

### Partnerships, Co-Operatives and Joint Ventures

Blayney Shire Council and Cabonne Council jointly participate in the provision of a Family Day Care service to both local government areas. Council is also a member of Central West Libraries, CENTROC Weight of Loads Group, Statewide Mutual Liability, Workers Compensation and Property Schemes.

Blayney Shire Council is a member of the WBC Strategic Alliance together with Wellington, Cabonne and Central Tablelands Water County Councils.

### Special Variation to Rate Income

The Minister for Local Government approved a special variation in rate income of \$275,415 (8.19%) over the approved rate for the period 2008/09 to 2017/18. The purpose was for capital improvements to the Blayney Community Centre. Work had not commenced on the project during the reporting period and funds generated have been set aside as restricted cash for this purpose.

### **Local Government (General) Regulation 2005**

#### Clause 132 Details of written off Rates and Charges

Rates and charges totalling \$165,336 were written off during 2008/2009, in accordance with the provisions of the Local Government Act 1993. This compares to \$166,486 being the amount written off during 2007/2008.

Rates and charges written off during 2008/2009 can be summarised in the following table:

Pensioner Rate Rebates	\$164,620
Other	\$716

#### Clause 217 (1) (a) Overseas Visits

No Councillors, Council Staff or representatives of Council participated in any overseas visits during 2008/2009.

#### Clause 217 (1) (a1) Councillors

During 2008/2009 a total of \$114,254 was expended on the Mayor and Councillors.

Mayoral Fees		19,790
Councillor Fees		64,580
Councillor Expenses		29,884
- Meeting Expenses	14,024	
- Travel Expenses	6,729	
- Conferences	5,566	
- Telephone/Facsimile	1,780	
- Insurance	1,785	
		<b>\$114,254</b>

A copy of the Payment of expenses and Provision of facilities to the Mayor and Councillors policy has been provided at Attachment A4.

### Special Variation to Rate Income

The Minister for Local Government approved a special variation in rate income of \$275,415 (8.19%) over the approved rate for the period 2008/09 to 2017/18. The purpose was for capital improvements to the Blayney Community Centre. As at the end of the reporting period preliminary plans and tender specifications had been drawn. Tenders for the project were called on the 28<sup>th</sup> June 2010. Onsite work had not commenced on the project during the reporting period and funds generated have been set aside as restricted cash for this purpose.

### **Local Government (General) Regulation 2005**

#### Clause 132 Details of written off Rates and Charges

Rates and charges totalling \$170,374 were written off during 2009/2010, in accordance with the provisions of the Local Government Act 1993. This compares to \$165,336 being the amount written off during 2008/2009.

Rates and charges written off during 2009/2010 can be summarised in the following table:

Pensioner Rate Rebates	\$170,097
Other	\$277

#### Clause 217 (1) (a) Overseas Visits

No Councillors, Council Staff or representatives of Council participated in any overseas visits during 2009/2010.

#### Clause 217 (1) (a1) Councillors

During 2009/2010 a total of \$112,715 was expended on the Mayor and Councillors.

Mayoral Fees		20,280
Councillor Fees		65,030
Councillor Expenses		27,405
- Meeting Expenses	5,525	
- Travel Expenses	7,919	
- Conferences	9,863	
- Telephone/Facsimile	2,313	
- Insurance	1,785	
		<b>\$112,715</b>

Council has adopted a policy on the Payment of Expenses and Provision of Facilities for Councillors. The policy outlines the services and facilities provided to Councillors, the Deputy Mayor and the Mayor to enable them to carry out the duties and functions of their civic office. A copy of the Payment of expenses and Provision of facilities to the Mayor and Councillors policy has been provided at Attachment A4.

#### Clause 217 (1) (b) Senior Staff Remuneration

Council's organisation structure provides for the employment of the General Manager as the only Senior Staff position. The all inclusive remuneration

- Purchasing contracts and tenders
- Asset Management
- Unsealed road
- Training and assessment
- Town Planning
- Planning for bush fire prone areas
- Liquid Trade Waste
- Information Technology

As part of the annual staff appraisal process training requirements are identified and documented. Following this appraisal process an organisation wide training plan is developed which allows for a planned, structured, fair and equitable approach to meeting all staff training needs. The training plan is revised and amended on an annual basis.

#### External Bodies

The following organisations exercised functions delegated by Council during 2010/2011:

<b>External Body</b>	<b>Function</b>
Central West Libraries	Library Services
CENTROC Weight of Loads Committee	Weight of Loads
Millthorpe Parks Committee	Park
Blayney & District Tennis Association	Tennis Courts
Lyndhurst Charity Rodeo Committee	Park
Barry Hall Management Committee	Public Hall
Newbridge Community Hall Management Committee	Public Hall
Hobbys Yards Hall Management Committee	Public Hall

#### Companies

Council, with the consent of the Minister for Local Government, is the sole owner of CentrePoint Blayney Ltd. A company limited by guarantee established to manage the Shire's multi-purpose sporting centre.

#### Partnerships, Co-Operatives and Joint Ventures

Blayney Shire Council and Cabonne Council jointly participate in the provision of a Family Day Care service to both local government areas. Council is also a member of Central West Libraries, CENTROC Weight of Loads Group, Statewide Mutual Liability, Workers Compensation and Property Schemes.

Blayney Shire Council is a member of the WBC Strategic Alliance together with Central Tablelands Water County, Wellington, and Cabonne Councils.

#### Special Variation to Rate Income

The Minister for Local Government approved a special variation in rate income of \$275,415 (8.19%) over the approved rate for the period 2008/09 to 2017/18. The purpose was for capital improvements to the Blayney Community Centre. As at the end of the reporting period the tender had been let and development application lodged. Contract is due for signature in July

2011. Onsite work had not commenced on the project during the reporting period and funds generated have been set aside as restricted cash for this purpose.

### **Local Government (General) Regulation 2005**

#### Clause 132 Details of written off Rates and Charges

Rates and charges totalling \$176,998 were written off during 2010/11, in accordance with the provisions of the Local Government Act 1993. This compares to \$170,374 being the amount written off during 2009/2010.

Rates and charges written off during 2010/2011 can be summarised in the following table:

Pensioner Rate Rebates	\$176,998
Other	\$0

#### Clause 217 (1) (a) Overseas Visits

No Councillors, Council Staff or representatives of Council participated in any overseas visits during 2010/2011.

#### Clause 217 (1) (a1) Councillors

During 2010/2011 a total of \$107,552 was expended on the Mayor and Councillors.

Mayoral Fees		20,890
Councillor Fees		66,990
Councillor Expenses		19,672
- Meeting Expenses	4,889	
- Travel Expenses	7,135	
- Conferences	4,399	
- Telephone/Facsimile	1,339	
- Insurance	1,910	
		<b>\$107,552</b>

Council has adopted a policy on the Payment of Expenses and Provision of Facilities for Councillors. The policy outlines the services and facilities provided to Councillors, the Deputy Mayor and the Mayor to enable them to carry out the duties and functions of their civic office. A copy of the Payment of expenses and Provision of facilities to the Mayor and Councillors policy has been provided at Attachment A3.

#### Clause 217 (1) (b) Senior Staff Remuneration

Council's organisation structure provides for the employment of the General Manager as the only Senior Staff position. The all inclusive remuneration package of senior staff that incorporates salary component, employer superannuation, non-cash benefits and amounts payable for fringe benefits tax in the 2010/2011 financial year amounted to \$206,000.

As part of the annual staff appraisal process training requirements are identified and documented. Following this appraisal process an organisation wide training plan is developed which allows for a planned, structured, fair and equitable approach to meeting all staff training needs. The training plan is revised and amended on an annual basis.

#### External Bodies

The following organisations exercised functions delegated by Council during 2011/2012:

<b>External Body</b>	<b>Function</b>
Central West Libraries	Library Services
CENTROC Weight of Loads Committee	Weight of Loads
Millthorpe Parks Committee	Park
Blayney & District Tennis Association	Tennis Courts
Lyndhurst Charity Rodeo Committee	Park
Barry Hall Management Committee	Public Hall
Newbridge Community Hall Management Committee	Public Hall
Hobbys Yards Hall Management Committee	Public Hall

#### Companies

Council, with the consent of the Minister for Local Government, is the sole owner of CentrePoint Blayney Ltd. A company limited by guarantee established to manage the Shire's multi-purpose sporting centre. During the reporting period Council resolved to dissolve this company effective 1 July 2012.

