

EXECUTIVE SERVICES REPORTS

**SPECIAL RATE VARIATION - COMMUNITY ENGAGEMENT
AND PUBLIC EXHIBITION**

2311/E002

RESOLVED:

That Council

1. Endorse the updated 2024/25 – 2033/34 Long-Term Financial Plan (LTFP) as part of the Updated Resourcing Strategy, appended at *Attachment 2*, for public exhibition until 15 December 2023.
2. Endorse the commencement of community consultation on a potential application to the Independent Pricing and Regulatory Tribunal for a proposed permanent Special Rate Variation (SRV) of;
 - c) 10 per cent in 2024-25 (including the forecasted rate peg of 3.5 per cent), 10 per cent in 2025-26 (including the forecasted rate peg of 2.5 per cent) and 10 per cent in 2026-27 (including the forecasted rate peg of 2.5 per cent), representing a cumulative Special Variation of 33.1 per cent over three years, which is the Scenario 4 - Sustainability – Three-year SRV option in the updated Long Term Financial Plan.
3. Endorse the revised 2023-24 to 2026-27 Delivery Program and 2023-24 Operating Plan (DP/OP), appended at *Attachment 7*, for public exhibition until 15 December 2023.
4. Receive a further report regarding community consultation undertaken to determine any final application to be made to the Independent Pricing and Regulatory Tribunal for a Special Rate Variation.

(Reynolds/Somervaille)

CARRIED

03) SPECIAL RATE VARIATION - COMMUNITY ENGAGEMENT AND PUBLIC EXHIBITION

Department: Executive Services

Author: General Manager

CSP Link: 2. Build the Capacity and Capability of Local Governance and Finance

File No: RV.FC.2

Recommendation:

That Council

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2. Endorse the commencement of community consultation on a potential application to the Independent Pricing and Regulatory Tribunal for a proposed permanent Special Rate Variation (SRV) of;
 - a) 26.5 per cent in 2024-25 (including the forecasted rate peg of 3.5 per cent), representing a cumulative Special Variation of 26.5 per cent over one year, which is the Scenario 2 - Sustainability – One-year SRV option in the updated Long Term Financial Plan. **Or**
 - b) 14 per cent in 2024-25 (including the forecasted rate peg of 3.5 per cent) and 14 per cent in 2025-26 (including the forecasted rate peg of 2.5 per cent), representing a cumulative Special Variation of 30 per cent over two years, which is the Scenario 3 - Sustainability – Two-year SRV option in the updated Long Term Financial Plan. **Or**
 - c) 10 per cent in 2024-25 (including the forecasted rate peg of 3.5 per cent), 10 per cent in 2025-26 (including the forecasted rate peg of 2.5 per cent) and 10 per cent in 2026-27 (including the forecasted rate peg of 2.5 per cent), representing a cumulative Special Variation of 33.1 per cent over three years, which is the Scenario 4 - Sustainability – Three-year SRV option in the updated Long Term Financial Plan.
3. Endorse the revised 2023-24 to 2026-27 Delivery Program and 2023-24 Operating Plan (DP/OP), appended at *Attachment 7*, for public exhibition until 15 December 2023.
4. Receive a further report regarding community consultation undertaken to determine any final application to be made to the Independent Pricing and Regulatory Tribunal for a Special Rate Variation.

Reason for Report:

To obtain Council endorsement to enable community consultation to commence regarding a potential application to the Independent Pricing and Regulatory Tribunal for a proposed permanent Special Rate Variation (SRV).

Report:

Background

Council's 2021/22 Operational Plan adopted on 28 June 2021, included multiple forecast deficits in both the Delivery Program and 10-year Long Term Financial Plan (LTFP).

Consequently, in late 2021, the Blayney Cabonne & Orange Alliance (BCO) sought to undertake a joint initiative to seek expertise to undertake a financial sustainability review of all member councils.

Sourcing specialists with proven experience for this exercise proved difficult resulting in Blayney Shire Council going alone in May 2022.

Council undertook a quotation process in June 2022 and proceeded to engage LG Solutions to undertake an independent strategic financial review of Council's financial position and sustainability. Council received the Financial Sustainability Review in September 2022.

This review was high level and identified 45 actions for Council to investigate. A Working Group was then formed comprising; 3 Councillors, Senior Management Executive and Chief Financial Officer to review and broaden recommendations where required and develop an action plan.

Council was able to action 25 recommendations from the LG Solutions Strategic Financial Review. However, ultimately as part of the 2023/24 - 2026/27 Delivery Program and 2023/24 Operational Plan preparation over March to May 2023, it became clear Council could not readily address the repeated projected deficits within the LTFP.

Council identified the ongoing challenge of costs growing faster than revenue and that Council would have to review and significantly reduce service levels to continue to be financially sustainable or seek measures to increase funding, including by way of a SRV.

When adopting its 2023/24 to 2026/27 Delivery Program and 2023/24 Operational Plan on 27 June 2023, having regard to the projected deficits, Council specifically resolved (resolution number 2306/E005);

"2. Note that the 2023/24 Operational Plan forecasts a Net Operating Result before Capital Items of (\$1.08m) deficit (\$1.27m deficit for General Fund and \$194k surplus for Sewer Fund) and continued deficits thereafter throughout Council's Delivery Plan and Long-Term Financial Plan.

- 8. Endorse commencement of the Special Variation application process, noting;**
 - a. Council in 2022 undertook a Strategic Financial Review (completed by LG Solutions) to review Council's long term financial sustainability and must now consider a Special Variation application.*
 - b. Council must ensure it has sufficient revenue to:*

- *Improve financial sustainability by eliminating the General Fund operating deficits;*
 - *Deliver the services adopted within its Integrated Planning and Reporting documents;*
 - *Provide sufficient funding to meet asset renewal funding requirements and appropriately manage the infrastructure backlog;*
 - *Meet compliance obligations under the Local Government Act 1993 (NSW) and other forms of legislation;*
 - *Address continual financial implications mandated and/or cost shifting from the NSW Government;*
 - *Address Council's unsustainable reliance on mining rate income (current and future) and develop strategies to reduce this reliance.*
- c. *Council will engage a specialist local government finance consultant to review and prepare all necessary documentation required for the potential Special Variation application.*
- d. *Progression of the Special Variation application will be subject to further Council approval and a future community engagement process as per the requirements of the Office of Local Government and the Independent Pricing and Regulatory Tribunal (IPART) with a view to making application for the 2024/25 financial year. “*

Council proceeded to engage Morrison Low, a multidisciplinary management consultancy, who specialise in providing financial modelling to local government across Australia. Morrison Low (ML) are considered specialists in assisting NSW Councils in making application to the NSW Independent Pricing and Regulatory Tribunal (IPART).

ML have undertaken an independent financial assessment of Blayney Shire Council's 10-year LTFP seeking to identify financial improvements and minimise any SRV that might be required.

They reviewed and updated Council's 10-year LTFP (*Attachment 2*) using best practice modelling with a particular focus on forecasting required asset maintenance figures to ensure Council can afford to maintain its current asset base in a satisfactory condition into the future.

ML have also prepared a Background Paper (*Attachment 1*), an Organisational Sustainability Improvement Plan (*Attachment 5*) and a Capacity to Pay report (*Attachment 3*).

Following the ML review and modelling, the Background Paper states;
“In its 2023-24 to 2026-27 Delivery Program and 2023-24 Operational Plan, Council identified its ongoing challenge of costs growing faster than revenue. In response, Council has recently completed a further financial sustainability review to identify opportunities to address this issue.

The revenue increases and cost savings identified in the review will not fully address growing deficits in the long term financial plan. Council must determine whether to review and reduce service levels to continue to be financially sustainable or seek an increase in funding, including by way of a Special Variation.

Unfortunately, it is not possible for Council to ‘do nothing’. A range of difficult decisions are needed to address the financial outlook for Council’s General Fund. This is critically important because the General Fund provides for all Council services apart from sewerage and domestic waste, and the funding available supports the maintenance of critical assets such as roads, bridges, pathways, kerbs, stormwater drains, parks and gardens and public buildings.”

Accordingly, as part of this process, Council is required to slightly update the Financial Sustainability Update section (from p.8) in its current 2023/24-2026/27 Delivery Program (DP) to reflect the recent progress since adoption on 27 June 2023. No other changes have been made, however the DP/OP is required to be re exhibited.

Note: whilst Council is exhibiting an updated LTFP including proposed SRV, the current DP cannot be altered for 2024/25 onwards because it is not known at this stage whether Council will proceed with the SRV application.

Additionally, following community engagement of the SRV, if Council resolves to proceed to make application to IPART for an SRV (which would commence on 1 July 2024), Council will be required to prepare two (2) separate Delivery Programs and Operational Plans for exhibition in May 2024 (with and without SRV) because Council will not be informed by IPART of any SRV outcome until May 2024 (after the exhibition period of the DP/OP).

Following the ML review and modelling, an updated LTFP (2024/25 to 2033/34) has been developed and included as part of a revised Resourcing Strategy that outlines sustainability options to Council (*Attachment 2*).

It should be noted that the General Fund figures in the LTFP exclude the Domestic Waste Management Unit (DWM), as nett income cannot subsidise other operations within General Fund, however these are included in the Consolidated figures. For transparency and reference, the DWM reports for each scenario, encompassing the Income Statement, Balance Sheet and Cashflow, are appended to this report (*Attachment 4*).

Both the updated DP/OP and LTFP have been prepared in accordance with the *Integrated Planning and Reporting Guidelines* issued by the Office of Local Government and prescribed under the Act.

Council regularly reviews its operations, and actively identifies and implements initiatives to ensure that it is containing costs and finds efficiency gains, so that it can provide value for money to the community.

ML has confirmed that Council has already found a total \$690,000 per year in financial benefits, one off benefit of \$1 million, some \$4 million in cashflow grant funded asset renewal projects not requiring Council funds, in addition to extensive additional efficiency and productivity gains and improvements in operational sustainability. These benefits are already built into Council's base case in its LTFFP.

As part of the Organisation Sustainability Improvement Plan, Council has first sought to identify further savings and cost containment opportunities. As a result, Council identified, costed and prioritised 26 improvements, which it will be implementing over the next three to four financial years.

There are an additional 12 improvement opportunities identified that need to be further assessed and costed before implementing, which are not included in the draft LTFFP.

The Organisational Sustainability Review and Improvement Plan (*Attachment 5*) lists all past and present productivity and cost containment initiatives that Council has implemented. Additionally, it lists a number of future productivity and cost containment initiatives that will be required to be reviewed and considered.

Even with these initiatives, to ensure its ongoing financial sustainability, Council has needed to consider its options for increased revenue to cover growing costs and is requiring consideration of a Special Rate Variation.

The LTFFP includes four (4) financial modelling scenarios. In addition to a base case scenario, the LTFFP models three (3) sustainability scenarios, which outline three (3) SRV options to address Council's ongoing financial sustainability. The three (3) SRV options were designed to ensure Council can successfully:

- Generate an operating surplus, before capital income,
- Fully fund all required asset renewals and maintenance,
- Return to and maintain a positive unrestricted cash position, and
- Deliver all improvement program initiatives.

The SRV options in the three (3) sustainability scenarios are largely similar; the key difference is the number of years required to implement the full extent of the additional rates income required for financial sustainability.

Table 1, below, summarises the four (4) scenarios, Figure 1 shows the 4 scenarios:

Table 1: Special Variation options considered by Council				
SRV Options	2024-25	2025-26	2026-27	Comparison over 3 years
1. Base Case	3.5%	2.5%	2.5%	8.7%
2. Sustainability – One-year SRV	26.5%	2.5%	2.5%	32.9%
3. Sustainability – Two-year SRV	14.0%	14.0%	2.5%	33.2%
4. Sustainability – Three-year SRV	10.0%	10.0%	10.0%	33.1%

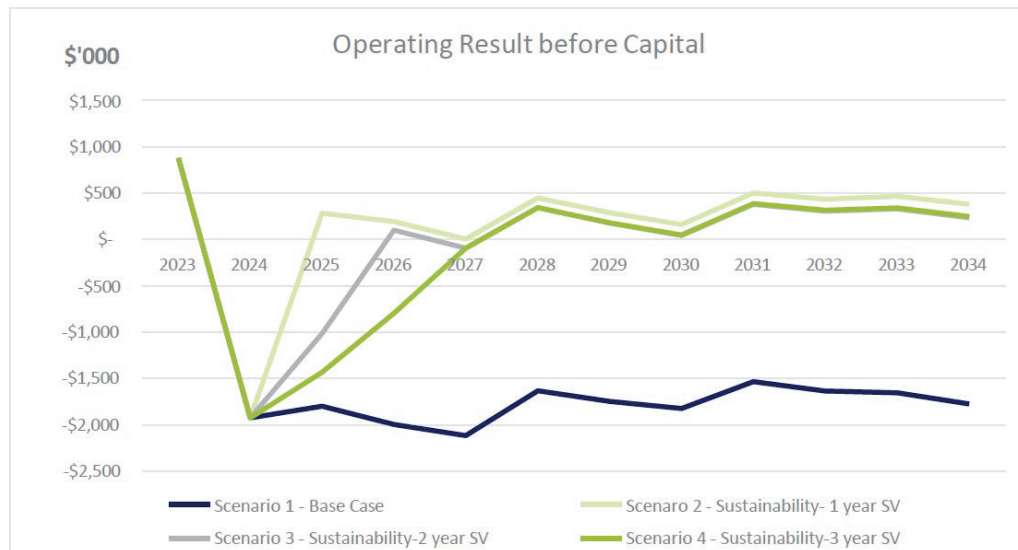


Figure 1 – 4 potential scenarios modelled

All 3 SRV scenarios balance Council's need to be financially sustainable, with all 3 trending in this proximity from 2027 onwards.


Council under each scenario would move from a forecast deficient of -\$1.43m in 2025, to a small surplus in 2028 and continued small surpluses to 2034.


Whichever scenario is chosen, Council would apply to the Independent Pricing and Regulatory Tribunal (IPART) for a permanent cumulative rate increase of approximately 33 per cent. If secured, this SRV would assist Council in maintaining surpluses, meeting operating expenditure, and ensuring sufficient investment in infrastructure.


Table 2 provides an indication of the annual rates increase likely to be experienced by ratepayers in each category paying average rates.


Table 2 is based on scenario 4, which provides for the most gradual phase in of the SRV.

Table 2: Scenario 4 – 3 year SRV

Residential Rates	Year	Average Rate	Annual Average Increase	Per Week Increase
	Current	\$757		
	2024-25	\$833	\$76	\$1.46
	2025-26	\$916	\$83	\$1.60
	2026-27	\$1,008	\$92	\$1.77

Farming Rates	Year	Average Rate	Annual Average Increase	Per Week Increase
	Current	\$3,323		
	2024-25	\$3,655	\$332	\$6.38
	2025-26	\$4,021	\$366	\$7.04
	2026-27	\$4,423	\$402	\$7.73

Business Rates	Year	Average Rate	Annual Average Increase	Per Week Increase
	Current	\$1,285		
	2024-25	\$1,414	\$129	\$2.48
	2025-26	\$1,555	\$141	\$2.71
	2026-27	\$1,711	\$156	\$3.00

Mining Rates	Year	Rate Charge	Annual Increase
<i>Cadia Valley Operations</i>	Current	\$4.87 million	
	2024-25	\$5.36 million	\$487,295
	2025-26	\$5.9 million	\$536,024
	2026-27	\$6.49 million	\$589,626



Additional and more detailed information on the proposed SRV is contained in the following documents attached to this report:

- Special Rate Variation Background Paper,
- Capacity to Pay Report appended to the LTFFP.

Community Engagement:

In making an application for an SRV Council must demonstrate that it has effectively informed and consulted the community on the possibility of an SRV, including impact of both the proposed SRV as well as not applying for an SRV. Accordingly, a Community Engagement Plan has been developed to form the basis for this community consultation process (refer *Attachment 6*).

The Community Engagement Plan outlines the various consultation tools that will be used to inform and consult the community about the proposed SRV. Consistent with Council’s Community Engagement Strategy, it is proposed that a suite of print and face-to-face consultation mechanisms be used to support the delivery of the community consultation.

The community consultation will commence Friday, 10 November 2023 and conclude Friday, 15 December 2023 (35 days). Following conclusion of that process, a report on the community engagement based on feedback received during that process will be prepared and submitted to Council for consideration at an Ordinary Meeting scheduled for 23 January 2023. This report is independently considered, checked and verified by IPART.

Should Council proceed in making application to IPART for an SRV, IPART will seek its own community feedback separate from Council’s processes and invite submissions from members of the public. This process is typically undertaken in the subsequent February/March.

The community engagement process will use a variety of techniques and media and provide comprehensive information so that by the end of the consultation period, the community have been informed and provided opportunity able to express their views about the financial sustainability decisions facing Council.

This Community Engagement Plan is supported by the following detailed action plan, including engagement activities, and will produce a summary report of the engagement outcomes for Council’s consideration.

The proposed list of drop-in sessions are identified in the following table.

Location	Venue	Date	Time
Millthorpe	Golden Memories Museum	Thursday, 16 November	9am to 11am 4pm to 7pm
Blayney	Blayney Shire Community Centre	Monday, 20 November	3pm to 6pm
Newbridge	Brian Bennett Pavilion	Wednesday, 22 November	4pm to 7pm
Lyndhurst	Lyndhurst Hall	Thursday, 23 November	4pm to 7pm
Blayney	Blayney Shire Community Centre	Monday, 27 November	9am to 11am 4pm to 7pm
Neville	Neville Hall	Wednesday, 29 November	4pm to 7pm
Mandurama	Mandurama Hall	Thursday, 30 November	4pm to 7pm
Carcoar	Carcoar School of Arts	Friday, 1 December	4pm to 7pm

Timeline

The timeline for the SRV process is identified in the following table.

Timeframes	Responsibility	Community Engagement Activity
10 November 2023 to 15 December 2023	Council	35 days community engagement activity: <ul style="list-style-type: none"> • Community Drop-In Sessions. • Media Release. • Social Media. • Council Website / options / analysis / reports / FAQs. • Letter sent to all landowners. • Online Submissions open. • Awareness through media.
23 January 2024	Council	Receive report on community feedback and recommendation on the preferred SRV option. Adopt the LTFP with the preferred SRV Option.
February 2024 – April 2024	IPART	IPART independently conducted community engagement activity
April / May 2024	Council	Draft 2024-25 OP and Draft 2024-25 to 2027-28 DP including Revenue Policy on public exhibition (28 days).
May / June 2024	Council	Community Engagement Activity – DP/OP and Revenue Policy
May 2024	IPART	IPART Final report on SRV Assessment
June 2024	Council	Endorse final; 2024-25 OP including Revenue Policy and 2024-25 to 2027-28 DP

Risk/Policy/Legislation Considerations:

Section 403 of the Local Government Act 1993 (the Act) requires Council to have a long-term strategy (called its resourcing strategy) for the provision of the resources required to perform its functions (including implementing the strategies set out in the community strategic plan).

The Office of Local Government provides guidelines for the preparation of an application for a special variation to general income which includes the criteria that IPART will assess in considering a council's SRV application.

IPART sets the rate peg and approves rate increases above the rate peg.

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.*

It must be highlighted that the updated LTFP is based on a number of assumptions of which Council has no control. There are a number of other factors outside Councils control that could directly impact (positively and negatively) Council over the LTFP. Some of these factors are outlined below.

Financial Assistance Grants

In 2022/23 Council was paid in advance by 95% (\$3.46m) of the 2023/24 Financial Assistance Grant (FAG) allocation, an increase from the 75% advanced in the prior year. This is an operational grant which significantly distorted Council's 2023 operating result.

Council's net operating result for 2022/23 before capital grants and contributions was \$1.2m. If the FAG advance payment was removed, the net operating result would have been \$59k.

There is also a risk that at some point in time the Federal Government will cease advance payment of the FAG grant, potentially leaving a \$3.6m shortfall for Council in the year in which the advance payment is ceased.

Cost Shifting

Council has been significantly impacted by repeated mandated financial implications and/or cost shifting from the NSW Government. Two examples of this are;

- Rural Fire Service Assets:
 - Fleet - Council currently has assets;
 - Blayney (and shared) with a replacement value of \$7.9m

- Current written down value of \$1.1m
- Estimated depreciation in 2023/24 of \$212k
- Noting this figure is quickly declining (there are only 5 vehicles are less than 10 years old). If all vehicles are replaced simultaneously and/or in short succession depreciation would escalate to approximately \$700k p.a. in the LTFP.

Buildings - Council currently has assets with;

- Replacement value of \$2.8m
 - Current written down value of \$2.2m
 - Estimated depreciation in 2023/24 of \$53k
- Emergency Services Levy (ESL)

The ESL is a cost imposed on councils and the insurance industry to fund the emergency services budget in NSW. The majority is paid as part of insurance premiums, with a further 11.7 per cent picked up by councils and 14.6% by the State Government itself.

Council's Emergency Services Levy contribution for 2023/24 is \$484k (an increase of 36%) and goes towards the cost of; RFS, SES and NSW Fire & Rescue.

The 2023/24 contribution increase is compounded with the NSW Government advising in May 2023 it will no longer provide a subsidy for the Emergency Services Levy. Removal of the subsidy had an instant negative impact of \$128k to Council's 2023/24 OP.

Councils continue to be significantly impacted by mandated financial implications and/or cost shifting from the NSW Government. Noting in March 2023 a new Government was elected in NSW, in the lead up to the election it had indicated to Local Government that if elected, it would amend the Rural Fires Act to clarify that Local Government does not have to account for RFS assets. There has been no progress on this matter to date.

There has been a significant amount of work being undertaken on how to better fund emergency services within NSW. Again, there has been limited progress in this policy space though.

Mining Rate Income

Referring to Council's operating income, approximately 50% of rating income comes from the mining rate category in 2023/24. This figure is forecast to rise to approximately 60% in the LTFP if the McPhillamys Gold Project (following issue of planning consent in 2023) proceeds to development.

The following risks are identified in relation to Council's mining rate category;

- A significantly high proportion of rating income being generated from 1 rating category (being 3 ratepayers) in the LTFP.

- It is unknown (also outside the control of Council) when the mining lease for McPhillamys Gold Project will be issued which allows a mining rate to be levied.
- The Cadia mine currently only has operational approval to 2031 which now falls within the current 10-year LTFP.
Note: Council understands Cadia are in the process of preparing a new application to the NSW Department of Planning & Environment for the continuation of operations.

At the June 2023 Council meeting, Council identified;

- *“Council’s risk is heightened as an assumption has been made for issue of the mining lease for McPhillamys in quarter 4 of 2023/24 (however this is outside of Council’s control), and*
- *Council must seek to develop and implement strategies that diversifies its rating income distribution, which will in turn minimise reliance and risk exposure relating to the mining rate category over the 10-year LTFP”.*

Upon discussion with IPART, their direction was clear regarding any potential SRV application in which Council sought to reduce reliance from the Mining Rate category;

- If Council is aware of a potential rate income source (McPhillamys Gold Project), it must include a forecast of that rate income in the LTFP.

IPART would likely not approve any SRV application that assumed no mining rate income from McPhillamys mine, because;

- That would mean the SRV amount would be higher (as no revenue assumption has been included in LTFP) than Council potentially required.
- There is no ability for IPART to reduce an approved SRV if the McPhillamys mine does proceed.

The risk outlined by IPART is that, if no forecast revenue is included for McPhillamys and a high SRV amount is approved, then McPhillamys is issued a mining lease, Council receives an uplift in rate income. Council could then still levy the approved SRV in the future, while generating additional mine rates, with no input, control or restriction from IPART.

- In relation to the Cadia Gold Mine, until Council has greater certainty (e.g: if a future application for continuing operations is not approved) Council cannot seek to diversify its rating distribution by slowly increasing the Residential, Farmland and Business rating categories’ yields over time.

IPART were very clear in discussions with Council and ML that it must go with best known assumptions now and not forward plan for more than the 10-year LTFP.

In relation to the Mining category, if the McPhillamys mine has not commenced and/or there is a change to mining rate income from Cadia, Council will need to likely consider making a further SRV application in the near future (potentially within 3 years).

Grant Funding

Over the past 6 years, Council has been very proactive in obtaining many state and federal grants. In particular, over the past 4 years Council has benefited significantly from a NSW Government Grant Program called 'Resources for Regions', amounting to approximately \$21.4m.

Resources for Regions returned a very small (approx. 2%) of mining royalties collected by the NSW Government, and directly allocated those monies to 26 councils directly impacted by mining operations.

Disappointingly, in September 2023 the NSW Government ceased the Resources for Regions Grant funding program. This decision has directly removed an anticipated \$4m in annual grant funding from Blayney Shire Council.

It is noted that grant funding must be used for the specific purpose, as outlined in the grant guidelines and funding deeds, and is generally required to be expended for a capital purpose therefore prevented from being used for operational purposes.

Obtaining further grant funding is not a solution to creating a positive operating result in Council's General Fund. However, Council will seek to continue to identify grant opportunities for renewal projects in lieu of Council's own cash. The ML Organisational Sustainability Improvement Plan confirms this approach has benefited Council by approximately \$4 million dollars in 2022/23, freeing up cashflow proposed from General Fund.

Budget Implications:

A significant amount of work has been undertaken by ML, Council staff and Councillors in order to review and address Council's financial sustainability.

There is a budget allocation in the 2023/24 Operational Plan for specialist financial consulting.

Councillor and staff time will incur no additional expenditure allocated (general duties).

Consideration of the subsequent lodgment of an SRV application to IPART would be the subject of a further report to Council following the community engagement process.

Enclosures (following report)

Nil

Attachments (separate document)

1	Special Variation Background Paper	12 Pages
2	Long Term Financial Plan 2023-2033 (Draft - Revised)	60 Pages
3	Capacity to Pay Report	39 Pages
4	Domestic Waste Management Financial Statements	12 Pages
5	Organisational Sustainability Review and Improvement Plan	17 Pages
6	Community Engagement Plan	16 Pages
7	2023-24 to 2026-27 Delivery Program and 2023-24 Operating Plan (Draft - Revised)	89 Pages



**Proposed Special Variation –
Background Paper**
Blayney Shire Council



Blayney Shire Council Proposed Special Variation to Council Rates

Introduction

Morrison Low Consultants has been engaged by Blayney Shire Council ('Council') undertake an independent review of Councils financial position given the estimated operating deficits detailed in the current Long Term Financial Plan. The objective is to identify strategies to assist Council achieving a long term financial sustainable position. In doing so clarify the need for, and develop, a Special Variation (SV) application.

The Local Government Act requires councils to apply sound financial management principles of being responsible and sustainable in aligning income, expenses and infrastructure investment, with effective financial and asset performance management. The objectives are to:

- achieve a fully funded operating position
- maintain sufficient cash to fund ongoing operational and capital requirements
- maintain its asset base 'fit for purpose'
- have an appropriately funded capital program.

These objectives are the foundation for sound financial management and a financially sustainable council that has the financial capacity to deliver the services to its community over the long term.

Current situation

In its 2023-24 to 2026-27 Delivery Program and 2023-24 Operating Plan, Council identified its ongoing challenge of costs growing faster than revenue. In response, Council has recently completed a further financial sustainability review to identify opportunities to address this issue.

The revenue increases and cost savings identified in the review will not fully address growing deficits in the long-term financial plan. Council must determine whether to review and reduce service levels to continue to be financially sustainable or seek an increase in funding, including by way of a Special Variation.

Unfortunately, it is not possible for Council to 'do nothing'. A range of difficult decisions are needed to address the financial outlook for Council's General Fund. This is critically important because the General Fund provides for all Council services apart from sewerage and domestic waste, and the funding available supports the maintenance of critical assets such as roads, bridges, pathways, kerbs, stormwater drains, parks and gardens and public buildings.

To ensure its ongoing financial sustainability, Council has considered its options for increased revenue to cover growing costs and is proposing a Special Variation to its rates. Council is consulting the community of Blayney Shire on this proposal before any final decision is made.

What has Council done and is going to do to control costs?

Council regularly reviews its operations, and actively identifies and implements initiatives to ensure that it is containing costs and finds efficiency gains, so that it can provide value for money to the community. Council has already found a total \$690,000 per year in financial benefits to Council, one off benefit of \$1 million, a cashflow benefit of some \$4 million in grant funds for asset renewal projects previously allocated in the Long Term Financial Plan to be funded from General Fund revenue, in addition to additional efficiency and productivity gains and improvements in operational sustainability.



Some of the biggest operational cost savings made by Council have been from the introduction of LED street and facility lighting, which has significantly reduced Council's electricity expenditure by \$60,000 per year, as well as reducing the number of public litter bins and standardising the type, which has reduced yearly recovery costs by \$30,000. Further \$100,000 benefits from using material from Council's quarries rather than external purchasing. These benefits are already built into Council's base case in its Long-Term Financial Plan.

In addition to the direct financial benefit of these implemented initiatives, many have unlocked efficiency gains that has allowed Council to reinvest resources into the ongoing delivery of Council's services, assets and functions. This has allowed Council to continue to deliver services even as increasing costs have grown faster than revenue.

Before considering a Special Variation, following the initial external review referred to above, Council sought to identify further savings and cost containment opportunities. As a result, Council's senior management team identified, costed and prioritised 26 present improvements, which Council will be implementing over the next three to four financial years (with some having a slightly longer implementation timeframe). These initiatives will provide further annual net benefits of \$203,000. These include the review of CentrePoint management model, solar and battery storage at current sites, plant utilisation and disposal. These improvements have been included in the draft LTFP. These improvements have been included in the draft LTFP. There are an additional 13 improvement opportunities, including a possible energy renewal project (solar farm/battery facility), identified that need to be further assessed and costed before implementing, which are not included in the draft LTFP.

Further details on these improvement initiatives and organisational sustainability requirements can be found in the Council's Organisational Sustainability Review and Improvement Plan report (October 2023).

Council has also undertaken a review of its Asset Management Strategy and is currently updating its Asset Management Plans. This review also included an asset management improvement plan, which outlines actions Council can take to improve its current asset management data, systems and practices.

Mining revenue impacts

In 2023-24, Council will receive \$4.9 million in rate revenue from the existing Cadia mining operation, owned and operated by Newcrest (the Cadia mine). In addition, a new mining lease is currently being considered for the McPhillamy's Gold Project for which Regis Resources has recently obtained planning approval (the Regis mine).

While mining operations in our local government area do impose costs on community infrastructure and some environmental challenges, as outlined in the Community Strategic Plan, they also support the local economy and the rates paid by these operations support the services and infrastructure Council provides in the community.

There is always some uncertainty around the longevity and future of these mining operations. Council has made what it considers reasonable assumptions in its long-term financial planning for the rate revenue it should expect from these mines, which is based on the Cadia mine continuing at its current level and the Regis mine receiving a final investment decision and commencing operations from mid-way through the 2024-25 financial year.

The proposed special variation only seeks to fund what is required to maintain Council's financial sustainability after the revenue from these two mining operations is factored in. That means that if either the Cadia mine reduces or close its operations or the Regis mine does not receive final investment approval or is substantially delayed, Council may need to have future discussions with the community about a further Special Variation or service reductions in the future.



The proposed Special Variation

What is a Special Variation?

New South Wales has a rate capping regime in place. Each year, the Independent Pricing and Regulatory Tribunal (IPART) sets a “rate peg”, which is the maximum percentage increase in total general rates that councils are allowed to implement. If a council needs to increase rates by more than the rate peg, it must apply to IPART for a Special Variation (SV) to its rates.

Almost all NSW councils will be faced with having to apply for a Special Variation at some point. There are two types of SVs:

- A temporary SV for a fixed amount over a fixed period of time.
- A permanent SV for a fixed amount that remains in the rate base.

When a temporary SV expires, rates return to the original level at the conclusion of the approval period.

Temporary SVs are usually approved to fund specific one-off projects, such as significant infrastructure projects. As Blayney Shire Council is looking to deliver current service levels, uplift the ongoing renewal of assets to ensure they remain fit for purpose over time and address some critical asset backlog issues to ensure that it sustainable for a growing population, a permanent SV is required. Permanent SVs can be implemented over up to seven years.

What SV is proposed for Blayney Shire Council?

To achieve financial sustainability and maintain fit for purpose infrastructure, based on current projections and assumptions, Council requires a permanent cumulative rate increase of 33.1% over three years from 1 July 2024. This includes the expected rate peg increases that Council would have otherwise increased rates by.

Table 1 Proposed Special Variation rate increase

	2024-25	2025-26	20256-27	Cumulative
Forecasted rate peg	3.5%	2.5%	2.5%	
Permanent increase above the rate peg	6.5%	7.5%	7.5%	
Total increase	10.0%	10.0%	10.0%	33.1%

IPART determines the annual rate peg that councils receive each year, based on the increase in cost of a selection of goods and services that NSW councils purchase. This calculation looks back over the past year of cost increases and applies the rate peg to the next financial year. The 2024-25 rate peg will be based on cost increases experienced in 2022-23.

IPART has recently undertaken a review of its rate peg calculation methodology and has recently submitted a final report to the Minister for consideration. If the Minister adopts IPART’s recommendations, this may help to alleviate some of the issues, but is not expected to fully address the time difference between the year the rate peg is applied, and the reference timeframe used for calculation of the rate peg. As the Minister is yet to decide on whether to change the rate peg methodology, the rate peg assumptions here are based on the current methodology.



If Council does obtain approval for an SV, that is if Council was approved to increase rates by 10% each year over three years (cumulative of 33.1%), the maximum percentage that Council would be able to increase its rates by would be the amount approved in the SV, regardless of what rate peg was set by IPART in that year. For example, if IPART announced a rate peg of 5% instead of the forecast 2.5%, Council would still only be able to increase its rates by the approved 10% in that year.

The rate peg increases for 2024-25 and 2025-26 have been forecast at 3.5%, and 2.5% respectively. Further details on these assumptions are outlined in Council’s updated Long Term Financial Plan.

What do these proposed changes mean for ratepayers?

The impact on an individual’s rates will be different depending on the unimproved land value of their property. The following table provides an indication of the annual rates increase likely to be experienced by the average land value for each rating category. The increases include the forecast rate peg.

For the average residential ratepayer, the proposed rates increase is the equivalent of **\$4.16 per week**.

Table 2 Average annual rates

Rating Category	2023-24	2024-25	2025-26	2026-27
Residential	\$757.35	\$833.09	\$916.39	\$1,008.03
Business	\$1,285.43	\$1,413.97	\$1,555.37	\$1,710.91
Farming	\$3,323.05	\$4,020.89	\$4,422.98	\$4,422.98

How do my rates compare to other councils?

The Office of Local Government groups councils with other similar councils for comparison. Blayney Shire Council is in Group 10 with 22 other large rural councils. This group of councils represents a diverse cross section of geographies and communities across New South Wales, including Wentworth, Kyogle, Forbes and Dungog.

Councils that have some mining within the OLG potentially have more comparable rating structures to Blayney than those that don’t have mines. As a result, Council has identified other similar-sized inland council with mining revenue within the group to compares its rates to. These comparison councils are Cobar, Lachlan, Liverpool Plains, Narromine and Upper Lachlan. While not in the same OLG group, Council also compares itself Cabonne as an adjacent council with a similar mining and farming profile. We have also provided comparison to the average of all the councils in Group 10 for each rating category.

This comparison uses the most recent reported data from the Office of Local Government, which is from 2021-22 and projects rate increase out to the end of the proposed SV (2026-27) in line with the forecast rate peg. Where Councils have been approved for a Special Variation in prior years, these are reflected in the average rates provided (the average rates being taken from the IPART determination for each approved council).

It is expected that other councils, like Blayney, will be considering applying for an SV from 1 July 2024. As these increases are not yet approved, they are not included in the comparison data or the group averages but are worth noting as they may affect Council’s relative position in terms of average rates within the group.



Blayney’s current average residential rates are close to the group average, with the application of the proposed SV, the average residential rates rise above average but remain significantly lower than Cobar and slightly lower than Liverpool Plans that has recently implemented a permanent SV of 18.1% in 2023-24.

Figure 1 2026-27 projected average residential rates



Council has undertaken detailed capacity to pay analysis which includes analysis of the average rates on the different socio-economic groups within the Blayney LGA. The detailed Capacity to Pay report is included in Council’s draft LTFP.

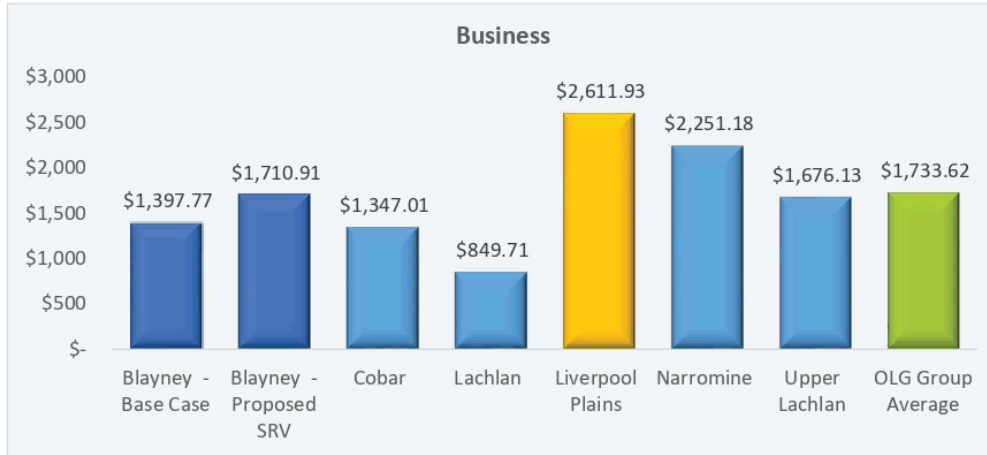
It is apparent, from our analysis, that the LGA has reasonably significant levels of disadvantage, mixed with some pockets of significant advantage. This inequity is highlighted by the grouping and locality level Socio-Economic Indexes for Areas (SIEFA) rankings, which vary quite substantially.

Overall, the LGA is in the 36th percentile for Index of Relative Socio-economic Disadvantage (IRSD) and 37th for Index of Relative Socio-economic Advantage and Disadvantage (IRSAD). This is notably comparable with the Regional NSW averages of 36th and 32nd, and Central West Region averages of 38th and 35th. Council acknowledges the levels of disadvantage within the community, and reviewed and updated its Pensioner and Hardship Assistance Policy in late 2022. Any ratepayer who incurs a rate increase resulting from the implementation of a special rates variation can apply to Council for Hardship Assistance, if the rate increase causes them substantial hardship.

Council’s business rates are proposed to increase just below the OLG average and will remain lower than most of its comparator councils.



Figure 2 2026-27 projected average business rates



Comparison of average rates for farming and mining rating categories are less useful, as the nature of farming and mining can vary markedly between Local Government Areas.

Figure 3 2025 -26 projected average farming rates



As Council currently only has one significant mine and one small mine within the local government area, looking at average mining rates is not particularly useful.



The table below show the impact of the proposed rate rise of these two mining operations.

Table 3 Impact of proposed special variation on mining rates

Rate sub-category	Scenario	2023-24	2024-25	2025-26	2026-27
Ordinary Mining Rate (1 assessment)	Base Case	\$18,542.01	\$19,190.98	\$19,670.75	\$20,162.52
	Proposed SV	\$18,542.01	\$20,396.21	\$22,435.83	\$24,679.42
Mining Gold / Copper combined (the Cadia mine)	Base Case	\$4,872,949.96	\$5,043,503.21	\$5,169,590.79	\$5,298,830.56
	Proposed SV	\$4,872,949.96	\$5,360,244.96	\$5,896,269.45	\$6,485,896.40

How will the increase impact Council's ongoing financial sustainability?

The proposed Special Variation will enable Council to deliver current services and maintain assets to the community, while ensuring financial sustainability in the longer-term.

Council modelled three options for a Special Variation in considering its path to improving financial sustainability. All three options were designed to:

- generate an operating surplus, before capital income
- enable Council to fully fund its required renewal and maintenance
- enable Council to maintain a positive unrestricted cash position
- enable Council to deliver all its improvement program initiatives.

All options considered were for relatively similar increases overall, the difference between them was the number of years it would take to implement the full extent of the rate rise. The options are outlined in the table below. Council's proposed Special Variation is a three-year SV, which is a cumulative rate increase of 33.1%.

Table 4 Options considered by Council

SV Options	2024-25	2025-26	2026-27	Cumulative increase over SV period	Comparison Rate
Base Case	3.5%	2.5%	2.5%		8.7%
1-year SV	26.5%	2.5%	2.5%	26.5%	32.9%
2-year SV	14.0%	14.0%	2.5%	30.0%	33.2%
3-year SV (proposed)	10.0%	10.0%	10.0%	33.1%	33.1%

Council has forecast its financial performance over the next 10 years under four scenarios – the base case, a one-year SV, a two-year SV and a three-year SV. The three SV options enable Council to meet all financial sustainability objectives, while the base case does not allow Council to adequately invest in maintaining a fit for purpose asset base or enable a fully funded operating position, depleting Council's asset conditions as a result.



