTAL LIABILITIES	**9,780,760**	**9,364,580**	**9,129,950**	**8,871,092**	**8,619,288**	**8,373,864**	**8,145,876**	**7,890,689**	**7,663,745**	**7,434,942**
Net Assets	**463,433,946**	**474,649,368**	**487,650,552**	**495,468,159**	**503,462,508**	**510,569,390**	**517,574,338**	**524,489,837**	**531,117,147**	**537,272,185**
EQUITY										
Retained Earnings	200,201,648	200,752,823	206,476,277	206,923,031	207,472,638	207,071,796	206,503,088	205,800,374	204,764,882	203,338,020
Revaluation Reserves	263,167,298	273,831,544	281,109,275	288,480,128	295,924,871	303,432,595	311,006,250	318,624,463	326,287,265	333,869,164
Other Reserves	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Council Equity Interest	463,433,946	474,649,368	487,650,552	495,468,159	503,462,508	510,569,390	517,574,338	524,489,837	531,117,147	537,272,185
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**463,433,946**	**474,649,368**	**487,650,552**	**495,468,159**	**503,462,508**	**510,569,390**	**517,574,338**	**524,489,837**	**531,117,147**	**537,272,185**

Blayney Shire Council

10 Year Financial Plan for the Years ending 30 June 2036

BALANCE SHEET - SEWER FUND					Projected Years					
Scenario: Reduced Mining & Grant Funding	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
ASSETS										
Current Assets										
Cash & Cash Equivalents	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Investments	9,605,765	10,561,057	2,763,542	3,624,262	4,448,673	5,382,335	6,393,916	7,458,195	8,500,080	9,652,066
Receivables	39,755	41,728	43,800	45,975	47,346	48,757	50,211	51,709	53,257	55,118
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	10,145,520	11,102,785	3,307,342	4,170,237	4,996,019	5,931,092	6,944,128	8,009,904	9,053,337	10,207,184
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	29,680,302	29,178,149	37,033,588	36,057,008	35,076,755	34,039,055	33,014,548	31,963,865	30,928,431	29,792,826
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	29,680,302	29,178,149	37,033,588	36,057,008	35,076,755	34,039,055	33,014,548	31,963,865	30,928,431	29,792,826
TOTAL ASSETS	**39,825,823**	**40,280,935**	**40,340,930**	**40,227,245**	**40,072,774**	**39,970,147**	**39,958,676**	**39,973,769**	**39,981,768**	**40,000,010**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	103,543	108,570	139,382	146,300	156,766	158,676	162,108	167,414	172,895	178,556
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	11,299	11,485	1,569	11,872	12,072	12,277	12,487	12,702	12,923	13,375
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	65,228	-	-	-	-	-	-	-	-	-
Employee benefit provisions	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Other provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	188,070	128,055	148,951	166,171	176,838	178,953	182,596	188,117	193,818	199,931
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Other provisions	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
TOTAL LIABILITIES	**192,070**	**132,055**	**152,951**	**170,171**	**180,838**	**182,953**	**186,596**	**192,117**	**197,818**	**203,931**
Net Assets	**39,633,753**	**40,148,880**	**40,187,979**	**40,057,074**	**39,891,937**	**39,787,194**	**39,772,080**	**39,781,652**	**39,783,950**	**39,796,079**
EQUITY										
Retained Earnings	12,773,753	13,288,880	13,327,979	13,197,074	13,031,937	12,927,194	12,912,080	12,921,652	12,923,950	12,936,079
Revaluation Reserves	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000	26,860,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	39,633,753	40,148,880	40,187,979	40,057,074	39,891,937	39,787,194	39,772,080	39,781,652	39,783,950	39,796,079
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**39,633,753**	**40,148,880**	**40,187,979**	**40,057,074**	**39,891,937**	**39,787,194**	**39,772,080**	**39,781,652**	**39,783,950**	**39,796,079**