#### Partnerships, Co-Operatives and Joint Ventures

Blayney Shire Council and Cabonne Council jointly participate in the provision of a Family Day Care service to both local government areas. Council is also a member of Central West Libraries, CENTROC Weight of Loads Group, Statewide Mutual Liability, Workers Compensation and Property Schemes.

Blayney Shire Council is a member of the WBC Strategic Alliance together with Central Tablelands Water County, Wellington, and Cabonne Councils.

#### Special Variation to Rate Income

The Minister for Local Government approved a special variation in rate income of \$275,415 (8.19%) over the approved rate for the period 2008/09 to 2017/18. The purpose was for capital improvements to the Blayney Community Centre. As at the end of the reporting period building construction had been completed and the Blayney Shire Community Centre had been opened. Project expenditure has been kept within budget and minor works have been programmed for completion in 2012/13. Project funding was drawn from funds generated in previous years from the special rate variation held as restricted cash for this purpose and borrowings.

wide training plan is developed which allows for a planned, structured, fair and equitable approach to meeting all staff training needs. The training plan is revised and amended on an annual basis.

#### External Bodies

The following organisations exercised functions delegated by Council during 2012/2013:

<b>External Body</b>	<b>Function</b>
Central West Libraries	Library Services
CENTROC Weight of Loads Committee	Weight of Loads
Blayney & District Tennis Association	Tennis Courts
Lyndhurst Charity Rodeo Committee	Park
Barry Hall Management Committee	Public Hall
Newbridge Community Hall Management Committee	Public Hall
Hobbys Yards Hall Management Committee	Public Hall

#### Partnerships, Co-Operatives and Joint Ventures

Blayney Shire Council and Cabonne Council jointly participate in the provision of a Family Day Care service to both local government areas. Council is also a member of Central West Libraries, CENTROC Weight of Loads Group, Statewide Mutual Liability, Workers Compensation and Property Schemes.

Blayney Shire Council is a member of the WBC Strategic Alliance together with Central Tablelands Water County, Wellington, and Cabonne Councils.

#### Special Variation to Rate Income

During 2012/13 Blayney Shire Council had two (2) Special Rate Variations in force and are summarised as follows:

##### **Blayney Shire Community Centre Special Rate Variation**

The Minister for Local Government approved a S.508 (A) special variation in rate income of 11.42% for 2008/09. This equated to \$275,415 (8.19%) over the approved rate and for the period 2008/09 to 2017/18. The purpose was for capital improvements to the Blayney Community Centre. As at the end of the reporting period building construction had been completed and the Blayney Shire Community Centre had been opened. Project expenditure has been kept within budget and completion of car park works is scheduled to be finalised in 2013/14. Project funding was drawn from funds generated in previous years from the special rate variation held as restricted cash for this purpose and borrowings.

Since its opening the centre has been well utilised by the community for a number activities including balls; school presentations; cultural performances; sport presentations; conferences; meetings and workshops.

##### **Mining Category Special Rate Variation**

IPART approved a S.508 (2) special variation in rate income of 40.7% for 2012/13. This equated to \$1,555,108 (37.1%) over the approved rate for the period 2008/09 to 2017/18. This special variation was applied exclusively to

the Mining Rate category. The purpose was for funding roads, bridges, land acquisitions, community infrastructure works and community contributions.

During 2012/13 expenditure of these monies was as follows:

<b>Expenditure</b>	<b>\$</b>
Road Maintenance	255,934
Asset Renewals - Roads	420,633
Other Community Infrastructure	250,726
Engineering/Design Works	70,125
Community Contributions Program	50,000
Transfer to Restricted Cash – SRV Mining	507,690
	<b>\$1,555,108</b>

The balance of the external cash restriction for Special Rate Variation – Mining, as at 30 June 2013, was \$507,690. These funds will be used in future year programs pursuant to the section 508(2) - Special Rate Variation Instrument of Approval.

Outcomes achieved as a result of the Special Variation include:

- Increased funding for community groups to access through the Financial Assistance Program
- Additional 6.5km of sealing
- Additional 950m of asset renewal work to roads
- Additional 3km of gravel re-sheeting
- Additional 18km of maintenance grading
- Additional funding to sustain community infrastructure
- Engineering design expertise to assist with preparation of rolling plans for works

Productivity savings achieved during 2012/13 include:

- Integration of technology into work practices
- Activities undertaken through CENTROC such as lobbying; sourcing of grant funding; regional planning; joint initiatives and regional tenders for procurement of electricity; fuel; internal audit services; valuation services;
- Savings of \$546,595 in WBC (Wellington, Blayney, Cabonne, Central Tablelands Councils) Alliance activities.

In the comparative information return for 2011/12 published by the Division of Local Government Council's equivalent full time staff numbers were 70 as compared to the Group 10 Council average of 105.

Council has an Equal Employment Opportunity (EEO) Management Plan which provides the framework that demonstrates the commitment of Council to provide a work environment that accepts the principles of EEO and avoids discrimination.

Council incorporates EEO principles into all aspects of its recruitment, induction and staff development processes.

Council has and will continue to develop its workforce not only to increase its skills base but to develop its employees' so that they may realise their full potential and maximise their job satisfaction.

#### External Bodies

The following organisations exercised functions delegated by Council during 2013/14:

<b>External Body</b>	<b>Function</b>
Central West Libraries	Library Services
Blayney & District Tennis Association	Tennis Courts
Lyndhurst Charity Rodeo Committee	Park
Barry Hall Management Committee	Public Hall
Newbridge Community Hall Management Committee	Public Hall
Hobbys Yards Hall Management Committee	Public Hall

#### Partnerships, Co-Operatives and Joint Ventures

Blayney Shire Council is a member of Central West Libraries, and Statewide Mutual Liability, Workers Compensation and Property Schemes.

Blayney Shire Council is a member of the WBC Strategic Alliance together with Central Tablelands Water County, Wellington, and Cabonne Councils.

#### Special Variation to Rate Income

During 2013/14 Blayney Shire Council had two (2) Special Rate Variations in force and are summarised as follows:

##### **Blayney Shire Community Centre Special Rate Variation**

The Minister for Local Government approved a S.508 (A) special variation in rate income of 11.42% for 2008/09. This equated to \$275,415 (8.19%) over the approved rate and for the period 2008/09 to 2017/18. The purpose was for capital improvements to the Blayney Community Centre. As at the end of the reporting period the project was finalised with the completion of the car park, bringing the project to an end. Project expenditure was within budget and was drawn from funds generated in previous years from the special rate variation held as restricted cash for this purpose and borrowings.

The community centre continues to be well utilised by the community for a number activities including balls; school presentations; cultural performances; sport presentations; conferences; meetings and workshops.

### Mining Category Special Rate Variation

IPART approved a S.508 (2) special variation in rate income of 40.7% for 2012/13. This has equated to an additional \$1,606,427 for the 2013/14 financial period. This special variation was applied exclusively to the Mining Rate category. The purpose was for funding roads, bridges, land acquisitions, community infrastructure works and community contributions.

During 2013/14 expenditure of these monies was as follows:

<b>Expenditure</b>	<b>\$</b>
Road Maintenance	345,677
Asset Renewals - Roads	930,890
Other Community Infrastructure	257,897
Engineering/Design Works	72,159
Community Contributions Program	78,070
Transfer to Restricted Cash – SRV Mining	(78,366)
	<b>1,606,427</b>

The balance of the external cash restriction for Special Rate Variation – Mining, as at 30 June 2014, was \$429,324. These funds will be used in future year programs pursuant to the section 508(2) - Special Rate Variation Instrument of Approval.