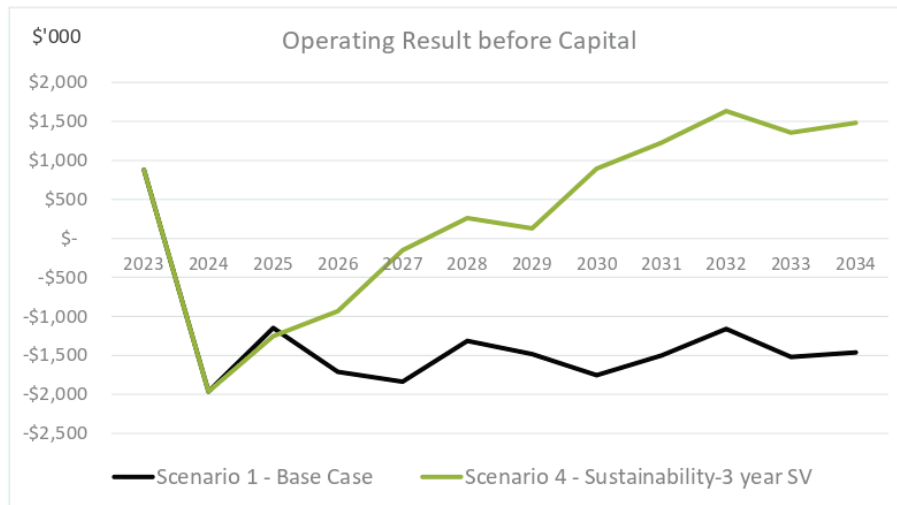
Council has proposed the three-year SV as this option spreads the cost increases over the longest timeframe, minimising the bill shock that ratepayers will experience.

An updated Long Term Financial Plan 2023-34, which will be publicly exhibited for comment throughout the Community Engagement for the SV, provides more details on the long-term forecast under each of these three scenarios.

Maintaining modest operating surpluses

Under the base case, Council will experience persistent deficits, averaging 1.3million over the ten-year forecast period. The proposed Special Variation arrests these deficits and allows Council to maintain surpluses, that is revenues will fully cover expected operating expenditure and capital renewal.

Figure 4 Forecast operating result



Sufficient investment in assets

The implementation of the proposed SV results in a forecasted modest and growing surplus, council can sufficiently invest in its assets. Over the forecast period, Council would be able to sustain an asset renewal ratio over the 100% benchmark that would maintain assets at their current condition. As a result, Council's backlog (the amount of money it needs to spend to bring all its assets up to a satisfactory condition) reduces from 5.8% to 4.0% of Council's total asset value.



Figure 5 Forecast asset renewal ratio

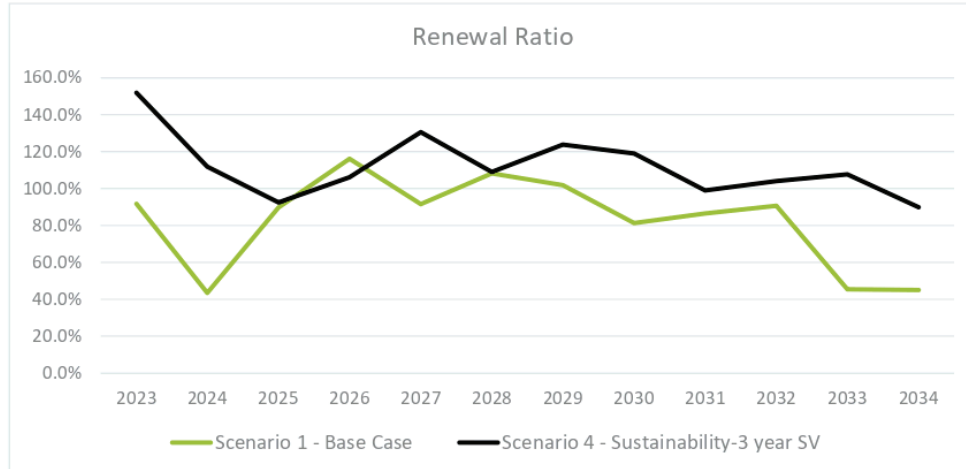
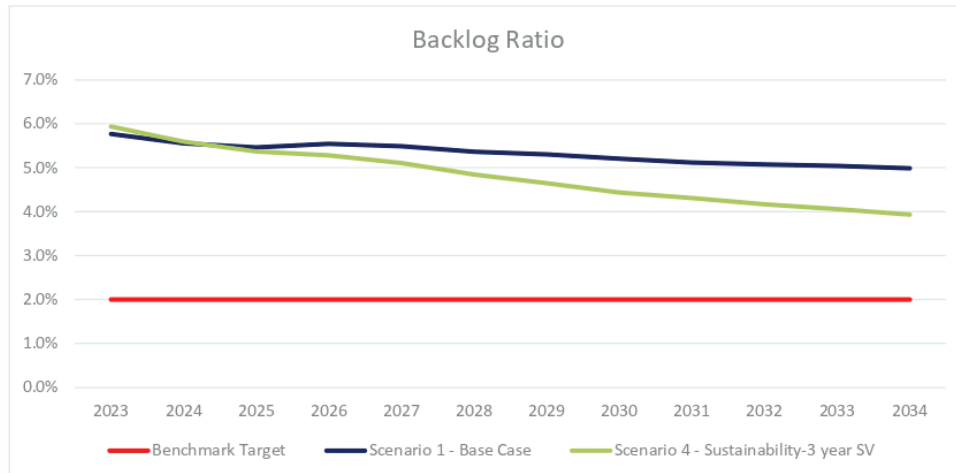


Figure 6 Forecast infrastructure backlog ratio

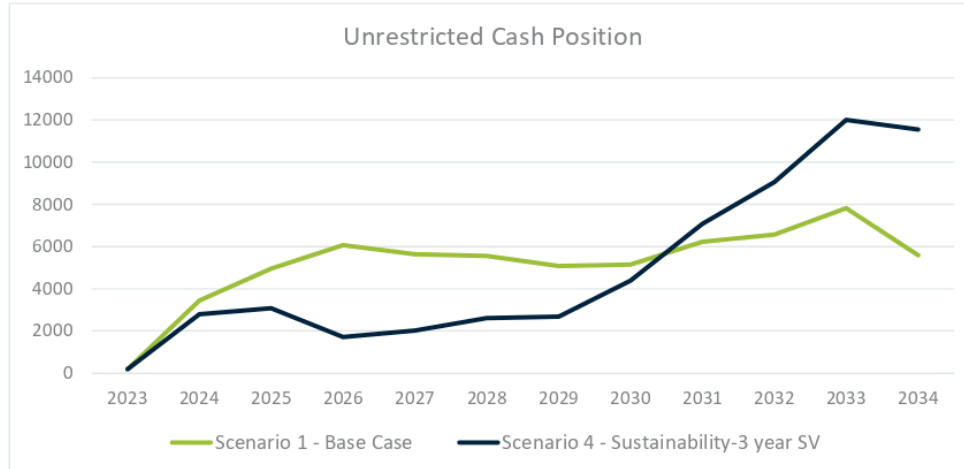


Sufficient unrestricted cash to fund day-to-day operations

Both the base case and proposed SV show that Council is able to maintain sufficient unrestricted cash for day-to-day operations. The difference between these two scenarios is that, under the base case, Council is not able to spend sufficiently on assets, whereas under the proposed SV, Council would be able to both sufficiently invest in assets and maintain a positive cashflow.



Figure 7 Forecast unrestricted cash position



Council has developed its Long-Term Financial Plan to show the impacts of both the base case (no SV) and the proposed SV scenarios. This will be out for exhibition during the SV consultation period.

What would happen if Council does not increase its rates by the proposed amounts?

If Council could not increase its rates revenue through an SV, it would not be able to adequately fund its asset renewal and maintenance, particularly in roads.

Investment in infrastructure is a critical commitment to the community in the Community Strategic Plan, Council's ability to delivery on this commitment is jeopardised if a Special Variation is not approved.

What is the process for Council to apply for an SV?

Council must apply to IPART for approval to increase rates through an SV. Before doing so, Council must demonstrate that it has engaged the community about the possibility of an SV and has considered its views. IPART will also seek community feedback.

More information on SVs can be found on IPART's website: <https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/Special-Variations>.

Where can I get more information?

More information on the proposed SV is available from Council's SV webpage.

Council will also be including information on the proposed SV in a direct mail out to all ratepayers and will also be running community drop-in sessions where you can come to find out more and to ask questions. Dates and locations will be advised shortly.



What happens after this?

Once the community consultation period concludes, Council will review the feedback received.

A report will then go to Council for their consideration of the feedback and any updates required to the LTFP. Council will decide whether to proceed with the SV application.

If they decide to proceed with the SV application, the application will be submitted to IPART in February 2024. IPART will conduct its own consultation, with public submissions likely to be sought in March 2024, before they make their determination in May 2024. If successful, the SV will be included in rates from 1 July 2024.

About Morrison Low Consultants

Morrison Low is a multidisciplinary management consultancy specialising in providing advice to local government. It has extensive experience across Australia and New Zealand and in particular assisting councils with financial modelling to understand current and future sustainability challenges. Morrison Low has supported councils to become more sustainable through improvement programs and with preparing special rates variation applications to IPART where necessary. Morrison Low undertakes community engagement on behalf of councils relating to SVs, rates harmonisation, integrated planning and reporting and statutory engagement processes, where independence is important. More information about Morrison Low can be found on our website:

www.morrisonlow.com.



2024/25 – 2033/34

LONG TERM FINANCIAL PLAN





Document status

Job #	Version	Written	Reviewed	Approved	Report Date
7686	1.0	G. Smith	S. Bunting	S. Bunting	September 2023
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1 Executive summary

1.1 What are the challenges we face

All councils are required to complete a Long-Term Financial Plan (LTFP) as part of the Resourcing Strategy that informs the Delivery Program. Financial planning supports the delivery and realisation of Council's vision, as set out in the Community Strategic Plan, while ensuring Council's continued financial sustainability.

The LTFP addresses challenging questions:

- How financially resilient are we?
- Are community assets fit for purpose?
- Can we afford what the community is asking for?
- What are the opportunities for new revenue and economic growth?
- What funding is required to implement the community's priorities and Councils Delivery Program?

In the six years to 2021/22, the average operating performance ratio of NSW councils has steadily declined from 9.8% in 2016/17, to 1.5% in 2021/22. Councils have been faced with a range of natural disasters, COVID 19 and, more recently, low unemployment and a high inflationary economic environment.

The high level of inflation is impacting the cost of wages, materials and contracts that Council purchases to deliver services. The cost to maintain, repair, replace or improve community assets and infrastructure has dramatically risen. Projected wages growth and increased regulatory demands on local government means that Council can no longer keep expenditure contained within the levels forecasted in the LTFP without significant impact on service delivery to the community.

1.2 What we know

Blayney Shire Council ('Council') operates General and Sewer Funds, along with a domestic waste business. The General Fund financial position is unsustainable at the current levels of expenditure and income due to a range of issues. These include the long-term impacts of rate capping with rates income capped and expenses uncapped driven by economic conditions: The annual inflation rate in Australia climbed from 6.1% to 7.8% in the third quarter of 2022, above market forecasts of 7.0%. The annual CPI to September 2023 is 5.4%¹ and RBA forecast CPI to decline to 3.5% by the end of 2024 and in the 2.0% -3.0% range for 2025².

Cost shifting from state government to local government, such as Internal Audit and Risk committee obligations and the emergency service levy, and more recently grant-funded construction of new assets, impose additional operating costs on councils.

Council's general fund average forecast operating results is a \$1.8 million deficit for the period 2023/24 to 2033/2034. The unrestricted cash position of \$81,000 in 2021/22 and \$191,000 in 2022/23 is very low and will be a challenge to effectively manage without significant cost reductions or increased income.

Council has been seeking to address the operating deficit position with a comprehensive organisational review of services and operations. Council undertakes regular reviews to ensure that it is containing costs and implementing efficiency gains, so that it is able to provide value for money to the community. Council has found savings to date of approximately \$690,000 per year and some \$4 million in grant funded asset renewal projects not requiring Council funds, in addition to efficiency and productivity gains.

¹ RBA - [Inflation Overview | RBA](#)

² RBA - [Statement on Monetary Policy \(rba.gov.au\)](#)



Council has identified and implemented past improvements with an estimated annual benefit of \$690,000, one off benefit of \$1 million. These have included a reduction in Council's electricity expense, reduction in litter bins and standardisation, use of materials from Council quarries.

In addition, Council has identified further net ongoing benefits of \$203,000 annually to be implemented as part of the SV process and included in this revised LTFP. Council has also absorbed some key service expenditure items such as the Emergency Service Levy subsidy reduction.

In 2023-24, Council will receive \$4.9 million in rate revenue from the existing Cadia mining operation owned and operated by Newcrest (the Cadia mine). In addition, Development Consent was granted in early 2023, for the McPhillamy's Gold Project (owned by Regis Resources (the Regis mine). Regis are now progressing post planning approval with the intent of obtaining a mining lease.

While mining operations in our local government area does impose costs on community infrastructure and some environmental challenges, as outlined in the Community Strategic Plan, it also supports the local economy, and the rates paid by these operations support the services and infrastructure Council provides in the community.

There is always some uncertainty around the longevity and future of these mining operations. Council has made what it considers reasonable assumptions in its long-term financial planning for the rate revenue it should expect from these mines, which is based on the Cadia mine continuing at its current level and the Regis mine receiving approval and commencing operations from mid-way through the 2024-25 financial year.

The proposed special variation only seeks to fund what is required to maintain Council's financial sustainability after the revenue from these two mining operations is factored in. That means that if either the Cadia mine reduces or closes its operations or the Regis mine does not receive approval or is substantially delayed, Council may need to have future discussions with the community about a further special variation or service reductions in the future.

As part of this review Council also undertook a review of its asset management planning, practices, data, system and processes, including revised asset modelling of renewal and maintenance requirements. The revised asset management strategy and plans include an ongoing improvement plan and the required level of investment to implement the asset strategies and plans to address the asset backlog ratio of 5.8%.

These changes will lead to an improvement in sustainability. Alone they will not be sufficient for Council to be financially sustainable. In simple terms, Council is not collecting enough money each year to adequately cover the increasing cost of normal operations and maintain community infrastructure. The current Delivery Program does not provide for new services, an increase in services or service levels and the LTFP funds services at current levels for the full ten years.

Council's 2023-2032 Long Term Financial Plan³, Base Case ASV scenario, forecasts year on year operating deficits to 2032. Further this revised LTFP base case analysis forecasts:

- an average operating general fund deficit for a 10-year forecast period of \$1.8 million p.a.
- the current General Fund Base Case has insufficient money to maintain current service levels and asset renewals
- inadequate funding for infrastructure renewals.

³ <https://www.blayney.nsw.gov.au/council/council-information/plans-and-strategies#resourcing>



1.3 What are our scenarios?

To achieve financial sustainability and maintain fit for purpose infrastructure, Council requires a permanent cumulative rate increase from 1 July 2024. This includes the expected rate peg increases that Council would have otherwise increased rates by.

Council has an obligation to ensure that it manages its financial resources sustainably, including that it has adequate revenue to cover expenditure. This LTFP looks at how Council’s finances will shape up if it continues as it currently is (the base case) as well as modelling three different scenarios for a Special Variation (SV) to increase rates. All three options were designed to:

- generate an operating surplus, before capital income
- ensure Council is able to fully fund its required renewal and maintenance
- ensure Council is able to maintain a positive unrestricted cash position
- ensure Council delivers all its improvement program initiatives.

The three options were for relatively similar increases overall, the difference between them was the number of years it would take to implement the full extent of the rate rise. These options are outlined in the table below.

Table 1 Proposed SV increases

SV Options	2024-25	2025-26	2026/27	Cumulative increase over SV period	Comparison Rate at 2026/27
Scenario 1 - Base Case (rate peg)	3.5%	2.5%	2.5%		8.7%
Scenario 2 - Option 1: One-year SV	26.5%			26.5%	32.9%
Scenario 3 - Option 2: Two-year SV	14.0%	14.0%		30.0%	33.2%
Scenario 4 - Option 3: Three-year SV	10.0%	10.0%	10.0%	33.1%	33.1%

Scenario 1 - Base Case (rate peg) are the forward projections which IPART guidelines direct all Councils to use for assumptions in relation to rate peg. Council has three SV scenarios modelled and will likely nominate a preferred option to undertake community engagement on.

The special rate variations shown in these three options arrest the ongoing deficits seen in the base case and allows Council to maintain surpluses: that is, revenues will fully cover expected operating expenditure. The base case scenario is not sustainable as it is. Significant cost reductions of approximately \$1.3 million per year would be required for this to be financially viable. Achieving such cost reductions would result in significant reductions to council services.

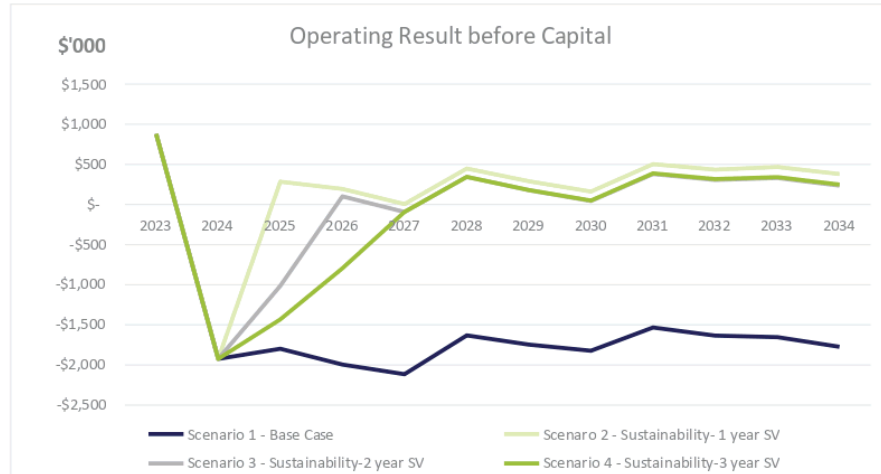
1.4 What are financial outcomes?

The proposed special rate variation will address Council’s ongoing financial sustainability. Under scenario 2 – One year SV, Council achieves an operating surplus in 2024/25, with surpluses decreasing over 2025/26 and 2026/27 with ongoing and improving surpluses from 2027/28. This is mainly due to the level and timing of the additional mining rates.



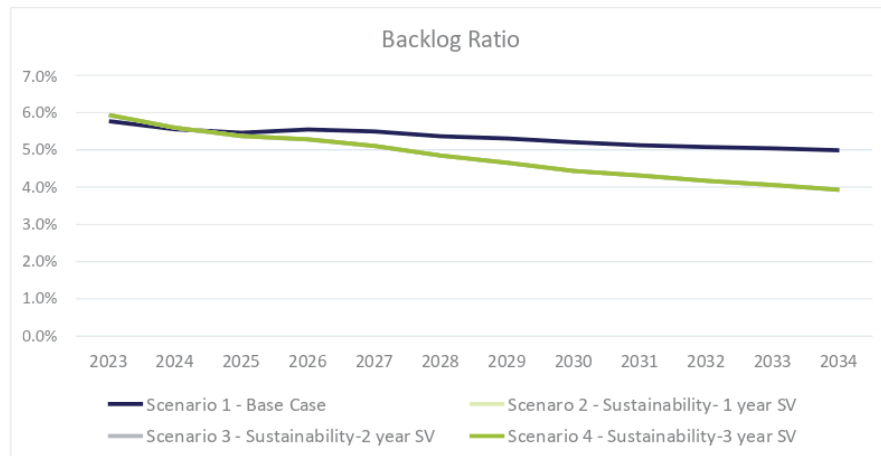
Scenario 3 achieves an operating surplus in 2025/26 and Scenario 4 breaks even in 2026/27, after which operating surpluses are achieved increasing year on year. The following figure shows the estimated financial results for each SV scenario.

Figure 1 General fund forecast operating result



The average annual investment of \$7.0 million, over the LTFP forecast period, in the asset renewal program has a positive impact on the renewal and backlog log ratios as detailed in the following graph (noting Scenarios 2,3 and 4 are the same).

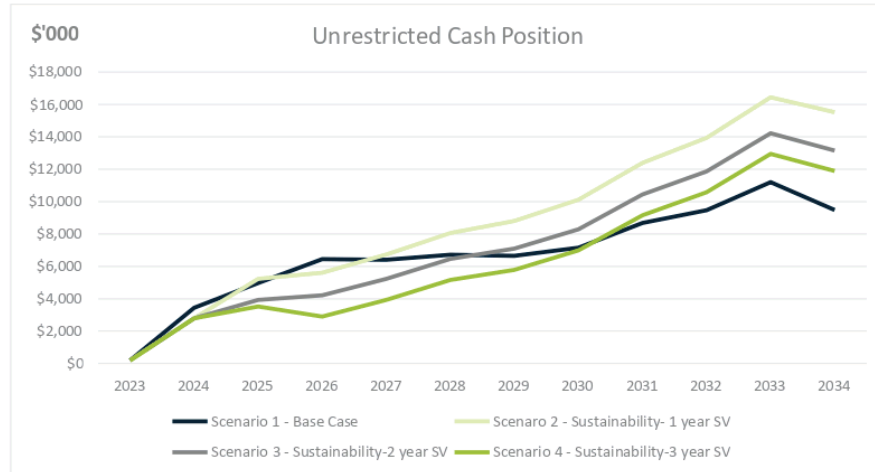
Figure 2 Forecast asset backlog ratio





In addition to addressing the operating deficits, the additional income improves the unrestricted cash position over the 10-year forecast period, as detailed in the figure below.

Figure 3 General fund forecast unrestricted cash position



All councils need to hold sufficient unrestricted cash balance. It is good practice that Councils have a level of unrestricted cash to at least cover the next four months of day-to-day operating expenditure, at which point council starts to collect the majority of its rates revenue for that quarter.

General funds' overall estimated cash position also improves over the forecast period moving from \$20.5 million to an estimated \$35.3 million in 2033/34 under the three-year SV scenario 4.

Sound financial management encourages planning for modest operating surpluses and building of unrestricted cash reserves over time. This enables councils to respond to events that cannot be predicted or planned for in their Long-Term Financial Plan.

Blayney Shire Council has experienced these events and, while what exactly will occur in the future is unpredictable, it is prudent that it plans for similar unplanned expenditure in the future.

The above forecast unrestricted cash position does not take into account any movements in internal restrictions. As Council builds its cash balances over time, it will be able to transfer unrestricted cash for specific purposes to internal restrictions, including employee leave provisions, which will reduce its reported unrestricted cash.



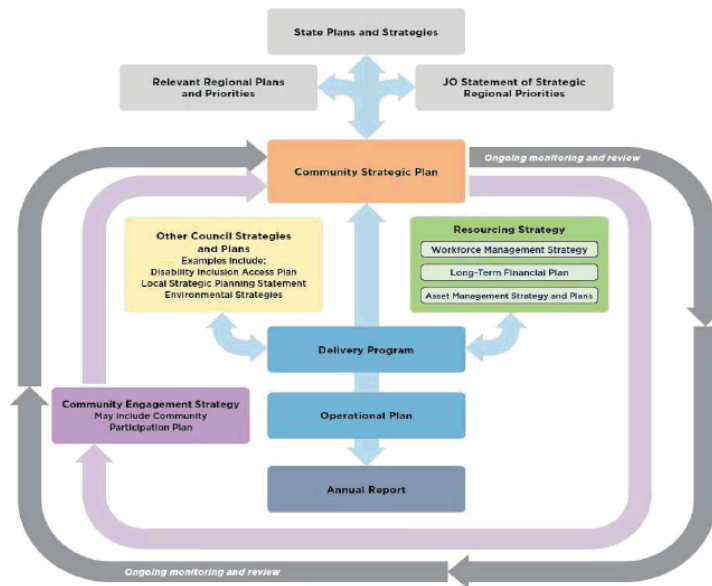
2 Introduction

The NSW Local Government Act requires councils to have:

- a Community Strategic Plan (of at least ten years)
- a Delivery Program (four years)
- an Operational Plan (one year)
- a Resourcing Strategy containing:
 - Long-Term Financial Plan (LTFP, 10 years)
 - Workforce Management Plan
 - Asset Management Strategy.

The OLG guidelines illustrate the IP&R requirements and relationships in the following figure.

Figure 4 Integrated planning and reporting framework



The Resourcing Strategy was used to assist Council in drafting and finalising their Community Strategic Plan and Delivery Program actions and projects. It details how Council will provide the financial, human and infrastructure resources needed to achieve the objectives of the Community Strategic Plan and Delivery Program.

The Delivery Program sets out the activities that Council will undertake in this term of Council to meet the community aspirations detailed in the Community Strategic Plan. The Operational Plan incorporates all the actions Council will undertake in the financial year, includes an overview of the responsible Council business unit, and details how the delivery of these actions will be measured.



Annual and quarterly reports will be prepared by Council to measure its performance against targets set out in the Delivery Program, along with an End of Term Report at the end of Council's term of office. This report will focus on the outcomes of the strategies implemented by the Community Strategic Plan.

The Long-Term Financial Plan (LTFP) spans ten years from 2023-24 to 2033-2034, providing a consolidated and General Fund position, being the funding for the 2023-24 Operational Plan and 2024-2027 Delivery Program.

The LTFP must be for a minimum of ten years and include the following:

- The planning assumptions used to develop the plan.
- Projected income and expenditure statement, balance sheet and cash-flow statement.
- Sensitivity analysis and testing.
- Financial modelling for different scenarios.
- Methods of monitoring financial performance.

The LTFP forecasts must be updated annually, together with preparation of the Operational Plan. On adoption of a revised Community Strategic Plan and new Delivery Program every four years, a detailed review of the LTFP should be undertaken.

2.1 Our future

The Blayney Shire Community Strategic Plan was developed in consultation with the community. In conjunction with the Village Community Plans, a set of strategic objectives were developed so that the social, environmental, economic and civic leadership are considered and addressed in the five future direction themes.

The five themes are:

1. Maintain and improve public infrastructure and services.
2. Build the capacity and capability of local governance and finance.
3. Diversify and grow Blayney Shire local and visitor economy.
4. Enhance facilities and networks that support health and wellbeing of the community, sport, heritage and culture interests.
5. Protect our natural environment.

The Blayney Shire vision is '*A busy, vibrant, and thriving rural shire – a friendly and open place where people choose to live with a strong sense of community spirit and cohesiveness*'.

2.2 Purpose of the LTFP

The LTFP acts as a tool for Council and the community to use in deciding what resources Council needs to apply to deliver on the outcomes contained in *The Blayney Shire Community Strategic Plan*, through its Delivery Program. The LTFP seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?



This plan will model the financial implications of Council's ability to maintain existing services, facilities and infrastructure based on a range of assumptions and within any known constraints.

2.3 Long term financial plan (LTFP)

Council has a long-term financial forecasting model. This provides a budgetary projection (from a surplus and deficit perspective) for a ten-year period for a Consolidated, General and Sewer positions. The model was used to prepare this LTFP and will be reviewed on an annual basis.

The model has been informed by updated asset management planning documents and the Workforce Management Plan and by a range of assumptions based on the best available data to guide forward forecasts. This forms the basis for the ten-year projections presented in this LTFP.

This LTFP has been reviewed and updated to align with the updated four-year Delivery Program 2023-2027 for Blayney Shire Council.

3 Long term financial sustainability

3.1 How do we define long term financial sustainability?

A financially sustainable council is one that can fund ongoing service delivery and renew and replace assets without imposing excessive debt or rate increases on future generations. This definition has been translated into four key financial sustainability principles:

- Council must achieve a **fully funded operating position** reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- Council must **maintain sufficient cash reserves** to ensure it can meet its short-term working capital requirements.
- Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.
- Council must **maintain its asset base**, by renewing identified ageing infrastructure, and ensuring cash reserves are set aside for those works yet to be identified.

3.2 How financially sustainable is Council currently?

The most recent Audited Consolidated Financial Statements, as at 30 June 2023, resulted in a consolidated operating surplus of \$1.156 million, which excludes capital income. The General Fund reported operating surplus was \$1.035 million. The result has been skewed by an advanced payment of an additional \$3.461 million Financial Assistance Grant.

The following performance indicators reported in the Annual Statements as at 30 June 2023 measure Council's broader financial performance and position. These indicators have been used to review Council's LTFP forecasts as part of assessing the long-term financial health of the organisation and its capacity to fund the delivery program.



Table 2 2022/23 performance indicators

Ratio	Calculation	What is being measured	Benchmark	2022/23 actual ratio
Operating performance ratio	Total operating revenue less revenue for capital purposes less total operating expenditure	Is the council sustainable in terms of its operating result?	>0%	4.51%
Own source operating revenue	Total continuing operating revenue excluding all grants and contributions divided by Total continuing operating revenue inclusive of all grants and contributions.	The 'own source operating revenue ratio' measures a council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions	>60%	47.78%
Unrestricted current ratio	Current assets less external restrictions divided by current liabilities	How much unrestricted current assets are available to cover current liabilities	>1.5	5.68
Cash expense cover ratio	Current year's cash and cash equivalents plus term deposits divided by monthly payments from cash flow operating and financing activities	How many months' worth of cash is at hand to cover monthly payments	>3 months	22.65
Debt service cover ratio	Operating result before capital excluding interest and depreciating/impairment/amortisation divided by principal repayments plus borrowing costs	Whether there are sufficient funds to cover debt servicing obligations	>2x	9.55
Asset renewal ratio (buildings and infrastructure)	Asset renewal expenditure divided by depreciation	Is asset renewal expenditure sufficient to maintain assets in the long term?	>=100%	205.14%
Infrastructure backlog ratio	Estimated cost to bring assets to satisfactory condition divided by net carrying amount of infrastructure assets	Measures ratio of renewal backlog against net carrying value of assets and reflects success of strategy to invest in asset renewals	<2%	5.49%
Asset maintenance ratio	Actual maintenance costs divided by required maintenance costs	Measures the level of maintenance required to maintain current assets	>100%	104.88%



4 Financial management in Council

4.1 Regulatory environment

Council operates in a highly regulated environment driven by legislation and state strategies such as:

- Local Government Act 1993
 - The Act defines the scope and boundaries of Council's role and the way it must conduct its business.
- Environmental Planning and Assessment Act 1979
 - The Act is the primary land use planning statute in NSW. It governs matters such as planning administration, planning instruments, development assessments, building certification, infrastructure finance, appeals and enforcement.
- NSW State Plan
 - The State Plan: A new direction for NSW which defines the overarching goals and outcomes that the NSW Government has set for the state, and which should shape public policy.

4.2 Financial environment – rate pegging

Council's ability to align rating revenues with the increased cost of providing local government services has been restrained by rate pegging since the 1970s, a legislative instrument whereby the maximum increase in rating revenues is set by Independent Pricing and Regulatory Tribunal of NSW (IPART).

IPART set the 2023/24 base rate peg for NSW councils at **3.7%**. There is also an allowance for the level of population growth, meaning some councils will have rate pegs of up to 6.8% pa. Using the IPART rate peg approach the 2024/25 increase has been calculated at 3.5%. All the following years are 2.5% based on the IPART guidelines.

4.3 Financial environment – the state of Council's finances

Council's consolidated operating results for 2021/22 and 2022/23 have been surpluses of \$65,000 and \$1.2 million, respectively, with very low unrestricted cash of \$81,000 and \$191,000.

As at 30 June 2023, Council had borrowings of \$5.97 million and cash reserves of \$29.3 million. Total carrying value of infrastructure and land assets was \$379.3 million, while the total liabilities were \$20.8 million.

Most of the key financial ratios outlined in Table 2 are within industry benchmarks, however Council is below the benchmark for own source revenue and asset backlog ratios. These are critical ratios and will be monitored as part of becoming a sustainable council.

Council has a sound base and an ability to borrow for key infrastructure if required. The fundamental issue faced by Blayney and other NSW councils is the restriction on the rate at which revenue can be increased. While Council is able to borrow to fund new works and asset renewal backlog, it is only able to increase revenues to service the additional debt or increase services to community by applying for an SV.

Council also faces a fundamental imbalance between its annual operating revenues and the annual operating costs, inclusive of depreciation. This imbalance is projected to grow over the term of this LTFP.



4.4 Financial environment – balancing the budget

Improvement savings alone are not sufficient for Council to become financially sustainable over the longer term as it does not fully address the ongoing core deficits in the General Fund.

Council is constantly challenged by the community to provide more services and by the NSW Government to take on some of its responsibilities without adequate compensation. Wage increases are pre-determined by the Local Government State Award and are generally at or above the rate peg increase.

Against this backdrop, Council's rate income is constrained by the rate peg, which is a cap on how much a council can increase rates by. The rate peg is in place to ensure the community is not disadvantaged by large increases; however, it is an increase across all councils and with a growth factor applied where there is significant population increases.

Blayney Shire did not receive a growth factor uplift in its 2023/24 rate peg increase of 3.7%. Therefore, the current rate peg approach does not account for each council's differing circumstances. Council's finances are under a great deal of pressure, resulting in deterioration in Council's current and forecast financial position.

While Council has limited scope to increase revenue, the costs of the good and services that it buys is experiencing the same, if not more, increases as Australian households.

Council's costs are influenced by inflation in general, with the Local Government Cost Index (LGCI) calculated by IPART to describe cost increases that are more akin to the goods and services that councils buy.

The high inflationary environment of the last two years is showing signs of easing, but inflation is still expected to remain higher than the Reserve Bank of Australia's target range of 2-3% for at least the short term, noting at the end of December 2022 inflation was 7.8%.

The Reserve Bank of Australia's Statement on Monetary Policy – August 2023 notes that

"Inflation declined by more than expected in the June quarter, though it remains high and broadly based... However, services inflation remained strong and rent inflation has increased in response to tight conditions in the rental market. Measures of short-term inflation expectations have moved lower in recent months alongside the decline in inflation, though they remain elevated. Most measures of medium- and long-term inflation expectations remain consistent with the inflation target."

The Consumer Price Index for the year ending September 2023 was 5.4% and is forecast to decrease to 3.5% for the year ending June 2024 and be in the 2% - 3% range 2025.

Some initiatives are funded by state and federal government grants; however, these grants do not include the ongoing renewal, operation and maintenance costs which will need to be met by Council and are included in the LTFP.

4.5 Financial management principles, strategies and assumptions

The updated 2024/25-33/34 LTFP, is underpinned by the following principles:

- Council must achieve a **fully funded operating position** reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- Council must **maintain sufficient cash reserves** to ensure it can meet its short-term working capital requirements.
- Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.



- Council must **maintain its asset base**, by renewing identified ageing infrastructure, and ensuring cash reserves are set aside for those works yet to be identified.

Councils' objectives for a sustainable council are:

- to maintain its existing service levels to residents
- to ensure community assets are fit for purpose with a timely asset renewal program
- to continually look for ways to structurally realign resources and/or increase income and efficiency opportunities
- to achieve financial capacity to fund recurrent operations, asset renewals and unexpected events.

In conjunction with these principles and objectives, Council's LTFP is guided by several policies and strategies that are outlined below.

4.5.1 Rating income strategy

Rating income is generated by a levy on properties within the council area in order to provide local government services. Council continually reviews its rating structure to ensure it is fair, equitable, simple and efficient, where each rating category and property will contribute to the rate levy according to the demands placed on Council's limited resources.

Council's current rate structure and 2023/24 rating information is detailed in the following table.

Table 3 Blayney Shire 2023/24 rate structure

Rate Category	Base Amount	Ad Valorem-Cents in \$	Yield	Percentage of Yield
Residential Ordinary	\$370	0.0011291	\$901,487	9.0%
Residential Blayney/Carcoar	\$370	0.00230344	\$1,074,075	10.8%
Residential Millthorpe	\$370	0.00110024	\$252,134	2.5%
Business Ordinary	\$475	0.00370041	\$178,401	1.8%
Business Blayney	\$475	0.00613150	\$232,880	2.3%
Business Millthorpe/Carcoar	\$475	0.00341157	\$77,609	0.8%
Farmland Ordinary	\$600	0.00127720	\$2,377,681	23.8%
Mining Ordinary	\$1,200	0.03704824	\$18,542	0.2%
Mining Gold	\$1,200	0.04357993	\$0	0%
Mining Gold/Copper	\$1,200	0.04185352	\$4,872,950	48.8%
Total			\$9,985,759	



Under the Local Government Act, councils are able to seek additional increases in general rates income beyond the annual rate peg, by applying to IPART for a 'special variation' to rates (SV), which Council has decided to consider.

Given the current pressure on Council's financial resources, this LTFP has modelled three scenarios that present different options for a Special Variation commencing from 1 July 2024. These are outlined in the table below and are inclusive of the rate peg increase in that year.

Table 4 Proposed SV options

SV Options	2024-25	2025-26	2026/27	Cumulative increase over SV period	Comparison Rate at 2026/27
Scenario 1 - Base Case (rate Peg)	3.5%	2.5%	2.5%		8.7%
Scenario 2 - Option 1: One-year SV	26.5%			26.5%	32.9%
Scenario 3 - Option 2: Two-year SV	14.0%	14.0%		30.0%	33.2%
Scenario 4 - Option 3: Three-year SV	10.0%	10.0%	10.0%	33.1%	33.1%

Council will most likely determine a preferred option for community engagement as part of considering this revised LTFP, which will also be placed on public exhibition.

The impact on an individual's rates will be different depending on the unimproved land value of their property. The following tables provide an indication of the annual rates increase likely to be experienced by the average land value for each rating category. The increases include the forecast rate peg.

Table 5 Estimated residential average rates to 2026/27

Impact on Council's Residential Rates					
	2023-24	2024-25	2025-26	2026-27	
Base Case	\$ 757.35	\$ 783.86	\$ 803.45	\$ 823.54	
	Increase:	\$ 26.51	\$ 19.60	\$ 20.09	
Sustainability – 1-year SV	\$ 757.35	\$ 958.05	\$ 982.00	\$ 1,006.55	
	Increase:	\$ 200.70	\$ 23.95	\$ 24.55	
Sustainability – 2-year SV	\$ 757.35	\$ 863.38	\$ 984.25	\$ 1,008.86	
	Increase:	\$ 106.03	\$ 120.87	\$ 24.61	
Sustainability – 3-year SV	\$ 757.35	\$ 833.09	\$ 916.39	\$ 1,008.03	
	Increase:	\$ 75.74	\$ 83.31	\$ 91.64	



Table 7 Estimated business average rates to 2026/27

Impact on Council's Business Rates				
	2023-24	2024-25	2025-26	2026-27
Base Case	\$ 1,285.43	\$ 1,330.42	\$ 1,363.68	\$ 1,397.77
	Increase:	\$ 44.99	\$ 33.26	\$ 34.09
Sustainability – 1-year SV	\$ 1,285.43	\$ 1,626.07	\$ 1,666.72	\$ 1,708.39
	Increase:	\$ 340.64	\$ 40.65	\$ 41.67
Sustainability – 2-year SV	\$ 1,285.43	\$ 1,465.39	\$ 1,670.54	\$ 1,712.31
	Increase:	\$ 179.96	\$ 205.15	\$ 41.76
Sustainability – 3-year SV	\$ 1,285.43	\$ 1,413.97	\$ 1,555.37	\$ 1,710.91
	Increase:	\$ 128.54	\$ 141.40	\$ 155.54

Table 8 Estimated farmland average rates to 2026/27

Impact on Council's Farming Rates				
	2023-24	2024-25	2025-26	2026-27
Base Case	\$ 3,323.05	\$ 3,439.36	\$ 3,525.34	\$ 3,613.47
	Increase:	\$ 116.31	\$ 85.98	\$ 88.13
Sustainability – 1-year SV	\$ 3,323.05	\$ 4,203.66	\$ 4,308.75	\$ 4,416.47
	Increase:	\$ 880.61	\$ 105.09	\$ 107.72
Sustainability – 2-year SV	\$ 3,323.05	\$ 3,788.28	\$ 4,318.64	\$ 4,426.60
	Increase:	\$ 465.23	\$ 530.36	\$ 107.97
Sustainability – 3-year SV	\$ 3,323.05	\$ 3,655.36	\$ 4,020.89	\$ 4,422.98
	Increase:	\$ 332.31	\$ 365.54	\$ 402.09

Table 9 Estimated mining average rates to 2026/27

Impact on Council's Mining Rates				
	2023-24	2024-25	2025-26	2026-27
Base Case	\$ 2,445,746	\$ 2,531,347	\$ 2,594,631	\$ 2,659,497
	Increase:	\$ 85,601	\$ 63,284	\$ 64,866
Sustainability – 1-year SV	\$ 2,445,746	\$ 3,093,869	\$ 3,171,215	\$ 3,250,496
	Increase:	\$ 648,123	\$ 77,347	\$ 79,280
Sustainability – 2-year SV	\$ 2,445,746	\$ 2,788,150	\$ 3,178,492	\$ 3,257,954
	Increase:	\$ 342,404	\$ 390,341	\$ 79,462
Sustainability – 3-year SV	\$ 2,445,746	\$ 2,690,321	\$ 2,959,353	\$ 3,255,288
	Increase:	\$ 244,575	\$ 269,032	\$ 295,935



How do my rates compare to other councils?

The Office of Local Government groups councils with other similar councils for comparison. Blayney Shire Council is in Group 10 with 22 other large rural councils. This group of councils represents a diverse cross section of geographies and communities across New South Wales, including Wentworth, Kyogle, Forbes and Dungog.