Blayney Shire Council

10 Year Financial Plan for the Years ending 30 June 2036

CASH FLOW STATEMENT - CONSOLIDATED	Projected Years									
Scenario: Reduced Mining & Grant Funding	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	17,253,561	17,787,354	18,489,297	19,022,749	19,534,052	20,058,012	20,594,437	21,145,085	21,700,404	22,252,895
User Charges & Fees	2,013,546	2,079,186	2,167,708	2,274,744	2,347,959	2,423,559	2,541,623	2,623,628	2,708,311	2,793,737
Investment & Interest Revenue Received	1,270,893	1,054,360	1,006,326	576,601	587,228	717,945	808,636	772,857	787,774	783,939
Grants & Contributions	4,882,618	6,457,503	12,187,805	7,228,643	7,487,295	6,616,101	6,741,650	6,870,529	7,002,657	7,172,167
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	372,963	228,132	209,565	351,698	286,442	313,412	309,275	319,706	330,496	340,069
Payments:										
Employee Benefits & On-Costs	(8,890,391)	(9,073,098)	(9,404,750)	(9,686,893)	(9,978,059)	(10,277,401)	(10,585,723)	(10,903,294)	(11,230,393)	(11,567,305)
Materials & Contracts	(7,738,437)	(7,607,073)	(8,544,213)	(8,873,264)	(9,064,150)	(9,305,268)	(9,606,131)	(10,061,724)	(10,627,418)	(11,258,858)
Borrowing Costs	(143,207)	(126,374)	(110,898)	(98,699)	(87,295)	(77,763)	(67,897)	(57,684)	(47,110)	(36,163)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,229,202)	(1,278,025)	(1,384,856)	(1,309,734)	(1,340,072)	(1,370,782)	(1,504,051)	(1,435,324)	(1,468,067)	(1,506,246)
Net Cash provided (or used in) Operating Activities	7,792,343	9,521,966	14,615,983	9,485,846	9,773,399	9,097,814	9,231,820	9,273,779	9,156,655	8,974,235
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	3,038,820	-	8,981,268	519,332	-	-	2,999,692	2,505,755	1,050,334	1,257,850
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	881,134	1,511,768	567,011	621,939	809,056	606,787	932,838	974,181	548,632	573,989
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	(674,354)	(1,873,469)	-	(860,720)	(932,249)	(1,066,493)	(1,011,582)	(1,064,279)	(1,041,885)	(1,151,986)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(10,535,089)	(8,548,101)	(23,617,700)	(9,458,227)	(9,160,191)	(8,279,526)	(11,791,782)	(11,290,699)	(9,237,383)	(9,313,749)
Purchase of Intangible Assets	(20,000)	(135,000)	(131,000)	(10,000)	(201,000)	(60,000)	(52,500)	(80,000)	(147,000)	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(7,309,489)	(9,044,802)	(14,200,421)	(9,187,677)	(9,484,384)	(8,799,231)	(8,923,334)	(8,955,041)	(8,827,303)	(8,633,895)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(474,194)	(469,175)	(415,562)	(279,771)	(289,015)	(298,583)	(308,486)	(318,738)	(329,352)	(340,340)
Repayment of lease liabilities (principal repayments)	(8,660)	(7,989)	-	(18,398)	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(482,854)	(477,164)	(415,562)	(298,169)	(289,015)	(298,583)	(308,486)	(318,738)	(329,352)	(340,340)
Net Increase/(Decrease) in Cash & Cash Equivalents	0	-	(0)	0	0	(0)	(0)	0	0	(0)
plus: Cash & Cash Equivalents - beginning of year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Cash & Cash Equivalents - end of the year	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Investments - end of the year	25,496,920	27,370,389	18,389,121	18,730,510	19,662,759	20,729,252	18,741,142	17,299,665	17,291,217	17,185,352
Cash, Cash Equivalents & Investments - end of the year	**27,496,920**	**29,370,389**	**20,389,121**	**20,730,510**	**21,662,759**	**22,729,252**	**20,741,142**	**19,299,665**	**19,291,217**	**19,185,352**
Representing:										
- External Restrictions	11,977,061	12,825,839	5,139,036	6,241,043	7,198,568	7,769,624	8,831,349	10,043,639	11,237,533	12,545,636
- Internal Restrictions	12,000,137	11,660,352	11,399,765	11,527,797	11,655,829	11,783,860	11,812,892	11,943,424	12,073,956	12,176,488
- Unrestricted	3,519,722	4,884,197	3,850,320	2,961,670	2,808,362	3,175,767	96,901	(2,687,398)	(4,020,272)	(5,536,772)
	27,496,920	**29,370,389**	**20,389,121**	**20,730,510**	**21,662,759**	**22,729,252**	**20,741,142**	**19,299,665**	**19,291,217**	**19,185,352**