Outcomes achieved as a result of the Special Variation include:

- Increased funding for community groups to access through the Financial Assistance Program
- Additional 2.1km of road rehabilitation
- Additional 3.3km of gravel re-sheeting
- Additional 24km of maintenance grading
- Additional funding to sustain community infrastructure
- Engineering design expertise to assist with preparation of rolling plans for works

Productivity savings achieved during 2013/14 include:

- Continuing integration of technology into work practices;
- Procurement of improved or “fit for purpose” plant to assist with streamlining of work practices;
- Activities undertaken through CENTROC such as lobbying; sourcing of grant funding; regional planning; joint initiatives and regional tenders for procurement of electricity; fuel; internal audit services; valuation services;
- Activities undertaken through WBC (Wellington, Blayney, Cabonne, Central Tablelands Councils) such as joint initiatives; sharing equipment, joint tenders, sourcing \$120k funding for the implementation of e-planning tools, joint engagement of specialists and other ongoing joint arrangements. In 2013/14 savings of \$520,269 in Alliance activities were achieved. (Source: <http://www.wbcalliance.nsw.gov.au/images/documents/annual-reports/WBC%20Annual%20Report%202014%20final.pdf> );

- Energy efficiency improvements to Council's Sewerage Treatment Plant, Office and Centrepoint Sport & Leisure Centre.

In the comparative information return for 2012/13 published by the Office of Local Government Council's equivalent full time staff numbers were 68 as compared to the Group 10 Council average of 108.

### **Local Government (General) Regulation 2005**

#### Clause 132 Details of written off Rates and Charges

Rates and charges totalling \$196,776 were written off during 2013/14, in accordance with the provisions of the Local Government Act 1993. This compares to \$161,297 being the amount written off during 2012/13.

Rates and charges written off during 2013/14 can be summarised in the following table:

Pensioner Rate Rebates	\$174,155
Sale of Land for Unpaid Rates	\$22,621

#### Clause 217 (1) (a) Overseas Visits

No Councillors, Council Staff or representatives of Council participated in any overseas visits during 2013/14.

#### Clause 217 (1) (a1) Councillors

During 2013/14 a total of \$129,856 was expended on the Mayor and Councillors.

Mayoral Fees		22,870
Councillor Fees		73,360
Councillor Expenses		37,604
- Meeting Expenses	2,033	
- Travel Expenses	5,343	
- Conferences	6,986	
- Communications equipment	1,961	
- Insurance	21,281	
		<b>\$133,834</b>

Council has adopted a policy on the Payment of Expenses and Provision of Facilities for Councillors. The policy outlines the services and facilities provided to Councillors, the Deputy Mayor and the Mayor to enable them to carry out the duties and functions of their civic office. A copy of the Payment of expenses and Provision of facilities to the Mayor and Councillors policy has been provided at Attachment A3.

#### Clause 217 (1) (b) Senior Staff Remuneration

Council's organisation structure provides for the employment of the General Manager as the only Senior Staff position. The all inclusive remuneration package of senior staff that incorporates salary component, employer superannuation, non-cash benefits and amounts payable for fringe benefits tax in the 2013/14 financial year amounted to \$201,437.

## Local Government Act 1993

### Performance of Principal Activities - Section 428(1)

Council's achievements in implementing the delivery program and effectiveness of principal activities for the 2014/15 reporting period are outlined. Please refer to Attachment A1

### Council's Audited Financial Reports - Section 428(4)(a)

Please refer to Attachment A2

### Special Variation to Rate Income – Section 508(A) and Section 508(2)

During 2014/15 Blayney Shire Council had two (2) Special Rate Variations in force and are summarised as follows:

#### **Blayney Shire Community Centre Special Rate Variation**

The Minister for Local Government approved a S.508(A) special variation in rate income of 11.42% for 2008/09. This equated to \$275,415 (8.19%) over the approved rate and for the period 2008/09 to 2017/18. The purpose was for capital improvements to the Blayney Community Centre. The project was finalised during the 2013/14 financial period. During the reporting period funds collected were allocated against borrowings drawn to bring this project to fruition.

The community centre continues to be well utilised by the community for a number activities including balls; school presentations; cultural performances; sport presentations; conferences; meetings and workshops.

#### **Mining Category Special Rate Variation**

IPART approved a S.508(2) special variation in rate income of 40.7% for 2012/13. This has equated to an additional \$1,643,427 for the 2014/15 financial period. This special variation was applied exclusively to the Mining Rate category. The purpose was for funding roads, bridges, land acquisitions, community infrastructure works and community contributions.

During 2014/15 expenditure of these monies was as follows:

<b>Expenditure</b>	<b>\$</b>
Road Maintenance	264,837
Asset Renewals – Roads	1,145,982
Other Community Infrastructure	257,997
Engineering/Design Works	74,251
Community Contributions Program	55,468
Transfer to Restricted Cash – SRV Mining	(155,161)
	<b>1,643,374</b>

The balance of the external cash restriction for Special Rate Variation – Mining, as at 30 June 2015, was \$274,163. These funds will be used in future year programs pursuant to the section 508(2) - Special Rate Variation Instrument of Approval.

Outcomes achieved as a result of the Special Variation include:

- Increased funding for community groups to access through the Community Financial Assistance Program
- Additional 1.4km of road rehabilitation on Errowanbang Road
- Contribution towards 2.5km of road rehabilitation on Forest Reefs Road (majority funded by Federal Blackspot Program)
- Additional 1.2km of gravel resheeting
- Additional 26km of maintenance grading
- Additional funding toward maintenance of infrastructure
- Maintenance of 3km of roadside vegetation for improved heavy vehicle access
- Engineering design expertise to assist with preparation of rolling plans for works
- Development of strategic road design plan for the sealing of Errowanbang Road

Productivity savings achieved during 2014/15 include:

- Joint procurement with the NetWaste Regional Waste Services Tender seeking Waste Collection Services, Receiving and Processing of Recyclables and Receiving and Processing of Organics. Participation allowed Council to participate in a tender where prices were sought to collect 52,000 bins compared to the 2,700 bins within the Blayney LGA. Therefore by increasing the number of bins to be collected by some 19 times it created significant cost benefit through the increased scale of the tender. Councils that participated within the tender process included; Bathurst Regional Council, Orange Council, Cabonne Council, Parkes Council, Forbes Council, Blue Mountains Council and Wellington Council;
- Other joint procurement activities have included participation in the Request for Quotation for Electronic Housing Code and DA Tracker projects with Cabonne Council, Gilgandra Council and Tenterfield Council;
- Continuing integration of technology into work practices;
- Restructure of Infrastructure Department providing autonomy and empowerment of staff;
- Recruitment of Senior staff with “In-house” resources;
- Procurement of improved or “fit for purpose” plant to assist with streamlining of work practices;
- Activities undertaken through CENTROC such as lobbying; sourcing of grant funding; regional planning; joint initiatives and regional tenders for procurement of goods and services;
- Activities undertaken through WBC (Central Tablelands County, Wellington, Blayney, and Cabonne, Councils) such as joint initiatives; joint training in Risk Management; joint tenders, and other ongoing joint arrangements. In 2014/15 savings of \$619,506 in Alliance activities were achieved. (Source: <http://www.wbcalliance.nsw.gov.au>);
- Undertaking of Fit for Future submission internally rather than engagement of external consultants;

- Review of service requests / complaints workflow to streamline work response timeframes;
- Energy efficiency outcomes at Council's Sewerage Treatment Plant, Office and Centrepoint Sport & Leisure Centre as a result of significant capital improvements in 2013/14.

In the comparative information return for 2013/14 published by the Office of Local Government, Council's equivalent full time staff numbers were 70 as compared to the Group 10 Council average of 107.

### **Local Government (General) Regulation 2005**

#### Details of written off Rates and Charges - Clause 132

Rates and charges totalling \$165,984 were written off during 2014/15, in accordance with the provisions of the Local Government Act 1993. This compares to \$196,776 being the amount written off during 2013/14.

Rates and charges written off during 2014/15 can be summarised in the following table:

Pensioner Rate Rebates	\$164,839
Other	\$1,145

#### Overseas Visits - Clause 217(1)(a)

No Councillors, Council Staff or representatives of Council participated in any overseas visits during 2014/15.