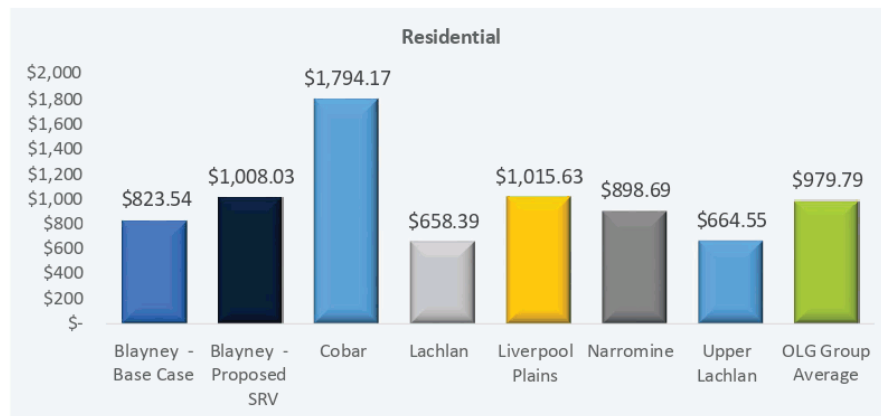
Councils that have some mining within the OLG potentially have more comparable rating structures to Blayney than those that don't have mines. As a result, Council has identified other similar-sized inland councils with mining revenue within the group to compare its rates to. These comparison councils are Cobar, Lachlan, Liverpool Plains, Narromine and Upper Lachlan. While not in the same OLG group, Council also compares itself to Cabonne as an adjacent council with a similar mining and farming profile. We have also provided comparison to the average of all the councils in Group 10 for each rating category.

This comparison uses the most recent reported data from the Office of Local Government, which is from 2021-22 and projects rate increases out to the end of the proposed SV (2026-27) in line with the forecast rate peg. Where councils have been approved for a Special Variation in prior years, these are reflected in the average rates provided (the average rates being taken from the IPART determination for each approved council).

It is expected that other councils, like Blayney, will be considering applying for an SV from 1 July 2024. As these increases are not yet approved, they are not included in the comparison data or the group averages but are worth noting as they may affect Council's relative position in terms of average rates within the group.

Blayney's current average residential rates are close to the group average, with the application of the proposed SV, the average residential rates rise above average but remain significantly lower than Cobar and slightly lower than Liverpool Plains that has recently implemented a permanent SV of 18.1% in 2023-24.

Figure 5 2026-27 projected average residential rates





Council has undertaken detailed capacity to pay analysis which includes analysis of the average rates on the different socio-economic groups within the Blayney LGA. The detailed Capacity to Pay report is included in Council’s draft LTFF.

It is apparent from our analysis, that the LGA has reasonably significant levels of disadvantage, mixed with some pockets of significant advantage. This inequity is highlighted by the grouping and locality level SIEFA rankings, which vary quite substantially. Overall, the LGA is in the 36th percentile for IRSD and 37th for IRSAD. This is notably comparable with the Regional NSW averages of 36th and 32nd, and Central West Region averages of 38th and 35th.

Council acknowledges the levels of disadvantage within the community, and reviewed and updated its Pensioner and Hardship Assistance Policy in late 2022. Any ratepayer who incurs a rate increase resulting from the implementation of a special rates variation can apply to Council for Hardship Assistance if the increase in the amount of rates payable would cause them substantial hardship.

Council’s business rates are proposed to increase just below the OLG average and will remain lower than most of its comparator councils.

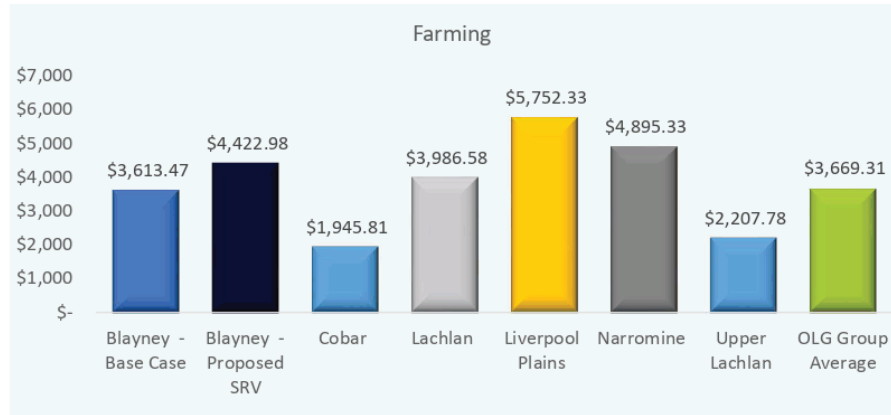
Figure 6 2026-27 projected average business rates



Comparison of average rates for farming and mining rating categories are less useful, as the nature of farming and mining can vary markedly between Local Government Areas. It should also be noted that differences in farming and mining rates revenue between Local Government Areas may also impact average residential and business rates comparisons. This is because some areas will derive significant revenue from commercial mining and farming operations that may in effect subsidise the rates revenue raised from businesses and residents. Liverpool Plains has an approved SV increase totalling 18.1% in 2023/24.



Figure 7 2026 -27 projected average farming rates



As Council currently only has one significant mine and one small mine within the local government area, looking at average mining rates is not particularly useful.

The table below shows the impact of the proposed rate rise of these two mining operations.

Table 6 Impact of proposed special variation on mining rates

Rate sub-category	Scenario	2023-24	2024-25	2025-26	2026-27
Ordinary Mining Rate (1 assessment)	Base Case	\$18,542.01	\$19,190.98	\$19,670.75	\$20,162.52
	Proposed SV	\$18,542.01	\$20,396.21	\$22,435.83	\$24,679.42
Mining Gold / Copper combined (the Cadia mine)	Base Case	\$4,872,949.96	\$5,043,503.21	\$5,169,590.79	\$5,298,830.56
	Proposed SV	\$4,872,949.96	\$5,360,244.96	\$5,896,269.45	\$6,485,896.40

For more information on ratepayer impact and capacity to pay, refer to Appendix A - Capacity to Pay report. The report finds there is a level of capacity to pay across the Blayney Shire Council area.

4.5.2 Domestic waste management

Council charges a Domestic Waste Management charge to owners of rateable properties. This covers the cost of general garbage, recycling and household clean-up and includes the full cost of administration, service provision, state government charges and tipping fees.



4.5.3 Investment principles

All council investments must comply with Council's Investment Policy objectives and framework.

Council's policy objectives are:

- a) To undertake investment of surplus funds in a way that, firstly ensures the security of Council Funds and secondly maximises earnings from authorised investments.
- b) 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.

Council's investments are to comply with the legislative requirements, which are:

- a) Local Government Act 1993
- b) Local Government Act 1993 – Order (of the Minister) dated 12 January 2011
- c) Trustee Act 1925
- d) Local Government (General) Regulation 2021
- e) Local Government Code of Accounting Practice and Financial Reporting
- f) Australian Accounting Standards
- g) Office of Local Government Circulars.

The interest Council earns on General Fund revenue is untied and forms part of Council's consolidated revenue for distribution across services that are not funded by restricted funds.

4.5.4 Loan borrowings

Council debt as at 30/6/2023 is \$5.97 million. Council is not proposing any new loans and therefore no new loans have been included in the LTFP.

4.5.5 Cash reserves and restrictions

Council has a number of cash reserves that are either a legislative requirement (externally restricted) or were made through a Council decision (internally restricted).

Establishing cash reserves is a financial management strategy to provide funds for future expenditures that could not otherwise be financed during a single year without having a material impact on the budget.

The balance of cash as at 30 June 2023 is \$29,271,000 comprising:

- externally restricted reserves \$ 20,329,000
- internally restricted reserves \$ 8,751,000
- unrestricted cash \$ 191,000

Council's external reserves are made up of unexpended grants, developer contributions, sewer fund, voluntary planning agreements, mining special variation rates and domestic waste management.

Council's internal reserves are plant and vehicle replacement, employees leave entitlements, CentrePoint, election reserve, environmental projects, IT reserve, property account, property account borrowings, quarry remediation, village enhancement program, security bonds and deposits, FAG received in advance and carryover works.



4.5.6 Developer contributions

The Environmental Planning and Assessment Act (1979) enables Council to levy contributions for public amenities and services required as a consequence of development. Council's adopted Developer Contributions Plans (section 7.11 and 7.12 Developer Contribution Plan) provides funds for Council-wide application:

- Roads
- Traffic facilities
- Open space
- Community facilities
- Bushfire
- Other.

The Contributions Plan detail works for which development contributions are to fund. A balance of \$3.16 million (General Fund \$1.63 million and Sewer Fund \$1.53 million) is held, as at 30 June 2023.

4.5.7 Discretionary and regulatory fees and charges

Council can raise revenues by adopting a fee or charge for services or facilities. Fees and charges are reviewed on an annual basis in conjunction with the preparation of the annual budget.

The fees and charges which Council can charge can be split into two categories:

1. Regulatory fees – these fees are generally determined by state government legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation or any annual increases of these fees and charges.
2. Discretionary fees – Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

4.5.8 Asset management

Blayney Shire Council is the custodian of assets with a gross replacement value of \$491.6 million and a depreciated value of approximately \$379.3 million, as at 30 June 2023.

As custodian of these assets, Council is responsible for establishing and implementing optimal asset management strategies and practices in line with Council's Policy, strategies and plans, that enable the assets to be sustained and related levels of service acceptable to the community to be provided at the minimal Life Cycle Cost (LCC) whilst controlling exposure to risk and loss.



Table 7 Asset values and annual depreciation as at 30 June 2023

Asset Class	Gross Replacement Cost (CRC) \$ (000's)	Written Down Value (WDV) \$ (000's)	Annual Depreciation Expense \$ (000's)
Buildings	\$44,507	\$29,899	\$639
Roads	\$257,457	\$209,279	\$3531
Bridges	\$37,624	\$26,915	\$354
Footpaths	\$11,496	\$8,013	\$144
Bulk earthworks	\$15,163	\$15,163	\$0
Stormwater	\$21,763	\$16,725	\$200
Sewer network	\$35,479	\$26,283	\$669
Open space and recreation	\$10,691	\$8,369	\$263
Other non-infrastructure assets	\$57,438	\$38,675	\$1662
Total	\$491,618	\$379,271	\$7,462

As part of Council's sustainability review, the asset management strategy and plans were reviewed and updated. This review and analysis demonstrated that the infrastructure asset condition had a backlog ratio of 5.6%. To address the backlog issue, Council needs to spend more on renewing its assets. Council is planning to spend approximately an additional \$1.0 million per year to reduce the backlog to 4.0% over the 10-year LTFP planning period and improve the safety and condition of the community's assets.

4.6 Workforce plan

Council's Workforce Management Plan overarching objectives are to have linkages and alignment with Councils CSP, DP and Resourcing Strategy to ensure the people resources are focused on delivering objectives, programs and services for the betterment of the community.

This supports Council's values and key directions and assists Council in achieving its community vision.

This LTFP caters for the proposed improvements to maintain and enhance the skills and capability of staff. These include staff training on new technologies, implementation of online processes to remove the burden of paper-based activities. There is an ongoing program to review and assess workforce needs, including the resourcing requirements in the expanding operational area of parks, sports grounds and open space to achieve efficiency improvements without the need for expanding the workforce.

The average employee age is 48.81 years, with 37% of employees in the 51-60 age bracket. Additional resources are not required in the life of Workforce Plan, and therefore has no financial implications for the LTFP.



4.7 Long term financial plan assumptions

The long-term financial model requires Council to identify all material items of revenue and expenditure and determine the external and internal influences that could significantly impact on Council's finances.

In preparing the LTFP, the following underpinning principles have been adopted:

- Population growth
- Increase in inflation
- Interest rate movements
- Revenue and expenditure
- Improvements – cost reductions, income increases, new resources and efficiency improvements
- Asset renewal expenses.

4.7.1 Population forecasts

Population growth also has a significant influence on asset provision and long-term financial sustainability. Planning NSW estimate the shires population to increase by 0.35% annually, with the 2041 estimate of 7,861.

4.7.2 Inflation

The Consumer Price Index for the year ending September 2023 is 5.4% and is forecast to decrease to 3.5% for the year ending June 2024 and in the 2% - 3% range for 2025, noting CPI was at 7.8% in December 2022.

The LTFP has modelled an inflation in accordance with the following table.

Table 8 Inflation

Year	2023-24	2024-25	2025-26	2026-27 onwards
CPI	4.8%	3.5%	2.8%	2.5%

4.7.3 Interest rate movements

The current Reserve Bank of Australia (RBA) cash rate is **4.10%** October 2023.

Council has used an average of 4.0% as the investment interest rate over the life of this LTFP. Interest rates have been historically low, with an 0.8% interest rate assumption in 2022/23. However, as the RBA moves to keep inflation under control, interest rates are expected to rise. New debt has been modelled above current loan interest rates at 6% pa.

4.7.4 Revenue and expenditure assumptions

The following table outlines Council's planning assumptions by revenue and expenditure types. These assumptions have been reviewed by a lending authority to ensure reliability for capacity to repay new borrowings.

Note: The assumptions included in the following tables are those which could have a material impact on Council's finances.



Table 9 Revenue and expenditure assumptions for all scenarios

Year	2023-24	2024-25	2025-26	2026-27	2027-28 onwards
Rate peg	3.7%	3.5%	2.5%	2.5%	2.5%
Annual charges	3.0%	3.0%	3.0%	3.0%	3.0%
Fees and charges	3.0%	3.0%	3.0%	3.0%	3.0%
Employee benefits and costs	5.0%	4.0%	3.5%	3.0%	3.0% and 2.5% onwards
Materials and contracts	5.8%	4.5%	3.5%	3.5%	3.5%
Other expenditure	4.8%	3.5%	2.5%	2.5%	2.5%

4.7.5 Improvements

Council has completed an organisational service review to identify improvement opportunities that can guide Council with a productivity improvement plan and cost savings and/or increased income.

The organisational service review forms one of the key elements to support a special rate variation (SV) application to be implemented in 2023/24.

This organisational sustainability improvement plan focused on cost containment strategies and productivity improvements that have been utilised by Council in the past and present, as well as opportunities for improvement in the future.

Council has identified and implemented past improvements with an estimated annual benefit of \$690,000, one off benefit of \$1 million and a cashflow benefit of some \$4 million in grant funds for asset renewal projects previously allocated in the Long Term Financial Plan to be funded from General Fund revenue, in addition to efficiency and productivity gains. These have included a reduction in Council's electricity expense, reduction in litter bins and standardisation, use of materials from Council quarries.

In addition, Council has identified further net ongoing benefits of \$203,000 annually to be implemented as part of the SV process and included in this revised LTFP. This includes the following improvements:

- Further review of CentrePoint sport and leisure centre management model.
- Review into additional solar and battery storage facilities at current and new sites.
- Investigate expansion of Council's quarry.
- Ongoing review and assessment of workforce needs.
- Review plant utilisation and dispose of underutilised plant.
- Implement scheduled maintenance for all drainage infrastructure.
- Review how future capital grants are assessed and taken up.



Potential future improvements have also been identified; however, these require further research, analysis and consideration by Council. Some examples of these are Energy Renewal project, Alliance with Orange City Council for job sharing/resource sharing opportunities, animal shelter improvements and potential MOU with neighbouring Council, consider implementation of an automated parks/ovals/community booking and payment system, On-site waste management and inspection program and review food inspections program.

4.7.6 Asset renewal

In revising Council's asset management strategy and plans the analysis identified a renewal gap in the infrastructure assets of \$1.0 million per year. This mostly relates to open space, recreation and swimming pool assets, buildings and other structures, and storm water. Council plans to maintain the current forecast/budgeted level of renewal expenditure on its roads asset.

5 Scenario 1 – Base case business as usual

Council operates three separate businesses - General, Sewer Funds and Domestic Waste. The following scenario information relates to General Fund operations.

5.1 Introduction

The base case scenario or business as usual outlines what would happen if Council continued to do what it is currently doing. The outcome means Council would:

- have an average operating deficit for 10-year forecast period is estimated at \$1.8 million annually
- have insufficient money to maintain current service levels
- have inadequate funding for infrastructure renewal.

This scenario results in the need to reduce service delivery and will lead to an overall deterioration of asset conditions.

5.2 Components included in scenario

The assumption used in this scenario are:

- a 3.5% rate peg for 2024/25 and the IPART NSW recommended rate of 2.5% for the remaining forecast years
- rates growth forecast adjusted to better align to IPART population factor
- conservative mining rates estimates for Regis mine commencing in 2025
- the known resource requirements of the Workforce Management Plan are included in LTFP
- asset maintenance and renewal program based on the current delivery program and operational plan.

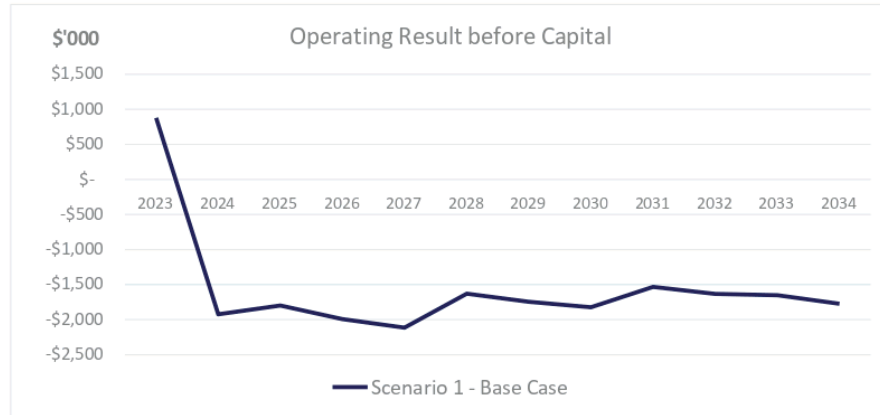


5.3 Sustainability assessment

This scenario is not financially sustainable and not recommended.

The following graph illustrates ongoing estimated operating deficits culminating in 2033/34 with a \$1.5 million annual operating deficit and an average operating performance ratio of negative 8.1%.

Figure 8 General fund forecast operating results (excluding capital)



5.4 Sensitivity analysis

The LTFP contains several assumptions based on various sources such as population growth, inflation, new mining rates and wage markets. Variations in these assumptions during the life of the plan may have a significant impact on Council’s future financial plans. The assumptions in the Base Case scenario have been tested for sensitivity to both favourable and unfavourable fluctuations in revenues and expenditure, with particular reference to rates income and employee costs.

6 Scenarios 2, 3 and 4 – Sustainability

6.1 Introduction

These scenarios all require a combination of improvement savings identified in Council’s Improvement Program, the revised asset management plans and a proposed special rate variation (SV) to become financially sustainable over the longer term. These scenarios will also enable Council to address its ongoing core deficits in the General Fund and improve its unrestricted cash position, ensuring Council is more resilient and responsive to shocks and unexpected events in the future.



6.2 Components included in these scenarios

These three scenarios have all the same assumptions; however, the variables are three SV options of one, two and three years. For these scenarios, in addition to the base case assumptions, the following assumptions include:

- asset maintenance and renewal program based on the requirements in Council's revised asset management strategy and plans
- improvement plan savings, investments and benefits, productivity and efficiency gains
- three SV scenarios
 - Scenario 2 - One year option 1
 - Scenario 3 - Two year option 2
 - Scenario 4 - Three year option 3

6.3 Sustainability assessment

Council can deliver consolidated surpluses with a special rate variation and address the core deficits in the General Fund, which finances all services and infrastructure except for domestic waste, and sewer operations. Without the rate increase, there will be a need to generate savings through service rationalisation to create a fully funded operating position, enabling an appropriate level of fully funded asset renewal expenditure.

The special rate variation will ensure Council's ongoing financial sustainability. Under scenario 2 – One year SV, Council achieves an operating surplus in 2024/25, with surpluses decreasing over 2025/26 and 2026/27 with ongoing and improving surpluses from 2027/28. This is mainly due to the level and timing of the additional mining rates. Scenario 3 achieves an operating surplus in 2025/26 and Scenario 4 breaks even in 2026/27, after which operating surpluses are achieved increasing year on year.

The impact of implementing Council's proposed SV scenarios enables Council to meet the following objectives:

- Maintain and improve council assets.
- Achieve sufficient cash reserves.
- Achieve a fully funded operating position.
- Secure continued service delivery.

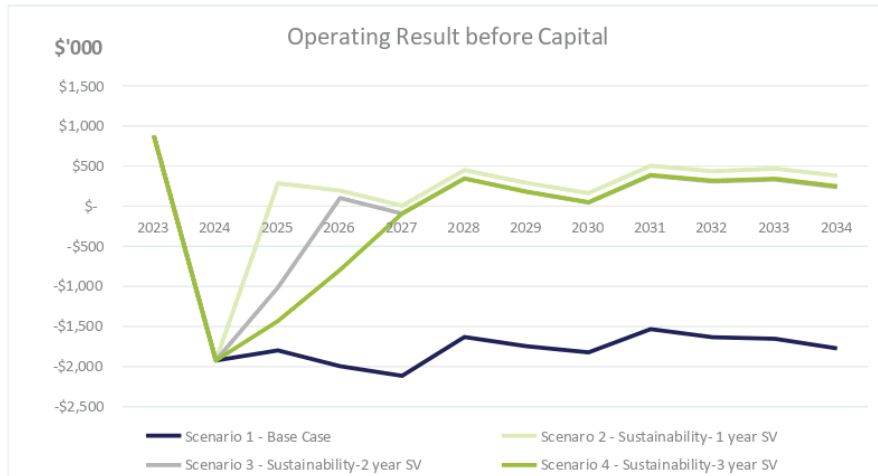
Council will also address the following operational challenges in achieving long term financial sustainability:

- Achieving an operating surplus through a combination of savings and productivity improvement and rate increases.
- Decreasing its asset backlog ratio of 5.8%.

This is illustrated in the following graph where Council estimates operating surpluses under each of the SV scenarios.

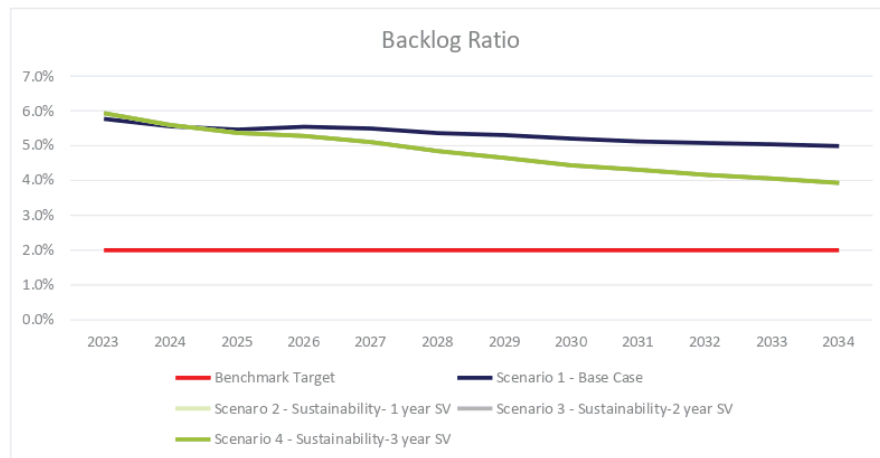


Figure 9 General fund forecast operating result (excluding capital)



The average annual investment of \$7.0 million in the asset renewal program has a positive impact on the renewal and backlog log ratios as detailed in the following graph (noting Scenarios 2,3 and 4 are the same).

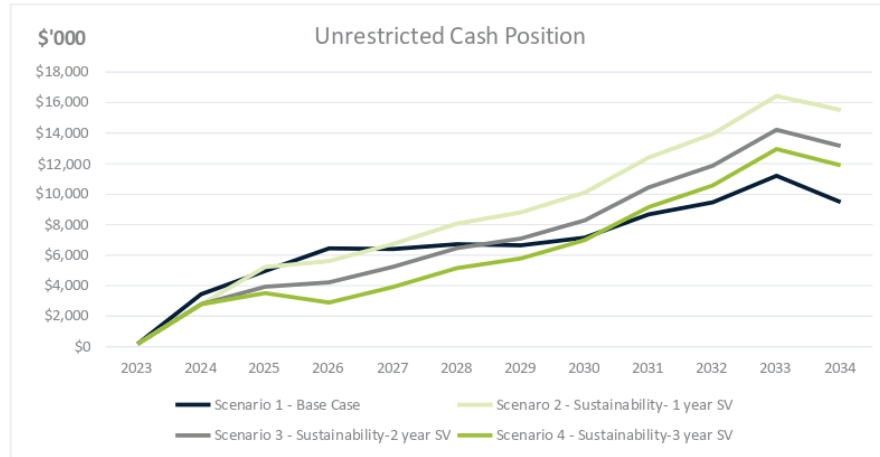
Figure 10 Forecast asset backlog ratio





In addition to addressing the operating deficits the additional income improves the unrestricted cash position over the 10-year forecast period, as detailed in the figure below.

Figure 11 General fund forecast unrestricted cash position



All councils need to hold sufficient unrestricted cash balance. It is good practice that Councils have a level of unrestricted cash to at least cover the next four months of day-to-day operating expenditure, at which point council starts to collect the majority of its rates revenue for that quarter.

General funds' overall estimated cash position also improves over the forecast period moving from \$20.5 million to an estimated \$35.3 million in 2023/34, for Council staff recommended three-year SV scenario 4.

Sound financial management encourages planning for modest operating surpluses and building of unrestricted cash reserves over time. This enables councils to respond to events that cannot be predicted or planned for in their LTFP.

Blayney Shire Council has experienced these events and, while what exactly will occur in the future is unpredictable, it is prudent that it plans for similar unplanned expenditure in the future. The above forecast unrestricted cash position does not take into account any movements in internal restrictions. As Council builds its cash balances over time, it will be able to transfer unrestricted cash for specific purposes to internal restrictions, including employee leave provisions, which will reduce its reported unrestricted cash.

Council has updated its LTFP to show the impacts of both the base case (no SV) and the proposed SV case scenarios. This will be out for exhibition during the SV consultation period.



6.4 Sensitivity analysis

There may be a number of risks associated with any long-term financial planning predictions. Risk can be minimised by regular review of LTFP assumptions, incorporation of risk assessment in all major project reviews, and modelling of scenarios.

The following is a range of identified external risks that may also impact on the LTFP, should they eventuate, as they could result in a significant change in operating revenue or expenditure and the need to review service levels.

- Budget reductions in state and federal governments may impact future funding provisions of grants and contributions.
- Continued increased cost-shifting from other levels of government may adversely impact current expenditure levels of Council.
- Climate change and its effect on council assets (roads, drainage, footpaths).
- Global issues impacting cost and supply of materials.
- The decision on the proposed new gold mine operations.

7 Long-term financial sustainability

7.1 Conclusion

Council's current base case is not financially sustainable, as it involves significant General Fund deficits of an average of approximately \$1.8 million over the ten-year forecast. Further backlog ratio is not adequately addressed under the base case scenario averaging 5.3% over the forecast period.

If Council could not increase its rates revenue through an SV, it would need to cut its operating costs by around \$1.8 million per year and continue not to adequately fund its asset renewal. Council would be faced with the decision to stop or significantly reduce discretionary services such as cultural or recreational services and facilities. Council's infrastructure would also continue to deteriorate without sufficient funds to maintain them fit for purpose.

Council staff recommend Council nominates a singular preferred SV option to undertake community engagement regarding the proposed SV.

Scenario 4 – three-year SV option is preferred by Council staff, however it is up to Council to nominate a preference.

Following community engagement Council will determine whether to prepare a Special Rate Variation (SV) application to the Independent Pricing and Regulatory Tribunal (IPART). The application is proposed to come into effect from 1 July 2024.

8 Financial statements

Following are the 10-year financial forecasts for the Base Case and Sustainability Scenario 2, 3 and 4. They show Council's consolidated (including Domestic Waste Management), and General and Sewer Fund positions. These include the Income, Balance Sheet and Cashflows Statements.

8.1 Scenario one - Base case

Following are the income statements, balance sheets and cash flow statements for Council's consolidated position (which includes Domestic Waste Management), general fund and sewer fund position for this scenario.

8.1.1 Consolidated position – Base Case

Consolidated Income Statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$9,275	\$9,560	\$10,396	\$11,268	\$12,079	\$12,448	\$13,519	\$13,934	\$14,363	\$15,152	\$15,619	\$16,101	\$16,598
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$2,502	\$2,662	\$2,529	\$2,605	\$2,683	\$2,764	\$2,846	\$2,932	\$3,020	\$3,110	\$3,204	\$3,300	\$3,399
TOTAL RATES & ANNUAL CHARGES	\$11,777	\$12,222	\$12,925	\$13,873	\$14,762	\$15,211	\$16,365	\$16,866	\$17,383	\$18,262	\$18,823	\$19,401	\$19,997
User Charges and fees	\$1,579	\$2,049	\$1,699	\$1,759	\$1,821	\$1,885	\$1,951	\$2,020	\$2,091	\$2,164	\$2,240	\$2,319	\$2,401
Other revenues	\$480	\$316	\$324	\$336	\$345	\$354	\$362	\$371	\$381	\$390	\$400	\$410	\$420
Interest and Investment Income	\$110	\$730	\$647	\$1,198	\$1,336	\$1,419	\$1,467	\$1,186	\$1,229	\$1,307	\$1,433	\$1,531	\$1,670
Other Income	\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$14,142	\$15,861	\$15,596	\$17,166	\$18,264	\$18,869	\$20,146	\$20,443	\$21,083	\$22,124	\$22,896	\$23,661	\$24,487
Grants & Contributions - Operating Purposes	\$5,525	\$6,457	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Grants & Contributions for Capital Purposes	\$9,788	\$11,364	\$6,329	\$6,515	\$337	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$54	\$0	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Income excl Gains on Asset Disposal	\$29,455	\$33,682	\$27,926	\$29,289	\$23,782	\$25,975	\$29,109	\$27,602	\$29,107	\$30,468	\$32,189	\$31,370	\$30,997
TOTAL OPERATING INCOME (Excl. Capital)	\$19,721	\$22,318	\$21,598	\$23,442	\$24,094	\$24,823	\$26,269	\$26,655	\$27,258	\$28,412	\$29,784	\$30,382	\$31,558
Employee Benefits	\$7,167	\$6,970	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$5,135	\$5,259	\$6,390	\$6,701	\$6,960	\$7,229	\$7,508	\$7,798	\$8,100	\$8,413	\$8,738	\$9,076	\$9,427
Borrowing Costs	\$147	\$273	\$195	\$203	\$176	\$161	\$144	\$126	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation	\$6,522	\$7,505	\$7,664	\$7,920	\$8,167	\$8,400	\$8,674	\$8,944	\$9,168	\$9,394	\$9,721	\$9,950	\$10,314
Other Expenses	\$685	\$847	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets	\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$19,656	\$21,083	\$23,314	\$24,244	\$25,086	\$25,902	\$26,779	\$27,628	\$28,449	\$29,301	\$30,278	\$31,180	\$32,238
OPERATING RESULT (Excl. Capital)	\$65	\$1,235	-\$1,716	-\$802	-\$992	-\$1,079	-\$510	-\$973	-\$1,192	-\$888	-\$494	-\$798	-\$680
OPERATING RESULT (Excl. Capital and Asset Sales)	\$11	\$1,464	-\$1,677	-\$1,471	-\$1,641	-\$1,737	-\$1,223	-\$1,648	-\$1,692	-\$1,366	-\$1,432	-\$1,413	-\$1,493
OPERATING RESULT (Incl. Capital)	\$9,853	\$12,599	\$4,613	\$5,713	-\$655	\$732	\$3,043	\$648	\$1,158	\$1,645	\$2,849	\$806	-\$428



Consolidated Balance Sheet

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$2,298	\$5,771	\$6,459	\$9,898	\$11,982	\$13,180	\$6,141	\$7,225	\$9,186	\$12,318	\$14,782	\$18,239	\$17,592
Investments - Current	\$17,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500
Receivables - Current	\$1,267	\$1,026	\$1,111	\$1,203	\$1,406	\$1,368	\$1,499	\$1,565	\$1,595	\$1,687	\$1,742	\$1,792	\$1,849
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	57	44	44	48	45	46	46	46	46	46	46	46	46
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$337,346	\$380,854	\$397,707	\$404,477	\$409,169	\$413,844	\$418,980	\$424,090	\$428,306	\$432,536	\$439,626	\$443,896	\$450,118
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$368,049	\$416,008	\$432,861	\$439,631	\$444,323	\$448,998	\$454,134	\$459,244	\$463,460	\$467,690	\$474,780	\$479,050	\$485,272
Inventory Days	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ASSETS	\$392,964	\$451,483	\$465,354	\$475,656	\$482,634	\$488,469	\$486,697	\$492,957	\$499,163	\$506,618	\$516,228	\$524,004	\$529,635
Payables - Current	\$1,522	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$629	\$597	\$589	\$443	\$459	\$475	\$493	\$424	\$293	\$303	\$313	\$323	\$334
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
TOTAL CURRENT LIABILITIES	\$7,698	\$10,035	\$8,739	\$4,669	\$4,685	\$4,701	\$4,719	\$4,650	\$4,519	\$4,529	\$4,539	\$4,549	\$4,560
Payables Days	167	276	220	221	239	227	229	232	229	230	230	230	230
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non current	\$5,972	\$5,376	\$5,308	\$4,865	\$4,406	\$3,931	\$3,438	\$3,014	\$2,721	\$2,418	\$2,105	\$1,782	\$1,449
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
TOTAL NON-CURRENT LIABILITIES	\$7,389	\$10,722	\$6,730	\$6,286	\$5,828	\$5,352	\$4,859	\$4,435	\$4,142	\$3,839	\$3,526	\$3,203	\$2,870
TOTAL LIABILITIES	\$15,087	\$20,757	\$15,469	\$10,955	\$10,513	\$10,053	\$9,578	\$9,085	\$8,661	\$8,368	\$8,065	\$7,752	\$7,429
NET ASSETS	\$377,877	\$430,726	\$449,886	\$464,700	\$472,122	\$478,416	\$477,118	\$483,871	\$490,503	\$498,251	\$508,163	\$516,252	\$522,206
Accumulated Surplus	\$167,548	\$184,692	\$201,891	\$206,504	\$212,217	\$211,562	\$212,295	\$215,338	\$215,986	\$217,144	\$218,789	\$221,638	\$222,444
Revaluation Reserves	\$167,045	\$193,130	\$243,327	\$246,674	\$251,982	\$259,808	\$265,484	\$261,117	\$267,359	\$272,919	\$278,523	\$285,905	\$292,997
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,853	\$12,599	\$4,613	\$5,713	-\$655	\$732	\$3,043	\$648	\$1,158	\$1,645	\$2,849	\$806	-\$428
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,650	\$0	\$5,754	\$8,523	\$6,258	-\$3,758	\$6,713	\$5,944	\$6,488	\$7,947	\$7,848	\$7,139
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$43,284	\$52,849	\$4,613	\$11,467	\$7,868	\$6,990	-\$715	\$7,361	\$7,102	\$8,133	\$10,795	\$8,654	\$6,710
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$377,877	\$430,726	\$449,886	\$464,700	\$472,122	\$478,416	\$477,118	\$483,871	\$490,503	\$498,251	\$508,163	\$516,252	\$522,206



Consolidated Cashflow Statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own Source Revenue	\$12,977	\$15,459	\$15,596	\$17,166	\$18,264	\$18,869	\$20,146	\$20,443	\$21,083	\$22,124	\$22,896	\$23,661	\$24,487
Grants and Contributions	\$2,701	\$8,729	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Other Income from Continuing Operations	\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Employee Benefits	\$7,214	\$7,190	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$6,708	\$6,717	\$6,390	\$6,701	\$6,960	\$7,229	\$7,508	\$7,798	\$8,100	\$8,413	\$8,738	\$9,076	\$9,427
Other Expenses from Continuing Operations	\$705	\$789	\$1,206	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$13,763	\$14,713	\$10,928	\$9,605	\$4,986	\$7,476	\$18,281	\$8,015	\$7,941	\$7,613	\$9,802	\$6,987	\$10,209
Purchase of Real Estate / Other	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital p	\$9,788	\$12,341	\$6,329	\$6,515	\$337	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$623	\$815	\$855	\$792	\$619	\$619	\$619	\$619	\$531	\$387	\$387	\$387	\$387
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$20,665	\$20,298	\$29,271	\$29,959	\$33,398	\$35,482	\$36,680	\$29,641	\$30,725	\$32,686	\$35,818	\$38,282	\$41,739
Change in Cash	-\$367	\$8,973	\$688	\$3,439	\$2,084	\$1,198	-\$7,039	\$1,084	\$1,961	\$3,132	\$2,464	\$3,457	-\$647
CLOSING CASH	\$20,298	\$29,271	\$29,959	\$33,398	\$35,482	\$36,680	\$29,641	\$30,725	\$32,686	\$35,818	\$38,282	\$41,739	\$41,092
TOTAL CASH AND LIQUID INVESTMENTS	\$20,298	\$29,271	\$29,959	\$33,398	\$35,482	\$36,680	\$29,641	\$30,725	\$32,686	\$35,818	\$38,282	\$41,739	\$41,092
Transfers to Reserves	\$1,006	\$8,992	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves	\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash	\$6,464	\$13,223	\$13,494	\$14,845	\$15,416	\$16,001	\$16,600	\$17,214	\$17,843	\$18,488	\$19,149	\$19,827	\$20,422
Externally Restricted - Sewer Fund cash balance	\$5,802	\$6,438	\$6,730	\$7,301	\$7,750	\$8,421	\$516	\$1,157	\$2,010	\$2,918	\$3,886	\$4,916	\$5,401
Externally Restricted - Domestic Waste Fund cash b	\$831	\$667	\$667	\$679	\$686	\$682	\$682	\$670	\$651	\$623	\$587	\$540	\$483
Unrestricted Cash	\$81	\$192	\$3,439	\$4,965	\$6,452	\$6,400	\$6,714	\$6,647	\$7,146	\$8,675	\$9,469	\$11,206	\$9,477

8.1.2 General fund position – Base Case

General Fund statements exclude Domestic Waste Management.