Blayney Shire Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - GENERAL FUND

Scenario: Reduced Mining & Grant Funding	Projected Years									
	2026/27	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	15,399,538	15,841,317	16,446,646	16,878,653	17,325,175	17,783,282	18,251,877	18,732,660	19,215,744	19,681,671
User Charges & Fees	1,684,916	1,719,125	1,774,644	1,832,027	1,891,289	1,952,495	2,015,708	2,080,992	2,148,419	2,214,249
Investment & Interest Revenue Received	931,082	712,788	670,827	460,152	442,641	542,604	598,967	537,202	558,422	561,092
Grants & Contributions	4,730,582	6,302,957	12,040,794	7,058,786	7,324,848	6,450,892	6,573,612	6,699,593	6,828,751	6,991,949
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	372,963	228,132	209,565	351,698	286,442	313,412	309,275	319,706	330,496	340,069
Payments:										
Employee Benefits & On-Costs	(8,548,001)	(8,717,012)	(9,034,421)	(9,305,454)	(9,585,177)	(9,872,732)	(10,168,914)	(10,473,981)	(10,788,201)	(11,111,847)
Materials & Contracts	(6,723,988)	(6,537,027)	(7,175,860)	(7,409,787)	(7,495,569)	(7,709,863)	(7,977,962)	(8,381,406)	(8,891,457)	(9,465,406)
Borrowing Costs	(133,126)	(123,174)	(110,898)	(98,699)	(87,295)	(77,763)	(67,897)	(57,684)	(47,110)	(36,163)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,226,896)	(1,275,660)	(1,382,432)	(1,307,250)	(1,337,526)	(1,368,173)	(1,501,376)	(1,432,582)	(1,465,257)	(1,503,365)
Net Cash provided (or used in) Operating Activities	6,487,071	8,151,446	13,438,863	8,460,126	8,764,829	8,014,153	8,033,291	8,024,501	7,889,808	7,672,250
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	3,038,820	-	1,183,753	519,332	-	-	2,999,692	2,505,755	1,050,334	1,257,850
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	850,718	1,511,768	534,113	621,939	773,473	606,787	894,352	974,181	507,005	573,989
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	(918,177)	-	-	(107,838)	(132,831)	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,955,263)	(8,198,101)	(14,610,167)	(9,293,227)	(8,940,449)	(8,129,526)	(11,566,349)	(11,105,699)	(8,970,794)	(9,163,749)
Purchase of Intangible Assets	(20,000)	(135,000)	(131,000)	(10,000)	(201,000)	(60,000)	(52,500)	(80,000)	(147,000)	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,085,725)	(7,739,510)	(13,023,301)	(8,161,957)	(8,475,814)	(7,715,570)	(7,724,805)	(7,705,763)	(7,560,456)	(7,331,910)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(392,686)	(403,947)	(415,562)	(279,771)	(289,015)	(298,583)	(308,486)	(318,738)	(329,352)	(340,340)
Repayment of lease liabilities (principal repayments)	(8,660)	(7,989)	-	(18,398)	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(401,346)	(411,936)	(415,562)	(298,169)	(289,015)	(298,583)	(308,486)	(318,738)	(329,352)	(340,340)
Net Increase/(Decrease) in Cash & Cash Equivalents	0	(0)	(0)	0	0	0	0	0	0	(0)
plus: Cash & Cash Equivalents - beginning of year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Cash & Cash Equivalents - end of the year	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Investments - end of the year	15,891,155	16,809,332	15,625,579	15,106,248	15,214,086	15,346,917	12,347,225	9,841,470	8,791,136	7,533,286
Cash, Cash Equivalents & Investments - end of the year	**17,391,155**	**18,309,332**	**17,125,579**	**16,606,248**	**16,714,086**	**16,846,917**	**13,847,225**	**11,341,470**	**10,291,136**	**9,033,286**
Representing:										
- External Restrictions	1,871,296	1,764,782	1,875,494	2,116,781	2,249,895	1,887,289	1,937,433	2,085,443	2,237,453	2,393,570
- Internal Restrictions	12,000,137	11,660,352	11,399,765	11,527,797	11,655,829	11,783,860	11,812,892	11,943,424	12,073,956	12,176,488
- Unrestricted	3,519,722	4,884,197	3,850,320	2,961,670	2,808,362	3,175,767	96,901	(2,687,398)	(4,020,272)	(5,536,772)
	17,391,155	**18,309,332**	**17,125,579**	**16,606,248**	**16,714,086**	**16,846,917**	**13,847,225**	**11,341,470**	**10,291,136**	**9,033,286**