#### Councillors - Clause 217(1)(a1)

During 2014/15 a total of \$137,974 was expended on the Mayor and Councillors.

Mayoral Fees		22,870
Councillor Fees		73,360
Councillor Expenses		41,744
- Meeting Expenses	2,746	
- Travel Expenses	6,137	
- Conferences	7,150	
- Expenses of spouse or accompanying persons	-	
- Provision of care for child or immediate family member of councillor	-	
- Communications equipment	2,580	
- Insurance	23,131	
		<b>\$137,974</b>

Council has adopted a policy on the Payment of Expenses and Provision of Facilities for Councillors. The policy outlines the services and facilities provided to Councillors, the Deputy Mayor and the Mayor to enable them to carry out the duties and functions of their civic office. A copy of the Payment of expenses and Provision of facilities to the Mayor and Councillors policy has been provided at Attachment A3.

## **Local Government Act 1993**

### Performance of Principal Activities - Section 428(1)

Council's achievements in implementing the delivery program and effectiveness of principal activities for the 2015/16 reporting period are outlined. Please refer to Attachment A1

The Office of Local Government in its Circular No. 16-28 has advised that Councils with ordinary elections that have been deferred are not required to provide an End of Term report under the Integrated Planning and Reporting Guidelines. This requirement is deferred until the annual report following the council's next ordinary election.

### Council's Audited Financial Reports - Section 428(4)(a)

Please refer to Attachment A2

### Special Variation to Rate Income – Section 508(A) and Section 508(2)

During 2015/16 Blayney Shire Council had two (2) Special Rate Variations in force and are summarised as follows:

#### **Blayney Shire Community Centre Special Rate Variation**

The Minister for Local Government approved a S.508(A) special variation in rate income of 11.42% for 2008/09. This equated to \$275,415 (8.19%) over the approved rate and for the period 2008/09 to 2017/18. The purpose was for capital improvements to the Blayney Community Centre. The project was finalised during the 2013/14 financial period. During the reporting period funds collected were allocated against borrowings drawn to bring this project to fruition.

The community centre continues to be well utilised by the community for a number of activities including balls; school presentations; cultural performances; sport presentations; conferences; meetings and workshops.

With works and associated borrowings finalised Council has resolved that this Special Rate Variation cease on 30 June 2016, two years earlier than anticipated.

#### **Mining Category Special Rate Variation**

IPART approved a S.508(2) special variation in rate income of 40.7% for 2012/13. This has equated to an additional \$1,684,445 for the 2015/16 financial period. This special variation was applied exclusively to the Mining Rate category. The purpose was for funding roads, bridges, land acquisitions, community infrastructure works and community contributions.

The balance of the external cash restriction for Special Rate Variation – Mining, as at 30 June 2015, was \$1,113,035. These funds will be used in future year programs pursuant to the section 508(2) - Special Rate Variation Instrument of Approval.

During 2015/16 expenditure of these monies was as follows:

<b>Expenditure</b>	<b>\$</b>
Road Maintenance	307,342
Asset Renewals – Roads	72,399
Other Community Infrastructure	273,178
Engineering/Design Works	76,405
Community Contributions Program	116,249
Transfer to Restricted Cash – SRV Mining	(838,872)
	<b>1,684,445</b>

Outcomes achieved as a result of the Special Variation include:

- Increased funding for community groups to access through the Community Financial Assistance Program;
- A further \$273k was spent on the ongoing maintenance and operations of Community Infrastructure within the Shire;
- Engineering design expertise to assist with preparation of rolling plans for works
- Works towards securing the corridor for Errowanbang Road and Dirt Hole Creek Bridge realignment works;
- Survey works for the southern access corridor from Mid Western Highway to Cadia;
- 1km of Gravel Resheeting works on Cadia Road;
- 42km of Maintenance Grading (4 times Cadia Road, 2 times Errowanbang Road);
- Ongoing maintenance of the sealed road network leading to the Cadia area;
  - 2.6km reseal on Forest Reefs Road;
  - 1.9km reseal on Burnt Yards Road;
  - 1.2km reseal on Panuara Road;
  - 4.3km rehabilitation on Four Mile Creek Road;
- In addition to this, the 2.5km of new works and realignment of Errowanbang Road were completed utilising majority NSW Government Funding, but it is part funded by the SRV as well.

Productivity savings achieved during 2015/16 include:

- Continuing integration of technology into work practices;
- Procurement of improved or “fit for purpose” plant to assist with streamlining of work practices;
- Hiring of specialised equipment to reduce operating costs of Council’s quarries
- Utilisation of Council owned gravel within road works reducing haulage costs and road maintenance costs
- Activities undertaken through CENTROC such as lobbying; sourcing of grant funding; regional planning; joint initiatives and regional tenders for procurement of goods and services;

- Energy efficiency outcomes continue at Council buildings including Sewerage Treatment Plant, Office and Centrepont Sport & Leisure Centre as a result of significant capital improvements in 2013/14.
- Commencement of the NetWaste Regional Waste Collection Services Contract which saw supply and delivery of 5,500 new general waste (red) and recyclable waste (yellow) bins across the Blayney Shire. This delivery was part of 100,000 new bins delivered under the contract across 5 other LGAs, including; Bathurst, Cabonne, Forbes, Orange and Parkes.
- Activities undertaken through WBC Strategic Alliance (Central Tablelands County, Blayney Shire and Cabonne Councils) included joint initiatives; joint tenders, and other ongoing joint arrangements. In 2015/16 savings of \$398,282 in Alliance activities were achieved.
- Council participated in the Contaminated Central project. Contamination Central is a project funded by the NSW EPA in alliance with 19 councils including: Bathurst, Bourke, Cabonne, Coonamble, Cowra, Dubbo, Forbes, Gilgandra, Lachlan, Lithgow, Mid-Western, Narromine, Oberon, Orange, Parkes, Warrumbungle, Weddin and Wellington. The project is focusing on training staff in all aspects of contamination land management, developing solid policy frameworks to protect council in litigation, improving outcomes for the community and limiting risk to the environment and health. The alliance resulted in councils not having to implement individual training and upskilling programs and created consistency across the region.
- Council has automated the delivery of rates notices providing the community the option to have these delivered more efficiently and making it more cost effective for Council to deliver.
- Council also offers efficient payment alternatives such as direct debit and online payment facilities resulting in a more efficient payment processing function.

In the comparative information return for 2014/15 published by the Office of Local Government, Council's equivalent full time staff numbers were 72 as compared to the Group 10 Council average of 105.

### **Local Government (General) Regulation 2005**

#### Details of written off Rates and Charges - Clause 132

Rates and charges totalling \$168,610 were written off during 2015/16, in accordance with the provisions of the Local Government Act 1993. This compares to \$165,984 being the amount written off during 2014/15.

Rates and charges written off during 2015/16 can be summarised in the following table:

Pensioner Rate Rebates	\$167,356
Other	\$1,254

## **Local Government Act 1993**

### **Performance of Principal Activities - Section 428(1)**

Council's achievements in implementing the delivery program and effectiveness of principal activities for the 2016/17 reporting period are outlined. Please refer to Attachment A1

### **Council's Audited Financial Reports - Section 428(4)(a)**

Please refer to Attachment A2

### **Special Variation to Rate Income – Section 508(A) and Section 508(2)**

During 2016/17 Blayney Shire Council had two (2) Special Rate Variation in force and are summarised as follows:

#### **Mining Category Special Rate Variation**

IPART approved a S.508(2) special variation in rate income of 40.7% for 2012/13. This has equated to an additional \$1,687,831 for the 2016/17 financial period. This special variation was applied exclusively to the Mining Rate category. The purpose was for funding roads, bridges, land acquisitions, community infrastructure works and community contributions.

The balance of the external cash restriction for Special Rate Variation – Mining, as at 30 June 2017, was \$712,655. These funds will be used in future year programs pursuant to the section 508(2) - Special Rate Variation Instrument of Approval.