General fund income statement

FINANCIAL STATEMENTS - Base Case

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$9,275	\$9,560	\$10,396	\$11,268	\$12,079	\$12,448	\$13,519	\$13,934	\$14,363	\$15,152	\$15,619	\$16,101	\$16,598
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
User Charges and fees	\$1,356	\$1,848	\$1,357	\$1,405	\$1,454	\$1,505	\$1,558	\$1,613	\$1,669	\$1,728	\$1,789	\$1,852	\$1,917
Other revenues	\$461	\$316	\$320	\$331	\$340	\$349	\$357	\$366	\$376	\$385	\$395	\$404	\$415
Interest and Investment Income	\$76	\$482	\$395	\$837	\$949	\$1,011	\$1,030	\$1,062	\$1,077	\$1,119	\$1,205	\$1,263	\$1,359
Other Income	\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions - Operating Purposes	\$5,511	\$6,443	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Grants & Contributions for Capital Purposes	\$9,355	\$10,992	\$6,122	\$6,515	\$337	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$38	\$15	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Income excl Gains on Asset Disposal	\$26,230	\$30,185	\$24,574	\$25,947	\$20,325	\$22,403	\$25,411	\$24,117	\$25,492	\$26,710	\$28,283	\$27,311	\$26,779
TOTAL OPERATING INCOME (Excl. Capital)	\$16,913	\$19,208	\$18,452	\$20,100	\$20,637	\$21,251	\$22,570	\$23,170	\$23,642	\$24,654	\$25,878	\$26,323	\$27,340
Employee Benefits	\$6,909	\$6,730	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts	\$3,417	\$3,483	\$4,483	\$4,708	\$4,897	\$5,094	\$5,299	\$5,512	\$5,733	\$5,963	\$6,203	\$6,452	\$6,711
Borrowing Costs	\$111	\$242	\$168	\$174	\$152	\$141	\$130	\$118	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation	\$5,954	\$6,803	\$6,980	\$7,220	\$7,452	\$7,670	\$7,927	\$8,180	\$8,388	\$8,597	\$8,906	\$9,117	\$9,463
Other Expenses	\$683	\$842	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets	\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$17,074	\$18,329	\$20,415	\$21,230	\$21,981	\$22,705	\$23,488	\$24,241	\$24,966	\$25,709	\$26,574	\$27,360	\$28,300
OPERATING RESULT (Excl. Capital)	-\$161	\$879	-\$1,962	-\$1,130	-\$1,345	-\$1,455	-\$918	-\$1,071	-\$1,324	-\$1,055	-\$696	-\$1,038	-\$960
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$199	\$1,093	-\$1,923	-\$1,799	-\$1,994	-\$2,113	-\$1,631	-\$1,746	-\$1,824	-\$1,532	-\$1,634	-\$1,653	-\$1,773
OPERATING RESULT (Incl. Capital)	\$9,194	\$11,871	\$4,160	\$5,385	-\$1,007	\$357	\$2,635	\$550	\$1,026	\$1,479	\$2,647	\$566	-\$708



General fund balance sheet

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash & Cash Equivalents	\$818	\$3,445	\$3,842	\$6,633	\$8,193	\$8,648	\$9,446	\$9,824	\$10,873	\$13,042	\$14,489	\$16,873	\$15,706
Investments - Current	\$11,151	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092
Receivables - Current	\$1,231	\$1,000	\$1,087	\$1,179	\$1,377	\$1,341	\$1,470	\$1,535	\$1,564	\$1,656	\$1,709	\$1,758	\$1,814
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	\$48	\$38	\$38	\$42	\$39	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$310,878	\$353,000	\$370,681	\$377,352	\$381,943	\$386,514	\$391,544	\$396,546	\$400,652	\$404,769	\$411,744	\$415,896	\$421,997
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$341,581	\$388,154	\$405,835	\$412,506	\$417,097	\$421,668	\$426,698	\$431,700	\$435,806	\$439,923	\$446,898	\$451,050	\$457,151
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$358,631	\$414,869	\$429,279	\$438,833	\$445,182	\$450,172	\$456,130	\$461,575	\$466,758	\$473,136	\$481,612	\$488,196	\$493,186
Payables - Current	\$1,510	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$570	\$533	\$530	\$379	\$390	\$401	\$413	\$424	\$293	\$303	\$313	\$323	\$334
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
TOTAL CURRENT LIABILITIES	\$7,627	\$9,800	\$8,509	\$4,434	\$4,445	\$4,456	\$4,468	\$4,479	\$4,348	\$4,358	\$4,368	\$4,378	\$4,389
Payables Days	\$161	\$197	\$153	\$170	\$174	\$166	\$170	\$170	\$168	\$169	\$169	\$169	\$169
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non current	\$5,616	\$5,084	\$5,001	\$4,622	\$4,232	\$3,831	\$3,418	\$2,994	\$2,701	\$2,398	\$2,085	\$1,762	\$1,429
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
TOTAL NON-CURRENT LIABILITIES	\$7,033	\$10,430	\$6,423	\$6,043	\$5,653	\$5,252	\$4,839	\$4,415	\$4,122	\$3,819	\$3,506	\$3,183	\$2,850
TOTAL LIABILITIES	\$14,660	\$20,230	\$14,932	\$10,477	\$10,098	\$9,708	\$9,307	\$8,894	\$8,470	\$8,177	\$7,874	\$7,561	\$7,238
NET ASSETS	\$343,971	\$394,639	\$414,348	\$428,355	\$435,084	\$440,464	\$446,823	\$452,680	\$458,289	\$464,959	\$473,738	\$480,635	\$485,948
Accumulated Surplus	\$157,421	\$174,071	\$190,542	\$194,702	\$200,087	\$199,079	\$199,436	\$202,071	\$202,622	\$203,648	\$205,126	\$207,773	\$208,339
Revaluation Reserves	\$144,756	\$169,059	\$219,591	\$222,938	\$227,762	\$235,255	\$240,390	\$244,087	\$249,533	\$254,200	\$258,894	\$265,344	\$271,484
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,194	\$11,871	\$4,160	\$5,385	-\$1,007	\$357	\$2,635	\$550	\$1,026	\$1,479	\$2,647	\$566	-\$708
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,650	\$0	\$5,276	\$8,187	\$5,718	\$4,307	\$5,917	\$5,053	\$5,578	\$7,016	\$6,897	\$6,777
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers between Equity Items	-\$831	-\$667	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$343,971	\$394,639	\$414,348	\$428,355	\$435,084	\$440,464	\$446,823	\$452,680	\$458,289	\$464,959	\$473,738	\$480,635	\$485,948

General fund cashflow

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Total Own Source Revenue	\$12,977	\$14,731	\$12,468	\$13,841	\$14,822	\$15,313	\$16,464	\$16,975	\$17,484	\$18,384	\$19,008	\$19,621	\$20,288
Grants and Contributions	\$2,701	\$8,729	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Other Income from Continuing Operations	\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Employee Benefits	\$7,214	\$7,190	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts	\$6,708	\$6,717	\$4,483	\$4,708	\$4,897	\$5,094	\$5,299	\$5,512	\$5,733	\$5,963	\$6,203	\$6,452	\$6,711
Other Expenses from Continuing Operations	\$705	\$789	\$1,206	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$13,673	\$14,713	\$10,144	\$9,284	\$4,505	\$7,181	\$9,363	\$7,940	\$7,941	\$7,613	\$9,802	\$6,987	\$9,599
Purchase of Real Estate / Other	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital purposes	\$9,355	\$12,001	\$6,122	\$6,515	\$337	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$623	\$815	\$767	\$703	\$531	\$531	\$531	\$531	\$531	\$387	\$387	\$387	\$387
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$13,179	\$12,633	\$20,538	\$20,934	\$23,725	\$25,285	\$25,740	\$26,538	\$26,916	\$27,965	\$30,134	\$31,581	\$33,965
Change in Cash	-\$710	\$7,905	\$396	\$2,791	\$1,560	\$455	\$798	\$378	\$1,049	\$2,169	\$1,448	\$2,384	-\$1,167
TOTAL CASH AND LIQUID INVESTMENTS	\$12,469	\$20,538	\$20,934	\$23,725	\$25,285	\$25,740	\$26,538	\$26,916	\$27,965	\$30,134	\$31,581	\$33,965	\$32,798
Transfers to Reserves	\$806	\$8,560	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves	\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash	\$5,268	\$11,595	\$11,866	\$13,151	\$13,655	\$14,170	\$14,696	\$15,233	\$15,783	\$16,346	\$16,921	\$17,510	\$18,012
Unrestricted Cash	\$81	\$192	\$3,439	\$4,965	\$6,452	\$6,400	\$6,714	\$6,647	\$7,146	\$8,675	\$9,469	\$11,206	\$9,477

8.1.3 Sewer fund position – Base Case

Sewer fund income statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,585	\$1,681	\$1,548	\$1,594	\$1,642	\$1,692	\$1,742	\$1,795	\$1,848	\$1,904	\$1,961	\$2,020	\$2,080
User Charges and fees	\$223	\$201	\$342	\$355	\$367	\$380	\$393	\$407	\$421	\$436	\$451	\$467	\$484
Other revenues	\$19	\$0	\$4	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$6
Interest and Investment Income	\$34	\$248	\$252	\$334	\$360	\$380	\$410	\$97	\$126	\$163	\$202	\$245	\$289
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions - Operating Purposes	\$14	\$14	\$18	\$17	\$15	\$16	\$16	\$16	\$17	\$17	\$18	\$18	\$19
Grants & Contributions for Capital Purposes	\$433	\$372	\$206	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$16	-\$15	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income excl Gains on Asset Disposal	\$2,308	\$2,516	\$2,371	\$2,305	\$2,389	\$2,472	\$2,567	\$2,320	\$2,417	\$2,525	\$2,638	\$2,756	\$2,878
TOTAL OPERATING INCOME (Excl. Capital)	\$1,891	\$2,129	\$2,165	\$2,305	\$2,389	\$2,472	\$2,567	\$2,320	\$2,417	\$2,525	\$2,638	\$2,756	\$2,878
Employee Benefits	\$258	\$240	\$280	\$292	\$302	\$311	\$320	\$328	\$336	\$345	\$353	\$362	\$371
Materials and Contracts	\$801	\$795	\$926	\$968	\$1,002	\$1,037	\$1,073	\$1,110	\$1,149	\$1,190	\$1,231	\$1,274	\$1,319
Borrowing Costs	\$36	\$31	\$27	\$29	\$25	\$20	\$14	\$8	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation	\$568	\$702	\$685	\$700	\$715	\$731	\$747	\$763	\$780	\$797	\$815	\$833	\$851
Other Expenses	\$2	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$1,665	\$1,773	\$1,918	\$1,988	\$2,043	\$2,098	\$2,154	\$2,210	\$2,266	\$2,332	\$2,399	\$2,469	\$2,541
OPERATING RESULT (Excl. Capital)	\$226	\$356	\$247	\$316	\$346	\$375	\$413	\$110	\$152	\$194	\$239	\$286	\$337
OPERATING RESULT (Excl. Capital and Asset Sales)	\$210	\$371	\$247	\$316	\$346	\$375	\$413	\$110	\$152	\$194	\$239	\$286	\$337
OPERATING RESULT (Incl. Capital)	\$659	\$728	\$453	\$316	\$346	\$375	\$413	\$110	\$152	\$194	\$239	\$286	\$337



Sewer fund balance sheet

Upon completing asset renewal works, in the Sewer Business Plan, cash and cash equivalents, depreciation and asset valuations will be recalculated and confirmed.

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash & Cash Equivalents	\$649	\$1,659	\$1,950	\$2,586	\$3,103	\$3,845	\$3,988	-\$3,270	-\$2,338	-\$1,347	-\$294	\$825	\$1,403
Investments - Current	\$6,349	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408	\$6,408
Receivables - Current	\$36	\$26	\$24	\$25	\$29	\$28	\$29	\$30	\$31	\$32	\$33	\$34	\$35
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	7,034	8,093	8,382	9,019	9,540	10,280	2,449	3,168	4,100	5,092	6,147	7,267	7,845
Receivable Collection Days	\$8	\$6	\$6	\$7	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$26,468	\$27,854	\$27,026	\$27,125	\$27,226	\$27,330	\$27,435	\$27,544	\$27,654	\$27,767	\$27,882	\$28,000	\$28,121
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$26,468	\$27,854	\$27,026	\$27,125	\$27,226	\$27,330	\$27,435	\$27,544	\$27,654	\$27,767	\$27,882	\$28,000	\$28,121
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$33,502	\$35,947	\$35,408	\$36,144	\$36,767	\$37,610	\$29,885	\$30,712	\$31,754	\$32,859	\$34,029	\$35,267	\$35,966
Payables - Current	\$12	\$171	\$171	\$171	\$171	\$171	\$171	\$171	\$171	\$171	\$171	\$171	\$171
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$59	\$64	\$59	\$64	\$69	\$74	\$80	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT LIABILITIES	\$71	\$235	\$230	\$235	\$240	\$245	\$251	\$171	\$171	\$171	\$171	\$171	\$171
Payables Days	\$5	\$79	\$67	\$50	\$65	\$61	\$59	\$62	\$61	\$61	\$61	\$61	\$61
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	\$356	\$292	\$307	\$243	\$174	\$100	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Provisions - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$356	\$292	\$307	\$243	\$174	\$100	\$20	\$20	\$20	\$20	\$20	\$20	\$20
TOTAL LIABILITIES	\$427	\$527	\$537	\$478	\$414	\$345	\$271	\$191	\$191	\$191	\$191	\$191	\$191
NET ASSETS	\$33,075	\$35,420	\$34,871	\$35,666	\$36,353	\$37,264	\$29,614	\$30,521	\$31,563	\$32,668	\$33,838	\$35,076	\$35,775
Accumulated Surplus	\$10,127	\$10,621	\$11,349	\$11,802	\$12,118	\$12,464	\$12,839	\$13,251	\$13,361	\$13,513	\$13,707	\$13,945	\$14,231
Revaluation Reserves	\$22,289	\$24,071	\$23,069	\$23,070	\$23,553	\$23,887	\$24,427	\$16,364	\$17,160	\$18,052	\$18,963	\$19,894	\$20,846
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$32,416	\$34,692	\$34,418	\$34,872	\$35,671	\$36,351	\$37,266	\$29,615	\$30,521	\$31,564	\$32,669	\$33,839	\$35,077
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$32,416	\$34,692	\$34,418	\$34,872	\$35,671	\$36,351	\$37,266	\$29,615	\$30,521	\$31,564	\$32,669	\$33,839	\$35,077
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$32,416	\$34,692	\$34,418	\$34,872	\$35,671	\$36,351	\$37,266	\$29,615	\$30,521	\$31,564	\$32,669	\$33,839	\$35,077
Net Operating Result for the Year	\$659	\$728	\$453	\$316	\$346	\$375	\$413	\$110	\$152	\$194	\$239	\$286	\$337
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$0	\$478	\$336	\$539	-\$8,065	\$796	\$891	\$910	\$930	\$951	\$362
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$659	\$728	\$453	\$794	\$682	\$914	-\$7,652	\$906	\$1,042	\$1,104	\$1,169	\$1,237	\$698
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$33,075	\$35,420	\$34,871	\$35,666	\$36,353	\$37,264	\$29,614	\$30,521	\$31,563	\$32,668	\$33,838	\$35,076	\$35,775



Sewer fund cashflow

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Total Own Source Revenue	\$0	\$728	\$2,147	\$2,288	\$2,374	\$2,457	\$2,551	\$2,304	\$2,401	\$2,508	\$2,620	\$2,737	\$2,859
Grants and Contributions	\$0	\$0	\$18	\$17	\$15	\$16	\$16	\$16	\$17	\$17	\$18	\$18	\$19
Other Income from Continuing Operations	\$0	\$0	-\$0	\$0	\$0	-\$0	-\$0	-\$0	\$0	\$0	-\$0	\$0	-\$0
Employee Benefits	\$0	\$0	\$280	\$292	\$302	\$311	\$320	\$328	\$336	\$345	\$353	\$362	\$371
Materials and Contracts	\$0	\$0	\$926	\$968	\$1,002	\$1,037	\$1,073	\$1,110	\$1,149	\$1,190	\$1,231	\$1,274	\$1,319
Other Expenses from Continuing Operations	\$0	\$0	-\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$0
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$90	\$0	\$784	\$320	\$481	\$295	\$8,918	\$76	\$0	\$0	\$0	\$0	\$610
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital purposes	\$433	\$340	\$206	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$0	\$0	\$88	\$88	\$88	\$88	\$88	\$88	\$88	\$88	\$88	\$88	\$88
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$6,655	\$6,998	\$8,066	\$8,358	\$8,994	\$9,511	\$10,253	\$2,420	\$3,138	\$4,070	\$5,061	\$6,114	\$7,233
Change in Cash	\$343	\$1,068	\$292	\$637	\$517	\$741	-\$7,832	\$718	\$932	\$991	\$1,053	\$1,119	\$578
TOTAL CASH AND LIQUID INVESTMENTS	\$6,998	\$8,066	\$8,358	\$8,994	\$9,511	\$10,253	\$2,420	\$3,138	\$4,070	\$5,061	\$6,114	\$7,233	\$7,811
Transfers to Reserves	\$200	\$432	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$1,196	\$1,628	\$1,628	\$1,693	\$1,761	\$1,831	\$1,905	\$1,981	\$2,060	\$2,142	\$2,228	\$2,317	\$2,410
Unrestricted Cash	\$5,802	\$6,438	\$6,730	\$7,301	\$7,750	\$8,421	\$516	\$1,157	\$2,010	\$2,918	\$3,886	\$4,916	\$5,401

8.2 Scenario two – Sustainability one-year SV option

Following are the income statements, balance sheets and cash flow statements for Council’s consolidated position (which includes Domestic Waste Management) and General Fund position for this scenario. Sewer Fund has only a Base Case option.

8.2.1 Consolidated position- Sustainability one-year SV option

Consolidated income statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$9,275	\$9,560	\$10,396	\$11,268	\$14,543	\$14,985	\$16,133	\$16,627	\$17,137	\$18,009	\$18,563	\$19,133	\$19,721
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$2,391	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$2,502	\$2,662	\$2,529	\$2,605	\$2,683	\$2,764	\$2,846	\$2,932	\$3,020	\$3,110	\$3,204	\$3,300	\$3,399
User Charges and fees	\$1,579	\$2,049	\$1,699	\$1,759	\$1,821	\$1,885	\$1,951	\$2,020	\$2,091	\$2,164	\$2,240	\$2,319	\$2,401
Other revenues	\$480	\$316	\$324	\$336	\$345	\$354	\$362	\$371	\$381	\$390	\$400	\$410	\$420
Interest and Investment Income	\$110	\$730	\$647	\$1,172	\$1,342	\$1,381	\$1,466	\$1,227	\$1,284	\$1,372	\$1,502	\$1,604	\$1,745
Other Income	\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$15	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97
Grants & Contributions - Operating Purposes	\$5,525	\$6,457	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Grants & Contributions for Capital Purposes	\$9,788	\$11,364	\$6,329	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$54	\$0	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Income excl Gains on Asset Disposal	\$29,455	\$33,682	\$27,926	\$31,669	\$26,748	\$28,571	\$31,819	\$30,433	\$32,033	\$33,486	\$35,298	\$34,572	\$34,293
TOTAL OPERATING INCOME (Excl. Capital)	\$19,721	\$22,318	\$21,598	\$25,822	\$26,660	\$27,419	\$28,979	\$29,486	\$30,184	\$31,431	\$32,893	\$33,584	\$34,854
Employee Benefits	\$7,167	\$6,970	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$5,135	\$5,259	\$6,390	\$6,955	\$7,372	\$7,803	\$8,245	\$8,700	\$9,166	\$9,544	\$9,951	\$10,358	\$10,799
Borrowing Costs	\$147	\$273	\$195	\$203	\$176	\$161	\$144	\$126	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation	\$6,522	\$7,505	\$7,664	\$7,920	\$8,173	\$8,406	\$8,680	\$8,950	\$9,174	\$9,400	\$9,727	\$9,957	\$10,320
Other Expenses	\$685	\$847	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets	\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	-\$12	-\$89	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$19,656	\$21,083	\$23,314	\$24,486	\$25,415	\$26,332	\$27,372	\$28,386	\$29,372	\$30,289	\$31,347	\$32,318	\$33,467
OPERATING RESULT (Excl. Capital)	\$65	\$1,235	-\$1,716	\$1,336	\$1,245	\$1,086	\$1,607	\$1,100	\$812	\$1,142	\$1,546	\$1,265	\$1,387
OPERATING RESULT (Excl. Capital and Asset Sales)	\$11	\$1,464	-\$1,677	\$667	\$596	\$428	\$894	\$426	\$312	\$664	\$608	\$650	\$574
OPERATING RESULT (Incl. Capital)	\$9,853	\$12,599	\$4,613	\$7,851	\$1,982	\$2,898	\$5,160	\$2,722	\$3,162	\$3,675	\$4,889	\$2,869	\$1,639



Consolidated balance sheet

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$2,298	\$5,771	\$5,805	\$10,040	\$11,019	\$13,162	\$7,186	\$8,601	\$10,789	\$14,046	\$16,601	\$20,125	\$20,139
Investments - Current	\$17,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500
Receivables - Current	\$1,267	\$1,026	\$1,111	\$1,453	\$1,687	\$1,642	\$1,784	\$1,862	\$1,897	\$2,000	\$2,064	\$2,123	\$2,190
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	57	44	44	48	45	46	46	46	46	46	46	46	46
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$337,346	\$380,854	\$397,707	\$404,477	\$410,064	\$414,752	\$419,903	\$425,028	\$429,259	\$433,505	\$440,611	\$444,896	\$451,134
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$368,049	\$416,008	\$432,861	\$439,631	\$445,218	\$449,906	\$455,057	\$460,182	\$464,413	\$468,659	\$475,765	\$480,050	\$486,288
Inventory Days	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ASSETS	\$392,964	\$451,483	\$464,701	\$476,048	\$482,847	\$489,633	\$488,950	\$495,567	\$502,021	\$509,627	\$519,353	\$527,221	\$533,541
Payables - Current	\$1,522	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$629	\$597	\$589	\$443	\$459	\$475	\$493	\$424	\$293	\$303	\$313	\$323	\$334
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
TOTAL CURRENT LIABILITIES	\$7,698	\$10,035	\$8,739	\$4,669	\$4,685	\$4,701	\$4,719	\$4,650	\$4,519	\$4,529	\$4,539	\$4,549	\$4,560
Payables Days	167	276	220	221	239	227	229	232	229	230	230	230	230
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non current	\$5,972	\$5,376	\$5,308	\$4,865	\$4,406	\$3,931	\$3,438	\$3,014	\$2,721	\$2,418	\$2,105	\$1,782	\$1,449
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
TOTAL NON-CURRENT LIABILITIES	\$7,389	\$10,722	\$6,730	\$6,286	\$5,828	\$5,352	\$4,859	\$4,435	\$4,142	\$3,839	\$3,526	\$3,203	\$2,870
TOTAL LIABILITIES	\$15,087	\$20,757	\$15,469	\$10,955	\$10,513	\$10,053	\$9,578	\$9,085	\$8,661	\$8,368	\$8,065	\$7,752	\$7,429
NET ASSETS	\$377,877	\$430,726	\$449,233	\$465,093	\$472,334	\$479,579	\$479,371	\$486,482	\$493,361	\$501,260	\$511,288	\$519,469	\$526,112
Accumulated Surplus	\$167,548	\$184,692	\$201,891	\$206,504	\$214,355	\$216,337	\$219,234	\$224,394	\$227,116	\$230,278	\$233,953	\$238,842	\$241,711
Revaluation Reserves	\$167,045	\$193,130	\$242,674	\$246,271	\$250,272	\$255,239	\$259,719	\$254,326	\$258,845	\$262,653	\$266,378	\$271,835	\$276,957
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,853	\$12,599	\$4,613	\$7,851	\$1,982	\$2,898	\$5,160	\$2,722	\$3,162	\$3,675	\$4,889	\$2,869	\$1,639
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,650	\$0	\$4,412	\$5,675	\$5,051	-\$4,797	\$4,985	\$4,183	\$4,598	\$6,013	\$5,868	\$5,750
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$43,284	\$52,849	\$4,613	\$12,263	\$7,657	\$7,948	\$363	\$7,706	\$7,344	\$8,274	\$10,902	\$8,737	\$7,388
Transfers between equity items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$377,877	\$430,726	\$449,233	\$465,093	\$472,334	\$479,579	\$479,371	\$486,482	\$493,361	\$501,260	\$511,288	\$519,469	\$526,112



Consolidated cashflow statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own Source Revenue	\$12,977	\$15,459	\$15,596	\$19,546	\$20,830	\$21,465	\$22,856	\$23,275	\$24,009	\$25,143	\$26,006	\$26,863	\$27,783
Grants and Contributions	\$2,701	\$8,729	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Other Income from Continuing Operations	\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Employee Benefits	\$7,214	\$7,190	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$6,708	\$6,717	\$6,390	\$6,955	\$7,372	\$7,803	\$8,245	\$8,700	\$9,166	\$9,544	\$9,951	\$10,358	\$10,799
Other Expenses from Continuing Operations	\$705	\$789	\$1,206	\$1,196	\$1,153	\$1,123	\$1,154	\$1,187	\$1,220	\$1,255	\$1,290	\$1,326	\$1,362
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$13,763	\$14,713	\$11,582	\$10,947	\$8,733	\$8,703	\$19,340	\$9,764	\$9,723	\$9,525	\$11,758	\$8,989	\$11,622
Purchase of Real Estate / Other	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital p	\$9,788	\$12,341	\$6,329	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$623	\$815	\$855	\$792	\$619	\$619	\$619	\$619	\$531	\$387	\$387	\$387	\$387
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$20,665	\$20,298	\$29,271	\$29,305	\$33,540	\$34,519	\$36,662	\$30,686	\$32,101	\$34,289	\$37,546	\$40,101	\$43,625
Change in Cash	-\$367	\$8,973	\$34	\$4,235	\$979	\$2,142	-\$5,975	\$1,414	\$2,188	\$3,257	\$2,555	\$3,524	\$15
CLOSING CASH	\$20,298	\$29,271	\$29,305	\$33,540	\$34,519	\$36,662	\$30,686	\$32,101	\$34,289	\$37,546	\$40,101	\$43,625	\$43,639
TOTAL CASH AND LIQUID INVESTMENTS	\$20,298	\$29,271	\$29,305	\$33,540	\$34,519	\$36,662	\$30,686	\$32,101	\$34,289	\$37,546	\$40,101	\$43,625	\$43,639
Transfers to Reserves	\$1,006	\$8,992	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves	\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash	\$6,464	\$13,223	\$13,494	\$14,845	\$15,416	\$16,001	\$16,600	\$17,214	\$17,843	\$18,488	\$19,149	\$19,827	\$20,422
Externally Restricted - Sewer Fund cash balance	\$5,802	\$6,438	\$6,730	\$7,130	\$7,549	\$7,991	\$123	\$282	\$545	\$827	\$1,129	\$1,453	\$1,799
Externally Restricted - Domestic Waste Fund cash b	\$831	\$667	\$667	\$679	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483
Unrestricted Cash	\$81	\$192	\$2,786	\$5,279	\$5,691	\$6,812	\$8,153	\$8,897	\$10,213	\$12,494	\$14,045	\$16,555	\$15,627

8.2.2 General fund position- Sustainability one-year SV option

General Fund statements exclude Domestic Waste Management.

General Fund Income Statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$9,275	\$9,560	\$10,396	\$11,268	\$14,543	\$14,985	\$16,133	\$16,627	\$17,137	\$18,009	\$18,563	\$19,133	\$19,721
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$2,391	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
User Charges and fees	\$1,356	\$1,848	\$1,357	\$1,405	\$1,454	\$1,505	\$1,558	\$1,613	\$1,669	\$1,728	\$1,789	\$1,852	\$1,917
Other revenues	\$461	\$316	\$320	\$331	\$340	\$349	\$357	\$366	\$376	\$385	\$395	\$404	\$415
Interest and Investment Income	\$76	\$482	\$395	\$811	\$962	\$981	\$1,046	\$1,119	\$1,167	\$1,241	\$1,358	\$1,446	\$1,573
Other Income	\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$15	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97
Grants & Contributions - Operating Purposes	\$5,511	\$6,443	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Grants & Contributions for Capital Purposes	\$9,355	\$10,992	\$6,122	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$38	\$15	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Income excl Gains on Asset Disposal	\$26,230	\$30,185	\$24,574	\$28,327	\$23,298	\$25,007	\$28,138	\$26,965	\$28,453	\$29,787	\$31,476	\$30,624	\$30,214
TOTAL OPERATING INCOME (Excl. Capital)	\$16,913	\$19,208	\$18,452	\$22,480	\$23,209	\$23,855	\$25,298	\$26,017	\$26,603	\$27,731	\$29,071	\$29,635	\$30,774
Employee Benefits	\$6,909	\$6,730	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts	\$3,417	\$3,483	\$4,483	\$4,962	\$5,310	\$5,668	\$6,036	\$6,413	\$6,799	\$7,095	\$7,415	\$7,734	\$8,083
Borrowing Costs	\$111	\$242	\$168	\$174	\$152	\$141	\$130	\$118	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation	\$5,954	\$6,803	\$6,980	\$7,220	\$7,458	\$7,675	\$7,933	\$8,186	\$8,394	\$8,603	\$8,912	\$9,124	\$9,469
Other Expenses	\$683	\$842	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets	\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$44	-\$34	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$17,074	\$18,329	\$20,415	\$21,527	\$22,366	\$23,191	\$24,136	\$25,054	\$25,943	\$26,752	\$27,698	\$28,554	\$29,583
OPERATING RESULT (Excl. Capital)	-\$161	\$879	-\$1,962	\$953	\$844	\$664	\$1,161	\$963	\$660	\$979	\$1,373	\$1,081	\$1,191
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$199	\$1,093	-\$1,923	\$284	\$195	\$5	\$448	\$288	\$160	\$502	\$435	\$466	\$378
OPERATING RESULT (Incl. Capital)	\$9,194	\$11,871	\$4,160	\$7,468	\$1,581	\$2,475	\$4,714	\$2,585	\$3,009	\$3,513	\$4,716	\$2,685	\$1,443



General Fund balance sheet

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash & Cash Equivalents	\$818	\$3,445	\$3,189	\$6,947	\$7,432	\$9,061	\$10,885	\$12,075	\$13,941	\$16,862	\$19,065	\$22,223	\$21,856
Investments - Current	\$11,151	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092
Receivables - Current	\$1,231	\$1,000	\$1,087	\$1,429	\$1,657	\$1,614	\$1,755	\$1,832	\$1,866	\$1,968	\$2,031	\$2,089	\$2,156
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	\$48	\$38	\$38	\$42	\$39	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$310,878	\$353,000	\$370,681	\$377,352	\$382,837	\$387,423	\$392,467	\$397,484	\$401,605	\$405,738	\$412,728	\$416,896	\$423,014
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$341,581	\$388,154	\$405,835	\$412,506	\$417,991	\$422,577	\$427,621	\$432,638	\$436,759	\$440,892	\$447,882	\$452,050	\$458,168
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$358,631	\$414,869	\$428,626	\$439,397	\$445,596	\$451,767	\$458,776	\$465,060	\$471,081	\$478,236	\$487,494	\$494,877	\$500,694
Payables - Current	\$1,510	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$570	\$533	\$530	\$379	\$390	\$401	\$413	\$424	\$293	\$303	\$313	\$323	\$334
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
TOTAL CURRENT LIABILITIES	\$7,627	\$9,800	\$8,509	\$4,434	\$4,445	\$4,456	\$4,468	\$4,479	\$4,348	\$4,358	\$4,368	\$4,378	\$4,389
Payables Days	\$161	\$197	\$153	\$170	\$174	\$166	\$170	\$170	\$168	\$169	\$169	\$169	\$169
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non current	\$5,616	\$5,084	\$5,001	\$4,622	\$4,232	\$3,831	\$3,418	\$2,994	\$2,701	\$2,398	\$2,085	\$1,762	\$1,429
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
TOTAL NON-CURRENT LIABILITIES	\$7,033	\$10,430	\$6,423	\$6,043	\$5,653	\$5,252	\$4,839	\$4,415	\$4,122	\$3,819	\$3,506	\$3,183	\$2,850
TOTAL LIABILITIES	\$14,660	\$20,230	\$14,932	\$10,477	\$10,098	\$9,708	\$9,307	\$8,894	\$8,470	\$8,177	\$7,874	\$7,561	\$7,238
NET ASSETS	\$343,971	\$394,639	\$413,694	\$428,919	\$435,498	\$442,059	\$449,469	\$456,166	\$462,611	\$470,059	\$479,620	\$487,316	\$493,456
Accumulated Surplus	\$157,421	\$174,071	\$190,542	\$194,702	\$202,170	\$203,751	\$206,225	\$210,940	\$213,525	\$216,534	\$220,047	\$224,762	\$227,447
Revaluation Reserves	\$144,756	\$169,059	\$218,938	\$222,535	\$226,274	\$230,990	\$235,206	\$237,876	\$242,120	\$245,646	\$249,083	\$254,246	\$259,068
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,194	\$11,871	\$4,160	\$7,468	\$1,581	\$2,475	\$4,714	\$2,585	\$3,009	\$3,513	\$4,716	\$2,685	\$1,443
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,650	\$0	\$4,160	\$5,418	\$4,788	\$3,268	\$4,710	\$3,902	\$4,311	\$5,720	\$5,568	\$5,443
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers between Equity Items	-\$831	-\$667	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$343,971	\$394,639	\$413,694	\$428,919	\$435,498	\$442,059	\$449,469	\$456,166	\$462,611	\$470,059	\$479,620	\$487,316	\$493,456

General Fund cashflow statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Total Own Source Revenue	\$12,977	\$14,731	\$12,468	\$16,221	\$17,395	\$17,917	\$19,191	\$19,822	\$20,445	\$21,461	\$22,201	\$22,933	\$23,722
Grants and Contributions	\$2,701	\$8,729	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Other Income from Continuing Operations	\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Employee Benefits	\$7,214	\$7,190	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts	\$6,708	\$6,717	\$4,483	\$4,962	\$5,310	\$5,668	\$6,036	\$6,413	\$6,799	\$7,095	\$7,415	\$7,734	\$8,083
Other Expenses from Continuing Operations	\$705	\$789	\$1,206	\$1,251	\$1,208	\$1,178	\$1,209	\$1,242	\$1,275	\$1,310	\$1,345	\$1,381	\$1,417
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$13,673	\$14,713	\$10,797	\$10,400	\$8,174	\$8,131	\$10,422	\$9,168	\$9,113	\$8,901	\$11,121	\$8,338	\$10,956
Purchase of Real Estate / Other	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital purposes	\$9,355	\$12,001	\$6,122	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$623	\$815	\$767	\$703	\$531	\$531	\$531	\$531	\$531	\$387	\$387	\$387	\$387
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$13,179	\$12,633	\$20,538	\$20,281	\$24,039	\$24,524	\$26,153	\$27,977	\$29,167	\$31,033	\$33,954	\$36,157	\$39,315
Change in Cash	-\$710	\$7,905	-\$257	\$3,758	\$485	\$1,629	\$1,824	\$1,191	\$1,865	\$2,921	\$2,204	\$3,158	-\$367
TOTAL CASH AND LIQUID INVESTMENTS	\$12,469	\$20,538	\$20,281	\$24,039	\$24,524	\$26,153	\$27,977	\$29,167	\$31,033	\$33,954	\$36,157	\$39,315	\$38,948
Transfers to Reserves	\$806	\$8,560	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves	\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash	\$5,268	\$11,595	\$11,866	\$13,151	\$13,655	\$14,170	\$14,696	\$15,233	\$15,783	\$16,346	\$16,921	\$17,510	\$18,012
Unrestricted Cash	\$81	\$192	\$2,786	\$5,279	\$5,691	\$6,812	\$8,153	\$8,897	\$10,213	\$12,494	\$14,045	\$16,555	\$15,627

8.3 Scenario three – Sustainability two-year SV option

Following are the income statements, balance sheets and cash flow statements for Council’s consolidated position (which includes Domestic Waste Management) and General Fund position for this scenario. Sewer Fund has only a Base Case option.

8.3.1 Consolidated position- Sustainability two-year SV option

Consolidated income statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$9,275	\$9,560	\$10,396	\$11,268	\$13,204	\$14,941	\$16,087	\$16,580	\$17,088	\$17,960	\$18,511	\$19,080	\$19,667
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$1,092	\$1,296	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$2,502	\$2,662	\$2,529	\$2,605	\$2,683	\$2,764	\$2,846	\$2,932	\$3,020	\$3,110	\$3,204	\$3,300	\$3,399
User Charges and fees	\$1,579	\$2,049	\$1,699	\$1,759	\$1,821	\$1,885	\$1,951	\$2,020	\$2,091	\$2,164	\$2,240	\$2,319	\$2,401
Other revenues	\$480	\$316	\$324	\$336	\$345	\$354	\$362	\$371	\$381	\$390	\$400	\$410	\$420
Interest and Investment Income	\$110	\$730	\$647	\$1,172	\$1,290	\$1,325	\$1,407	\$1,163	\$1,216	\$1,298	\$1,424	\$1,521	\$1,656
Other Income	\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$15	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97
Grants & Contributions - Operating Purposes	\$5,525	\$6,457	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Grants & Contributions for Capital Purposes	\$9,788	\$11,364	\$6,329	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$54	\$0	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Income excl Gains on Asset Disposal	\$29,455	\$33,682	\$27,926	\$30,369	\$26,653	\$28,471	\$31,714	\$30,322	\$31,916	\$33,364	\$35,169	\$34,436	\$34,150
TOTAL OPERATING INCOME (Excl. Capital)	\$19,721	\$22,318	\$21,598	\$24,522	\$26,565	\$27,319	\$28,874	\$29,375	\$30,067	\$31,308	\$32,764	\$33,448	\$34,711
Employee Benefits	\$7,167	\$6,970	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$5,135	\$5,259	\$6,390	\$6,955	\$7,372	\$7,803	\$8,245	\$8,700	\$9,166	\$9,544	\$9,951	\$10,358	\$10,799
Borrowing Costs	\$147	\$273	\$195	\$203	\$176	\$161	\$144	\$126	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation	\$6,522	\$7,505	\$7,664	\$7,920	\$8,173	\$8,406	\$8,680	\$8,950	\$9,174	\$9,400	\$9,727	\$9,957	\$10,320
Other Expenses	\$685	\$847	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets	\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	-\$12	-\$89	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$19,656	\$21,083	\$23,314	\$24,486	\$25,415	\$26,332	\$27,372	\$28,386	\$29,372	\$30,289	\$31,347	\$32,318	\$33,467
OPERATING RESULT (Excl. Capital)	\$65	\$1,235	-\$1,716	\$36	\$1,150	\$987	\$1,501	\$989	\$695	\$1,019	\$1,417	\$1,129	\$1,244
OPERATING RESULT (Excl. Capital and Asset Sales)	\$11	\$1,464	-\$1,677	-\$632	\$501	\$328	\$789	\$315	\$195	\$541	\$479	\$514	\$431
OPERATING RESULT (Incl. Capital)	\$9,853	\$12,599	\$4,613	\$6,551	\$1,887	\$2,798	\$5,055	\$2,611	\$3,045	\$3,552	\$4,760	\$2,733	\$1,496



Consolidated balance sheet

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$2,298	\$5,771	\$5,805	\$8,741	\$9,625	\$11,667	\$5,587	\$6,890	\$8,961	\$12,096	\$14,522	\$17,910	\$17,781
Investments - Current	\$17,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500
Receivables - Current	\$1,267	\$1,026	\$1,111	\$1,318	\$1,682	\$1,637	\$1,779	\$1,857	\$1,891	\$1,994	\$2,059	\$2,117	\$2,184
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	57	44	44	48	45	46	46	46	46	46	46	46	46
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$337,346	\$380,854	\$397,707	\$404,477	\$410,064	\$414,752	\$419,903	\$425,028	\$429,259	\$433,505	\$440,611	\$444,896	\$451,134
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$368,049	\$416,008	\$432,861	\$439,631	\$445,218	\$449,906	\$455,057	\$460,182	\$464,413	\$468,659	\$475,765	\$480,050	\$486,288
Inventory Days	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ASSETS	\$392,964	\$451,483	\$464,701	\$474,613	\$481,447	\$488,134	\$487,345	\$493,851	\$500,189	\$507,672	\$517,268	\$525,000	\$531,177
Payables - Current	\$1,522	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$629	\$597	\$589	\$443	\$459	\$475	\$493	\$424	\$293	\$303	\$313	\$323	\$334
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
TOTAL CURRENT LIABILITIES	\$7,698	\$10,035	\$8,739	\$4,669	\$4,685	\$4,701	\$4,719	\$4,650	\$4,519	\$4,529	\$4,539	\$4,549	\$4,560
Payables Days	167	276	220	221	239	227	229	232	229	230	230	230	230
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non current	\$5,972	\$5,376	\$5,308	\$4,865	\$4,406	\$3,931	\$3,438	\$3,014	\$2,721	\$2,418	\$2,105	\$1,782	\$1,449
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
TOTAL NON-CURRENT LIABILITIES	\$7,389	\$10,722	\$6,730	\$6,286	\$5,828	\$5,352	\$4,859	\$4,435	\$4,142	\$3,839	\$3,526	\$3,203	\$2,870
TOTAL LIABILITIES	\$15,087	\$20,757	\$15,469	\$10,955	\$10,513	\$10,053	\$9,578	\$9,085	\$8,661	\$8,368	\$8,065	\$7,752	\$7,429
NET ASSETS	\$377,877	\$430,726	\$449,233	\$463,657	\$470,935	\$478,080	\$477,767	\$484,766	\$491,528	\$499,304	\$509,203	\$517,248	\$523,748
Accumulated Surplus	\$167,548	\$184,692	\$201,891	\$206,504	\$213,055	\$214,942	\$217,740	\$222,795	\$225,406	\$228,451	\$232,003	\$236,763	\$239,496
Revaluation Reserves	\$167,045	\$193,130	\$242,674	\$246,135	\$250,263	\$255,234	\$259,714	\$254,321	\$258,840	\$262,648	\$266,373	\$271,829	\$276,951
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,853	\$12,599	\$4,613	\$6,551	\$1,887	\$2,798	\$5,055	\$2,611	\$3,045	\$3,552	\$4,760	\$2,733	\$1,496
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,650	\$0	\$4,412	\$5,675	\$5,051	-\$4,797	\$4,985	\$4,183	\$4,598	\$6,013	\$5,868	\$5,750
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$43,284	\$52,849	\$4,613	\$10,963	\$7,562	\$7,849	\$258	\$7,596	\$7,227	\$8,151	\$10,773	\$8,601	\$7,245
Transfers between equity items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$377,877	\$430,726	\$449,233	\$463,657	\$470,935	\$478,080	\$477,767	\$484,766	\$491,528	\$499,304	\$509,203	\$517,248	\$523,748

Consolidated cashflow statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own Source Revenue	\$12,977	\$15,459	\$15,596	\$18,246	\$20,735	\$21,365	\$22,751	\$23,164	\$23,892	\$25,020	\$25,876	\$26,727	\$27,640
Grants and Contributions	\$2,701	\$8,729	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Other Income from Continuing Operations	\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Employee Benefits	\$7,214	\$7,190	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$6,708	\$6,717	\$6,390	\$6,955	\$7,372	\$7,803	\$8,245	\$8,700	\$9,166	\$9,544	\$9,951	\$10,358	\$10,799
Other Expenses from Continuing Operations	\$705	\$789	\$1,206	\$1,196	\$1,153	\$1,123	\$1,154	\$1,187	\$1,220	\$1,255	\$1,290	\$1,326	\$1,362
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$13,763	\$14,713	\$11,582	\$10,947	\$8,733	\$8,703	\$19,340	\$9,764	\$9,723	\$9,525	\$11,758	\$8,989	\$11,622
Purchase of Real Estate / Other	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets (Purchase) / Sale of CWIP	\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital p	\$9,788	\$12,341	\$6,329	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$623	\$815	\$855	\$792	\$619	\$619	\$619	\$619	\$531	\$387	\$387	\$387	\$387
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$20,665	\$20,298	\$29,271	\$29,305	\$32,241	\$33,125	\$35,167	\$29,087	\$30,390	\$32,461	\$35,596	\$38,022	\$41,410
Change in Cash	-\$367	\$8,973	\$34	\$2,936	\$884	\$2,042	-\$6,080	\$1,303	\$2,071	\$3,135	\$2,426	\$3,388	-\$128
CLOSING CASH	\$20,298	\$29,271	\$29,305	\$32,241	\$33,125	\$35,167	\$29,087	\$30,390	\$32,461	\$35,596	\$38,022	\$41,410	\$41,281
TOTAL CASH AND LIQUID INVESTMENTS	\$20,298	\$29,271	\$29,305	\$32,241	\$33,125	\$35,167	\$29,087	\$30,390	\$32,461	\$35,596	\$38,022	\$41,410	\$41,281
Transfers to Reserves	\$1,006	\$8,992	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves	\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash	\$6,464	\$13,223	\$13,494	\$14,845	\$15,416	\$16,001	\$16,600	\$17,214	\$17,843	\$18,488	\$19,149	\$19,827	\$20,422
Externally Restricted - Sewer Fund cash balance	\$5,802	\$6,438	\$6,730	\$7,130	\$7,549	\$7,991	\$123	\$282	\$545	\$827	\$1,129	\$1,453	\$1,799
Externally Restricted - Domestic Waste Fund cash b	\$831	\$667	\$667	\$679	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483
Unrestricted Cash	\$81	\$192	\$2,786	\$3,979	\$4,297	\$5,318	\$6,553	\$7,187	\$8,386	\$10,544	\$11,966	\$14,340	\$13,269

8.3.2 General fund position- Sustainability two-year SV option

General Fund statements exclude Domestic Waste Management.