Blayney Shire Council

10 Year Financial Plan for the Years ending 30 June 2036

CASH FLOW STATEMENT - SEWER FUND

Scenario: Reduced Mining & Grant Funding	Projected Years									
	2026/27	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	1,854,023	1,946,037	2,042,651	2,144,096	2,208,877	2,274,731	2,342,560	2,412,424	2,484,660	2,571,224
User Charges & Fees	328,630	360,061	393,064	442,717	456,670	471,064	525,915	542,636	559,892	579,488
Investment & Interest Revenue Received	339,810	341,572	335,499	116,449	144,586	175,341	209,669	235,654	229,353	222,847
Grants & Contributions	152,035	154,547	147,011	169,857	162,447	165,209	168,038	170,937	173,907	180,218
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Employee Benefits & On-Costs	(342,390)	(356,086)	(370,329)	(381,439)	(392,882)	(404,669)	(416,809)	(429,313)	(442,192)	(455,458)
Materials & Contracts	(1,014,449)	(1,070,047)	(1,368,353)	(1,463,476)	(1,568,581)	(1,595,405)	(1,628,169)	(1,680,318)	(1,735,961)	(1,793,452)
Borrowing Costs	(10,081)	(3,200)	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(2,307)	(2,364)	(2,423)	(2,484)	(2,546)	(2,610)	(2,675)	(2,742)	(2,810)	(2,881)
Net Cash provided (or used in) Operating Activities	1,305,272	1,370,520	1,177,120	1,025,720	1,008,570	1,083,661	1,198,529	1,249,279	1,266,847	1,301,986
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	7,797,515	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	30,416	-	32,898	-	35,583	-	38,486	-	41,627	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	(674,354)	(955,292)	-	(860,720)	(824,411)	(933,661)	(1,011,582)	(1,064,279)	(1,041,885)	(1,151,986)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(579,826)	(350,000)	(9,007,533)	(165,000)	(219,742)	(150,000)	(225,433)	(185,000)	(266,589)	(150,000)
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(1,223,764)	(1,305,292)	(1,177,120)	(1,025,720)	(1,008,570)	(1,083,661)	(1,198,529)	(1,249,279)	(1,266,847)	(1,301,986)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(81,508)	(65,228)	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(81,508)	(65,228)	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	0	(0)	0	(0)	(0)	(0)	-	0	0	0
plus: Cash & Cash Equivalents - beginning of year	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Cash & Cash Equivalents - end of the year	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**
Cash & Cash Equivalents - end of the year	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Investments - end of the year	9,605,765	10,561,057	2,763,542	3,624,262	4,448,673	5,382,335	6,393,916	7,458,195	8,500,080	9,652,066
Cash, Cash Equivalents & Investments - end of the year	**10,105,765**	**11,061,057**	**3,263,542**	**4,124,262**	**4,948,673**	**5,882,335**	**6,893,916**	**7,958,195**	**9,000,080**	**10,152,066**
Representing:										
- External Restrictions	2,823,322	3,110,957	1,891,212	2,164,488	2,461,245	2,783,205	3,132,205	3,511,916	3,926,268	4,081,799
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-
- Unrestricted	7,282,443	7,950,100	1,372,330	1,959,774	2,487,428	3,099,130	3,761,712	4,446,279	5,073,812	6,070,267
	10,105,765	**11,061,057**	**3,263,542**	**4,124,262**	**4,948,673**	**5,882,335**	**6,893,916**	**7,958,195**	**9,000,080**	**10,152,066**