During 2016/17 expenditure of these monies was as follows:

<b>Expenditure</b>	<b>\$</b>
Road Maintenance	\$1,262,463
Asset Renewals – Roads	\$338,061
Other Community Infrastructure	\$281,100
Engineering/Design Works	\$78,620
Community Contributions Program	\$127,967
Transfer to Restricted Cash – SRV Mining	\$ (400,380)
	<b>\$1,687,831</b>

#### **Special Rate Variation Outcomes**

- Increased funding to community groups through the Community Financial Assistance Program – \$128k
- A further \$273k expended towards ongoing maintenance and operations of community infrastructure.
- Project Management expertise to assist in bridge renewal delivery.
- Ongoing engagement and work to secure the Southern Cadia Access Route corridor.
- Survey and engineering design expertise to continue construction of Southern Cadia Access Route.
- Temporary staffing restructure to provide additional resources Southern Cadia Access Route project.

- Maintenance grading works on road network in the Cadia district of 38km.
- Significant funding for capital upgrade works along the Cadia and Errowanbang Roads.
- Maintenance of the sealed road network leading to, and within the Cadia district:
  - \$295,162 on routine maintenance
  - \$126,086 on heavy patching Errowanbang Road
  - \$187,473 on heavy patching Forest Reefs Road
  - \$103,664 on resealing Errowanbang Road
  - \$43,017 on resealing Forest Reefs Road
- In addition, Council completed 1.4km of new works and realignment on Errowanbang Road significantly funded under the NSW Fixing Country Roads program Round 1 that also included part funding from the SRV.

**Productivity savings achieved during 2016/17 include:**

- Ongoing investigations of opportunities for integration of technology into engineering work practices.
- Increased procurement with 'fit for purpose' plant to deliver Southern Cadia Access Route project.
- Engagement of specialised plant and contractors to increase production and reduce operating costs at Council quarries.
- Involvement in CENTROC activities, to increase advocacy, source funding, and procurement of goods and services through joint tendering.
- Activities undertaken with adjoining Council to undertake development of Disability Inclusion Action Plan and joint procurement of goods and services.
- Mapping projects of Council cemeteries; waste service collection routes and rate category information to enable community interaction from Council's website.
- Introduction of online delivery of rates notices and portal for access of up to 5 years history of notices.

## **Infrastructure Renewal Special Rate Variation**

IPART approved a S.508(A) special variation in rate income of 4.89% for 2014/15 and 5.11% for 2015/16. This has equated to an additional \$441,253 for the 2016/17 financial period. This special variation was applied to all rate categories excluding the Mining Rate category. The purpose was for funding infrastructure renewal works to buildings, footpaths, roads and bridges.

During 2016/17 expenditure of these monies was as follows:

<b>Expenditure</b>	<b>\$</b>
Building renewal – Blayney Showground	\$48,568
Building renewal – CentrePoint Sport & Leisure Centre	\$46,768
Building renewal – Redmond Oval Rotunda	\$39,304
Building renewal – Administration Centre	\$10,159
Footpaths renewal program – Stillingfleet to Adelaide Streets	\$45,322
Footpaths renewal program – Redmond Oval	\$18,770
Footpaths renewal program – Network renewals	\$63,323
Footpaths renewal program – Carcoar Street Intersection	\$35,472
Roads and Bridges Renewal program – Browns Creek Road	\$133,567

## **Local Government (General) Regulation 2005**

### **Details of written off Rates and Charges - Clause 132**

Rates and charges of \$168,031 were written off during 2016/17, in accordance with the provisions of the Local Government Act 1993. This compares to \$168,610 being the amount written off during 2015/16.

Rates and charges written off during 2016/17 can be summarised in the following table:

Pensioner Rate Rebates	\$165,715
Other	\$2,316

### **Overseas Visits - Clause 217(1)(a)**

No Councillors, Council Staff or representatives of Council participated in any overseas visits during 2016/17.

## Local Government Act 1993

### Performance of Principal Activities

Section 428(1)

Council's achievements in implementing the delivery program and effectiveness of principal activities for the 2017/18 reporting period are outlined. Please refer to Attachment A1

### Council's Audited Financial Reports

Section 428(4)(a)

Please refer to Attachment A2

### Special Variation to Rate Income

Section 508(A) and Section 508(2)

During 2017/18 Blayney Shire Council had two (2) Special Rate Variation in force and are summarised as follows:

### Infrastructure Renewal Special Rate Variation

IPART approved a S.508(A) special variation in rate income of 4.89% for 2014/15 and 5.11% for 2015/16. This has equated to an additional \$447,872 for the 2017/18 financial period. This special variation was applied to all rate categories excluding the Mining Rate category. The purpose was for funding infrastructure renewal works to buildings, footpaths, roads and bridges.

During 2017/18 expenditure of these monies was as follows:

Expenditure	Amount
Footpath Renewals – Ewin Street to Tucker Street	\$112,254
Footpath Renewals – Network renewals	\$2,495
Roads and Bridges Renewal – Browns Creek Road	\$159,547
Roads and Bridges Renewal – Belubula Way	\$173,576
<b>Total</b>	<b>\$447,872</b>



### Special Rate Variation Outcomes

- Part funding towards construction of footpath Ewin Street to Tucker Street, Blayney and minor footpath works.
- Part funding towards roadworks works on Belubula Way
- Part funding towards Browns Creek Road construction works

### Mining Category Special Rate Variation

IPART approved a S.508(2) special variation in rate income of 40.7% for 2012/13. This has equated to an additional \$1,536,837 for the 2017/18 financial period. This special variation was applied exclusively to the Mining Rate category. The purpose was for funding roads, bridges, land acquisitions, community infrastructure works and community contributions.

The balance of the external cash restriction for Special Rate Variation – Mining, as at 30 June 2018, was \$918,363. These funds will be used in future year programs pursuant to the section 508(2) - Special Rate Variation Instrument of Approval.

During 2017/18 expenditure of these monies was as follows:

<b>Expenditure</b>	<b>Amount</b>
Road Maintenance	\$209,412
Asset Renewals – Roads	\$647,134
Other Community Infrastructure	\$297,641
Engineering/Design Works	\$83,246
Community Contributions Program	\$93,696
Transfer to Restricted Cash – SRV Mining	\$205,708
<b>Total</b>	<b>\$1,536,837</b>



### **Special Rate Variation Outcomes**

- Continued funding to community groups through the Community Financial Assistance Program – \$94k
- A further \$298k expended towards ongoing maintenance and operations of community infrastructure.
- Project Management expertise to assist in bridge renewal delivery.
- Continued engagement and work to secure the Southern Cadia Access Route corridor.
- Continued design and construction of Southern Cadia Access Route.
- Maintenance grading works on road network in the Cadia district of 15km.
- Construction of concrete bridge to replace timber bridge, providing increased transport and freight productivity by removing pinch point over Dirt Hole Creek on Errowbang Road.
- Maintenance of the sealed road network leading to, and within the Cadia district:
  - \$157,689 on routine maintenance
  - \$1.3m on Southern Cadia access route

### **Productivity savings achieved during 2017/18 include:**

The Instruments of Approval for the above Special Rate Variations require Council to report productivity savings achieved during the reporting period. These are detailed as follows:

- Ongoing investigations of opportunities for integration of technology into Council work practices such as engineering solutions and customer service solutions for lodgement of development applications, accessing information.
- Engagement of specialised plant, contractors and material supply procurement to increase production and reduce operating costs at Council quarries.
- Involvement in CENTROC activities, to increase advocacy, source funding, and procurement of goods and services through joint tendering.
- Consolidation of planned bridge works in future years into one project to gain economies of scale and access
- Continued integration of mapping solutions to enable community interaction from Council's website.
- Increased mapping and data collection of council assets to improve asset management practices.

## Local Government Act 1993

### Performance of Principal Activities

*Section 428(1)*

Council's achievements in implementing the delivery program and effectiveness of principal activities for the 2018/19 reporting period are outlined. Please refer to Attachment A1.

### Council's Audited Financial Reports

*Section 428(4)(a)*

Please refer to Attachment A2.