General Fund Income Statement

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges		\$9,275	\$9,560	\$10,396	\$11,268	\$13,204	\$14,941	\$16,087	\$16,580	\$17,088	\$17,960	\$18,511	\$19,080	\$19,667
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$1,092	\$1,296	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
User Charges and fees		\$1,356	\$1,848	\$1,357	\$1,405	\$1,454	\$1,505	\$1,558	\$1,613	\$1,669	\$1,728	\$1,789	\$1,852	\$1,917
Other revenues		\$461	\$316	\$320	\$331	\$340	\$349	\$357	\$366	\$376	\$385	\$395	\$404	\$415
Interest and Investment Income		\$76	\$482	\$395	\$811	\$910	\$925	\$986	\$1,055	\$1,098	\$1,168	\$1,280	\$1,363	\$1,484
Other Income		\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$15	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97
Grants & Contributions - Operating Purposes		\$5,511	\$6,443	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Grants & Contributions for Capital Purposes		\$9,355	\$10,992	\$6,122	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$38	\$15	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Income excl Gains on Asset Disposal		\$26,230	\$30,185	\$24,574	\$27,027	\$23,203	\$24,907	\$28,033	\$26,854	\$28,336	\$29,664	\$31,347	\$30,488	\$30,071
TOTAL OPERATING INCOME (Excl. Capital)		\$16,913	\$19,208	\$18,452	\$21,180	\$23,114	\$23,755	\$25,192	\$25,906	\$26,486	\$27,608	\$28,942	\$29,499	\$30,631
Employee Benefits		\$6,909	\$6,730	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts		\$3,417	\$3,483	\$4,483	\$4,962	\$5,310	\$5,668	\$6,036	\$6,413	\$6,799	\$7,095	\$7,415	\$7,734	\$8,083
Borrowing Costs		\$111	\$242	\$168	\$174	\$152	\$141	\$130	\$118	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation		\$5,954	\$6,803	\$6,980	\$7,220	\$7,458	\$7,675	\$7,933	\$8,186	\$8,394	\$8,603	\$8,912	\$9,124	\$9,469
Other Expenses		\$683	\$842	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets		\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses		\$0	\$0	\$0	\$44	-\$34	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95
TOTAL EXPENSES FROM CONTINUING OPERATIONS		\$17,074	\$18,329	\$20,415	\$21,527	\$22,366	\$23,191	\$24,136	\$25,054	\$25,943	\$26,752	\$27,698	\$28,554	\$29,583
OPERATING RESULT (Excl. Capital)		-\$161	\$879	-\$1,962	-\$347	\$749	\$564	\$1,056	\$852	\$543	\$856	\$1,244	\$945	\$1,048
OPERATING RESULT (Excl. Capital and Asset Sales)		-\$199	\$1,093	-\$1,923	-\$1,015	\$100	-\$95	\$343	\$178	\$43	\$379	\$306	\$330	\$235
OPERATING RESULT (Incl. Capital)		\$9,194	\$11,871	\$4,160	\$6,168	\$1,486	\$2,375	\$4,609	\$2,474	\$2,893	\$3,390	\$4,586	\$2,549	\$1,300



General Fund balance sheet

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash & Cash Equivalents	\$818	\$3,445	\$3,189	\$5,647	\$6,037	\$7,566	\$9,285	\$10,365	\$12,113	\$14,911	\$16,986	\$20,008	\$19,498
Investments - Current	\$11,151	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092
Receivables - Current	\$1,231	\$1,000	\$1,087	\$1,293	\$1,653	\$1,610	\$1,750	\$1,826	\$1,861	\$1,962	\$2,026	\$2,084	\$2,150
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	\$48	\$38	\$38	\$42	\$39	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$310,878	\$353,000	\$370,681	\$377,352	\$382,837	\$387,423	\$392,467	\$397,484	\$401,605	\$405,738	\$412,728	\$416,896	\$423,014
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$341,581	\$388,154	\$405,835	\$412,506	\$417,991	\$422,577	\$427,621	\$432,638	\$436,759	\$440,892	\$447,882	\$452,050	\$458,168
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$358,631	\$414,869	\$428,626	\$437,961	\$444,196	\$450,267	\$457,171	\$463,344	\$469,248	\$476,281	\$485,409	\$492,656	\$498,330
Payables - Current	\$1,510	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$570	\$533	\$530	\$379	\$390	\$401	\$413	\$424	\$293	\$303	\$313	\$323	\$334
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
TOTAL CURRENT LIABILITIES	\$7,627	\$9,800	\$8,509	\$4,434	\$4,445	\$4,456	\$4,468	\$4,479	\$4,348	\$4,358	\$4,368	\$4,378	\$4,389
Payables Days	\$161	\$197	\$153	\$170	\$174	\$166	\$170	\$170	\$168	\$169	\$169	\$169	\$169
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non current	\$5,616	\$5,084	\$5,001	\$4,622	\$4,232	\$3,831	\$3,418	\$2,994	\$2,701	\$2,398	\$2,085	\$1,762	\$1,429
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
TOTAL NON-CURRENT LIABILITIES	\$7,033	\$10,430	\$6,423	\$6,043	\$5,653	\$5,252	\$4,839	\$4,415	\$4,122	\$3,819	\$3,506	\$3,183	\$2,850
TOTAL LIABILITIES	\$14,660	\$20,230	\$14,932	\$10,477	\$10,098	\$9,708	\$9,307	\$8,894	\$8,470	\$8,177	\$7,874	\$7,561	\$7,238
NET ASSETS	\$343,971	\$394,639	\$413,694	\$427,484	\$434,098	\$440,559	\$447,864	\$454,450	\$460,779	\$468,104	\$477,535	\$485,095	\$491,092
Accumulated Surplus	\$157,421	\$174,071	\$190,542	\$194,702	\$200,870	\$202,356	\$204,731	\$209,340	\$211,814	\$214,707	\$218,097	\$222,683	\$225,232
Revaluation Reserves	\$144,756	\$169,059	\$218,938	\$222,399	\$226,269	\$230,985	\$235,201	\$237,871	\$242,115	\$245,641	\$249,078	\$254,240	\$259,062
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,194	\$11,871	\$4,160	\$6,168	\$1,486	\$2,375	\$4,609	\$2,474	\$2,893	\$3,390	\$4,586	\$2,549	\$1,300
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,650	\$0	\$4,160	\$5,418	\$4,788	\$3,268	\$4,710	\$3,902	\$4,311	\$5,720	\$5,568	\$5,443
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers between Equity Items	-\$831	-\$667	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$343,971	\$394,639	\$413,694	\$427,484	\$434,098	\$440,559	\$447,864	\$454,450	\$460,779	\$468,104	\$477,535	\$485,095	\$491,092



General Fund cashflow statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Total Own Source Revenue	\$12,977	\$14,731	\$12,468	\$14,921	\$17,300	\$17,817	\$19,086	\$19,711	\$20,328	\$21,338	\$22,072	\$22,797	\$23,579
Grants and Contributions	\$2,701	\$8,729	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Other Income from Continuing Operations	\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$685	\$813
Employee Benefits	\$7,214	\$7,190	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts	\$6,708	\$6,717	\$4,483	\$4,962	\$5,310	\$5,668	\$6,036	\$6,413	\$6,799	\$7,095	\$7,415	\$7,734	\$8,083
Other Expenses from Continuing Operations	\$705	\$789	\$1,206	\$1,251	\$1,208	\$1,178	\$1,209	\$1,242	\$1,275	\$1,310	\$1,345	\$1,381	\$1,417
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$13,673	\$14,713	\$10,797	\$10,400	\$8,174	\$8,131	\$10,422	\$9,168	\$9,113	\$8,901	\$11,121	\$8,338	\$10,956
Purchase of Real Estate / Other	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital purposes	\$9,355	\$12,001	\$6,122	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$623	\$815	\$767	\$703	\$531	\$531	\$531	\$531	\$531	\$387	\$387	\$387	\$387
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$13,179	\$12,633	\$20,538	\$20,281	\$22,739	\$23,129	\$24,658	\$26,377	\$27,457	\$29,205	\$32,003	\$34,078	\$37,100
Change in Cash	-\$710	\$7,905	-\$257	\$2,459	\$390	\$1,529	\$1,719	\$1,080	\$1,749	\$2,798	\$2,075	\$3,022	-\$510
TOTAL CASH AND LIQUID INVESTMENTS	\$12,469	\$20,538	\$20,281	\$22,739	\$23,129	\$24,658	\$26,377	\$27,457	\$29,205	\$32,003	\$34,078	\$37,100	\$36,590
Transfers to Reserves	\$806	\$8,560	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves	\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash	\$5,268	\$11,595	\$11,866	\$13,151	\$13,655	\$14,170	\$14,696	\$15,233	\$15,783	\$16,346	\$16,921	\$17,510	\$18,012
Unrestricted Cash	\$81	\$192	\$2,786	\$3,979	\$4,297	\$5,318	\$6,553	\$7,187	\$8,386	\$10,544	\$11,966	\$14,340	\$13,269

8.4 Scenario four – Sustainability three-year SV option

Following are the income statements, balance sheets and cash flow statements for Council’s consolidated position (which includes Domestic Waste Management) and General Fund position for this scenario. Sewer Fund has only a Base Case option.

8.4.1 Consolidated position- Sustainability three-year SV option

Consolidated income statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$9,275	\$9,560	\$10,396	\$11,268	\$12,775	\$14,035	\$16,141	\$16,636	\$17,146	\$18,019	\$18,572	\$19,143	\$19,732
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$676	\$845	\$958	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$2,502	\$2,662	\$2,529	\$2,605	\$2,683	\$2,764	\$2,846	\$2,932	\$3,020	\$3,110	\$3,204	\$3,300	\$3,399
User Charges and fees	\$1,579	\$2,049	\$1,699	\$1,759	\$1,821	\$1,885	\$1,951	\$2,020	\$2,091	\$2,164	\$2,240	\$2,319	\$2,401
Other revenues	\$480	\$316	\$324	\$336	\$345	\$354	\$362	\$371	\$381	\$390	\$400	\$410	\$420
Interest and Investment Income	\$110	\$730	\$647	\$1,172	\$1,271	\$1,269	\$1,351	\$1,108	\$1,160	\$1,243	\$1,368	\$1,465	\$1,601
Other Income	\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$15	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97
Grants & Contributions - Operating Purposes	\$5,525	\$6,457	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Grants & Contributions for Capital Purposes	\$9,788	\$11,364	\$6,329	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$54	\$0	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Income excl Gains on Asset Disposal	\$29,455	\$33,682	\$27,926	\$29,953	\$25,755	\$28,468	\$31,712	\$30,322	\$31,918	\$33,367	\$35,174	\$34,444	\$34,159
TOTAL OPERATING INCOME (Excl. Capital)	\$19,721	\$22,318	\$21,598	\$24,106	\$25,667	\$27,316	\$28,872	\$29,375	\$30,068	\$31,311	\$32,769	\$33,455	\$34,720
Employee Benefits	\$7,167	\$6,970	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$5,135	\$5,259	\$6,390	\$6,955	\$7,372	\$7,803	\$8,245	\$8,700	\$9,166	\$9,544	\$9,951	\$10,358	\$10,799
Borrowing Costs	\$147	\$273	\$195	\$203	\$176	\$161	\$144	\$126	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation	\$6,522	\$7,505	\$7,664	\$7,920	\$8,173	\$8,406	\$8,680	\$8,950	\$9,174	\$9,400	\$9,727	\$9,957	\$10,320
Other Expenses	\$685	\$847	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets	\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$39	-\$59	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150	-\$150
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$19,656	\$21,083	\$23,314	\$24,536	\$25,445	\$26,332	\$27,372	\$28,386	\$29,372	\$30,289	\$31,347	\$32,318	\$33,467
OPERATING RESULT (Excl. Capital)	\$65	\$1,235	-\$1,716	-\$430	\$222	\$983	\$1,500	\$989	\$697	\$1,022	\$1,422	\$1,137	\$1,253
OPERATING RESULT (Excl. Capital and Asset Sales)	\$11	\$1,464	-\$1,677	-\$1,098	-\$427	\$325	\$787	\$315	\$197	\$545	\$484	\$522	\$440
OPERATING RESULT (Incl. Capital)	\$9,853	\$12,599	\$4,613	\$6,086	\$959	\$2,794	\$5,053	\$2,611	\$3,046	\$3,556	\$4,765	\$2,741	\$1,505



Consolidated balance sheet

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash & Cash Equivalents	\$2,298	\$5,771	\$5,805	\$8,275	\$8,231	\$10,270	\$4,188	\$5,491	\$7,564	\$10,702	\$13,133	\$16,528	\$16,409
Investments - Current	\$17,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500	\$23,500
Receivables - Current	\$1,267	\$1,026	\$1,111	\$1,274	\$1,582	\$1,643	\$1,784	\$1,863	\$1,898	\$2,001	\$2,065	\$2,124	\$2,191
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	57	44	44	48	45	46	46	46	46	46	46	46	46
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$337,346	\$380,854	\$397,707	\$404,477	\$410,064	\$414,752	\$419,903	\$425,028	\$429,259	\$433,505	\$440,611	\$444,896	\$451,134
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$368,049	\$416,008	\$432,861	\$439,631	\$445,218	\$449,906	\$455,057	\$460,182	\$464,413	\$468,659	\$475,765	\$480,050	\$486,288
Inventory Days	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ASSETS	\$392,964	\$451,483	\$464,701	\$474,103	\$479,954	\$486,743	\$485,952	\$492,459	\$498,798	\$506,284	\$515,886	\$523,626	\$529,812
Payables - Current	\$1,522	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051	\$2,051
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$629	\$597	\$589	\$443	\$459	\$475	\$493	\$424	\$293	\$303	\$313	\$323	\$334
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
TOTAL CURRENT LIABILITIES	\$7,698	\$10,035	\$8,739	\$4,669	\$4,685	\$4,701	\$4,719	\$4,650	\$4,519	\$4,529	\$4,539	\$4,549	\$4,560
Payables Days	167	276	220	221	239	227	229	232	229	230	230	230	230
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non current	\$5,972	\$5,376	\$5,308	\$4,865	\$4,406	\$3,931	\$3,438	\$3,014	\$2,721	\$2,418	\$2,105	\$1,782	\$1,449
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
TOTAL NON-CURRENT LIABILITIES	\$7,389	\$10,722	\$6,730	\$6,286	\$5,828	\$5,352	\$4,859	\$4,435	\$4,142	\$3,839	\$3,526	\$3,203	\$2,870
TOTAL LIABILITIES	\$15,087	\$20,757	\$15,469	\$10,955	\$10,512	\$10,053	\$9,578	\$9,085	\$8,661	\$8,368	\$8,065	\$7,752	\$7,429
NET ASSETS	\$377,877	\$430,726	\$449,233	\$463,148	\$469,441	\$476,689	\$476,374	\$483,374	\$490,137	\$497,917	\$507,821	\$515,874	\$522,383
Accumulated Surplus	\$167,548	\$184,692	\$201,891	\$206,504	\$212,589	\$213,549	\$216,343	\$221,396	\$224,007	\$227,053	\$230,609	\$235,374	\$238,115
Revaluation Reserves	\$167,045	\$193,130	\$242,674	\$246,092	\$250,162	\$255,240	\$259,720	\$254,327	\$258,846	\$262,654	\$266,379	\$271,836	\$276,958
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,853	\$12,599	\$4,613	\$6,086	\$959	\$2,794	\$5,053	\$2,611	\$3,046	\$3,556	\$4,765	\$2,741	\$1,505
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,650	\$0	\$4,412	\$5,675	\$5,051	-\$4,797	\$4,985	\$4,183	\$4,598	\$6,013	\$5,868	\$5,750
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$43,284	\$52,849	\$4,613	\$10,497	\$6,635	\$7,845	\$256	\$7,595	\$7,229	\$8,154	\$10,778	\$8,609	\$7,255
Transfers between equity items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$377,877	\$430,726	\$449,233	\$463,148	\$469,441	\$476,689	\$476,374	\$483,374	\$490,137	\$497,917	\$507,821	\$515,874	\$522,383

Consolidated cashflow statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total Own Source Revenue	\$12,977	\$15,459	\$15,596	\$17,830	\$19,837	\$21,362	\$22,749	\$23,164	\$23,894	\$25,023	\$25,882	\$26,734	\$27,649
Grants and Contributions	\$2,701	\$8,729	\$6,002	\$5,607	\$5,180	\$5,295	\$5,410	\$5,537	\$5,675	\$5,810	\$5,950	\$6,105	\$6,258
Other Income from Continuing Operations	\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Employee Benefits	\$7,214	\$7,190	\$7,859	\$8,213	\$8,541	\$8,840	\$9,149	\$9,423	\$9,705	\$9,996	\$10,295	\$10,603	\$10,921
Materials and Contracts	\$6,708	\$6,717	\$6,390	\$6,955	\$7,372	\$7,803	\$8,245	\$8,700	\$9,166	\$9,544	\$9,951	\$10,358	\$10,799
Other Expenses from Continuing Operations	\$705	\$789	\$1,206	\$1,246	\$1,183	\$1,123	\$1,154	\$1,187	\$1,220	\$1,255	\$1,290	\$1,326	\$1,362
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$13,763	\$14,713	\$11,582	\$10,947	\$8,733	\$8,703	\$19,340	\$9,764	\$9,723	\$9,525	\$11,758	\$8,989	\$11,622
Purchase of Real Estate / Other	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital p	\$9,788	\$12,341	\$6,329	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$623	\$815	\$855	\$792	\$619	\$619	\$619	\$619	\$531	\$387	\$387	\$387	\$387
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$20,665	\$20,298	\$29,271	\$29,305	\$31,775	\$31,731	\$33,770	\$27,688	\$28,991	\$31,064	\$34,202	\$36,633	\$40,028
Change in Cash	-\$367	\$8,973	\$34	\$2,470	-\$44	\$2,039	-\$6,082	\$1,303	\$2,073	\$3,138	\$2,431	\$3,395	-\$119
CLOSING CASH	\$20,298	\$29,271	\$29,305	\$31,775	\$31,731	\$33,770	\$27,688	\$28,991	\$31,064	\$34,202	\$36,633	\$40,028	\$39,909
TOTAL CASH AND LIQUID INVESTMENTS	\$20,298	\$29,271	\$29,305	\$31,775	\$31,731	\$33,770	\$27,688	\$28,991	\$31,064	\$34,202	\$36,633	\$40,028	\$39,909
Transfers to Reserves	\$1,006	\$8,992	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves	\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash	\$6,464	\$13,223	\$13,494	\$14,845	\$15,416	\$16,001	\$16,600	\$17,214	\$17,843	\$18,488	\$19,149	\$19,827	\$20,422
Externally Restricted - Sewer Fund cash balance	\$5,802	\$6,438	\$6,730	\$7,130	\$7,549	\$7,991	\$123	\$282	\$545	\$827	\$1,129	\$1,453	\$1,799
Externally Restricted - Domestic Waste Fund cash b	\$831	\$667	\$667	\$679	\$686	\$686	\$682	\$670	\$651	\$623	\$587	\$540	\$483
Unrestricted Cash	\$81	\$192	\$2,786	\$3,513	\$2,903	\$3,921	\$5,155	\$5,788	\$6,989	\$9,150	\$10,578	\$12,959	\$11,897

8.4.2 General fund position- Sustainability three-year SV option

General Fund statements exclude Domestic Waste Management.

General Fund Income Statement

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$9,275	\$9,560	\$10,396	\$11,268	\$12,775	\$14,035	\$16,141	\$16,636	\$17,146	\$18,019	\$18,572	\$19,143	\$19,732
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$676	\$845	\$958	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
User Charges and fees	\$1,356	\$1,848	\$1,357	\$1,405	\$1,454	\$1,505	\$1,558	\$1,613	\$1,669	\$1,728	\$1,789	\$1,852	\$1,917
Other revenues	\$461	\$316	\$320	\$331	\$340	\$349	\$357	\$366	\$376	\$385	\$395	\$404	\$415
Interest and Investment Income	\$76	\$482	\$395	\$811	\$893	\$873	\$934	\$1,003	\$1,046	\$1,116	\$1,228	\$1,312	\$1,433
Other Income	\$196	\$544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$15	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97
Grants & Contributions - Operating Purposes	\$5,511	\$6,443	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Grants & Contributions for Capital Purposes	\$9,355	\$10,992	\$6,122	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$38	\$15	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Income excl Gains on Asset Disposal	\$26,230	\$30,185	\$24,574	\$26,612	\$22,307	\$24,907	\$28,034	\$26,857	\$28,341	\$29,671	\$31,356	\$30,499	\$30,084
TOTAL OPERATING INCOME (Excl. Capital)	\$16,913	\$19,208	\$18,452	\$20,765	\$22,219	\$23,755	\$25,194	\$25,910	\$26,491	\$27,616	\$28,951	\$29,510	\$30,645
Employee Benefits	\$6,909	\$6,730	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts	\$3,417	\$3,483	\$4,483	\$4,962	\$5,310	\$5,668	\$6,036	\$6,413	\$6,799	\$7,095	\$7,415	\$7,734	\$8,083
Borrowing Costs	\$111	\$242	\$168	\$174	\$152	\$141	\$130	\$118	\$107	\$94	\$85	\$75	\$64
Depreciation & Amortisation	\$5,954	\$6,803	\$6,980	\$7,220	\$7,458	\$7,675	\$7,933	\$8,186	\$8,394	\$8,603	\$8,912	\$9,124	\$9,469
Other Expenses	\$683	\$842	\$1,166	\$1,207	\$1,241	\$1,272	\$1,304	\$1,336	\$1,370	\$1,404	\$1,439	\$1,475	\$1,512
Losses on disposal of assets	\$0	\$229	\$39	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$44	-\$34	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95	-\$95
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$17,074	\$18,329	\$20,415	\$21,527	\$22,366	\$23,191	\$24,136	\$25,054	\$25,943	\$26,752	\$27,698	\$28,554	\$29,583
OPERATING RESULT (Excl. Capital)	-\$161	\$879	-\$1,962	-\$763	-\$147	\$564	\$1,058	\$855	\$548	\$864	\$1,253	\$956	\$1,062
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$199	\$1,093	-\$1,923	-\$1,431	-\$796	-\$95	\$345	\$181	\$48	\$386	\$315	\$341	\$249
OPERATING RESULT (Incl. Capital)	\$9,194	\$11,871	\$4,160	\$5,753	\$590	\$2,375	\$4,611	\$2,477	\$2,898	\$3,397	\$4,596	\$2,560	\$1,314



General fund balance sheet

Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash & Cash Equivalents	\$818	\$3,445	\$3,189	\$5,231	\$4,726	\$6,255	\$7,975	\$9,058	\$10,812	\$13,617	\$15,701	\$18,734	\$18,238
Investments - Current	\$11,151	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092	\$17,092
Receivables - Current	\$1,231	\$1,000	\$1,087	\$1,249	\$1,552	\$1,615	\$1,756	\$1,833	\$1,867	\$1,969	\$2,033	\$2,090	\$2,157
Right of Use and Contract Assets - Current	\$2,345	\$3,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$1,377	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Other Current Assets	\$128	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73	\$73
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	\$48	\$38	\$38	\$42	\$39	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Investments - Non-Current	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$310,878	\$353,000	\$370,681	\$377,352	\$382,837	\$387,423	\$392,467	\$397,484	\$401,605	\$405,738	\$412,728	\$416,896	\$423,014
Intangible Assets	\$54	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62	\$62
Investments (Equity Method)	\$30,108	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050	\$35,050
Receivables - Non-Current	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$341,581	\$388,154	\$405,835	\$412,506	\$417,991	\$422,577	\$427,621	\$432,638	\$436,759	\$440,892	\$447,882	\$452,050	\$458,168
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$358,631	\$414,869	\$428,626	\$437,502	\$442,785	\$448,962	\$455,867	\$462,044	\$467,953	\$474,993	\$484,131	\$491,390	\$497,077
Payables - Current	\$1,510	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880	\$1,880
Contract Liabilities - Current	\$3,198	\$5,212	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$19	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$570	\$533	\$530	\$379	\$390	\$401	\$413	\$424	\$293	\$303	\$313	\$323	\$334
Provisions - Current	\$2,330	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165	\$2,165
TOTAL CURRENT LIABILITIES	\$7,627	\$9,800	\$8,509	\$4,434	\$4,445	\$4,456	\$4,468	\$4,479	\$4,348	\$4,358	\$4,368	\$4,378	\$4,389
Payables Days	\$161	\$197	\$153	\$170	\$174	\$166	\$170	\$170	\$168	\$169	\$169	\$169	\$169
Payables - Non-Current	\$2	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$3,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$2	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
Borrowings - Non-current	\$5,616	\$5,084	\$5,001	\$4,622	\$4,232	\$3,831	\$3,418	\$2,994	\$2,701	\$2,398	\$2,085	\$1,762	\$1,429
Provisions - Non-Current	\$1,413	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388	\$1,388
TOTAL NON-CURRENT LIABILITIES	\$7,033	\$10,430	\$6,423	\$6,043	\$5,653	\$5,252	\$4,839	\$4,415	\$4,122	\$3,819	\$3,506	\$3,183	\$2,850
TOTAL LIABILITIES	\$14,660	\$20,230	\$14,932	\$10,477	\$10,098	\$9,708	\$9,307	\$8,894	\$8,470	\$8,177	\$7,874	\$7,561	\$7,238
NET ASSETS	\$343,971	\$394,639	\$413,694	\$427,024	\$432,687	\$439,254	\$446,560	\$453,150	\$459,484	\$466,816	\$476,257	\$483,829	\$489,839
Accumulated Surplus	\$157,421	\$174,071	\$190,542	\$194,702	\$200,454	\$201,045	\$203,420	\$208,031	\$210,508	\$213,406	\$216,803	\$221,398	\$223,958
Revaluation Reserves	\$144,756	\$169,059	\$218,938	\$222,355	\$226,169	\$230,991	\$235,206	\$237,877	\$242,121	\$245,647	\$249,085	\$254,247	\$259,069
Other Reserves	\$0	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$9,194	\$11,871	\$4,160	\$5,753	\$590	\$2,375	\$4,611	\$2,477	\$2,898	\$3,397	\$4,596	\$2,560	\$1,314
Gain / (Loss) on Reval of PP&E	\$33,221	\$35,650	\$0	\$4,160	\$5,418	\$4,788	\$3,268	\$4,710	\$3,902	\$4,311	\$5,720	\$5,568	\$5,443
Fair Value Movement on Investments	\$0	\$55	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$210	\$4,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers between Equity Items	-\$831	-\$667	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$343,971	\$394,639	\$413,694	\$427,024	\$432,687	\$439,254	\$446,560	\$453,150	\$459,484	\$466,816	\$476,257	\$483,829	\$489,839

General fund cashflow statement

	Nominal Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Year Type	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Total Own Source Revenue		\$12,977	\$14,731	\$12,468	\$14,505	\$16,405	\$17,817	\$19,088	\$19,715	\$20,334	\$21,345	\$22,081	\$22,808	\$23,593
Grants and Contributions		\$2,701	\$8,729	\$5,984	\$5,591	\$5,165	\$5,279	\$5,394	\$5,521	\$5,658	\$5,793	\$5,932	\$6,087	\$6,239
Other Income from Continuing Operations		\$2,332	\$2,177	\$0	\$668	\$649	\$659	\$713	\$674	\$500	\$478	\$938	\$615	\$813
Employee Benefits		\$7,214	\$7,190	\$7,579	\$7,921	\$8,239	\$8,529	\$8,829	\$9,095	\$9,369	\$9,651	\$9,942	\$10,241	\$10,550
Materials and Contracts		\$6,708	\$6,717	\$4,483	\$4,962	\$5,310	\$5,668	\$6,036	\$6,413	\$6,799	\$7,095	\$7,415	\$7,734	\$8,083
Other Expenses from Continuing Operations		\$705	\$789	\$1,206	\$1,251	\$1,208	\$1,178	\$1,209	\$1,242	\$1,275	\$1,310	\$1,345	\$1,381	\$1,417
Sale of Current Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E		\$904	\$467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets		\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E		\$13,673	\$14,713	\$10,797	\$10,400	\$8,174	\$8,131	\$10,422	\$9,168	\$9,113	\$8,901	\$11,121	\$8,338	\$10,956
Purchase of Real Estate / Other		\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets		\$16	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital purposes		\$9,355	\$12,001	\$6,122	\$6,515	\$737	\$1,811	\$3,553	\$1,622	\$2,350	\$2,533	\$3,343	\$1,604	\$252
Proceeds from Borrowings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments		\$623	\$815	\$767	\$703	\$531	\$531	\$531	\$531	\$531	\$387	\$387	\$387	\$387
Internal dividends paid		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash		\$13,179	\$12,633	\$20,538	\$20,281	\$22,323	\$21,818	\$23,347	\$25,067	\$26,150	\$27,904	\$30,709	\$32,793	\$35,826
Change in Cash		-\$710	\$7,905	-\$257	\$2,043	-\$505	\$1,529	\$1,721	\$1,083	\$1,754	\$2,805	\$2,084	\$3,033	-\$496
TOTAL CASH AND LIQUID INVESTMENTS		\$12,469	\$20,538	\$20,281	\$22,323	\$21,818	\$23,347	\$25,067	\$26,150	\$27,904	\$30,709	\$32,793	\$35,826	\$35,330
Transfers to Reserves		\$806	\$8,560	\$447	\$1,412	\$625	\$654	\$630	\$593	\$602	\$640	\$653	\$647	\$561
Transfers from Reserves		\$1,213	\$602	\$3,298	\$147	\$552	\$147	\$147	\$147	\$53	\$0	\$0	\$0	\$0
Internally Restricted Cash		\$7,120	\$8,751	\$5,628	\$5,608	\$5,178	\$5,170	\$5,128	\$5,036	\$5,036	\$5,113	\$5,191	\$5,250	\$5,309
Externally Restricted Cash		\$5,268	\$11,595	\$11,866	\$13,151	\$13,655	\$14,170	\$14,696	\$15,233	\$15,783	\$16,346	\$16,921	\$17,510	\$18,012
Unrestricted Cash		\$81	\$192	\$2,786	\$3,563	\$2,985	\$4,007	\$5,243	\$5,881	\$7,085	\$9,250	\$10,681	\$13,067	\$12,009



Appendix A Capacity to Pay Report



Capacity to Pay Report

Blayney Shire Council

October 2023



Document status

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Executive summary

Blayney Shire Council ('Council') is currently considering a special variation (SV) to ensure it has the financial capacity to maintain service levels into the future. Therefore, Council is currently reviewing the potential impact on the community of an SV. This report puts due emphasis on the capacity to pay principle; given that some ratepayers have more ability to pay rates than others.

This report provides an analysis and evaluation of relative wealth and financial capacity; it looks at the financial vulnerability and exposure of different community groups within the local government area (LGA). The key findings are summarised in table one below.

Table 1 Grouping summary

Grouping	Findings
'Blayney and Carcoar'	<ul style="list-style-type: none"> 42% of the LGA's population and 55% of Council's rates pensioners the most disadvantaged area in the LGA with the lowest SEIFA indices ranks second for proportion of each age profile type (dependents, working age and retirees) the lowest percentage of resident ratepayers (64%) and the highest proportion of renters (27% or 344 households) and social housing (5% or 65 households) the highest proportion of vulnerable households, at 44%, at 574 households highest percentage of one-parent families (14%) the highest percentage of the low income households and the lowest median income of \$1,299 highest percentage of unemployment (7%) and lowest proportion employed full-time (93%) the lowest median weekly household income of \$1,299 highest proportion of residential ratepayers assessed as pensioners (18%) highest proportion of persons requiring assistance at 8%.
'Milthorpe and Surrounds'	<ul style="list-style-type: none"> the highest proportion of dependents (28%) and the lowest proportion of working age the second lowest proportion of vulnerable households (26%) equally lowest with 'Rural North-East and North-West' area for required assistance (4%) the second highest weekly median income of \$1,959 the lowest unemployment rate of 2% and highest employment rate of 98%



Grouping	Findings
'Rural North-East and North-West'	<ul style="list-style-type: none"> the highest proportion of working age (50%) and the lowest proportion of retirees (25%) the lowest percentage of vulnerable households (21%) the lowest percentage of ratepayers receiving statutory rebate (13% - residential and farmland) equally lowest with 'Milthorpe and Surrounds' area of required assistance (4%) the highest percentage of ownership (79%) with the highest mortgage of 37% and highest mortgage costs more than 30% of income (about 15% of mortgages) the highest median weekly income of \$2,220.
'Rural South'	<ul style="list-style-type: none"> the highest proportion of retirees (32%) and the second lowest proportion of working age (47%) the second highest percentage of vulnerable households (33%) the highest percentage of ratepayers receiving statutory rebate (19% - residential and farmland) the second lowest median weekly household income of \$1,406 the highest fully ownership of 45% the second lowest SEIFA indices.

It is apparent, from our analysis, that the LGA has reasonably significant levels of disadvantage, mixed with some pockets of significant advantage. This inequity is highlighted by the grouping and locality level Socio-Economic Indexes for Areas (SEIFA) rankings, which vary quite substantially. Overall, the LGA is in the 36th percentile for Index of Relative Socio-economic Disadvantage (IRSD) and 37th for Index of Relative Socio-economic Advantage and Disadvantage (IRSAD). This is notably comparable with the Regional NSW averages of 36th and 32nd, and Central West Region averages of 38th and 35th. It is important that Council acknowledges the levels of disadvantage within the community, and that it does not significantly marginalise particularly vulnerable individuals and households, especially in the 'Blayney and Carcoar' and 'Rural South' groupings.

The 'Rural North-East and North-West' area has the highest weekly increase. This area has a significant level of advantage, as demonstrated by high levels of equivalised income, high socioeconomic scores and high levels of home ownership. At the end of the three-year period, residential ratepayers in this area will be paying in average \$190 per year more than they would have under the normal rate increases; therefore, it is considered that there is capacity to pay.

'Blayney and Carcoar' area has 49% of the LGA's residential ratepayers. The ratepayers will receive a lower increase in average rates. It is therefore important for Council to consider the impact on individual ratepayers, such as through hardship policies. Therefore, given an appropriate hardship policy, it is considered there is capacity to pay.

For farmland ratepayers, due to higher average land values in 'Rural South', this grouping is likely to see a larger increase in rates. Overall, for residential and farmland, this grouping has an IRSAD ranking in the 37th percentile and, due to slightly lower household income levels within this grouping as a whole, farmland ratepayers in this area may have a reduced capacity to pay. However, it is important to note that this area has 288 farmland ratepayers, and only 5 farmland ratepayers have been assessed as pensioners. Although, Council should still ensure that it considers any other vulnerable ratepayers within this grouping.



'Rural North-East and North-West', which has the largest number of farmland ratepayers at 371, will see the next highest increase in average rates, due to slightly lower land values. As mentioned previously, this can be considered a more advantaged grouping, with a higher potential capacity to pay.

In 'Milthorpe and Surrounds', which has a lower number of farmland ratepayers (54), the impact is lower, and it will therefore see the smallest increase to average rates.

Business ratepayers of 'Rural North-East and North-West' will see the highest average increase in rates across all SV options, followed by 'Blayney and Carcoar', these groupings contain 71% of the LGA's business ratepayers. Due to the proposed increases, it is considered that for business ratepayers there is capacity to pay.



Introduction

This report provides an analysis and evaluation of relative wealth and financial capacity; it looks at the financial vulnerability and exposure of different community groups within the LGA, including both residential and farmland populations.

Key considerations include:

- regions of social disadvantage
- particularly vulnerable groups of individuals
- patterns of household expenditure.

These findings will then be compared to proposed changes in rates to identify whether there are any groups or individuals that are being particularly impacted and/or marginalised.

Data for this review was obtained from the following sources:

- Australian Bureau of Statistics 2016 and 2021 Census Data – Data by Regions.
- Housing and Homelessness Policy Consortium (ACT Shelter, ACTCOSS, Women’s Centre for Health Matters, Youth Coalition of Act) – Snapshot: Housing stress and its effects, February 2016.
- Informed Decisions (.id) - community and social atlas - Central West Regional Libraries profile.

Background

Blayney Shire Council has been divided into four area groupings for this analysis. Council is looking to ensure that equity is maintained between areas, as each grouping has differing economic and socio-economic profiles. A summary of the groupings and the areas/localities that they encompass has been provided in the following table and figure.

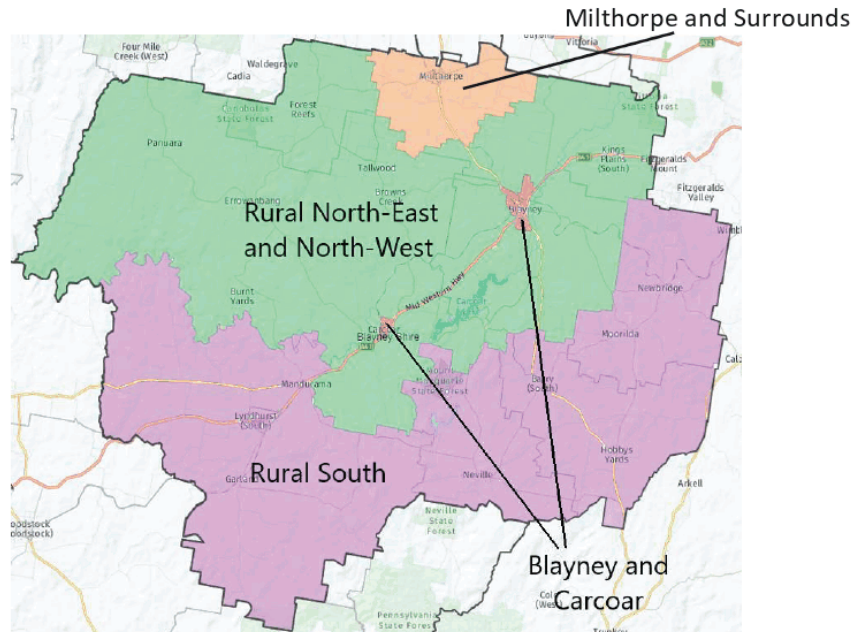
Table 2 Blayney Shire Council grouping breakdown

Grouping	Population (2021)	Areas included ¹
Blayney and Carcoar	3,151	Blayney (8 collection areas), Carcoar
Millthorpe and Surrounds	1,270	Millthorpe - West, Millthorpe - East, Millthorpe surrounds
Rural North-East and North-West	1,560	Forest Reefs and surrounds, Errowanbang, Panuara, Tallwood, Burnt Yards and surrounds, South Blayney surrounds, Kings Plains and surrounds
Rural South	1,485	Lyndhurst, Mandurama, Garland and southwest, Neville and surrounds, Barry, Hobbys Yard and surrounds, Newbridge, Moorilda and surrounds
Blayney Shire Council	7,508	

¹ Please note that the area names have been defined from the Australian Bureau of Statistics (ABS) ‘Significant Area 1’ (SA1) breakdowns, therefore the SA1 identifiers have also been included alongside for reference.