9. CAPITAL EXPENDITURE PROGRAM

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

	2026/27	2027/28	2028/29	2029/30	2030/31	2030/32	2032/33	2033/34	2034/35	2035/36
Roads	4,250,873	**4,204,826**	8,905,811	4,882,058	**4,231,504**	4,348,107	4,758,039	**5,430,496**	**5,585,233**	**5,707,550**
Footpaths	100,477	**99,714**	99,907	121,995	**298,166**	234,558	372,252	123,689	222,462	**67,180**
Bridges	1,112,500	**350,000**	1,716,225	850,000	**1,306,261**	-	316,980	-	-	-
Buildings	620,472	507,000	842,000	**707,000**	723,000	738,000	755,000	771,000	790,275	810,050
Other Structures	496,650	804,500	558,300	209,150	211,500	414,000	1,199,750	605,709	210,076	215,500
Information Technology	22,500	**487,500**	149,000	**12,500**	**203,500**	62,500	72,500	82,500	149,500	12,500
Plant & Equipment	3,166,792	**1,669,560**	2,180,922	**2,301,524**	1,943,517	2,163,359	3,824,326	3,933,353	1,915,297	2,102,368
Sewerage Services	579,826	350,000	9,007,533	**165,000**	219,742	150,000	225,433	185,000	266,589	185,000
Stormwater	205,000	**210,000**	214,000	219,000	**224,000**	229,000	234,000	239,000	244,950	251,100
Kerb & Gutter	-	-	75,000	-	-	-	86,000	-	-	-
TOTAL	**10,555,090**	**8,683,100**	**23,748,698**	**9,468,227**	**9,361,190**	**8,339,523**	**11,844,280**	**11,370,746**	**9,384,382**	**9,351,248**

NEW	2026/27	2027/28	2028/29	2029/30	2030/31	2030/32	2032/33	2033/34	2034/35	2035/36
Roads	-	-	-	-	-	-	-	-	-	-
Footpaths	-	-	-	-	238,785	173,692	309,865	59,742	156,912	-
Bridges	-	-	-	-	-	-	-	-	-	-
Buildings	328,472	30,000	-	-	-	-	-	-	-	-
Other Structures	439,500	742,000	545,500	196,000	198,000	400,000	1,185,400	591,000	195,000	200,000
Information Technology	22,500	487,500	149,000	12,500	203,500	62,500	72,500	82,500	149,500	12,500
Plant & Equipment	3,166,792	1,669,560	2,180,922	2,301,524	1,943,517	2,163,359	3,824,326	3,933,353	1,915,297	2,102,368
Sewerage Services	84,616	-	64,481	-	69,742	-	75,433	-	81,589	-
Stormwater	-	-	-	-	-	-	-	-	-	-
Kerb & Gutter	-	-	75,000	-	-	-	86,000	-	-	-
TOTAL	**4,041,880**	**2,929,060**	**3,014,903**	**2,510,024**	**2,653,544**	**2,799,551**	**5,553,524**	**4,666,595**	**2,498,298**	**2,314,868**