### Special Variation to Rate Income

*Section 508(A) and Section 508(2) (SRV Guidelines 7.1)*

During 2018/19 Blayney Shire Council had two (2) Special Rate Variation in force and are summarised as follows:

### Infrastructure Renewal Special Rate Variation

IPART approved a section 508(A) special variation in rate income of 4.89% for 2014/15 and 5.11% for 2015/16. This has equated to an additional \$458,173 for the 2018/19 financial period. This special variation was applied to all rate categories excluding the Mining Rate category. The purpose was for funding infrastructure renewal works to buildings, footpaths, roads and bridges.

During 2018/19 expenditure of these monies was as follows:

Expenditure	Amount
New Footpath – George Street to Victoria Street, Millthorpe	\$13,655
Footpath Renewals – Network renewals	\$9,071
Roads and Bridges Renewal – Sealing Village Streets	\$138,322
Roads and Bridges Renewal – Newbridge Road	\$297,125
<b>Total</b>	<b>\$458,173</b>



### Special Rate Variation Outcomes

- Completion of 100 metre footpath linking the Child Care Centre in George Street to Victoria Street, Millthorpe.
- Initial sealing of 1.2 kilometres of Village streets in Ramsay Street in Lyndhurst and Copper, Peach and Cherry Streets Mandurama.
- Rehabilitation and widening of 1.4 kilometres of Newbridge Road.

### Mining Category Special Rate Variation

IPART approved a section 508(2) special variation in rate income of 40.7% for 2012/13. This has equated to an additional \$1,571,076 for the 2018/19 financial period. This special variation was applied exclusively to the Mining Rate category. The purpose was for funding roads, bridges, land acquisitions, community infrastructure works and community contributions.

The balance of the external cash restriction for Special Rate Variation – Mining, as at 30 June 2019, was \$362,056. These funds will be used in future year programs pursuant to the section 508(2) - Special Rate Variation Instrument of Approval.

During 2018/19 expenditure of these monies was as follows:

<b>Expenditure</b>	<b>Amount</b>
Road Maintenance	\$236,380
Asset Renewals – Roads	\$1,401,551
Other Community Infrastructure	\$297,641
Engineering/Design Works	\$83,246
Community Contributions Program	\$108,565
Transfer to / (from) Restricted Cash – SRV Mining	(\$556,307)
<b>Total</b>	<b>\$1,571,076</b>



### **Special Rate Variation Outcomes**

- Continued funding to community groups through the Community Financial Assistance Program – \$109k.
- A further \$298k expended towards ongoing maintenance and operations of community infrastructure.
- Project Management expertise to assist in bridge renewal delivery.
- Continued engagement and work to secure the Southern Cadia Access Route corridor.
- Finalisation and construction of Southern Cadia Access Route.
- Maintenance grading works on road network in the Cadia district of 15km.
- Construction of concrete bridge to replace timber bridge, providing increased transport and freight productivity by removing pinch point over Dirt Hole Creek on Errowbang Road.
- Maintenance of the sealed road network leading to, and within the Cadia district:
  - \$157,689 on routine maintenance.
  - \$1.4m on Southern Cadia access route.

### **Productivity savings achieved during 2018/19 include:**

The Instruments of Approval for the above Special Rate Variations require Council to report productivity savings achieved during the reporting period. These are detailed as follows:

- Ongoing investigations of opportunities for integration of technology into Council work practices such as engineering solutions and customer service solutions for lodgement of development applications, accessing information.
- Engagement of specialised plant, contractors and material supply procurement to increase production and reduce operating costs at Council quarries.
- Involvement in CENTROC activities, to increase advocacy, source funding, and procurement of goods and services through joint tendering.
- Consolidation of planned bridge works in future years into one project to gain economies of scale and access.
- Continued integration of mapping solutions to enable community interaction from Council's website.
- Increased mapping and data collection of council assets to improve asset management practices.
- Participation in NetWaste regional waste procurement of the following services:
  - Collection and processing of used mattresses;
  - Scrap steel collection;
  - Household chemical cleanout and removal;
  - Waste organics processing;
  - Audit of Council Landfill Operations; and
  - Container Deposit Scheme refund agreement.



**Local Government Act 1993**  
**Performance of Principal Activities**

*Section 428(1)*

Council's achievements in implementing the delivery program and effectiveness of principal activities for the 2019/20 reporting period are outlined. Please refer to Attachment A1.

**Council's Audited Financial Reports**

*Section 428(4)(a)*

Please refer to Attachment A2.

**Special Variation to Rate Income**

*Section 508(A) and Section 508(2) (SRV Guidelines 7.1)*

During 2019/20 Blayney Shire Council had two (2) Special Rate Variation in force and are summarised as follows:

**Infrastructure Renewal Special Rate Variation**

IPART approved a section 508(A) special variation in rate income of 4.89% for 2014/15 and 5.11% for 2015/16. This has equated to an additional \$470,544 for the 2019/20 financial period. This special variation was applied to all rate categories excluding the Mining Rate category. The purpose was for funding infrastructure renewal works to buildings, footpaths, roads and bridges.

During 2019/20 expenditure of these monies was as follows:

<b>Expenditure</b>	<b>Amount</b>
New Footpath – Binstead Street, Blayney	\$ 8,340
New Footpath – Blake Street to Pym Street, Millthorpe	\$36,436
Footpath Renewals – Network renewals	\$73,924
Roads and Bridges Renewal – Sealing Village Streets	\$139,812
Roads and Bridges Renewal – Newbridge Road	\$212,032
<b>Total</b>	<b>\$470,544</b>

**Special Rate Variation Outcomes**

- Completion of 79m footpath in Blake Street, Millthorpe.
- Completion of 70m footpath in Binstead Street, Blayney.
- Initial sealing projects, Village Road, Selby Street and Bathurst/Pascoe Street.
- Rehabilitation and widening of 1.4km Newbridge Road (completion of work commenced 2018/19).

**Mining Category Special Rate Variation**

IPART approved a section 508(2) special variation in rate income of 40.7% for 2012/13. This has equated to an additional \$1,613,370 for the 2019/20 financial period. This special variation was applied exclusively to the Mining Rate category. The purpose was for funding roads, bridges, land acquisitions, community infrastructure works and community contributions.



The balance of the external cash restriction for Special Rate Variation – Mining, as at 30 June 2020, was \$145,169. These funds will be used in future year programs pursuant to the section 508(2) - Special Rate Variation Instrument of Approval.

During 2019/20 expenditure of these monies was as follows:

Expenditure	Amount
Road Maintenance	\$154,660
Asset Renewals – Roads	\$1,189,547
Other Community Infrastructure	\$306,272
Engineering/Design Works	\$85,660
Community Contributions Program	\$94,117
Transfer to / (from) Restricted Cash – SRV Mining	(\$216,886)
<b>Total</b>	<b>\$1,613,370</b>

**Special Rate Variation Outcomes**

- Rehabilitation and widening of 1.3km of Forest Reefs Road - \$438k
- Rehabilitation and widening at various locations on Burnt Yards Road - \$421k.
- Continued funding to community groups through the Community Financial Assistance Program – \$94k.
- A further \$306k expended towards ongoing maintenance and operations of community infrastructure.
- Heavy patching works on Panuara Road - \$162k.
- Maintenance of the road network leading to, and within the Cadia district - \$154,660.

**Productivity savings achieved during 2019/20 include:**

The Instruments of Approval for the above Special Rate Variations require Council to report productivity savings achieved during the reporting period. These are detailed as follows:

- Ongoing investigations of opportunities for integration of technology into Council work practices, including; engineering solutions, customer service solutions, online lodgement and payment of applications and open access information.
- Engagement of specialised plant, contractors and material supply procurement to increase production and reduce operating costs at Council quarries.
- Involvement with surrounding Councils in procurement of goods and services through joint tendering.
- Involvement in Central West Joint Organisation activities, to increase advocacy, source funding, and procurement of goods and services through joint tendering.
- Installation of LoRaWAN gateway, and investigations of remote sensors to provide real time data on council services to target appropriately timed responses.