Figure 1 Blayney Shire Council area grouping map





Methodology

Our methodology in examining the relative wealth between the different groupings focuses on the following:

- **Areas of social advantage and disadvantage**

We will first look into the different characteristics and make up of each grouping to determine whether there are any particular areas of social disadvantage. This will include an investigation into:

- the age structure of each region
- the typical make up of each household
- housing tenure type
- weekly household income
- SEIFA rankings, which allow for effects of dependents on household income.

- **Particularly vulnerable groups of individuals**

We will then investigate whether there are any particular groups within each grouping that, despite the overall wealth of the area, would be particularly vulnerable and affected by a change in rates.

These include:

- persons who have or need core assistance
- individuals who are currently unemployed
- households currently under mortgage stress
- pensioners.

- **Household expenditure**

We will examine household expenditure and the impact this may have on an individual's ability to pay.

- **Industry**

We will then compare employment by industry type, as well as value added by industry sector and the key propulsive sectors.

We will then compare these findings to the proposed rating changes to determine whether there are any particular groups or individuals that would be significantly impacted.



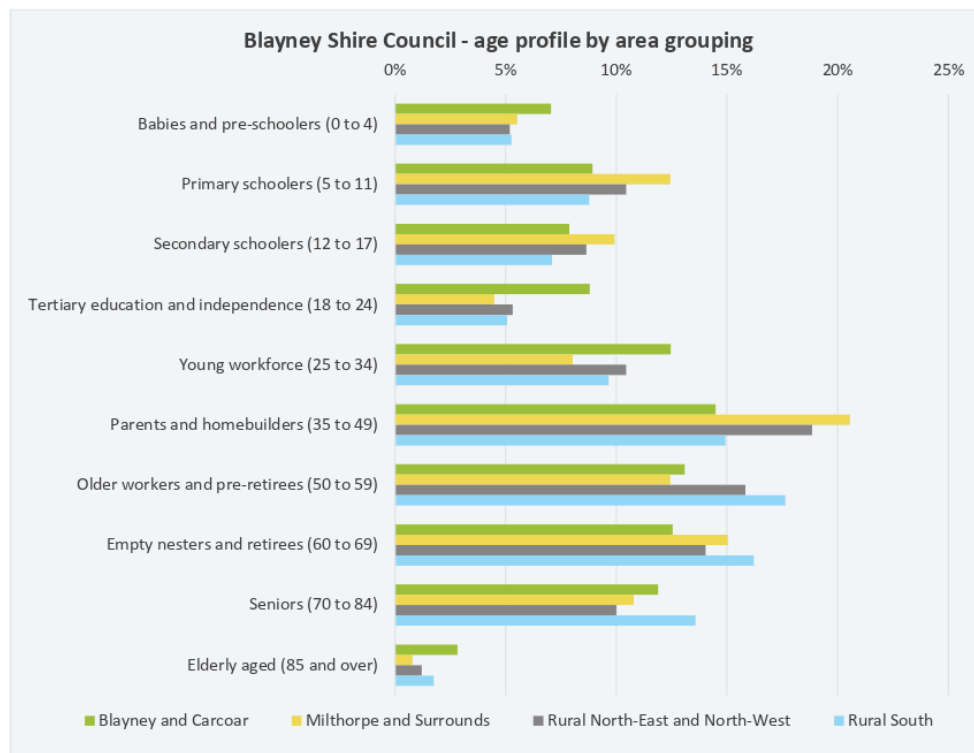
Areas of social advantage and disadvantage

Each grouping has differing demographic characteristics, and we first want to identify ‘who are the people’ that make up each area, ‘what do they do’ and ‘how do they live’.

Service age groups

Age profiles are used to understand the demand for aged-based services as well as the income earning status of the population. Data has been broken into groups that are reflective of typical life stages. This provides insight into the number of dependants, size of the workforce and number of retirees in each grouping.

Figure 2 Service age groups



Combining these results in terms of the following categories (dependants, workforce, and retirees) and ranking them in terms of proportion of population (with one representing the largest proportion) generates the following results.



Table 3 Service age rankings

Rank	Blayney and Carcoar	Milthorpe and Surrounds	Rural North-East and North-West	Rural South
Dependents	3	1	2	4
Working age	2	4	1	3
Retirees	2	3	4	1

At an LGA level, the age profiles are relatively consistent with Central West Region and Regional NSW averages:

- 24% of the population are dependents, in line with Central West (24%) and Regional NSW (21%).
- Working age population represents 48% of the population, in line with Central West (49%) and Regional NSW (49%).
- The proportion of population that are retirees (28%) is also in line with Central West (27%) and Regional NSW (29%).

Looking into specific groupings, we observe the following:

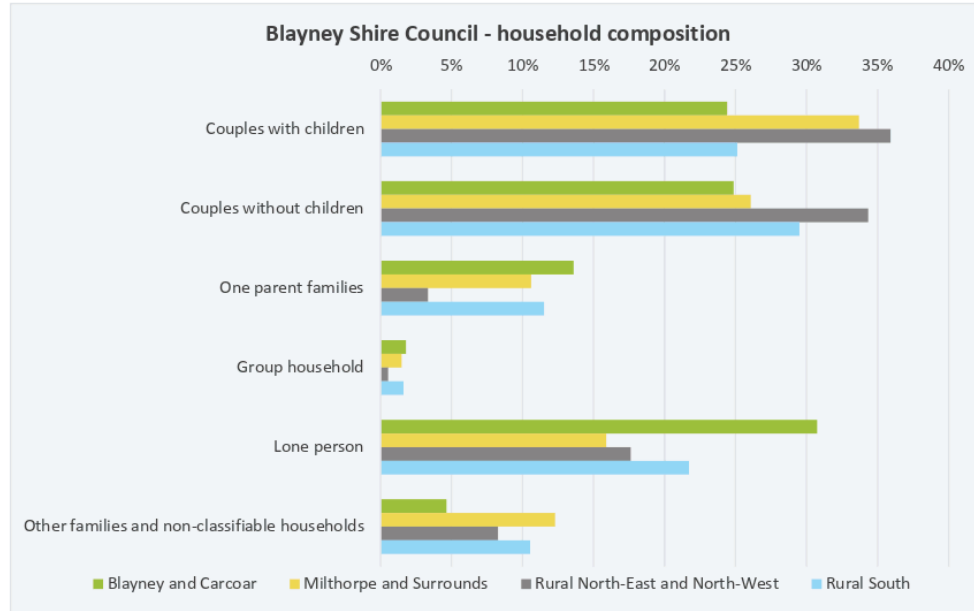
- ‘Milthorpe and Surrounds’ has the highest proportion of dependents (28%) but the lowest proportion of working age (46%).
- ‘Rural North-East and North-West’ has the highest percentage of working age (50%) and the lowest proportion of retirees (25%).
- ‘Rural South’ has the lowest proportion of dependents (21%) and the highest percentage of retirees (32%).
- ‘Blayney and Carcoar’ has the second lowest proportion of dependents (24%) and the second highest proportion of working age (49%).

Household types

Alongside the age structure of each region, it is important to determine the typical trends in the make-up of households. This provides a more complete picture of the people, families, and communities in each area. A summary of household type is provided in the following figure.



Figure 3 Household composition



The proportion of one parent families in the LGA (10%) is in line with the averages for the Central West Region (11%), Cowra Council (10%) and Regional NSW (11%). Blayney Shire Council’s percentages of couples with children and couples without children (both at 28%), are in line with Central West Region and Regional NSW region averages (27% and 28% respectively).

The ‘lone person’ and ‘one parent family’ households are considered to be more vulnerable to the impacts of rate increases due to a reduced/singular income stream. Combining these categories together into the ‘at risk’ group shows that across the LGA as a whole, the at-risk group makes up 34% of the population, which is below the Regional NSW and Central West averages, both at 37%. ‘Blayney and Carcoar’ however has a much higher proportion, with 44% of households considered to be ‘at risk’ due to 31% lone person households and 14% one-parent families. It is important to note that of the 1,017 vulnerable households identified, 574 are within ‘Blayney and Carcoar’, making up 56% of the LGA’s proportion of vulnerable households.



Housing tenure

Analysis of housing tenure levels within the LGA allows us to identify which areas would be most impacted by changes in council rates, i.e., the direct impact of a change in rates will be felt by homeowners, whereas renters may experience an indirect increase/decrease depending on their lease agreement/decisions of their landlord. Furthermore, individuals in social housing are unlikely to be impacted by a change in rates.

Table 4 Housing tenure

Housing Tenure - % of households	Blayney and Carcoar	Milthorpe and Surrounds	Rural North-East and North-West	Rural South	Blayney Shire Council
Fully owned	34%	40%	42%	45%	38%
Mortgage	30%	35%	37%	32%	32%
Renting - Total	32%	11%	11%	13%	21%
Renting - Social housing	5%	1%	0%	0%	2%
Renting - Private	27%	10%	11%	13%	18%
Other tenure type/not stated	4%	14%	10%	10%	9%

The Blayney Shire LGA home ownership average of 70% is just below Regional NSW (73%) and slightly above Central West Region (69%) averages. Home ownership levels vary throughout the LGA, with 'Rural North-East and North-West' (79%) having the highest proportion of resident ratepayers, followed by 'Rural South' (77%) and 'Milthorpe and Surrounds' (75%). 'Blayney and Carcoar' is lower with a proportion of 64% (or 824 households), however noting this grouping does contain a substantial majority of the population of the LGA. The lower proportion is reflective of a high percentage of people renting (32%) possible to high number of lone person households, one-parent families, which make up just over 574 households in the 'Blayney and Carcoar' grouping.

38% of households fully own their homes within the LGA, higher than the average for Central West Region (34%), Regional NSW (36%) and the whole of NSW average (30%). 'Rural South' (45%), 'Rural North-East and North-West' (42%) and 'Milthorpe and Surrounds' (40%) have very high levels of fully owned homes, in contrast with 'Blayney and Carcoar' at 34%. The proportion of owners with mortgages is highest in 'Rural North-East and North-West' (37%), compared with 30% in 'Blayney and Carcoar'.

The LGA has low levels of renters (21% overall) compared to the Regional NSW average of 26%, with both 'Milthorpe and Surrounds' and 'Rural North-East and North-West' at 11% and 'Rural South' at 13%. 'Blayney and Carcoar', however, contains 66% of the LGA's renters. It is important to note that whilst renters are not directly impacted by an increase in rates, these increases can be passed on by landlords or accommodation providers.

'Blayney and Carcoar' also contains the majority of the LGA's social housing (89% of the LGA's social housing is in this grouping) as 5% of its households fall into this category. Residents in social housing do not pay rates, and therefore are not impacted by the proposed SV.



Household income

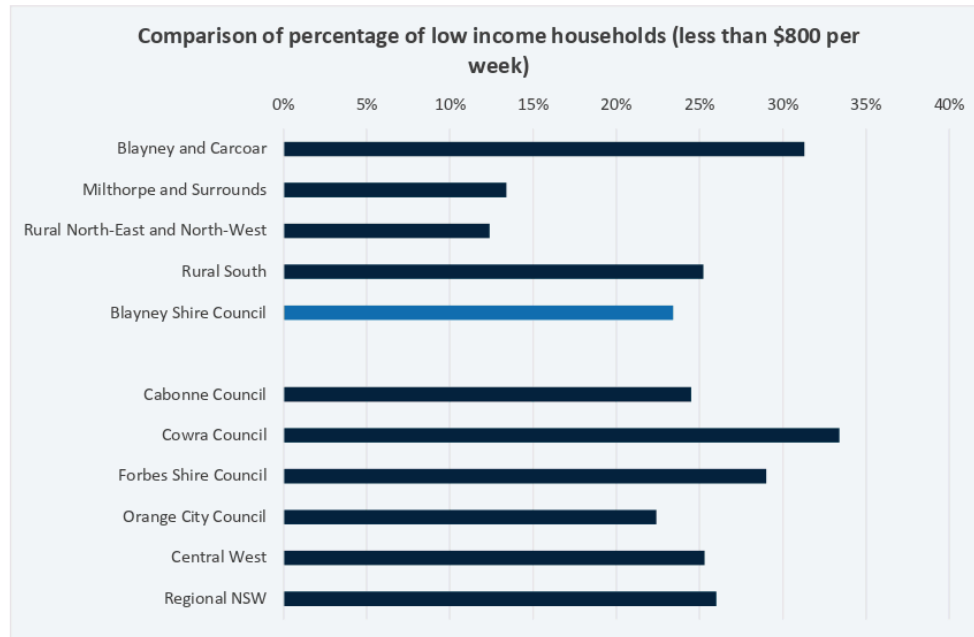
Analysing household income allows us to develop a picture of the levels of advantage and disadvantage within each area and where there may potentially be higher levels of risk for financial stress. Please note that this data has not been equalised and therefore does not take into account the number of working adults and dependents in each home. For equalised household income, please see the section ‘Socio-economic index’, which includes equalised household income as part of the ranking.

Household income is calculated by summing the personal incomes reported by all household members aged 15 years and over. For combined household weekly income, please note the following:

- low-income households refer to those receiving less than \$800 per week.
- high-income households refer to those receiving more than \$3,000 per week.

Figure 4 compares the percentages of households with a low weekly household income (less than \$800 per week).

Figure 4 Comparison of percentages of households with a low weekly household income



When looking at combined weekly household income, the picture of the LGA overall does improve, with a lower proportion sitting in the lowest grouping (23%), however this is still slightly lower than the Regional NSW (26%) and Central West Region (25%) averages. This is mainly due to ‘Blayney and Carcoar’ (31%) and ‘Rural South’ (25%) high averages.



Overall, the LGA has 17% sitting in the highest category (same as the Regional NSW average) which is just below the Central West Region average (18%). 'Blayney and Carcoar' and 'Rural South' are sitting at 10% in the highest income category, significantly lower than both the Regional NSW and Central West Region averages of 17%, while 'Milthorpe and Surrounds' (23%) and 'Rural North-East and North-West' (29%) significant higher.

LGA and all the individual groupings have middle income average between 59% and 65% of households, higher than the Central West Region and Regional NSW average of 57%.

Table 5 Comparison of weekly household income

Household income	Blayney and Carcoar	Milthorpe and Surrounds	Rural North-East and North-West	Rural South	Blayney Shire Council
Low-income households	31%	13%	12%	25%	23%
High-income households	10%	23%	29%	10%	17%
Median income	\$1,299	\$1,959	\$2,220	\$1,406	\$1,613

It is also worth noting the median weekly income for the Blayney and Carcoar of \$1,299 is 11.4% lower than the Regional NSW average of \$1,466. This is possible due to the higher number of social housing households which represents 5% of the total households in the area.

Socio-economic index

The Socio-Economic Indexes for Areas (SEIFA) is an economic tool developed by the ABS to rank areas in Australia according to their relative socio-economic advantage and disadvantage. It takes into consideration a broad range of variables such as income, education, employment, occupation, housing, etc and is standardised such that the average Australian represents a score of 1000.

In our research we explored two of the indexes published by the ABS:

- **Index of Relative Socio-Economic Disadvantage (IRSD)**
This index ranks areas from most disadvantaged to least disadvantaged, i.e., a lower score will have a greater proportion of relatively disadvantaged people in the area.
From this score however you cannot conclude whether a high-ranking area will have a large portion of relatively advantaged people, just that it has a low proportion of disadvantage.
- **Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)**
This index considers variables of both advantage and disadvantage and, as such, scores and ranks areas from most disadvantaged to most advantage.

The ABS has also published the variables which have the most impact on both indices, these include:

- IRSD variables of disadvantage:
 - low equivalised household incomes (see below for definition)
 - households with children and unemployed parents
 - percentage of occupied dwellings with no internet connection
 - percentage of employed people classified as labourers.



- IRSAD variables of advantage only (disadvantage similar to IRSD):
 - high equivalised household incomes
 - percentage of households making high mortgage repayments
 - percentage of employed people classified as professionals
 - percentage of employed people classified as managers.

Equivalised household income

- Equivalised household income can be viewed as an indicator of the economic resources available to a standardised household. It is calculated by dividing total household income by an equivalence factor. The factor is calculated in the following way:
 - first adult = 1
 - each additional adult + child over 15 = + 0.5
 - each child under 15 = + 0.3.
- Dividing by the equivalence factor, household income becomes comparable to that of a lone individual, thereby making households with dependants and multiple occupants comparable to those without. By factoring in dependants into household incomes we are provided with a better indicator of the resources available to a household.

A regional summary of SIEFA scores, including national percentiles, is provided in the following table.

Table 6 Regional SEIFA scores and percentiles

Region	SEIFA IRSD index 2021	Percentile	SEIFA IRSAD index 2021	Percentile
New South Wales	1,016.0	67	1,000.0	42
Australia	1,002.6	60	1,001.2	42
Cabonne Council	994.6	55	1,022.9	55
Orange City	979.2	46	997.2	41
Central West Region	965.7	38	988.1	35
Blayney Shire	962.5	36	991.2	37
Regional NSW	962.0	36	982.0	32
Forbes Shire	941.4	26	968.5	26
Cowra Shire	908.1	14	931.8	15

Blaney Shire Council’s IRSD score of 962.5 is just above the Regional NSW, but well below NSW, and Australia rankings. The ranking places the LGA in the 36th percentile, meaning approximately 64% of Australian suburbs have a SEIFA ISRD ranking higher than this area (less disadvantaged), while 36% are lower.

IRSAD includes levels of both advantage and disadvantage. Blayney Shire Council’s score of 991.2 places the LGA into the 37th percentile. A higher IRSAD score compared to IRSD score may be indicative of more opportunities within the LGA, higher equivalised incomes, higher education levels, more employment opportunities within the area or more skilled jobs.

A grouping-level summary is provided in the table below.



Table 7 Grouping-level SEIFA scores and percentiles

Grouping	SEIFA IRSD	Percentile	SEIFA IRSD	Percentile
Blayney and Carcoar	894.7	14	922.7	20
Milthorpe and Surrounds	1,030.3	59	1,058.0	68
Rural North-East and North-West	1,038.8	63	1,063.0	72
Rural South	966.4	37	1,004.4	46

Analysis at the grouping level demonstrates significant inequity between different parts of the LGA. On the one hand, 'Rural North-East and North-West' and 'Milthorpe and Surrounds' (IRSD in the 63rd and 59th percentile respectively and IRSD in the 72nd and 68th percentile respectively) have levels of disadvantage below the average levels in the Central West Region, NSW, and Regional NSW. On the other hand, 'Blayney and Carcoar' shows significant disadvantage, with the grouping scoring significantly lower.

Table 8 Suburb/area level SEIFA scores and percentiles

Locality	ABS SA1 identifier	SEIFA IRSD	Percentile	SEIFA IRSD	Percentile
Millthorpe surrounds	10304107614	1099	84	1120	97
Forest Reefs and surrounds	10304107615	1075	77	1089	85
Errowanbang, Panuara, Tallwood, Burnt Yards and surrounds	10304107616	1059	71	1076	79
South Blayney surrounds	10304107601	1020	56	1060	70
Barry, Hobbys Yard and surrounds	10304107619	1012	53	1040	60
Millthorpe (West)	10304107602	1009	52	1037	58
Newbridge, Moorilda and surrounds	10304107620	1003	49	1049	64
Kings Plains and surrounds	10304107621	1001	48	1027	53
Millthorpe (East)	10304107603	983	42	1017	48
Neville and surrounds	10304107618	972	37	1021	50
Mandurama, Garland and south west	10304107617	960	33	977	33
Carcoar	10304107611	943	28	940	22
Blayney	10304107605	924	22	948	24
Blayney	10304107609	924	22	968	30
Blayney	10304107610	920	21	963	28
Blayney	10304107613	915	20	960	27
Lyndhurst	10304107612	885	13	935	21
Blayney	10304107604	872	11	915	17
Blayney	10304107607	865	10	867	10
Blayney	10304107606	856	8	870	10
Blayney	10304107608	833	6	873	11



At a suburb profile level, Blayney, Lyndhurst and Carcoar can be considered very disadvantaged, with IRSAD rankings between the tenth and 30th percentile. This is most likely due to lower levels of household income and higher levels of unemployment, which can be seen through our analysis. There are higher levels of lone-parent households within both Blayney and Carcoar, which can be considered to be more vulnerable to rating increases, and therefore this potential inequity should be considered by Council, for example through reviewing its hardship policy or other forms of subsidy/relief. In addition to these factors, both suburbs have similar proportions of households utilising social housing, which although a marker of disadvantage does mean that this proportion of the community will not be directly affected by any potential rise in rates.

Millthorpe surrounds and Forest Reefs and surrounds can be considered particularly advantaged, all with IRSAD scores in either the 97th or 85th percentile. However, they do only account for a small percentage of the total population, with 42% residing in the significantly more disadvantaged suburbs of Blayney, Lyndhurst and Carcoar. It is therefore extremely important that this inequality is considered by Council, for example, through appropriate hardship policies.

Vulnerable groups or individuals

This section of the report considers whether there are any spatial patterns of individuals or groups who either need additional community services or are more sensitive to a change in rates.

Workforce status

The levels of full or part-time employment and unemployment are indicative of the strength of the local economy and social characteristics of the population.

Table 9 Community workforce status – 2021

Workforce status	Blayney and Carcoar	Milthorpe and Surrounds	Rural North-East and North-West	Rural South	Blayney Shire Council
Employed	93%	98%	97%	96%	96%
Employed full-time	58%	59%	62%	59%	59%
Employed part-time	28%	36%	28%	30%	30%
Employed, away from work	4%	4%	6%	5%	6%
Unemployed (Unemployment rate)	7%	2%	3%	4%	4%
Looking for full-time work	5%	0%	1%	3%	3%
Looking for part-time work	2%	1%	2%	1%	2%
Total labour force	1,471	614	856	740	3,657

Note: Pensioners, overseas visitors and other non-participants are not included in the total labour force.

In 2021, unemployment within the LGA (4%) was below the averages for Regional NSW and NSW (both 5%) but equivalent to Central West Region (4%). It is noted that 'Blayney and Carcoar' (7%, representing 109 people) has the highest levels. 'Blayney and Carcoar' also has the lowest levels of the workforce in full-time employment (58%); however, this is slightly higher than the NSW average of 55%.



Pensioners

A distinction is made between retirees, and eligible pensioners. To be classified as a pensioner for the purposes of receiving rates rebates, ratepayers must be receiving Centrelink payments such as the age pension or have partial capacity to work such as having a disability, being a carer or being a low-income parent. These individuals have reduced income streams and can be vulnerable to financial shocks and price rises.

Table 10 Number of residential pensioner assessments

Grouping	Total number of residential assessments	Number of pensioner assessments	Percentage of pensioner assessments
Blayney and Carcoar	1,466	260	18%
Milthorpe and Surrounds	494	67	14%
Rural North-East and North-West	411	37	9%
Rural South	625	109	17%
Blayney Shire Council	2,996	473	16%

It is observed that both 'Blayney and Carcoar' and 'Rural South' have the highest proportion of residential pensioners (18% and 17% respectively), with 'Rural North-East and North-West' substantially lower at 9%. The largest number of residential pensioner assessments are within 'Blayney and Carcoar' (260).

Table 11 Number of farmland pensioner assessments

Grouping	Total number of farmland assessments	Number of pensioner assessments	Percentage of pensioner assessments
Blayney and Carcoar	0	0	0%
Milthorpe and Surrounds	54	0	0%
Rural North-East and North-West	371	13	4%
Rural South	288	5	2%
Blayney Shire Council	713	18	3%

'Rural North-East and North-West' has the largest proportion of farmland pensioner assessments (4%). 'Rural North-East and North-West' grouping and 'Rural South' grouping are the only groupings with farmland pensioners (13 and respectively 5), totalling 18 for the whole LGA.

These eligible pensioners (residential and farmland) have access to mandatory rebates (up to a maximum of \$250 per year) on their rates.



Core assistance

Table 12 highlights the areas within the LGA that have higher concentrations of people who need assistance in their day-to-day lives with self-care, body movements or communication – because of a disability, long-term health condition or old age.

Table 12 Number of people requiring core assistance

Assistance required (2021)	Number	Percentage
Blayney and Carcoar	240	8%
Milthorpe and Surrounds	47	4%
Rural North-East and North-West	59	4%
Rural South	78	5%
Blayney Shire	421	6%

We observe that those needing assistance are concentrated in the 'Blayney and Carcoar' area. All the other groupings have a low proportion (between 4% to 5%) of the population requiring assistance. Overall, the LGA is sitting at the same level as Central West Region (6%) and slightly lower than the Regional NSW (7%) and NSW (6%) averages.

Housing stress

The National Centre for Social and Economic Modelling (NATSEM) defines households experiencing 'housing stress' as those that satisfy both of the following criteria:

- equivalised household income is within the lowest 40% of the state's income distribution.
- housing costs (i.e., mortgage and/or rent repayments) are greater than 30% of household income.

Research funded by the ACT Government on housing and homelessness issues in the ACT found that due to financial pressures:

- 19% of households facing housing stress compromised a lot on their grocery spend over a 12-month period.
- 24% of households facing housing stress found rent/mortgage repayments quite/very difficult in the last three months.

Households facing housing stress are highly likely to be under significant financial stress and vulnerable to sudden increases in council rates. A comparison of the percentage of households where mortgage costs are greater than 30% of household income, is provided on the following page.



Table 13 Comparison of households with mortgage payments greater than 30% of income

Mortgage costs >30% of income, 2021	Number of households with mortgage	Number of households where mortgage costs >30% income	Percentage where mortgage costs >30% income
Blayney and Carcoar	380	36	9%
Milthorpe and Surrounds	169	18	11%
Rural North-East and North-West	201	30	15%
Rural South	213	29	14%
Blayney Shire Council	959	104	11%

The table above, while not specifically identifying mortgage stress, does give an indication of areas where mortgage stress may be more likely. At an LGA level, 104 households with mortgages (11%) have mortgage costs exceeding 30% of income. This is in line with Central West Region (10%), but lower than Regional NSW (13%) and NSW (17%) levels.

The 'Rural North-East and North-West' has the highest levels at 15%, however, it must also be considered that this area also has the highest levels of household income, therefore reducing the likelihood of mortgage stress.

Rural South also has a relatively high proportion at 14%, represented by 29 households. This area has 25% of households in the lowest income quartile, therefore indicating that some of these households are likely to experience mortgage stress.



Trends in cost of living

As data is not available for Blayney, the following table presents the average changes in typical household expenditure across three neighbouring councils (Bathurst Regional, Cowra Shire and Upper Lachlan Shire - similar SIEFA IRSD and IRSD rankings), over a five-year period. From our analysis, we can see consistent trends in the analysis of the neighbouring LGAs. This analysis will be an indication of the trends and cost of living impact on Blayney Shire Council.

Table 14 Five-year comparison of average cost of living in three neighbouring LGAs to Blayney Shire Council²

Household expenditure (totals)	2021/22		2016/17		Change		
	\$ per household	% of expenditure	\$ per household	% of expenditure	\$ per household	% of expenditure	%
Food	\$13,040	11%	\$11,269	10%	\$1,771	1%	16%
Alcoholic beverages and tobacco	\$5,976	5%	\$6,214	5%	-\$238	0%	-4%
Clothing and footwear	\$5,354	5%	\$4,464	4%	\$890	1%	20%
Furnishings and equipment	\$6,561	6%	\$5,637	5%	\$924	1%	16%
Health	\$8,146	7%	\$7,081	6%	\$1,065	1%	15%
Transport	\$9,895	8%	\$12,006	11%	-\$2,111	-2%	-18%
Communications	\$2,758	2%	\$2,138	2%	\$621	0%	29%
Recreation and culture	\$14,489	12%	\$13,020	11%	\$1,469	1%	11%
Education	\$4,569	4%	\$4,042	4%	\$528	0%	13%
Hotels, cafes and restaurants	\$8,624	7%	\$9,991	9%	-\$1,367	-1%	-14%
Miscellaneous goods and services	\$19,997	17%	\$18,927	17%	\$1,071	1%	6%
Housing	\$12,912	11%	\$15,269	14%	-\$2,357	-2%	-15%
Utilities	\$4,019	3%	\$3,870	3%	\$149	0%	4%
Total expenditure	\$116,341	100%	\$113,926	100%	\$2,416	0%	2%
Net savings	\$28,367	20%	\$12,890	10%	\$15,477	10%	120%
Total disposable income	\$144,709		\$126,817		\$17,892		14%
Non-discretionary	\$56,125	48%	\$56,096	49%	\$28	-1%	0%
Discretionary	\$60,217	52%	\$57,830	51%	\$2,387	1%	4%

*Non-discretionary spending includes the following categories: food, clothing and footwear, health, transport, communications, housing, and utilities.

Table 14 shows that, over the five-year period, average total disposable income has increased by an average of \$17,892 (14%) with a net annual savings increase of \$15,477, which generally indicates potential capacity to absorb increased rates. Discretionary spending has increased by 4%, with non-discretionary spending unchanged. Total expenditure has increased by 2%, which contrasts with the average for Regional NSW, which has decreased by 1%.

² National Institute of Economic and Industry Research (NIEIR), 2023. Average of data compiled and presented in economy.id for three neighbouring councils (Bathurst Regional, Cowra Shire and Upper Lachlan Shire). Data based on 2020-21 price base for all years. NIEIR ID data is inflation adjusted each year to allow direct comparison and annual data releases adjust previous years' figures to a new base year.



Industry

In 2021, the main industries in order of employment (as number of persons employed) were Health Care and Social Assistance (13.9%), Agriculture, Forestry and Fishing (11.7%), Retail trade (8.3%) and Education and Training (8.0%). This is generally in line with the Central West region averages, however with a higher dependence on Agriculture, Forestry and Fishing and a lower dependence on Health Care and Social Assistance.

The industries which have seen the largest percentage increase in persons employed since 2016, are Arts and Recreation Services (52% increase or 13 persons) Public Administration and Safety (23.7% increase or 46 persons) and Health Care and Social Assistance (20.7% increase or 84 persons). Agriculture, Forestry and Fishing has seen a small increase in number of persons employed (3 people), however it's percentage share of the employed workforce of the LGA has slightly dropped, from 12.6% to 11.7%.

Table 15 Number of persons employed by industry

Blayney Shire - employed persons (usual residence)	2021			2016			Blayney Shire Council change	
	Number	%	Central West Region %	Number	%	Central West Region %	Number	%
Health Care and Social Assistance	489	13.9%	17.2%	405	12.5%	15.6%	84	20.7%
Agriculture, Forestry and Fishing	411	11.7%	8.9%	408	12.6%	9.6%	3	0.7%
Retail Trade	290	8.3%	8.9%	279	8.6%	10.0%	11	3.9%
Education and Training	281	8.0%	9.2%	248	7.7%	9.1%	33	13.3%
Construction	263	7.5%	7.8%	222	6.9%	7.3%	41	18.5%
Mining	253	7.2%	4.8%	210	6.5%	4.0%	43	20.5%
Public Administration and Safety	240	6.8%	7.0%	194	6.0%	6.7%	46	23.7%
Manufacturing	232	6.6%	5.3%	212	6.6%	6.1%	20	9.4%
Accommodation and Food Services	155	4.4%	6.3%	180	5.6%	6.3%	-25	-13.9%
Professional, Scientific and Technical Services	152	4.3%	3.9%	129	4.0%	3.8%	23	17.8%
Inadequately described or not stated	134	3.8%	3.6%	135	4.2%	3.6%	-1	-0.7%
Other Services	130	3.7%	4.0%	139	4.3%	4.0%	-9	-6.5%
Transport, Postal and Warehousing	127	3.6%	3.5%	132	4.1%	3.7%	-5	-3.8%
Wholesale trade	108	3.1%	2.3%	92	2.8%	2.3%	16	17.4%
Administrative and Support Services	86	2.4%	2.5%	89	2.8%	2.7%	-3	-3.4%
Electricity, Gas, Water and Waste Services	40	1.1%	1.0%	49	1.5%	1.0%	-9	-18.4%
Arts and Recreation Services	38	1.1%	0.8%	25	0.8%	0.8%	13	52.0%



Blayney Shire - employed persons (usual residence)	2021			2016			Blayney Shire Council change	
	Number	%	Central West Region %	Number	%	Central West Region %	Number	%
Rental, Hiring and Real Estate Services	37	1.1%	1.0%	33	1.0%	1.1%	4	12.1%
Financial and Insurance Services	29	0.8%	1.3%	29	0.9%	1.5%	0	0.0%
Information Media and Telecommunications	19	0.5%	0.6%	19	0.6%	0.7%	0	0.0%
Total employed persons aged 15+	3,514	100%	100%	3,229	100%	100%	285	8.8%

The LGA contains 356 businesses within the Agriculture, Forestry and Fishing industry, with a total gross value of agricultural production at \$64 million.



Discussion

The Blayney Shire LGA, as a whole, can be considered to be a relatively disadvantaged socio-economic area; however, there are significant differences emerging between the different groupings, and this is also evident when reviewing SEIFA rankings. Overall, we observe greater levels of advantage in 'Milthorpe and Surrounds' and 'Rural North-East and North-West' when compared to 'Blayney and Carcoar' and 'Rural South'.

It is important to note that this is likely due to higher levels of social housing, unemployment and lower income values in both 'Blayney and Carcoar' and 'Rural South', as well as a greater proportion of residents requiring core assistance. Whilst those living in social housing are unlikely to be affected by increasing rates, it is important for Council to ensure it considers other vulnerable resident ratepayers, such as through appropriate hardship policies.

A summary for all the areas is shown in the table below.

Table 16 Summary of key areas

	Blayney and Carcoar	Milthorpe and Surrounds	Rural North-East and North-West	Rural South
Population	3,151	1,270	1,560	1,485
Dependents	24%	28%	24%	21%
Working age	49%	46%	50%	47%
Retirees	27%	27%	25%	32%
Vulnerable households %	44%	26%	21%	33%
Percentage of residential ratepayers receiving statutory pensioner rebate	18%	14%	9%	17%
Percentage of farmland ratepayers receiving statutory pensioner rebate	0%	0%	4%	2%
Assistance required (2021)	8%	4%	4%	5%
Fully Owned + mortgage	64%	75%	79%	77%
Mortgage	30%	35%	37%	32%
Percentage where mortgage costs >30% income	9%	11%	15%	14%
Renting - Social housing	5%	1%	0%	0%
Renting - Private	27%	10%	11%	13%
Low income households	31%	13%	12%	25%
High income households	10%	23%	29%	10%
Median income	\$1,299	\$1,959	\$2,220	\$1,406
SEIFA IRSD index 2021 (percentiles)	14	59	63	37
SEIFA IRSAD index 2021 (percentiles)	20	68	72	46
Total labour force	1,471	614	856	740
Unemployed (Unemployment rate)	7%	2%	3%	4%



Key aspects of the 'Blayney and Carcoar' grouping, which has an IRSD ranking in the 14th percentile and an IRSAD ranking (including factors of advantage) also in the 20th percentile (the most disadvantaged area in the LGA), include:

- 42% of the LGA's population and 55% of Council's rates pensioners
- ranks second for proportion of each age profile type (dependents, working age and retirees)
- the lowest percentage of resident ratepayers (64%) and the highest proportion of renters (27% or 344 households) and social housing (5% or 65 households)
- the highest proportion of vulnerable households, at 44%, at 574 households
- highest percentage of one-parent families (14%)
- the highest percentage of the low-income households and the lowest median income of \$1,299
- highest percentage of unemployment (7%) and lowest proportion employed full-time (93%)
- the lowest median weekly household income of \$1,299
- highest proportion of residential ratepayers assessed as pensioners (18%)
- highest proportion of persons requiring assistance at 8%.

Attributes of the 'Milthorpe and Surrounds' area, which has IRSD and IRSAD rankings in the 59th percentile and 68th respectively, include:

- the highest proportion of dependents (28%) and lowest proportion of working age
- the second lowest proportion of vulnerable households (26%)
- equally lowest with 'Rural North-East and North-West' area for required assistance (4%)
- the second highest weekly median income of \$1,959
- the lowest unemployment rate of 2% and highest employment rate of 98%

Attributes of the 'Rural North-East and North-West' area, which has IRSD and IRSAD rankings in the 63rd percentile and 72nd respectively, include:

- the highest proportion of working age (50%) and the lowest proportion of retirees (25%)
- the lowest percentage of vulnerable households (21%)
- the lowest percentage of ratepayers receiving statutory rebate (13% - residential and farmland)
- equally lowest with 'Milthorpe and Surrounds' area of required assistance (4%)
- the highest percentage of ownership (79%) with the highest mortgage of 37% and highest mortgage costs more than 30% of income (about 15% of mortgages)
- the highest median weekly income of \$2,220.

Attributes of the 'Rural South' area, which has IRSD and IRSAD rankings in the 37th percentile and 46th respectively, include:

- the highest proportion of retirees (32%) and the second lowest proportion of working age (47%)
- the second highest percentage of vulnerable households (33%)
- the highest percentage of ratepayers receiving statutory rebate (19% - residential and farmland)
- the second lowest median weekly household income of \$1,406
- the highest fully ownership of 45%
- the second lowest SEIFA indices.



Proposed rating changes

Blayney Shire Council is considering three options in relation to a special variation, in addition to not applying for an SV. These options are all permanent, and all assume a rate peg for 2024/25 of 3.5%, and a rate peg of 2.5% in all following years:

- Option 1 – apply a one-year special variation to all categories of 26.5% including the normal annual rate peg increase of 3.5% (cumulative increase over the one-year SV period is 26.5%).
- Option 2 – apply a two-year special variation to all categories of 14% in the first year and 14% in the second year, including the normal annual rate peg increases of 3.5% and 2.5% per year (cumulative increase over the two-year SV period is 30%).
- Option 3 – apply a three-year special variation to all categories of 10% for each year of the three-year SV including the normal annual rate peg increases of 3.5% and 2.5% per year afterwards (cumulative increase over the two-year SV period is 33.1%).
- Base case – apply only the normal annual rate peg increases, of 3.5% in the first year and 2.5% in the following years, to all rate categories. The rate peg has been estimated by using IPART approach and guidelines.

We have reviewed Council’s average rates by area grouping, across each of the rating categories. We have compared the averages for each option against the base case option (applying only the rate peg and no SV). The following table summarises the options and our analysis of each scenario follows.

Table 17 Proposed special variation options

SV Option	2024/25	2025/26	2026/27	Cumulative increase over SV period	Comparison rate - over 3 years
Base case – rate peg only	3.5%	2.5%	2.5%		8.7%
Option 1 – one-year SV	26.5%	2.5%	2.5%	26.5%	32.9%
Option 2 – two-year SV	14.0%	14.0%	2.5%	30.0%	33.2%
Option 3 – three-year SV	10.0%	10.0%	10.0%	33.1%	33.1%

Note: Cumulative amounts are expressed as required by IPART and only go the end year of the SV – therefore, they are not comparable. A three-year comparison cumulative rate is also provided for reference.

In the following analysis, we have compared the average rate at the end of the proposed SV period (either one, two or three years – as outlined above) for the relevant scenario and the base case over the same period. We then outline the average annual and weekly increases during the proposed SV period. The rates increase calculations are the difference between the 2023/24 average rates to each year of the SV options. Finally, we have included columns to show each of the scenarios after two years (the longest proposed SV option) to allow for further comparison of the proposed options.



Residential rates – impact analysis by scenario

Option 1

Table 18 Estimated 2024/25 average residential rates – option 1 and base case

Residential ratepayers - comparison of average rates	Average 2024/25 rate (\$) - Base case	Average 2024/25 rate (\$) - Option 1 – one-year SV	Average annual increase (\$) by end of 2024/25	Average weekly increase (\$)	Comparative rate after 3 years - Option 1 – one-year SV	Comparative rate after 3 years - Base case
Blayney and Carcoar	\$785	\$960	\$201	\$3.87	\$1,008	\$825
Milthorpe and Surrounds	\$807	\$987	\$207	\$3.97	\$1,036	\$848
Rural North-East and North-West	\$864	\$1,056	\$221	\$4.25	\$1,109	\$908
Rural South	\$710	\$868	\$182	\$3.49	\$911	\$746
Blayney Shire Council	\$784	\$958	\$201	\$3.86	\$1,007	\$824

The impact of increases in rates will be unequal across the LGA due to the variance in residential land value from area to area and within each area, with those in the higher land value area of ‘Rural North-East and North-West’ (average rate to increase to \$1,056, an increase of \$4.25 per week, by the end of 2024/25 the proposed SV period) expected to see a larger increase in average rates compared to the lower land value area of ‘Rural South’ (average to increase to \$868, an increase of \$3.49 per week). It is noted that the majority of ratepayers, 1,466 or 49% of the LGA’s ratepayers, live within the ‘Blayney and Carcoar’ grouping (average to increase to \$960, an increase of \$3.87 per week).

For comparison with option 2 and 3, the three-year estimated average rate for option 1, which includes rate peg in addition to the proposed SV option, has been included.