RENEWAL	2026/27	2027/28	2028/29	2029/30	2030/31	2030/32	2032/33	2033/34	2034/35	2035/36
Roads	4,250,873	4,204,826	8,905,811	4,882,058	4,231,504	4,348,107	4,758,039	5,430,496	5,585,233	5,707,550
Footpaths	100,477	99,714	99,907	121,995	59,381	60,866	62,387	63,947	65,550	67,180
Bridges	1,112,500	350,000	1,716,225	850,000	1,306,261	-	316,980	-	-	-
Buildings	292,000	477,000	842,000	707,000	723,000	738,000	755,000	771,000	790,275	810,050
Other Structures	57,150	62,500	12,800	13,150	13,500	14,000	14,350	14,709	15,076	15,500
Information Technology	-	-	-	-	-	-	-	-	-	-
Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Sewerage Services	495,210	350,000	8,943,052	165,000	150,000	150,000	150,000	185,000	185,000	185,000
Stormwater	205,000	210,000	214,000	219,000	224,000	229,000	234,000	239,000	244,950	251,100
Kerb & Gutter	-	-	-	-	-	-	-	-	-	-
TOTAL	**6,513,210**	**5,754,040**	**20,733,795**	**6,958,203**	**6,707,646**	**5,539,972**	**6,290,756**	**6,704,151**	**6,886,084**	**7,036,380**

Programmed Infrastructure Renewals

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

Asset Class	Average annual budget over the plan	What does it cost?	What does it get us?
Road Rehabilitation	$2,759,428	$600-$950k per km	Between 3 - 6km annually
Reseals	$629,718	$50-$75k per km	Between 8 – 10km annually
Gravel Resheeting	$577,407		Between 5 – 20km annually
Heavy Patching	$783,897	$200-$600k per km	Between 1 - 4km per year
Bridges (Culverts)	$565,197	Varies	Varies
Footpaths	$174,040	$180-$210/m^2	Varies
Urban Stormwater	$227,005	Varies	Varies

Other Major Infrastructure works

Spring Hill Road

Project commencement	2028/29
Project completion	2028/29
Total cost of the project	$4,500,000
Grant funding sought	$4,500,000
Other funding	$0

Regional Roads Improvements (Hobbys Yards & Belubula Way)

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

Coombing Street Bridge Replacement,

Project commencement	2028/29
Project completion	2028/29
Total cost of the project	$1,300,000
Grant funding sought	$1,050,000
Other funding	$250,000

Liscombes Creek Bridge Replacement, Realignment & Associated Roadworks

Project commencement	2026/27
Project completion	2029/30
Total cost of the project	$1,115,000
Grant funding sought	$1,050,000
Other funding	$65,000

Corporate Management System Upgrade

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

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

Energy Renewal

Project Description: Battery Storage Unit (CentrePoint).

Project commencement	2025/26
Project completion	2026/27
Total cost of the project	$996,182
Grant funding sought	$996,182
Other funding	$0

Waste Facility

Project Description: Leachate Treatment System

Project commencement	2026/27
Project completion	2026/27
Total cost of the project	$650,000
Grant funding sought	$0
Other funding	$650,000

Project Description: Construction of Extended Landfill Site

Project commencement	2031/32
Project completion	2032/33
Total cost of the project	$1,200,000
Grant funding sought	$0
Other funding	$1,200,000

Sewerage Treatment Plant

Project Description**:** Capacity upgrade at Blayney STP.

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