- Undertaken pilot project for telematics on council plant and fleet, to provide real time data, increase production, reduce fuel demand and satisfy Chain of Responsibility requirements. Procurement underway to deliver across full Council plant and fleet in 2020/21.
- Installation of expanded solar project at Sewer Treatment Plant.
- Establishment of cloud based procurement platform to improve procurement effectiveness and compliance.
- Streamlining of condition assessment of sewer manholes using tablet for directly integrating field data capture with Asset system. This has helped assessments to be consistent and repeatable whilst reducing paper and duplication of tasks.
- Consolidation of planned bridge works in future years into one project to gain economies of scale and access.
- Introduction of unsupervised gym access to CentrePoint Sport and Leisure Centre.
- Continued integration of mapping solutions to enable community interaction from Council's website.
- Increased mapping and data collection of council assets to improve asset management practices.
- Senior Building Surveyor secondment to Orange City Council.
- Participation in NetWaste regional waste procurement of the following services:
  - Landfill Environmental Monitoring
  - Collection and processing of used mattresses;
  - Scrap steel collection;
  - Household chemical cleanout and removal;
  - Waste organics processing; and
  - Audit of Council Landfill Operations.

## **Local Government (General) Regulation 2005**

### **Details of written off Rates and Charges**

*Clause 132*

Rates and charges of \$164,917 were written off during 2019/20, in accordance with the provisions of the Local Government Act 1993. This compares to \$166,013 written off during 2018/19.

Rates and charges written off during 2019/20 are summarised as follows:

Pensioner Rate Rebates	\$164,917
Other	-
<b>Total</b>	<b>\$164,917</b>

### **Overseas Visits**

*Clause 217(1)(a)*

No Councillors, Council staff or representatives of Council participated in any overseas visits during 2019/20.



## Local Government Act 1993

### Performance of Principal Activities

*Section 428(1)*

Council's achievements in implementing the delivery program and effectiveness of principal activities for the 2020/21 reporting period are outlined. Please refer to Attachment A1.

### Council's Audited Financial Reports

*Section 428(4)(a)*

Please refer to Attachment A2.

### Special Variation to Rate Income

*Section 508(A) and Section 508(2) (SRV Guidelines 7.1)*

During 2020/21 Blayney Shire Council had two (2) Special Rate Variation in force and are summarised as follows:

#### Infrastructure Renewal Special Rate Variation

IPART approved a section 508(A) special variation in rate income of 4.89% for 2014/15 and 5.11% for 2015/16. This has equated to an additional \$482,778 for the 2020/21 financial period. This special variation was applied to all rate categories excluding the Mining Rate category. The purpose was for funding infrastructure renewal works to buildings, footpaths, roads and bridges.

During 2020/21 expenditure of these monies was as follows:

<b>Expenditure</b>	<b>Amount</b>
New Footpath – Plumb Street, Blayney	\$92,192
New Footpath – Crouch Street to Carcoar Street, Neville	\$31,555
Footpath Renewals – Network renewals	\$36,913
New Footpath – Charles Street, Blayney	\$21,950
Roads and Bridges Renewal – Carcoar Street, Blayney	\$300,168
<b>Total</b>	<b>\$482,778</b>

#### Special Rate Variation Outcomes

- Completion of 430m of footpath in Plumb Street, Blayney
- Completion of 160m of footpath in Crouch Street, Neville
- Completion of 105m of footpath in Charles Street, Blayney
- Rehabilitation of road pavement in drainage in Carcoar Street, Blayney



**Mining Category Special Rate Variation**

IPART approved a section 508(2) special variation in rate income of 40.7% for 2012/13. This has equated to an additional \$1,656,026 for the 2020/21 financial period. This special variation was applied exclusively to the Mining Rate category. The purpose was for funding roads, bridges, land acquisitions, community infrastructure works and community contributions.

The balance of the external cash restriction for Special Rate Variation – Mining, as at 30 June 2021, was \$569,510. These funds will be used in future year programs pursuant to the section 508(2) - Special Rate Variation Instrument of Approval.

During 2020/21 expenditure of these monies was as follows:

Expenditure	Amount
Road Maintenance	\$291,587
Asset Renewals – Roads	\$459,731
Other Community Infrastructure	\$315,154
Engineering/Design Works	\$88,145
Community Contributions Program	\$77,067
Transfer to / (from) Restricted Cash – SRV Mining	(\$424,342)
<b>Total</b>	<b>\$1,656,026</b>

**Special Rate Variation Outcomes**

- Rehabilitation on Four Mile Creek Road
- Continued funding to community groups through the Community Financial Assistance Program
- A further \$315k expended towards ongoing maintenance and operations of community infrastructure.

**Productivity savings achieved during 2020/21**

The Instruments of Approval for the above Special Rate Variations require Council to report productivity savings achieved during the reporting period. These are detailed as follows:

- Ongoing investigations of opportunities for integration of technology into Council work practices, including; engineering solutions, customer service solutions, online lodgement and payment of applications and open access information.
- Engagement of specialised plant, contractors and material supply procurement to increase production and reduce operating costs at Council quarries.
- Involvement with surrounding Councils in procurement of goods and services through joint tendering.
- Involvement in Central West Joint Organisation activities, to increase advocacy, source funding, and procurement of goods and services through joint tendering.
- Operational review of Centrepont Sports and Leisure Centre and implementation of management arrangement with YMCA.



- Progressing plans for use of LoRaWan technology for smart irrigation control. This technology was installed in partnership with DPIE for the farming community to collect farm data. This project offers Council the ability to also use the technology for other projects such as bridge load monitoring; parking sensors; monitoring of street litter bin levels; and people traffic counters for events and facilities.
- Use of drone technology to assist it in its business. Uses of this technology assists with assessments of the waste facility and quarries; site preparation / inspections / scoping; aerial imagery.
- A joint procurement initiative through Council's involvement with the BCO (Blayney Shire, Cabonne and Orange City Council) Alliance has enabled Council to access a bulk gas supply contract resulting in a reduction in gas charges of almost 30%.
- Increased Cyber Security monitoring and reporting following the recent Cyber Security Audit.
- Council is in receipt of Smart Hub funding to help automate sportsground lighting management at the King George, Napier and Redmond Ovals and Central West Equestrian Livestock Centre.
- Council is progressing the Crown Lands Plans of Management program for Crown Land classified as community land. Finalisation of these plans will ensure compliance with Council's obligations under the Crown Lands Act, help to preserve this land for its intended purpose and assist with streamlining arrangements with issuing of leases and licences for this land.
- Council finalised installation of Fleet telematics / monitoring to all light industrial and heavy fleet. This technology will assist to inform Council's fleet maintenance program.
- Construction of the Blayney Effluent Recycling Plant.
- When finalised it will deliver efficiencies through:
  - reduced licencing costs and environmental impacts;
  - enabling cost effective provision of treated effluent to the Napier and King George Ovals; and
  - availability of water for sale to 3<sup>rd</sup> parties for construction purposes.
  - Automation of sportsground lighting management at King George Oval; Redmond Oval and Central West Equestrian Livestock Centre.
- Undertaking of an efficiency review of Council operations with footpath construction through benchmarking against contractor performance with a program of works.



## Local Government Act 1993

### Performance of Principal Activities

*Section 428(1)*

Council’s achievements in implementing the delivery program and effectiveness of principal activities for the 2021/22 reporting period are outlined. Please refer to Attachment A1.

### Council’s Audited Financial Reports

*Section 428(4)(a)*

Please refer to Attachment A2.

### Special Variations to Rate Income

*Section 508(A) and Section 508(2) (SRV Guidelines 7.1)*

During 2021/22 Blayney Shire Council had two (2) Special Rate Variations in force and are summarised as follows:

#### Infrastructure Renewal Special Rate Variation

IPART approved a section 508(A) special variation in rate income of 4.89% for 2014/15 and 5.11% for 2015/16. This has equated to an additional \$492,434 for the 2021/22 financial period. This special variation was applied to all rate categories excluding the Mining Rate category. The purpose was for funding infrastructure renewal works to buildings, footpaths, roads and bridges.