Option 2

Table 19 Estimated 2025/26 average residential rates – option 2 and base case

Residential ratepayers - comparison of average rates	Average 2025/26 rate (\$) - Base case	Average 2025/26 rate (\$) - Option 2 – two-year SV	Average annual increase (\$) by end of 2025/26	Average weekly increase (\$)	Comparative rate after 3 years - Option 2 – two-year SV	Comparative rate after 3 years - Base case
Blayney and Carcoar	\$805	\$986	\$114	\$2.19	\$1,011	\$825
Milthorpe and Surrounds	\$827	\$1,014	\$117	\$2.25	\$1,039	\$848
Rural North-East and North-West	\$885	\$1,085	\$125	\$2.40	\$1,112	\$908
Rural South	\$728	\$891	\$103	\$1.98	\$914	\$746
Blayney Shire Council	\$803	\$984	\$113	\$2.18	\$1,009	\$824



As with option 1, residential ratepayers in the higher land value area of ‘Rural North-East and North-West’ (average to increase to \$1,085, an increase of \$2.40 per week, by the end of 2025/26 the proposed SV period) are expected to see a larger increase in average rates compared to the lower land value areas of ‘Rural South’ (average to increase to \$891, an increase of \$1.98 per week) and ‘Blayney and Carcoar’ (average to increase to \$986, an increase of \$2.19 per week).

For comparison with option 1 and 3, the three-year estimated average rate for option 2, which includes rate peg in addition to the proposed SV option, has been included.

Option 3

Table 20 Estimated 2026/27 average residential rates – option 3 and base case

Residential ratepayers - comparison of average rates	Average 2026/27 rate (\$) - Base case	Average 2026/27 rate (\$) - Option 3 – three-year SV	Average annual increase (\$) by end of 2026/27	Average weekly increase (\$)	Comparative rate after 3 years - Option 3 – three-year SV	Comparative rate after 3 years - Base case
Blayney and Carcoar	\$825	\$1,010	\$84	\$1.61	\$1,010	\$825
Milthorpe and Surrounds	\$848	\$1,038	\$86	\$1.65	\$1,038	\$848
Rural North-East and North-West	\$908	\$1,111	\$92	\$1.77	\$1,111	\$908
Rural South	\$746	\$913	\$76	\$1.46	\$913	\$746
Blayney Shire Council	\$824	\$1,008	\$84	\$1.61	\$1,008	\$824

As with option 1 and 2, residential ratepayers in the higher land value area of ‘Rural North-East and North-West’ (average to increase to \$1,111 an increase of \$1.77 per week, by the end of 2026/27 the proposed SV period) are expected to see a larger increase in average rates compared to the lower land value areas of ‘Rural South’ (average to increase to \$913, an increase of \$1.46 per week) and ‘Blayney and Carcoar’ (average to increase to \$1,010 an increase of \$1.61 per week).

For comparison with option 2 and 3, the three-year estimated average rate for option 1, which includes rate peg in addition to the proposed SV option, has been included.

Summary

As a result of higher average land values in ‘Rural North-East and North-West’, residential ratepayers in this grouping are likely to see a larger increase in rates. This area has the highest levels of individual and household income within the LGA and some of the highest levels of advantage. For ‘Milthorpe and Surrounds’, residential ratepayers in this grouping are seeing the second largest increase in rates. This area has the second highest levels of individual and household income within the LGA and some of the highest levels of advantage. These groupings can therefore be considered to have a potential capacity to pay increased rates.



'Blayney and Carcoar' contains the 49% of the LGA's residential ratepayers. The ratepayers will receive a lower increase in average rates. It is therefore important for Council to consider the impact on individual ratepayers, such as through hardship policies. Therefore, given an appropriate hardship policy, it is considered there is capacity to pay.

This compares to 'Rural South', where ratepayers will see the lowest increase in average rates, due to lower residential land values, however this is considered to be a slightly more advantaged grouping than 'Blayney and Carcoar', with much lower levels of disadvantage and slightly higher levels of resident ratepayers. This grouping can therefore be considered to have a potential capacity to pay increased rates.

Farmland rates – impact analysis by scenario

'Blayney and Carcoar' area has no farmland rate payers and therefore it was excluded from this section's tables.

Option 1

Table 21 Estimated 2024/25 average farmland rates – option 1 and base case

Farmland ratepayers - comparison of average rates	Average 2024/25 rate (\$) - Base case	Average 2024/25 rate (\$) - Option 1 – one-year SV	Average annual increase (\$) by end of 2024/25	Average weekly increase (\$)	Comparative rate after 3 years - Option 1 – one-year SV	Comparative rate after 3 years - Base case
Milthorpe and Surrounds	\$2,984	\$3,647	\$764	\$14.69	\$3,831	\$3,135
Rural North-East and North-West	\$3,402	\$4,158	\$871	\$16.75	\$4,368	\$3,574
Rural South	\$3,573	\$4,367	\$915	\$17.59	\$4,588	\$3,754
Blayney Shire Council	\$3,439	\$4,204	\$881	\$16.93	\$4,416	\$3,613

As with the residential category, the impact will vary from area to area, due to the variance in farming land values (as determined by the NSW Valuer General). 'Rural North-East and North-West', which has the highest number of farmland ratepayers at 371, will see average rates increase to \$4,158 in 2024/25 (an increase of \$16.75 per week for the duration of the SV period). Those in the higher land value area of 'Rural South' (average to increase to \$4,367 an increase of \$17.59 per week) are expected to see larger increases in average rates compared to the lower land value area of 'Milthorpe and Surrounds' (average to increase to \$3,647, an increase of \$14.69 per week).

For comparison with option 2 and 3, the three-year estimated average rate for option 1, which includes rate peg in addition to the proposed SV option, has been included.



Option 2

Table 22 Estimated 2025/26 average farmland rates – option 2 and base case

Farmland ratepayers - comparison of average rates	Average 2025/26 rate (\$) - Base case	Average 2025/26 rate (\$) - Option 2 – two-year SV	Average annual increase (\$) by end of 2025/26	Average weekly increase (\$)	Comparative rate after 3 years - Option 2 – two-year SV	Comparative rate after 3 years - Base case
Milthorpe and Surrounds	\$3,058	\$3,746	\$432	\$8.30	\$3,840	\$3,135
Rural North-East and North-West	\$3,487	\$4,272	\$492	\$9.47	\$4,378	\$3,574
Rural South	\$3,662	\$4,487	\$517	\$9.95	\$4,599	\$3,754
Blayney Shire Council	\$3,525	\$4,319	\$498	\$9.57	\$4,427	\$3,613

As with option 1, farmland ratepayers in the higher land value area of ‘Rural South’, (average to increase to \$4,487, an increase of \$9.95 per week for the duration of the SV period) are expected to see larger increases in average rates compared to the lower land value areas of ‘Milthorpe and Surrounds’ (average to increase to \$3,745, an increase of \$8.30 per week) and ‘Rural North-East and North-West’ (average to increase to \$4,272 an increase of \$9.47 per week).

For comparison with option 1 and 3, the three-year estimated average rate for option 2, which includes rate peg in addition to the proposed SV option, has been included.

Option 3

Table 23 Estimated 2026/27 average farmland rates – option 3 and base case

Farmland ratepayers - comparison of average rates	Average 2026/27 rate (\$) - Base case	Average 2026/27 rate (\$) - Option 3 – three-year SV	Average annual increase (\$) by end of 2026/27	Average weekly increase (\$)	Comparative rate after 3 years - Option 3 – three-year SV	Comparative rate after 3 years - Base case
Milthorpe and Surrounds	\$3,135	\$3,837	\$318	\$6.12	\$3,837	\$3,135
Rural North-East and North-West	\$3,574	\$4,375	\$363	\$6.97	\$4,375	\$3,574
Rural South	\$3,754	\$4,595	\$381	\$7.33	\$4,595	\$3,754
Blayney Shire Council	\$3,613	\$4,423	\$367	\$7.05	\$4,423	\$3,613

As with option 1, farmland ratepayers in the higher land value area of ‘Rural South’, (average to increase to \$4,595, an increase of \$7.33 per week for the duration of the SV period) are expected to see larger increases in average rates compared to the lower land value areas of ‘Milthorpe and Surrounds’ (average to increase to \$3,837 an increase of \$6.12 per week) and ‘Rural North-East and North-West’ (average to increase to \$4,375, an increase of \$6.97 per week).

For comparison with option 1 and 2, the three-year estimated average rate for option 3, which includes rate peg in addition to the proposed SV option, has been included.



Summary

Due to higher average land values in ‘Rural South’, farmland ratepayers in this grouping are likely to see a larger increase in rates. Overall, for residential and farmland, this grouping has an IRSAD ranking in the 37th percentile and, due to slightly lower household income levels within this grouping as a whole, farmland ratepayers in this area may have a reduced capacity to pay. However, it is important to note that this area has 288 farmland ratepayers, and only 5 farmland ratepayers have been assessed as pensioners. Although, Council should still ensure that it considers any other vulnerable ratepayers within this grouping.

‘Rural North-East and North-West’, which has the largest number of farmland ratepayers at 371, will see the next highest increase in average rates, due to slightly lower land values. As mentioned previously, this can be considered a more advantaged grouping, with a higher potential capacity to pay.

In ‘Milthorpe and Surrounds’, which has a lower number of farmland ratepayers (54), the impact is lower, and it will therefore see the smallest increase to average rates.

Business – impact analysis by scenario

Option 1

Table 24 Estimated 2024/25 average business rates – option 1 and base case

Business ratepayers - comparison of average rates	Average 2024/25 rate (\$) - Base case	Average 2024/25 rate (\$) - Option 1 – one-year SV	Average annual increase (\$) by end of 2024/25	Average weekly increase (\$)	Comparative rate after 3 years - Option 1 – one-year SV	Comparative rate after 3 years - Base case
Blayney and Carcoar	\$1,369	\$1,673	\$350	\$6.74	\$1,758	\$1,438
Milthorpe and Surrounds	\$1,347	\$1,647	\$345	\$6.63	\$1,730	\$1,416
Rural North-East and North-West	\$1,707	\$2,087	\$437	\$8.41	\$2,192	\$1,794
Rural South	\$628	\$767	\$161	\$3.09	\$806	\$660
Blayney Shire Council	\$1,330	\$1,626	\$341	\$6.55	\$1,708	\$1,398

Table 24 sets out the average impact of applying SV option 1 compared with increasing rates by the normal annual rate peg increase (base case) for business ratepayers.

Across the Blayney Shire Council LGA, business ratepayers would pay, on average, an additional \$6.55 per week, for the duration of the proposed SV period (to end of 2024/25), under option 1. The impact of increases in rates, however, will be unequal across the LGA due to the large variance in land values (as determined by the NSW Valuer General).

‘Rural North-East and North-West’ (average to increase to \$2,087, an increase of \$8.41 per week for duration of SV period) will see the largest increase for the business category. This compares to ‘Rural South’ (average to increase to \$767, an increase of \$3.09 per week) and ‘Milthorpe and Surrounds’ (average to increase to \$1,647, an increase of \$6.63 per week) which will see lower increases.

It is important to note that the majority of business ratepayers are within either the ‘Blayney and Carcoar’ grouping (189 ratepayers) and the ‘Rural North-East and North-West’ grouping (80 ratepayers).



For comparison with option 2 and 3, the three-year estimated average rate for option 1, which includes rate peg in addition to the proposed SV option, has been included.

Option 2

Table 25 Estimated 2025/26 average business rates – option 2 and base case

Business ratepayers - comparison of average rates	Average 2025/26 rate (\$) - Base case	Average 2025/26 rate (\$) - Option 2 – two-year SV	Average annual increase (\$) by end of 2025/26	Average weekly increase (\$)	Comparative rate after 3 years - Option 2 – two-year SV	Comparative rate after 3 years - Base case
Blayney and Carcoar	\$1,403	\$1,719	\$198	\$3.81	\$1,762	\$1,438
Milthorpe and Surrounds	\$1,381	\$1,692	\$195	\$3.75	\$1,734	\$1,416
Rural North-East and North-West	\$1,750	\$2,144	\$247	\$4.75	\$2,197	\$1,794
Rural South	\$644	\$788	\$91	\$1.75	\$808	\$660
Blayney Shire Council	\$1,364	\$1,671	\$193	\$3.70	\$1,712	\$1,398

For SV option 2, across the Blayney Shire Council LGA, business ratepayers would pay, on average, \$3.66 per week for the duration of the SV period (to end of 2025/26).

As with option 1, business ratepayers in the middle of the range land value area of ‘Blayney and Carcoar’ (average to increase to \$1,719, an increase of \$3.81 per week) are expected to see lower increases in average rates compared to the higher land value area of ‘Rural North-East and North-West’ (average to increase to \$2,144, an increase of \$4.75 per week for duration of SV period).

For comparison with option 1 and 3, the three-year estimated average rate for option 2, which includes rate peg in addition to the proposed SV option, has been included.

Option 3

Table 26 Estimated 2026/27 average business rates – option 3 and base case

Business ratepayers - comparison of average rates	Average 2026/27 rate (\$) - Base case	Average 2026/27 rate (\$) - Option 3 – three-year SV	Average annual increase (\$) by end of 2026/27	Average weekly increase (\$)	Comparative rate after 3 years - Option 3 – three-year SV	Comparative rate after 3 years - Base case
Blayney and Carcoar	\$1,438	\$1,760	\$146	\$2.81	\$1,760	\$1,438
Milthorpe and Surrounds	\$1,416	\$1,733	\$144	\$2.76	\$1,733	\$1,416
Rural North-East and North-West	\$1,794	\$2,196	\$182	\$3.50	\$2,196	\$1,794
Rural South	\$660	\$807	\$67	\$1.29	\$807	\$660
Blayney Shire Council	\$1,398	\$1,711	\$142	\$2.73	\$1,711	\$1,398

For SV option 3, across the Blayney Shire Council LGA, business ratepayers would pay, on average, \$2.70 per week for the duration of the SV period (to end of 2026/27).



As with option 1, business ratepayers in the middle of the range land value area of 'Blayney and Carcoar' (average to increase to \$1,760, an increase of \$2.81 per week) are expected to see lower increases in average rates compared to the higher land value area of 'Rural North-East and North-West' (average to increase to \$2,196 an increase of \$3.50 per week for duration of SV period).

For comparison with option 1 and 2, the three-year estimated average rate for option 3, which includes rate peg in addition to the proposed SV option, has been included.

Summary

'Rural North-East and North-West' will see the highest average increase in rates across all SV options, followed by 'Blayney and Carcoar', these groupings contain 71% of the LGA's business ratepayers.



Other rating considerations

Table 27 Estimated 2026/27 rates for OLG Group 10 large rural councils

Estimated average rates for 20+Y2:AE3326/27						
Group 10 LGA	Est. average residential (\$)	Residential rank	Est. average farmland (\$)	Farmland rank	Est. average business (\$)	Business rank
Berrigan	886	12	2,705	15	1,642	13
Bland	Not provided	--	Not provided	--	Not provided	--
Blayney (base case)	824	16	3,613	13	1,398	17
Blayney Shire - SV option 1 yr	1,007	10	4,416	7	1,708	11
Blayney Shire - SV option 2 yr	1,009	10	4,427	7	1,712	11
Blayney Shire - SV option 3 yr	1,008	10	4,423	7	1,711	11
Cobar	1,763	1	1,912	22	1,323	18
Dungog	1,455	2	3,720	10	1,508	15
Edward River	1,217	4	3,843	9	2,419	4
Forbes	1,030	8	3,040	14	3,265	2
Glen Innes Severn	1,014	9	3,667	12	1,836	10
Gwydir	876	14	6,579	2	1,940	9
Junee	1,180	5	4,702	5	2,997	3
Kyogle	1,293	3	2,250	19	1,621	14
Lachlan	654	20	3,959	8	844	21
Liverpool Plains	1,136	6	6,621	1	1,988	7
Narrandera	791	17	4,220	7	1,418	16
Narromine	883	13	4,809	4	2,212	5
Oberon	1,104	7	2,324	18	1,260	19
Temora	760	18	2,563	16	1,703	a
Tenterfield	997	10	2,550	17	2,173	6
Upper Lachlan	653	21	2,169	20	1,647	12
Uralla	826	15	4,655	6	786	22
Walgett	458	22	5,567	3	881	20
Warrumbungle	722	19	3,683	11	1,984	8
Wentworth	901	11	2,018	21	7,083	1
Average Group 10	974		3,689		1,997	
Median Group 10	894		3,675		1,675	
<i>Cabonne</i>	877		3,132		711	
<i>Cowra</i>	586		2,314		3,929	

Table 27 shows estimated average rates for the 2026/27 financial year (calculated by forecasting OLG time series reported year for group 10 regional town/city councils starting with 2021/22 actual average rates). These councils are similar in size to Blayney and are used for comparison. *Cabonne and Cowra* (both group 11) are also included for comparison as neighbouring councils.



Within group 10, Blayney’s average rates for residential, farmland and business sit well below the average and median levels and towards the middle of the range for comparable councils. When allowing for the proposed SV options, Blayney’s average residential rates will be slightly above the average for group 10 large rural councils (estimated to rank 10th, for each of the SV scenarios, when the other scenarios are excluded). Average farmland rates will move towards the top end of the range (estimated 7th for each SV option) and business will sit below average (estimated 12th for each SV option).

Figure 5 Actual (2022) rates as a percentage of operating expenses for OLG Group 10 large rural councils

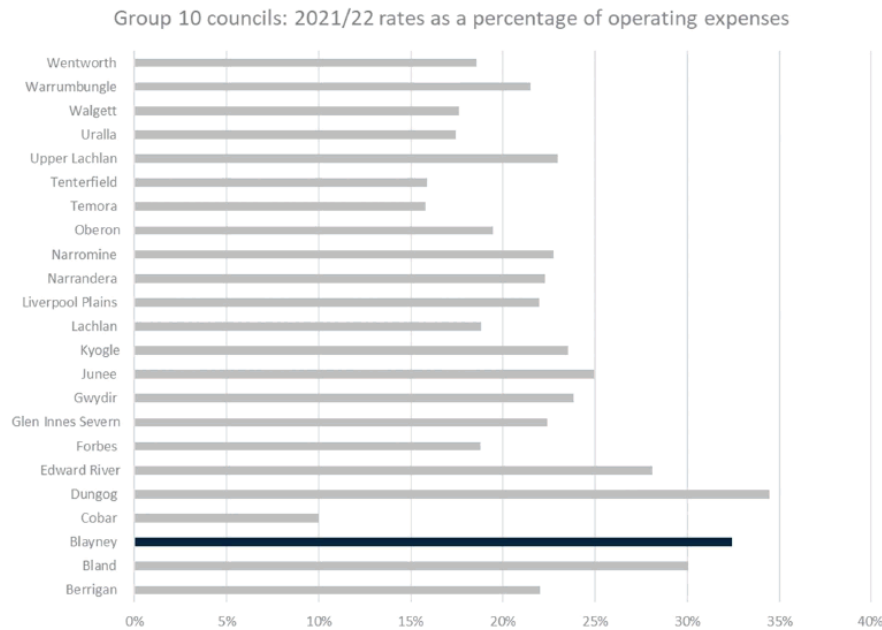


Figure 5 shows total council rates as a percentage of operating expenditure for group 10 large rural councils. For the 2021/22 financial year Dungog had the highest level of rates as a percentage of operating expenses (at 34%), and at the lower end was Cobar at 10%. The average for group 10 large rural councils was 22%. Blayney ranked second out of 23 councils, with rates income representing 32% of total operating expenditure in 2021/22. This has increased from 24% in 2019/20. A higher percentage is an indication that Council’s rates are at about the level required to service the community.



Willingness to pay

Table 28 Actual outstanding rates and charges for OLG Group 10 large rural councils

Rates and annual charges outstanding (%)	2021/22	2020/21	2019/20
Berrigan	4.1%	4.1%	5.1%
Bland	4.6%	5.8%	9.9%
Blayney	1.6%	1.5%	2.8%
Cobar	12.8%	9.8%	10.1%
Dungog	6.9%	6.2%	6.2%
Edward River	6.2%	7.0%	10.6%
Forbes	7.2%	7.2%	7.9%
Glen Innes Severn	5.2%	5.2%	8.4%
Gwydir	5.5%	4.7%	4.0%
Junee	7.4%	9.8%	8.1%
Kyogle	6.2%	6.7%	5.7%
Lachlan	9.3%	8.9%	10.4%
Liverpool Plains	7.8%	10.0%	10.4%
Narrandera	7.7%	9.3%	8.3%
Narromine	6.4%	7.9%	8.7%
Oberon	6.4%	7.6%	10.1%
Temora	3.0%	3.3%	3.9%
Tenterfield	4.0%	4.4%	7.6%
Upper Lachlan	3.2%	2.4%	2.7%
Uralla	10.5%	9.0%	11.8%
Walgett	14.2%	11.4%	10.8%
Warrumbungle	10.0%	14.9%	10.9%
Wentworth	12.2%	9.7%	12.1%
<i>Cabonne</i>	<i>4.3%</i>		
<i>Cowra</i>	<i>14.7%</i>		

Table 28 shows outstanding rates and charges ratios over the past three reporting years for NSW large rural (group 10) councils. Blayney's percentage for 2022/23 is 1.24%. The NSW benchmark for rural councils is 10%, and Blayney has consistently been significantly below this percentage for the past four financial years – this is therefore an indicator of capacity and willingness to pay.



Conclusion

It is apparent, from our analysis, that the LGA has reasonably significant levels of disadvantage, mixed with some pockets of significant advantage. This inequity is highlighted by the grouping and locality level SIEFA rankings, which vary quite substantially. Overall, the LGA is in the 36th percentile for IRSD and 37th for IRSAD. This is notably comparable with the Regional NSW averages of 36th and 32nd, and Central West Region averages of 38th and 35th. It is important that Council acknowledges the levels of disadvantage within the community, and that it does not significantly marginalise particularly vulnerable individuals and households, especially in the 'Blayney and Carcoar' and 'Rural South' groupings.

The 'Rural North-East and North-West' area has the highest weekly increase. This area has a significant level of advantage, as demonstrated by high levels of equivalised income, high socioeconomic scores and high levels of home ownership. At the end of the three-year period, residential ratepayers in this area will be paying in average \$190 per year more than they would have under the normal rate increases; therefore, it is considered that there is capacity to pay.

'Blayney and Carcoar' contains the 49% of the LGA's residential ratepayers. The ratepayers will receive a lower increase in average rates. It is therefore important for Council to consider the impact on individual ratepayers, such as through hardship policies. Therefore, given an appropriate hardship policy, it is considered there is capacity to pay.

For farmland ratepayers, due to higher average land values in 'Rural South', this grouping is likely to see a larger increase in rates. Overall, for residential and farmland, this grouping has an IRSAD ranking in the 37th percentile and, due to slightly lower household income levels within this grouping as a whole, farmland ratepayers in this area may have a reduced capacity to pay. However, it is important to note that this area has 288 farmland ratepayers, and only 5 farmland ratepayers have been assessed as pensioners. Although, Council should still ensure that it considers any other vulnerable ratepayers within this grouping.

'Rural North-East and North-West', which has the largest number of farmland ratepayers at 371, will see the next highest increase in average rates, due to slightly lower land values. As mentioned previously, this can be considered a more advantaged grouping, with a higher potential capacity to pay.

In 'Milthorpe and Surrounds', which has a lower number of farmland ratepayers (54), the impact is lower, and it will therefore see the smallest increase to average rates.

Business ratepayers of 'Rural North-East and North-West' will see the highest average increase in rates across all SV options, followed by 'Blayney and Carcoar', these groupings contain 71% of the LGA's business ratepayers. Due to the proposed increases, it is considered that for business ratepayers there is capacity to pay.

FINANCIAL STATEMENTS - Base Case
Domestic Waste Management Income Statement

	Nominal Year																										
	2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034		
	Actual	DWF	Actual	DWF	Budget	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast
Rates & Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$917	\$981	\$981	\$981	\$981	\$981	\$1,010	\$1,041	\$1,041	\$1,072	\$1,104	\$1,137	\$1,171	\$1,207	\$1,243	\$1,280	\$1,318										
TOTAL RATES & ANNUAL CHARGES	\$917	\$981	\$981	\$981	\$981	\$981	\$1,010	\$1,041	\$1,041	\$1,072	\$1,104	\$1,137	\$1,171	\$1,207	\$1,243	\$1,280	\$1,318										
User Charges and fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest and Investment Income	\$0	\$0	\$0	\$0	\$0	\$0	\$27	\$27	\$27	\$27	\$27	\$27	\$27	\$26	\$25	\$23	\$22										
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$917	\$981	\$981	\$981	\$981	\$981	\$1,037	\$1,068	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340										
Grants & Contributions - Operating Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions for Capital Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income and Gains on Asset Disposal	\$917	\$981	\$981	\$981	\$981	\$981	\$1,037	\$1,068	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340										
TOTAL OPERATING INCOME (Excl. Capital)	\$917	\$981	\$981	\$981	\$981	\$981	\$1,037	\$1,068	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340										
Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Materials and Contracts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowing Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$917	\$981	\$981	\$981	\$981	\$981	\$1,026	\$1,061	\$1,061	\$1,098	\$1,137	\$1,176	\$1,218	\$1,260	\$1,304	\$1,350	\$1,397										
OPERATING RESULT (Excl. Capital)	\$0	\$0	\$0	\$12	\$7	\$1	\$5	\$12	\$7	\$1	\$5	\$12	\$19	\$38	\$37	\$46	\$57										
OPERATING RESULT (Excl. Capital and Asset Sales)	\$0	\$0	\$0	\$12	\$7	\$1	\$5	\$12	\$7	\$1	\$5	\$12	\$19	\$38	\$37	\$46	\$57										
OPERATING RESULT (Incl. Capital)	\$0	\$0	\$0	\$12	\$7	\$1	\$5	\$12	\$7	\$1	\$5	\$12	\$19	\$38	\$37	\$46	\$57										
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	\$0	\$0	\$0	\$12	\$7	\$1	\$5	\$12	\$7	\$1	\$5	\$12	\$19	\$38	\$37	\$46	\$57										
Net Operating Result from Income Statement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COMPREHENSIVE INCOME	\$0	\$0	\$0	\$12	\$7	\$1	\$5	\$12	\$7	\$1	\$5	\$12	\$19	\$38	\$37	\$46	\$57										

Domestic Waste Management Balance Sheet

	2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034		
	Actual	DWF	Actual	DWF	Budget	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast
Cash & Cash Equivalents																											
Investments - Current	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$687	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483								
Receivables - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$687	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483								
Receivable Collection Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$687	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483								
Payables - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT LIABILITIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL LIABILITIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET ASSETS	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$687	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483								
Accumulated Surplus	\$0	\$0	\$0	\$0	\$0	\$0	\$12	\$19	\$19	\$19	\$19	\$20	\$15	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3
Revaluation Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$0	\$0	\$0	\$0	\$667	\$667	\$679	\$667	\$679	\$686	\$687	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483							
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$0	\$0	\$0	\$0	\$667	\$667	\$679	\$667	\$679	\$686	\$687	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483							
Net Operating Result for the Year	\$0	\$0	\$0	\$0	\$0	\$12	\$17	\$12	\$12	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$12	\$17	\$12	\$12	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11
Transfers between Equity Items	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$687	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483								
TOTAL EQUITY CLOSING BALANCE	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$687	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483								

	Domestic Waste Management Cash Flow Statement																										
	2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034		
	Actual		Actual		Budget		Forecast		Forecast		Forecast		Forecast		Forecast		Forecast		Forecast		Forecast		Forecast		Forecast		
	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	
Total Own Source Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Grants and Contributions	\$0	\$0	\$881	\$1,037	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Income from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Materials and Contracts	\$0	\$0	\$981	\$1,025	\$1,061	\$1,098	\$1,137	\$1,176	\$1,218	\$1,260	\$1,304	\$1,350	\$1,397	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CASHFLOW FROM OPERATIONS	\$0	\$0	\$0	\$12	\$7	\$1	\$5	\$12	\$19	\$28	\$37	\$46	\$57	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CASHFLOW FROM INVESTING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Proceeds from Grants and Contributions - Capital purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Loan repayments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CASHFLOW FROM FINANCING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Opening Cash	\$831	\$667	\$667	\$667	\$679	\$686	\$687	\$687	\$682	\$687	\$682	\$670	\$651	\$540	\$540	\$540	\$540	\$540	\$540	\$540	\$540	\$540	\$540	\$540	\$540	\$540	
Change in Cash	\$0	\$0	\$0	\$12	\$7	\$1	\$5	\$12	\$19	\$28	\$37	\$46	\$57	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CLOSING CASH	\$831	\$667	\$667	\$679	\$686	\$687	\$687	\$682	\$687	\$682	\$670	\$651	\$540	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	
TOTAL CASH AND LIQUID INVESTMENTS	\$831	\$667	\$667	\$679	\$686	\$687	\$687	\$682	\$687	\$682	\$670	\$651	\$540	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	
Transfers to Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Externally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Unrestricted Cash	\$831	\$667	\$667	\$679	\$686	\$687	\$687	\$682	\$687	\$682	\$670	\$651	\$540	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	\$483	

FINANCIAL STATEMENTS - Sustainability Scen - 1-year SRV
Domestic Waste Management Income Statement

	Nominal Year												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF
Rates & Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$917	\$981	\$981	\$1,010	\$1,041	\$1,072	\$1,104	\$1,137	\$1,171	\$1,207	\$1,243	\$1,280	\$1,318
TOTAL RATES & ANNUAL CHARGES	\$917	\$981	\$981	\$1,010	\$1,041	\$1,072	\$1,104	\$1,137	\$1,171	\$1,207	\$1,243	\$1,280	\$1,318
User Charges and fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest and Investment Income	\$0	\$0	\$0	\$27	\$27	\$27	\$27	\$27	\$27	\$26	\$25	\$23	\$22
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$917	\$981	\$981	\$1,037	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340
Grants & Contributions - Operating Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions for Capital Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income and Gains on Asset Disposal	\$917	\$981	\$981	\$1,037	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340
TOTAL OPERATING INCOME (Excl. Capital)	\$917	\$981	\$981	\$1,037	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340
Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Materials and Contracts	\$917	\$981	\$981	\$1,025	\$1,061	\$1,098	\$1,137	\$1,176	\$1,218	\$1,260	\$1,304	\$1,350	\$1,397
Borrowing Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$917	\$981	\$981	\$1,025	\$1,061	\$1,098	\$1,137	\$1,176	\$1,218	\$1,260	\$1,304	\$1,350	\$1,397
OPERATING RESULT (Excl. Capital)	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
OPERATING RESULT (Excl. Capital and Asset Sales)	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
OPERATING RESULT (Incl. Capital)	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
Net Operating Result from Income Statement	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COMPREHENSIVE INCOME	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57

	Domestic Waste Management Balance Sheet																									
	2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034	
	Actual	DWF	Actual	DWF	Budget	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	
Cash & Cash Equivalents																										
Investments - Current																										
Receivables - Current																										
Right of Use and Contract Assets - Current																										
Inventories - Current																										
Other Current Assets																										
Current Assets Held for Resale																										
TOTAL CURRENT ASSETS	831	667	679	686	687	687	687	682	682	670	651	633	587	540	483											
Receivable Collection Days																										
Investments - Non-Current																										
Infrastructure Property & Equip																										
Intangible Assets																										
Investments (Equity Method)																										
Receivables - Non-Current																										
Right of Use and Contract Assets - Non-Current																										
Other Non-Current Assets																										
Non-current Assets Held for Resale																										
TOTAL NON-CURRENT ASSETS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ASSETS	831	667	679	686	687	687	687	682	682	670	651	633	587	540	483											
Payables - Current																										
Contract Liabilities - Current																										
Lease Liabilities - Current																										
Income Received in Advance																										
Borrowings - current																										
Provisions - Current																										
TOTAL CURRENT LIABILITIES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Payables - Non-Current																										
Contract Liabilities - Non-Current																										
Lease Liabilities - Non-Current																										
Borrowings - Non-Current																										
Provisions - Non-Current																										
TOTAL NON-CURRENT LIABILITIES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET ASSETS	831	667	679	686	687	687	682	682	670	651	633	587	540	483												
Accumulated Surplus																										
Revaluation Reserves																										
Other Reserves																										
Non-controlling Equity Interest																										
Council Interest Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-controlling Equity Interest																										
TOTAL EQUITY OPENING BALANCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Changes in Accounting Standards																										
Correction of Prior Period Balance																										
Restated Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year																										
Gain / (Loss) on Reval of PP&E																										
Other Total Comprehensive Income																										
Total Comprehensive Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers between Equity Items																										
TOTAL EQUITY CLOSING BALANCE	831	667	679	686	687	687	682	682	670	651	633	587	540	483												

	Domestic Waste Management Cash Flow Statement																										
	2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034		
	Actual		Actual		Budget		Forecast		Forecast		Forecast		Forecast		Forecast		Forecast		Forecast		Forecast		Forecast		Forecast		
	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	
Total Own Source Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Grants and Contributions	\$0	\$0	\$881	\$1,037	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Income from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Materials and Contracts	\$0	\$0	\$981	\$1,025	\$1,061	\$1,098	\$1,137	\$1,176	\$1,218	\$1,260	\$1,304	\$1,350	\$1,397	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CASHFLOW FROM OPERATIONS	\$0	\$0	\$0	\$12	\$7	\$1	-\$5	-\$12	-\$19	-\$28	-\$37	-\$46	-\$57	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CASHFLOW FROM INVESTING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Proceeds from Grants and Contributions - Capital purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Loan repayments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CASHFLOW FROM FINANCING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Opening Cash	\$831	\$667	\$667	\$679	\$686	\$687	\$686	\$687	\$682	\$682	\$670	\$651	\$540	\$831	\$667	\$667	\$679	\$686	\$687	\$687	\$682	\$670	\$651	\$540	\$831	\$667	
Change in Cash	\$0	\$0	\$0	\$12	\$7	\$1	-\$5	-\$12	-\$19	-\$28	-\$37	-\$46	-\$57	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CLOSING CASH	\$831	\$667	\$667	\$679	\$686	\$687	\$686	\$687	\$682	\$682	\$670	\$651	\$540	\$831	\$667	\$667	\$679	\$686	\$687	\$687	\$682	\$670	\$651	\$540	\$831	\$667	
TOTAL CASH AND LIQUID INVESTMENTS	\$831	\$667	\$667	\$679	\$686	\$687	\$686	\$687	\$682	\$682	\$670	\$651	\$540	\$831	\$667	\$667	\$679	\$686	\$687	\$687	\$682	\$670	\$651	\$540	\$831	\$667	
Transfers to Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Externally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Unrestricted Cash	\$831	\$667	\$667	\$679	\$686	\$687	\$686	\$687	\$682	\$682	\$670	\$651	\$540	\$831	\$667	\$667	\$679	\$686	\$687	\$687	\$682	\$670	\$651	\$540	\$831	\$667	

FINANCIAL STATEMENTS - Sustainability Scen - 2-year SV
Domestic Waste Management Income Statement

	Nominal Year												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF	DWF
Rates & Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$917	\$981	\$981	\$1,010	\$1,041	\$1,072	\$1,104	\$1,137	\$1,171	\$1,207	\$1,243	\$1,280	\$1,318
TOTAL RATES & ANNUAL CHARGES	\$917	\$981	\$981	\$1,010	\$1,041	\$1,072	\$1,104	\$1,137	\$1,171	\$1,207	\$1,243	\$1,280	\$1,318
User Charges and fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest and Investment Income	\$0	\$0	\$0	\$27	\$27	\$27	\$27	\$27	\$27	\$26	\$25	\$23	\$22
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$917	\$981	\$981	\$1,037	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340
Grants & Contributions - Operating Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions for Capital Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income and Gains on Asset Disposal	\$917	\$981	\$981	\$1,037	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340
TOTAL OPERATING INCOME (Excl. Capital)	\$917	\$981	\$981	\$1,037	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340
Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Materials and Contracts	\$917	\$981	\$981	\$1,025	\$1,061	\$1,098	\$1,137	\$1,176	\$1,218	\$1,260	\$1,304	\$1,350	\$1,397
Borrowing Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$917	\$981	\$981	\$1,025	\$1,061	\$1,098	\$1,137	\$1,176	\$1,218	\$1,260	\$1,304	\$1,350	\$1,397
OPERATING RESULT (Excl. Capital)	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
OPERATING RESULT (Excl. Capital and Asset Sales)	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
OPERATING RESULT (Incl. Capital)	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
Net Operating Result from Income Statement	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COMPREHENSIVE INCOME	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57

	Domestic Waste Management Balance Sheet																								
	2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034
	Actual	DWF	Actual	DWF	Budget	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast
Cash & Cash Equivalents	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments - Current	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$687	\$682	\$670	\$651	\$633	\$623	\$587	\$540	\$483	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$682	\$670	\$651	\$633	\$623	\$587	\$540	\$483	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivable Collection Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payables - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT LIABILITIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL LIABILITIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET ASSETS	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accumulated Surplus	\$0	\$0	\$0	\$0	\$0	\$0	\$12	\$19	\$19	\$19	\$20	\$15	\$3	-\$16	-\$44	-\$80	-\$127	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revaluation Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$0	\$0	\$0	\$0	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$0	\$0	\$0	\$0	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$0	\$0	\$0	\$0	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating Result for the Year	\$0	\$0	\$0	\$0	\$0	\$12	\$19	\$19	\$19	\$19	\$20	\$15	\$3	-\$16	-\$44	-\$80	-\$127	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$12	\$19	\$19	\$19	\$19	\$20	\$15	\$3	-\$16	-\$44	-\$80	-\$127	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers between Equity Items	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	Domestic Waste Management Cash Flow Statement																									
	2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034	
	Actual	DWF	Actual	DWF	Budget	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	
Total Own Source Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Income from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Materials and Contracts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM OPERATIONS	\$0	\$0	\$0	\$0	\$0	\$0	\$12	\$7	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$831	\$667	\$667	\$667	\$667	\$679	\$686	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687
Change in Cash	\$0	\$0	\$0	\$0	\$0	\$12	\$7	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	
CLOSING CASH	\$831	\$667	\$667	\$667	\$667	\$679	\$686	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687
TOTAL CASH AND LIQUID INVESTMENTS	\$831	\$667	\$667	\$667	\$667	\$679	\$686	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687
Transfers to Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrestricted Cash	\$831	\$667	\$667	\$667	\$667	\$679	\$686	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687

FINANCIAL STATEMENTS - Sustainability Scen - 3-year SRV
Domestic Waste Management Income Statement

	Nominal Year												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$917	\$981	\$981	\$1,010	\$1,041	\$1,072	\$1,104	\$1,137	\$1,171	\$1,207	\$1,243	\$1,280	\$1,318
TOTAL RATES & ANNUAL CHARGES	\$917	\$981	\$981	\$1,010	\$1,041	\$1,072	\$1,104	\$1,137	\$1,171	\$1,207	\$1,243	\$1,280	\$1,318
User Charges and fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest and Investment Income	\$0	\$0	\$0	\$27	\$27	\$27	\$27	\$27	\$27	\$26	\$25	\$23	\$22
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$917	\$981	\$981	\$1,037	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340
Grants & Contributions - Operating Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions for Capital Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income from Disposal Assets	\$917	\$981	\$981	\$1,037	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340
TOTAL OPERATING INCOME (Excl. Capital)	\$917	\$981	\$981	\$1,037	\$1,068	\$1,099	\$1,132	\$1,165	\$1,198	\$1,233	\$1,268	\$1,303	\$1,340
Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Materials and Contracts	\$917	\$981	\$981	\$1,025	\$1,061	\$1,098	\$1,137	\$1,176	\$1,218	\$1,260	\$1,304	\$1,350	\$1,397
Borrowing Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$917	\$981	\$981	\$1,025	\$1,061	\$1,098	\$1,137	\$1,176	\$1,218	\$1,260	\$1,304	\$1,350	\$1,397
OPERATING RESULT (Excl. Capital)	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
OPERATING RESULT (Excl. Capital and Asset Sales)	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
OPERATING RESULT (Incl. Capital)	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
Net Operating Result from Income Statement	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER COMPREHENSIVE INCOME	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COMPREHENSIVE INCOME	\$0	\$0	\$0	\$12	\$7	\$1	\$-5	\$-12	\$-19	\$-28	\$-37	\$-46	\$-57

Domestic Waste Management Balance Sheet

	2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034		
	Actual	DWF	Actual	DWF	Budget	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast
Cash & Cash Equivalents																											
Investments - Current	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$687	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483								
Receivables - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$687	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483								
Receivable Collection Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Property & Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$687	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483								
Payables - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT LIABILITIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL LIABILITIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET ASSETS	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$687	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483								
Accumulated Surplus	\$0	\$0	\$0	\$0	\$0	\$0	\$12	\$19	\$19	\$19	\$19	\$19	\$20	\$15	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3
Revaluation Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Council Interest Opening Balance	\$0	\$0	\$0	\$0	\$667	\$667	\$679	\$667	\$679	\$686	\$687	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483							
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$0	\$0	\$0	\$0	\$667	\$667	\$679	\$667	\$679	\$686	\$687	\$686	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483							
Net Operating Result for the Year	\$0	\$0	\$0	\$0	\$0	\$12	\$17	\$12	\$17	\$11	\$11	\$11	\$11	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$12	\$17	\$12	\$17	\$11	\$11	\$11	\$11	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12
Transfers between Equity Items	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$687	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483								
TOTAL EQUITY CLOSING BALANCE	\$831	\$667	\$831	\$667	\$667	\$679	\$686	\$679	\$686	\$687	\$687	\$687	\$682	\$670	\$651	\$623	\$587	\$540	\$483								

	Domestic Waste Management Cash Flow Statement																											
	2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034			
	Actual	DWF	Actual	DWF	Budget	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast	DWF	Forecast			
Total Own Source Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Grants and Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other Income from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Materials and Contracts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other Expenses from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CASHFLOW FROM OPERATIONS	\$0	\$0	\$0	\$0	\$0	\$12	\$7	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM INVESTING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Grants and Contributions - Capital purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Opening Cash	\$831	\$667	\$667	\$679	\$667	\$679	\$686	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687
Change in Cash	\$0	\$0	\$0	\$0	\$0	\$12	\$7	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	\$12	\$1	\$5	
CLOSING CASH	\$831	\$667	\$667	\$679	\$667	\$679	\$686	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687
TOTAL CASH AND LIQUID INVESTMENTS	\$831	\$667	\$667	\$679	\$667	\$679	\$686	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687
Transfers to Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrestricted Cash	\$831	\$667	\$667	\$679	\$667	\$679	\$686	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687	\$687



Organisational Sustainability Review and Improvement Plan

Blayney Shire Council

October 2023



Document status

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1 Introduction

Blayney Shire Council ('Council') is undertaking an organisational sustainability review to identify financial and operational opportunities that can guide Council through an improvement plan, outlining productivity gains, cost savings, increased income and/or additional resource needs for long-term operational sustainability. This sustainability review may also be used to form one of the key elements to support a potential special variation (SV) application to be implemented from 1 July 2024.