During 2021/22 expenditure of these monies was as follows:

Expenditure	Amount
Roads and Bridges Renewal – Carcoar Street, Blayney	\$492,434
<b>Total</b>	<b>\$492,434</b>

#### Special Rate Variation Outcomes

- Rehabilitation of road pavement in drainage in Carcoar Street, Blayney

#### Mining Category Special Rate Variation

IPART approved a section 508(2) special variation in rate income of 40.7% for 2012/13. This has equated to an additional \$1,686,951 for the 2021/22 financial period. This special variation was applied exclusively to the Mining Rate category. The purpose was for funding roads, bridges, land acquisitions, community infrastructure works and community contributions.



During 2021/22 expenditure of these monies was as follows:

Expenditure	Amount
Road Maintenance	\$359,523
Asset Renewals – Roads	\$638,805
Other Community Infrastructure	\$324,294
Engineering/Design Works	\$90,701
Community Contributions Program	\$90,075
Transfer to / (from) Restricted Cash – SRV Mining	\$183,553
<b>Total</b>	<b>\$1,686,951</b>

The balance of the external cash restriction for Special Rate Variation – Mining, as at 30 June 2022, was \$753,063. These funds will be used in future year programs pursuant to the section 508(2) - Special Rate Variation Instrument of Approval.

**Special Rate Variation Outcomes**

- Reconstruction of Carbine Road
- Continued funding to community groups through the Community Financial Assistance Program
- A further \$324k expended towards ongoing maintenance and operations of community infrastructure.
- Resealing of Four Mile Creek and Forest Reefs Road.

**Productivity savings achieved during 2021/22**

The Instruments of Approval for the above Special Rate Variations require Council to report productivity savings achieved during the reporting period. These are detailed as follows:

- Installation of LED street lighting bulbs.
- System encompassing access control, lighting, power monitoring, recycled water usage and can be expanded to other activities such as bores and visitor counts.
- Council continues its work with progressing its Renewable Energy Action Plan (REAP).
- At CentrePoint Sport and Leisure Centre the following were implemented:
  - storm watering harvesting works;
  - roof renewal and including installation of 70kW solar panels.
- Roll out and expansion of the Smart Hub platform to integrate Building Management System encompassing access control, lighting, power monitoring and recycled water usage.
- Installation of a cloud-based Telephone System to replace its outdated system no longer supported for maintenance and enhancement. The new system will offer greater flexibility around:
  - business continuity in the event of a major disaster event; and
  - working remotely to enable answering Council’s main switch number remotely.



- Use of mobile app, Manic Time, for capturing time spent on projects for non-timesheet staff and to assist with assessment of time expended on activities, e.g. project design, to assist with more reliable attribution of costs and needs assessment.
- Organisation Review of Council has undertaken a program of streamlining of Planning and DA enquiries:
  - All applications (DA, CC, CDC, s68) now required to be lodged through the NSW planning portal (NSW Statewide mandate). A positive outcome is no more scanning paper documents for registration into records.
  - No more walk-in enquiries for professional staff (in particular planners). Similar to other professionals e.g. doctor, solicitor or financial planner, an appointment is needed. Appointments for professional staff can be predominantly booked between 1pm and 3pm each day.
  - Admin staff attend counter to initially screen the enquiry and answer or seek the customer to complete a pre planning enquiry form.
  - Any phone calls for planners between 8:30m and 12 noon, a message is now taken, with calls to be returned before 11am the next day (preferably COB the same day).
- Organisation Review identified gaps in Council’s available resources with the current and future service delivery expectations. To cope with the expansive capital works program and increased development activity throughout the Shire a number of new positions were identified as follows:
  - Projects Officer (from a temporary contract to permanent position);
  - Parks and Garden’s Works Operator; and
  - Additional administration support for Planning & Environmental Services.
- Update of Council website with improved classification, user friendly terminology and access to enhance user experience.

## Local Government (General) Regulation 2005

### Details of written off Rates and Charges

*Clause 132*

Rates and charges of \$153,002 were written off during 2021/22, in accordance with the provisions of the Local Government Act 1993. This compares to \$166,198 written off during 2020/21.

Rates and charges written off during 2021/22 are summarised as follows:

Pensioner Rate Rebates	\$149,183
Other	\$3,819
<b>Total</b>	<b>\$153,002</b>

- Increased utilisation and availability of plant by other departments in lieu of need for hire of such equipment.
- Increased availability of fleet and plant for maintenance by the Council's Mechanical Workshop. This limits disruption of productivity and requirement for overtime for mechanical staff in peak construction periods.

### **Council's Audited Financial Reports**

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*Local Government Act s.428(4)(a)*

Please refer to Attachment A2.

### **Issues raised by Anti-slavery Commissioner**

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*Local Government Act s.428(4)(c)*

A statement of the action taken by Council must be disclosed in relation to any issue by the Anti-slavery Commissioner during the year concerning the operations of Council and identified by the Commissioner as being a significant issue.

During 2022/23 Council did not receive notification of any issues.

### **Action taken against Modern Slavery**

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*Local Government Act s.428 (4)(d)*

Council is required to outline a statement of steps taken to ensure that goods and services procured by and for Council during the year were not the product of modern slavery within the meaning of the Modern Slavery Act (2018).

Council is committed to not engaging with suppliers that engage in modern slavery practices and during 2022/23 the following action was taken:

- Amendment of Council's Procurement Policy to demonstrate its commitment to the eradication of modern slavery.
- Amendment of Council's Purchase Order terms and conditions requiring suppliers to comply with the Modern Slavery Act. All Purchase Orders are issued with disclosure of this condition of supply included.
- Engagement of staff with procurement responsibility to raise awareness of obligations to not engage with suppliers that engage in modern slavery through their supply chains.
- Procurement through government contracts where Modern Slavery risk assessments have been undertaken across its panel contracts. This assists Council to undertake reasonable steps to ensure goods and services procured are not a product of modern slavery.
- Council committed to a joint project with Councils in the Central NSW Joint Organisation to undertake modern slavery risk assessments of all Council suppliers.

### **Special Variations to Rate Income**

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*Local Government Act s.508(A) and s.508(2) (SRV Guidelines 7.1)*

During 2022/23 Blayney Shire Council had the following Special Rate Variations in force and are summarised as follows:

#### **Infrastructure Renewal Special Rate Variation**

IPART approved a section 508(A) special variation in rate income of 4.89% for 2014/15 and 5.11% for 2015/16. This has equated to an additional \$504,745 for the 2022/23 financial period. This special variation was applied to all rate categories excluding the Mining Rate category. The purpose was for funding infrastructure renewal works to buildings, footpaths, roads and bridges.

During 2022/23 expenditure of these monies was as follows:

<b>Expenditure</b>	<b>Amount</b>
Heavy Patching Works – Long Swamp Road	\$415,189
Culvert Renewal Program	\$89,556
<b>Total</b>	<b>\$504,745</b>

### **Additional Special Rate Variation 2022/23**

IPART approved a section 508(2) additional special variation in rate income of 2.5% for 2022/23. This has equated to an additional \$168,000 for the 2022/23 financial period. This special variation was applied to all rate categories. The purpose was for Council's future financial sustainability and so that services are not adversely affected.

As part of this approval Council is required to report the following:

*Council's actual revenues, expenses and operating balance against the projected adjusted revenues, expenses and operating balance specified in its application.*

- Council's financial performance outlining actual revenue, expenditure and operating result against that outlined in Council's application, sourced from its 2021/22 to 2024/25 Delivery Program and Long-Term Financial Plan, can be found within Council's 2022/23 Audited Financial Statements in Appendix A2.

*Significant variances between Council's actual revenues, expenses and operating balance and the projected adjusted revenues, expenses and operating balance specified in its application, and the reasons for those differences are outlined below:*

- Note B5 Performance Against Budget, in Council's 2022/23 Audited Financial Statements in Appendix A2, provides an overview of significant variations between Council's actual revenues and expenses against that forecast including explanations for these results that have contributed to the operating result.

*Raising of additional income by this additional special variation.*

- Council raised no additional income by this additional special variation.

### **Environmental Upgrade Agreements**

*Local Government Act s.54P(1)*

During 2022/23 Council did not enter into any environmental upgrade agreements.