Council has already been on a long-term improvement journey and remains committed to continuing with saving initiatives as part of a whole-of-organisation improvement plan. This review and improvement plan seeks to focus on cost containment strategies, revenue increases and productivity improvements that have been utilised by Council in the past and present, as well as opportunities for improvement in the future.

The objectives of a sustainability review and undertaking an improvement journey are:

- Long-term financial and operational sustainability and viability across the organisation with a collaborative approach to solutions.
- Utilising the combined knowledge of the organisation to create a range of productivity improvements.
- Providing an improvement plan for future decision-making that embeds 'sustainability' principles in decisions at all levels.
- Enable engagement with the community on the alternative options and choices to an SV.
- Demonstrate to IPART that Council has considered and consulted on a range of improvements prior to making any application.
- Demonstrate to IPART and the Office of Local Government (OLG) that Council has a prioritised program of ongoing service reviews aimed at continuous improvement and optimisation of its services.
- Cost savings, revenue increases and productivity improvements as a means of reducing the amount of any SV.

This improvement plan summarises the outcomes of the review and improvement journey process that has been undertaken, what is proposed as part of an SV application and identification of potential future improvements.



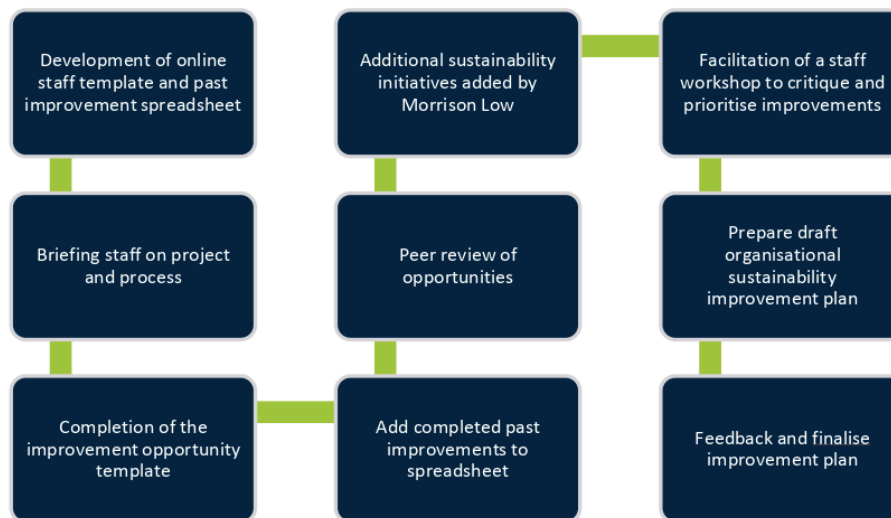
2 Methodology for organisational sustainability review and improvement plan

This project covers two elements:

- An organisation-wide review aimed at identifying improvements to Council's financial position, operational productivity or efficiencies and/or resource needs.
- Creating an improvement plan or program for community information as part of the sustainability journey and a potential SV application for community engagement and an application to IPART.

The following diagram outlines the process Council followed for this organisational sustainability review.

Figure 1 Process for organisational service review





3 Background

3.1 Organisational sustainability review

There are several components for achieving a sustainable organisation. Financial sustainability is not the only component to provide organisational sustainability. For an organisation to be sustainable, its strategy, services, capability, capacity and resources must integrate to guide sustainable decision-making. The Integrated Planning and Reporting (IP&R) framework aims to guide the pathway to organisational sustainability with integration between the key resourcing strategies, instead of ad hoc decisions made in isolation, which may threaten an organisation's sustainability.

If Council decides to apply for an SV, IPART will focus on whether Council's application satisfies criterion five of the application: where Council must explain and quantify productivity improvements and cost containment strategies that it has realised in past years and plans to realise over the proposed SV period. IPART will look for evidence of strategies and activities the Council has adopted in the past, robust data quantifying the efficiency gains achieved and confirmation if any gains have been incorporated into Council's Long Term Financial Plan. Council is addressing these challenges through a number of initiatives, including this improvement plan.

3.2 Elements of organisational sustainability

Financial and operational sustainability can only be achieved if the organisation itself is aligned to be sustainable. This includes the following main elements:

- Planned strategic direction
- Clear direction for services
- Council assets are maintained and renewed appropriately
- Council is able to retain and attract a quality workforce
- Long-term financial sustainability and capacity
- Integrated resourcing strategy – adequate resources
- Review/develop/align policies, strategies, systems and processes to support and improve sustainability
- Consistency of decision-making.



Figure 2 Organisational sustainability: the relationship between long term plans and sustainable decisions

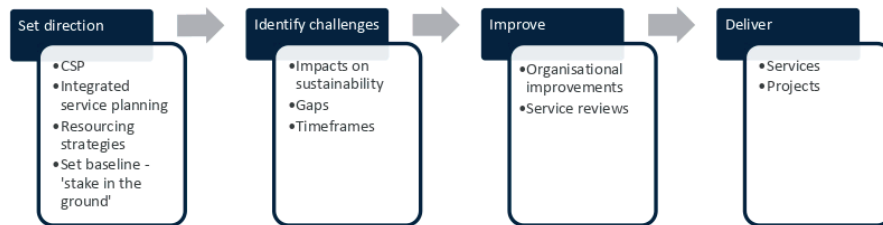


3.3 Long-term improvement and sustainable decision making

For prolonged sustainability, Council is taking a longer-term direction, so it can plan how to get there. One of the challenges for local government is that service planning may take a short-term view, leading to temporary solutions that try to solve specific problems. These may not be sustainable over the longer term, or appropriate when integrated with other organisational priorities.

Council is ensuring that this improvement journey will support Council's strategic direction on service planning to enhance its organisational sustainability. The following high-level diagram outlines the steps in this sustainability and improvement journey.

Figure 3 Improvement journey steps

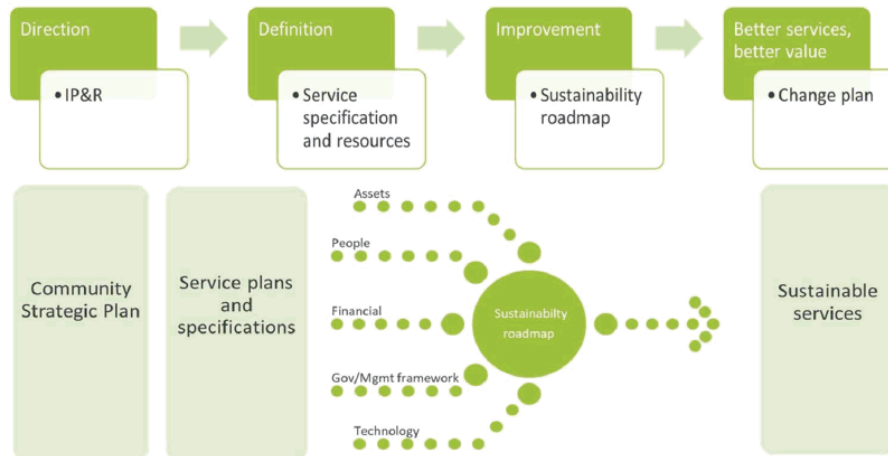




4 Improvement framework

We used the following framework as the basis for our approach.

Figure 4 Sustainability improvement framework



The foundation of this improvement plan is building organisational capacity and capability through a range of improvement initiatives that will require investment as well as provide savings/improvement in a financial capacity.

Details of all improvement initiatives, containing past, present and future improvements, are identified in section seven, reflecting the following strategic objectives:

- Cost containment strategies
- Productivity and process improvements and efficiencies
- Long-term organisational and operational sustainability
- Additional revenue generation.

These will ensure Council is able to achieve organisational sustainability through enhanced financial and operational savings, efficiency gains and resource needs. The improvement plan contains the following key themes or categories to achieve the strategic objectives for delivering the sustainability, saving and efficiency outcomes:

- Strategic implementation of technology
- Resource sharing
- Internal process and procedure review
- Reviewing fees and charges
- Reviewing opening hours
- Reviewing use of fleet.



5 Sustainability review process

The organisational sustainability review process included:

- a senior staff information session
- a survey and spreadsheet to collect, collate and analyse improvement opportunities across the entire organisation
- a senior staff workshop.

As part of finalising the plan, Council will consider the improvement opportunities and resource needs as part of the SV process, including the adoption of a revised LTFP document incorporating these improvements.

5.1 Gathering opportunities

The first step was a virtual information session held on the review process and overall organisational sustainability, to bring leadership collaboration and organisational participation. The session looked at:

- long-term sustainability
- organisational capacity to deliver
- process for the organisational service review
- a potential special rate variation.

The next step involved the gathering of opportunities using a survey template tailored for Council to collect and collate improvement opportunities across the entire organisation. This covered all services and identified cost savings, productivity and process improvements, revenue-generating opportunities and any resourcing or operational shortfalls. This initiative required a higher-level scan across all services, as opposed to a detailed service-by-service review (which may be one of the opportunities identified). This initial step in the service improvement journey is designed for banking quick wins, identifying future opportunities and embedding the need for organisational sustainability.

The process included:

- revisiting financial savings, organisational improvements or revenue opportunities that have previously been considered and/or discarded but need to be reconsidered alongside other opportunities.
- developing further opportunities and improvements.
- providing Council with a list of opportunities that can be considered and prioritised to create financial savings.
- providing a list of the other organisational improvements (technology, processes, policies etc) that will enable the organisation to operate more efficiently and be more sustainable.

Survey respondents considered the efficiency and effectiveness of each opportunity, as well as the following factors:

- Reasons for pursuing the opportunity
- Ease of implementation
- Productivity, process and other non-financial gains



- Implementation costs
- Ongoing expenditure/costs
- Ongoing savings/reduction in expenditure
- Ongoing increase in and new income/revenue.

Past improvements, that have previously been undertaken by Council, were also collated in an Excel spreadsheet, with details of the improvement, whether it resulted in ongoing or one-off savings, figures on any cost savings resulting from the improvement, as well as details on efficiencies and productivity gains.

5.2 Prioritisation of opportunities

An in-person workshop was then held with senior staff to discuss all potential improvement opportunities submitted, as well as any previously completed past improvements that had also been collected alongside these. Improvements were feasibility tested, figures checked and then ranked to be either low (3), medium (2) or high (1) priority for Council to undertake. As part of the workshop, staff also identified their overall top seven initiatives, and these have been outlined in section 6.2.

5.3 Building the improvement plan

Following the workshop, the fully prioritised improvement plan was created, and this is included as section seven. A summary of the improvement plan total benefits and analysis is included as section six. Full details of each improvement have been provided under separate cover in Excel format.

The improvement plan details the following:

- past improvements that have been incorporated into Council's previous LTFPs (section 7.1)
- present improvements that are high and medium priority and have now been built into and accounted for within Council's updated LTFP, which will feed into Council's sustainability journey and any potential SV application (section 7.2)
- lower priority future improvements that have not been fully analysed but may create additional operational benefits, cost savings or productivity improvements for Council in the future and as such have not been included within the updated LTFP or allowed for as part of any SV application (section 7.3).



6 Summary of improvements

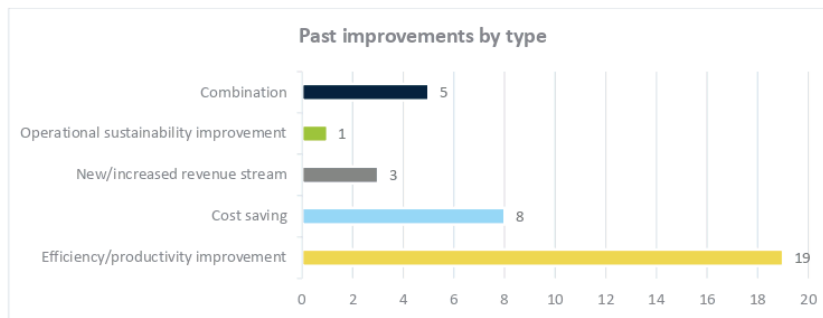
6.1 Past improvements

Throughout the review, staff identified and costed 36 past improvements, which Council has already completed in order to continually strive for organisational sustainability. These past improvements often involve ongoing cost savings, as well as productivity gains and process improvements, and these have already been accounted for within Council's LTFP.

Some of the biggest cost savings made by Council have been from the introduction of LED street and facility lighting, which has significantly reduced Council's electricity expenditure by \$60,000 per year, as well as reducing the number of public litter bins and standardising the type, which has reduced yearly recovery costs by \$30,000.

Further \$100,000 benefits from using material from Councils quarries rather than external purchasing and some \$4 million in grant funded renewal projects. Of the identified past improvements, sixteen have increased cost savings, 14 encouraged productivity and efficiency gains, three increased revenue generation and three improved operational sustainability.

Figure 5 Past improvements by type



Details of all of the identified past improvements are included in the past improvement plan at section 7.1. These past improvements total \$690,000 per year in financial benefits to Council, one off benefit of \$1 million and a cashflow benefit of some \$4 million in grant funds for asset renewal projects previously allocated in the Long Term Financial Plan to be funded from General Fund revenue, in addition to extensive additional efficiency and productivity gains and improvements in operational sustainability.

In addition, a Strategic Financial Review was undertaken by external consultants with a particular focus on 2021/22 Budget and Actual results, Long Term Financial Plan and Asset Management Plans with many recommendations for policy and process improvements that have been implemented and actions to assist Council's financial sustainability.

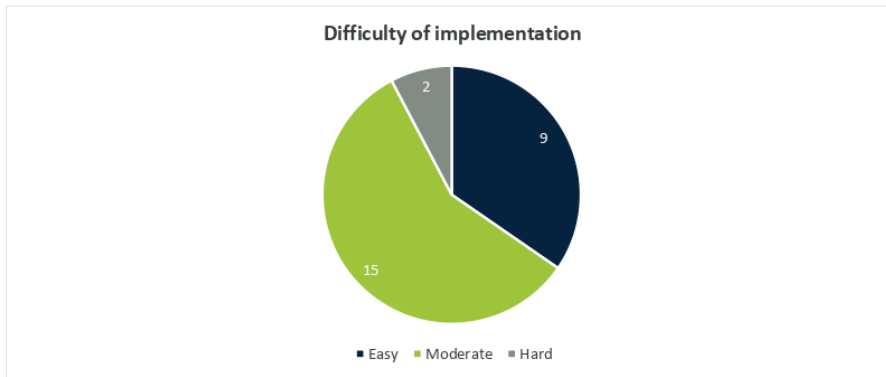


6.2 Present improvements

As part of the review, Council's senior management team identified, costed and prioritised 26 present improvements, which Council will be implementing over the next three to four financial years (with some having a slightly longer implementation timeframe). These will be included within Council's revised LTFP and any SV application. The present improvements include cost savings, efficiency gains, revenue increases and key items that are necessary for long-term operational sustainability.

The implementation difficulty of all the opportunities was considered by Council senior staff, with nine of the present improvements considered easy to implement, 15 moderate and two hard.

Figure 6 Present improvements - difficulty of implementation



Council's present improvement list has been kept succinct to ensure the present improvements captured within its LTFP are viable and accurate. Any improvements that require additional verification have been included within the future improvement plan for further consideration.

Council has identified 13 present improvements that will result in cost savings, five that will increase revenue (two are one-off benefits), 13 that will see productivity and efficiency gains and three that will also improve operational sustainability. (Please note that some opportunities provide more than one type of benefit.) Of these present improvements, the following financial benefits have been identified.

Table 1 Present improvements - implementation difficulty and estimated benefits

Improvement implementation difficulty	One-off financial net benefit in implementation year	Estimated potential yearly net benefit
Easy	-\$35,000	\$56,000
Moderate	-\$29,000	\$97,000
Hard	-\$20,000	\$50,000
Total benefits	-\$84,000	\$203,000



The following present improvements, focused on cost savings and productivity/efficiency gains, were considered to be some of the highest priority for Council:

- further review of CentrePoint sport and leisure centre management model and future with current provider
- review into additional solar and battery storage facilities at current and new sites
- investigate expansion of Council's quarry
- ongoing review and assessment of workforce needs
- review plant utilisation and dispose of underutilised plant
- review how future capital grants are assessed and taken up.

6.3 Future improvements

Following the improvement gathering process, 13 of the improvement opportunities were considered to be lower priority and/or needing substantial analysis, investigation or further review. These form Council's future improvements and full details are included in section 7.3.

These improvements require significant further assessment to determine if they will provide any additional sustainability and/or operational benefits for Council and have therefore not been incorporated into Council's LTFP at this stage.

The total value of the future improvements is initially estimated to have a negative benefit of \$23,000 in yearly net benefit with an additional cost of \$11.151 million in the implementation year, along with further productivity, efficiency and operational gains. These figures, however, will require considerable verification and testing by Council and therefore will be subject to change.

In addition to the future improvements incorporated within the improvement plan, Council will also undertake the mandatory yearly service review process, as defined by the Office of Local Government. There will likely be further long-term benefits from these reviews, although these will most likely be productivity improvements rather than cost savings.



7 Improvement plan

7.1 Past improvements

Past improvement summary	Yearly net financial benefit commencing prior to 2022/23 - ongoing	Efficiency and/or productivity gain	Operational sustainability improvement
Change in debt recovery procedure to include early and late-stage interventions before commencing legal action.	\$20,000	✓	
Completed transfer pricing review to ensure costs in General Fund are accurately attributed to Sewer Fund and Domestic Waste Management Service. Review identified areas in need of review since last undertaken and uncovered expenditure not accurately attributed.	\$80,000		
GPS installation in fleet which provides information on location, usage and areas for improvement to operation of fleet.		✓	
Greenlight Development Application module helping to streamline DA lodgement. All applications (DA, CC, CDC, s68) now required to be lodged through the NSW planning portal (NSW Statewide mandate). Positive outcomes include: <ul style="list-style-type: none"> • Elimination of scanning paper documents for registration into Council Records. • A central portal for staff members to process development applications. • Linking of NSW Planning Portal to Council internal processes. • Streamlining systems for consistent use of templates and reports. • Online payment facilities to facilitate payment at lodgement. • Improved efficiency with a reduction in administration for preparation of planning documentation. 		✓	✓
Implementation of water harvesting at Blayney Showground and other locations through stormwater retention basin that has decreased use of town water for watering parks and gardens and open spaces, which has increased water security.		✓	
Increased quantities of quarry material extracted from Council quarries rather than purchase of material on the open market. This has helped to reduce the costs on road projects where such materials are integral.	\$100,000	✓	
Introduction of a four-day work week for outdoor workforce as an attraction and retention strategy. This has resulted in a number of benefits to Council including: <ul style="list-style-type: none"> • The increased coverage of staff on all business days. Notably, reactive works in response to trees on roads have been able to be facilitated by crews working their normal hours rather than utilising Council's on-call service (which incurs additional costs). • A reduction of overtime. • Increased utilisation and availability of plant by other departments in lieu of need for hire of such equipment. Greater flexibility and availability for fleet to be maintained or serviced without overtime or disruption of works programs.		✓	✓
LED street lighting and facilities upgrade resulting in reduced maintenance and energy consumption	\$50,000		
Reduction of online tender procurement platforms to one.	\$10,000	✓	
M5 Teams as a content collation and communication tool and for use by cross sector staff to capture photos, reporting damage and channel for FB and community updates. This facilitated streamlining of administration and instant access enabling better responsiveness.		✓	
Online services and e-forms on Council's website, plus shared calendar (PUBUC????) for booking information		✓	
Non-statutory fees review (including DA contributions) increased by 8% in 2022/23	\$8,000 (revenue)		
Review of collection operation and number of public street litter bins from 120 to 60 including introduction of standardised types of bins to streamline process and utilise existing contractor.	\$42,000		
Reviewed cemetery mowing and weed management. This has resulted in reduced mowing and weed management resources by 30%. Promoting native vegetation growth and cultural burnings working with the Orange Local Aboriginal Lands Council.	\$20,000	✓	✓
Review of Council office operations as part of the 2020 Organisational Review to deliver efficiencies and streamline work with minimal disruptions. Outcomes included: <ul style="list-style-type: none"> • Educated office opening hours of administration building • No more walk in enquiries for professional staff (in particular planners). Similar to other professionals an appointment is needed. Appointment timeframe for professional being between 1pm and 3pm each day. • Admin staff attend counter to initially screen enquiries and answer or seek the customer to complete a pre-planning enquiry form. • Phone calls for planners between 8:30am and 12 noon, a message is now taken, with calls to be returned before 11am the next day (preferably COB the same day) 		✓	
Review of Council's digital services contract (printers / photocopiers) and through this process a review of needs and improvements was identified. The new contract resulted in retention of a large print machine with low usage, replacement of a lesser number of printers and new maintenance charges negotiated. It was also identified that the new equipment, fitted with new enhancements, has the potential to replace some print services sought by Council and streamline bulk mail processes currently established.	\$20,000	✓	
Review of communication lines and associated rental costs – resulting in five excess lines being disconnected and integration of one line (remote site) into Council's Cloud phone system.	\$7,000	✓	
Review of sanitation bin services annual contract to align the service to need and implement solutions to reduce unnecessary services.	\$10,000	✓	



Past improvement summary	Yearly net financial benefit commencing prior to 2022/23 - ongoing	Efficiency and/or productivity gain	Operational sustainability improvement
Efficiency review of Council operations within footpath construction through benchmarking against contractor performance with a program of works. Council was able to identify works delivered more efficiently and areas for improvement.		✓	
Joint procurement initiative through Council's involvement with the Blayney, Cabonne and Orange (BCO) Alliance has enabled Council to access a bulk gas supply contract resulting in a reduction in gas charges of almost 30%.	\$40,000	✓	
Use of an 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. This will assist with more reliable attribution of overhead costs and better understanding of time expended.		✓	
Review of the amenities cleaning schedule throughout the shire. This review has resulted in streamlining of services with hours saved and a reduction in the number of times amenities buildings are serviced weekly. This will enable the staff member to assist the other Parks and Gardens crews in completing works, less fuel consumption in the amenities truck, extra coverage and assistance for cleaning Council's premier facilities and quicker response to vandalism on amenity blocks to the clean and get the amenities back open.	\$5,000	✓	
Data plans for Council tablet devices reviewed. Devices migrated onto a cheaper plan with more data.	\$3,000		
Roll out of the Smart Hub platform to integrate Building Management System (including locking of facilities and introduction of people counters) with potential to inform maintenance regimes.		✓	
Savings on electricity due to solar implementation on Council buildings including Community Centre, Council Works Depot and Sewer Treatment Plant (excludes CentrePoint Sport and Leisure Centre reported elsewhere).	\$75,000 \$40,000 (Sewer Fund)		
Sale of Inala self-care units. Sold to an affordable housing provider – resulting in reduced administration, depreciation and maintenance costs. It also mitigated risk to Council with operation of a non-core activity with legislative compliance obligations that was not producing the best financial outcomes to the ratepayer. A better community outcome was achieved with a specialist housing provider, that possesses a portfolio of property and waiting lists, in control and improved occupancy.	\$20,000 \$1m (one-off)		
Fleet review undertaken with underutilised plant sold and assessment of fleet externally hired.		✓	
Tablet roll out program in outdoor operations (Parks, Road and Concrete crews) resulting in streamlining of data capture and reporting. Reducing time for Project Managers to inspect sites, progressively gather evidence for reporting to funding bodies and mitigates risk with gathering daily evidence of site safety in public areas in a central location. Practice replaces manual system of recording, capture and reporting.		✓	
Utilisation of drone in Waste Operations and Quarry Operations to undertake quarterly volumetric surveys. Drones have also been used to assist with site preparation / inspections / scoping, aerial imagery of projects negating need for expensive alternative solutions.	\$60,000	✓	
Use of internal borrowings and government funded loan programs for funding of capital works programs			
Verge maintenance review to identify locations of verge maintenance and to establish principles to mitigate the risk of 'creep or over servicing'. Review has highlighted practices whereby Council had been maintaining verges not owned or controlled by Council. This has contributed to streamlining of services and freeing up of resources for maintenance of newly assets established and detention basins in subdivisions.	\$50,000	✓	✓
Implementation of Waste Management software and IT solution to access real time data and streamline access to information for compliance reporting and invoicing.		✓	
2020 Operational Review of CentrePoint Sport & Leisure Centre. Engagement of industry specialist to manage operations at CentrePoint. Whilst incurring a monthly management fee, it created efficiencies for Council by reducing Councils; Governance, Risk, HR, Finance, Debtors, Creditors, Building Maintenance and Administration resource impact and liability. Further it has helped Council mitigate significant risks through engagement of such a specialist.	Cost neutral but efficiencies created.	✓	
CentrePoint Sport and Leisure Centre Stage 2 Upgrades including insulated roof panel, stormwater harvesting and solar PV panels.	\$70,000		
Utilisation of grant funding for prioritisation of asset renewal and reduction of Councils asset backlog, reducing commitment by Council of funds for capital works program (one-off cashflow benefit)	\$4m		
Rolling registers of ongoing maintenance for maintenance of sealed and unsealed roads. It helps to inform progress of works undertaken and to respond to customer requests.		✓	



7.2 Present improvements

Present improvement detail	Difficulty	Priority	Implementation year in LTFP	Efficiency/productivity gains	Operational sustainability improvement	One-off implementation costs - may be spread over multiple years	Yearly net financial benefit - ongoing
Remove village recycling stations - consultant's report on investigating removal already received	Moderate	2 - underway	2			\$2,000	\$6,000
Further review and tender of Centrepoint Sport and Leisure Centre management with a view to a long term contract and improved financial sustainability and community outcomes	Moderate	1	2			\$5,000	\$20,000 (part revenue)
On-charging of merchant fees for EFTPOS transactions	Easy	1	3				\$4,000
Construction of the Recycled Water Treatment Plant to drought proof and enable sporting fields to use recycled water.	Easy	1	2	✓			-\$55,000 (Sewer Fund)
Review of fees within Planning and Environmental Services to consider implementing additional fees (including for pre planning advice and Heritage Advice, increasing engineering inspections per allotment, introducing tree removal and pruning fee, pre lodgement advice fees).	Moderate	1	3				\$5,000 (revenue)
Installation of additional solar PV at current and new sites	Moderate	1	4	✓		\$80,000	\$17,500
Further staff training on new technologies that are being developed to assist streamlining of current practices	Easy	3	2	✓	✓	\$5,000	
Implement online timesheets for outdoor staff to remove the burden of paper-based timesheets, manual sign off, etc	Moderate	2	4	✓	✓	\$25,000	
Introduce a Storm Water Levy under s496A for all residential, village, business and industrial land. (All income derived to be applied to Stormwater capital program)	Moderate	2	3			\$40,000	\$52,000 (revenue)
Investigate expansion of Council's quarry and undertake business case	Hard	2	6			\$500,000	\$30,000
Investigate opportunities for revenue gains from commercial waste	Hard	2	7			\$20,000	\$30,000 (revenue)
Review and potential implementation of electronic forms for inspections	Moderate	2	4	✓			
Review Community Participation Plan for planning activities	Easy	2	1	✓	✓		
Review of third party payment options	Moderate	2	4				\$6,000
Review roadside slashing program	Moderate	2	5	✓			
SMS or email delivery of instalment notices & reminder notices	Moderate	2	4	✓			\$2,000
Continued review of plant utilisation and disposal of underutilised plant	Moderate	1	1	✓			
Continue prioritisation of capital grants for asset renewal and reduction of Councils asset backlog	Easy	1	1		✓		
Formalise and continue service review program (4 years and service planning)	Moderate	1	2	✓	✓		
Auto-lighting at all Council facilities	Moderate	2	3	✓	✓	\$15,000	
Increase cost recovery at Centrepoint Sport and Leisure Centre and Equestrian and Livestock Centre by increasing fees for non-residents/ratepayers	Easy	1	2				\$8,000
Further Solar and battery storage installation at CentrePoint Sport & Leisure Centre	Moderate	1	4			(\$400,000 – offset by grants)	\$10,000
Ongoing review and assessment of workforce needs etc	Moderate	1	1		✓		
Review of resourcing requirements in the expanding operational area of Parks, sports grounds and open space to achieve efficiency improvements without the need for expanding the workforce	Easy	1	1	✓			\$50,000
Review of Workforce - delays on recruitment and appointment based on Works Program assessment and needs.	Easy	1	1				\$50,000 (one off)
Review of Workforce - Replacement of Senior Town Planner with Trainee Town Planning position	Easy	1	1				\$25,000 (revenue – one off)
		1 - 6					\$51,000



7.3 Future improvements

Future improvement detail	Difficulty	Priority	Efficiency/ productivity gains or operational sustainability benefits	One-off implementation costs - may be spread over multiple years	Yearly net financial benefit - ongoing
Alliance with Orange City Council for job sharing/resource sharing opportunities	Moderate	3	✓		
Animal shelter improvements and potential MOU with neighbouring Council	Hard	3	✓	\$150,000	\$15,000 (\$10,000 revenue)
Blayney Renewable Energy Project - construct the Blayney Solar Farm/battery storage facility.	Hard	3		\$11 million	\$1 million (half revenue)
Consider implementation of an automated parks/ovals/community booking and payment system	Moderate	3	✓	\$70,000	
Consider Council no longer accepting cash as a payment method	Moderate	3	✓		\$7,000
On-site waste management and inspection program	Hard	3			-\$40,000
Review food inspections program	Easy	3			-\$10,000
Liquid Trade Waste program of monitoring and compliance including resourcing.	Moderate	3	✓		-\$80,000 (Sewer Fund)
Review and benchmark fees for Building Certification Services	Moderate	3		\$0	\$7,000
Review library operations to ensure opening hours fit for purpose. Potentially seek to implement a mobile library service	Hard	3	✓	\$0	\$50,000
Review of offsite physical records storage	Moderate	3	✓		\$3,000
Consider self-service solution for companion animals – including change of ownership and IDs	Moderate	3	✓	\$20,000	\$10,000 (includes \$8,000 reduction in revenue)
Review uniform costs/allocation and replacement procedure	Easy	3			\$2,000



BLAYNEY SHIRE COUNCIL

SPECIAL VARIATION

COMMUNITY ENGAGEMENT PLAN

7 November 2023

1

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INTRODUCTION

Council has flagged the need for a Special Rate Variation (SRV) in its strategic planning documents;

- Long Term Financial Plan
- Delivery Program and Operational Plan

At the 27 June 2023 Council Meeting Council resolved (resolution 2306/E005) to commence the SRV application process ensure it has sufficient revenue to:

- Improve financial sustainability by eliminating the General Fund operating deficit's;
- Deliver the services adopted within its Integrated Planning and Reporting documents;
- Provide sufficient funding to meet asset renewal funding requirements and appropriately manage the infrastructure backlog;
- Meet compliance obligations under the Local Government Act 1993 (NSW) and other forms of legislation;
- Address continual financial implications mandated and/or cost shifting from the NSW Government;
- Address Council's unsustainable reliance on mining rate income (current and future) and develop strategies to reduce this reliance.

Progression of the Special Variation application will be subject to further Council approval and a future community engagement process as per the requirements of the Office of Local Government and the Independent Pricing and Regulatory Tribunal (IPART) with a view to making application for the 2024/25 financial year.

Criterion 2 in the SRV Guidelines is:

Evidence that the community is aware of the need for and extent of a rate rise. The Delivery Program and Long Term Financial Plan should clearly set out the extent of the General Fund rate rise under the special variation. In particular, councils need to communicate the full cumulative increase of the proposed special variation in percentage terms, and the total increase in dollar terms for the average ratepayer, by rating category. The council's community engagement strategy for the special variation must demonstrate an appropriate variety of engagement methods to ensure community awareness and input occur.

At the Council meeting on 9 November 2023, Council will consider options for a potential SRV and seek a resolution to commence community engagement and awareness of the potential SRV application.

COMMUNITY ENGAGEMENT STRATEGY FRAMEWORK

Council is committed to the involvement of the community in development of policies, programs and services and ensuring that all views are considered through inclusive deliberation and active involvement of the community.

It is intended that the community engagement for this project will be in alignment with Councils Community Engagement Strategy and Policy framework.

Engaging the community is required by all Councils under Council's Charter Section 8 of the NSW Local Government Act 1993. The charter comprises a set of principles, where eleven out of fourteen principles directly reflect why Council should engage the community, these principles are outlined in Councils Community Engagement Strategy and Policy framework.

For our Council to meet these principles, it needs to ensure that effective levels of engagement are implemented. This means that the Council needs to be open and accountable to the community and provide ample opportunity for feedback.

Council also acknowledges that by involving a cross section of the process, it can make better decisions. Council also knows that strong relationships community in a consultative with the community is integral and is built on trust, goodwill and respect with the community.

SUCCESSFUL ENGAGEMENT CHARACTERISTICS

These 'characteristics of success' will guide and inform how we design, implement and provide feedback on the outputs and outcomes of our community engagement activities:

- ✓ The purpose of the engagement and how the input of the engagement will be used is clearly stated.
- ✓ Activities are timely, held at the right time and given enough time.
- ✓ Include all groups and organisations that have an interest in the engagement topic or issue
- ✓ Create safe space and a positive atmosphere
- ✓ Information is accessible
- ✓ Existing networks are used
- ✓ The capacity and capabilities of community leaders is developed and strengthened
- ✓ It is not a 'one size fits all'
- ✓ The correct level of engagement is used (Impact/Complexity Matrix)

GUIDING PRINCIPLES

The design and development of engagement activities in Blayney Shire will be guided by the following principles. We will strive to make all engagement:

- Inclusive and accessible
- Productive and enterprising
- Approachable and welcoming
- Consistent so we know where we stand
- Engaging, exciting and inspiring

LEVELS OF ENGAGEMENT

The level of engagement is defined from the IAP2 Spectrum of Public Participation in the figure below. This spectrum outlines the level of engagement required depending on the purpose and desired outcome of the project.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Figure 1: IAP2 Spectrum of Public Participation

STEPS IN PLANNING COMMUNITY ENGAGEMENT

When undertaking community engagement, Council will follow six steps and ask a series of associated questions:

1. Establish the level of impact and complexity of the project, program or action

2. Identify all those communities of interest who have an interest around the issue
3. Plan the engagement process and gather or develop relevant information and resources
4. Engage the relevant and identified communities of interest
5. Feedback results of engagement and decision making if relevant
6. Evaluate the process

The above steps are outlined below with Councils approach to the SRV community engagement process.

STEP 1: ESTABLISH PROJECT LEVEL AND COMPLEXITY

ASSESSMENT CRITERIA

To meet the assessment criteria for an SRV application, Council must:

1. Demonstrate that the **need and purpose** of a different rate path for Council’s General Fund is clearly articulated and identified in Council’s Integrated Planning and Reporting (IP&R) documents.
2. Show evidence that the **community is aware** of the need for and the extent of a rate rise.
3. Show that the **impact on affected ratepayers** is reasonable.
4. Exhibit, approve and adopt the relevant **IP&R documents**.
5. Explain and quantify the **productivity improvements and cost containment** strategies in its IP&R documents and/or application.

Engagement Criteria	Result	Definition
Level of Impact	High Impact	High level of impact or risk, perceived or real, on the whole or a large part of Blayney Shire
Levels of Engagement	Informing	<ul style="list-style-type: none"> • Advising the community of a situation or proposal • Informing on a decision or direction • Providing advice on an issue • No response is required, although people are free to seek a further level of participation
	Consulting	<ul style="list-style-type: none"> • Undertaking market research to identify needs or issues • Seeking comment on a proposal, action or issue • Seeking feedback on a service or facility • Requiring a response, but limited opportunity for dialogue • Option for people to seek a further level of participation

6. Address any other matter that IPART considers relevant.

To meet the SRV application criterion two, Council would only need to undertake engagement at the “inform” level, but a “consult” level would ensure it more fully meets criteria one and four.

To meet these criteria more fully, an updated Delivery Plan (DP) and LTFP, which includes the proposed SRV, will be exhibited in parallel to this community engagement process.

Post community engagement and exhibition Council will then consider any submissions prior to any decision regarding the SRV.

As a result, this community engagement action plan is drafted to meet both the **inform** and **consult** levels of engagement. This means that Council will provide the public with balanced and objective information to assist them in understanding the problem, alternatives, and preferred solution and to obtain the public's feedback on analysis and alternatives. Council will keep the public informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision made by Council.

STEP 2: IDENTIFY COMMUNITIES OF INTEREST

Stakeholder	Description	H=High M=Medium L=Low	Interest	Impact	Impact and Concerns
Ratepayers	Landowners who are residents and non-resident ratepayers of the Blayney Shire LGA		H	H	The proposed rate increase and changes to Council services will directly impact ratepayers.
Renters	Renters who are residents of the Blayney Shire LGA		M	M	Renters will be unsure of the impact of the SRV as it will be unknown whether landlords will pass any rate increases on. Renters will be impacted by any changes to Council services
Landlords	Investment property owners of property within the Blayney Shire LGA		H	H	The proposed rate increase and changes to Council services will directly impact landlords, who also have the decision as to whether they pass any rate increases on
Business Owners	Business property owners and business operators with a commercial lease in the Blayney Shire LGA		H	H	The proposed rate increase and changes to Council services will directly impact business property owners. Commercial leaseholders will have a decision as to whether they pass any rate increases on.
Community Groups	Community, cultural, sporting, special interest groups, village and progress associations in the Blayney Shire LGA		M	M	Community group members are mostly local residents and need an understanding of why Council is proposing an SRV and any changes to service levels impacting their group. Most sporting groups rely on Council services and facilities and need an understanding of why Council is proposing an SRV and any changes to service levels impacting their group.
Media	Local and regional media organisations		H	L	The media has a potentially high level of influence on the community in communicating the messaging of the SRV whilst the impact directly on the media is low
IPART	Regulatory body for SRV applications		H	H	Approval body for SRV application
Councillors & Council Staff	Councillors and Staff of Blayney Shire Council		H	H	Councillors and staff need to be informed and consulted as part of the process and have a strong understanding of the engagement plan including key messages, background and next steps.

STEP 3: CREATE ENGAGEMENT PLAN

KEY MESSAGES

The key messages for the community should clearly communicate what the proposed SRV is, outline where further information can be obtained, encourage participation and feedback.

Non-negotiables include:

- the legislative requirement for Council to employ sound financial management principals.
- the current core deficits in the General Fund need to be addressed, targeting sufficient surpluses over time to ensure the ongoing financial sustainability of Council.

Community feedback is sought to:

- assess the level of community understanding of the proposed SRV and its impacts and why it is needed.
- seek feedback and submissions on the proposed SRV and the updated Long Term Financial Plan.

To support these key messages and the development of collateral for the community engagement activities, a background paper will be developed to articulate the need for and level of SRV being sought.

In addition, Council will also have the following reports:

1. A capacity to pay report which will investigate, analyse and report on the community's capacity to pay against Council's rating categories and proposed SRV. This includes research of specific areas across the Local Government Area (LGA) and will undertake a range of comparisons and assessments of information for areas/locations within the LGA, and associated land use.
2. An updated; Delivery Plan, Long term financial plan (LTFP) and financial sustainability analysis that will demonstrate the impact of the SRV on the ongoing financial sustainability of Council.
3. An Organisation Sustainability Improvement Plan that outlines what Council has achieved and what it will do to ensure that it contains costs, finds efficiency and productivity gains and remains organisationally sustainable.

MONITORING

During the consultation process, the level of engagement will be monitored by Council's Communication and Engagement team.

Any proposed adjustments to the plan will be approved by the General Manager before implementation.

RISK ASSESSMENT

The table below documents the key risks associated with this community engagement. The risk ratings are assessments of the residual risk after the documented risk responses are implemented.

Risk	Risk response	Residual likelihood	Residual consequence	Residual risk rating
Engagement doesn't meet IPART assessment criteria.	Engagement plan and activities analyse and integrate requirements to meet criteria.	Low	Medium	Low
Impact on ratepayers of raising rates at a time of high inflation and high cost of living pressures.	Capacity to pay analysis has been undertaken to understand the impacts of rate increase on community. Council also has an existing Pensioner & Hardship Policy (5E).	Medium	Medium	Medium

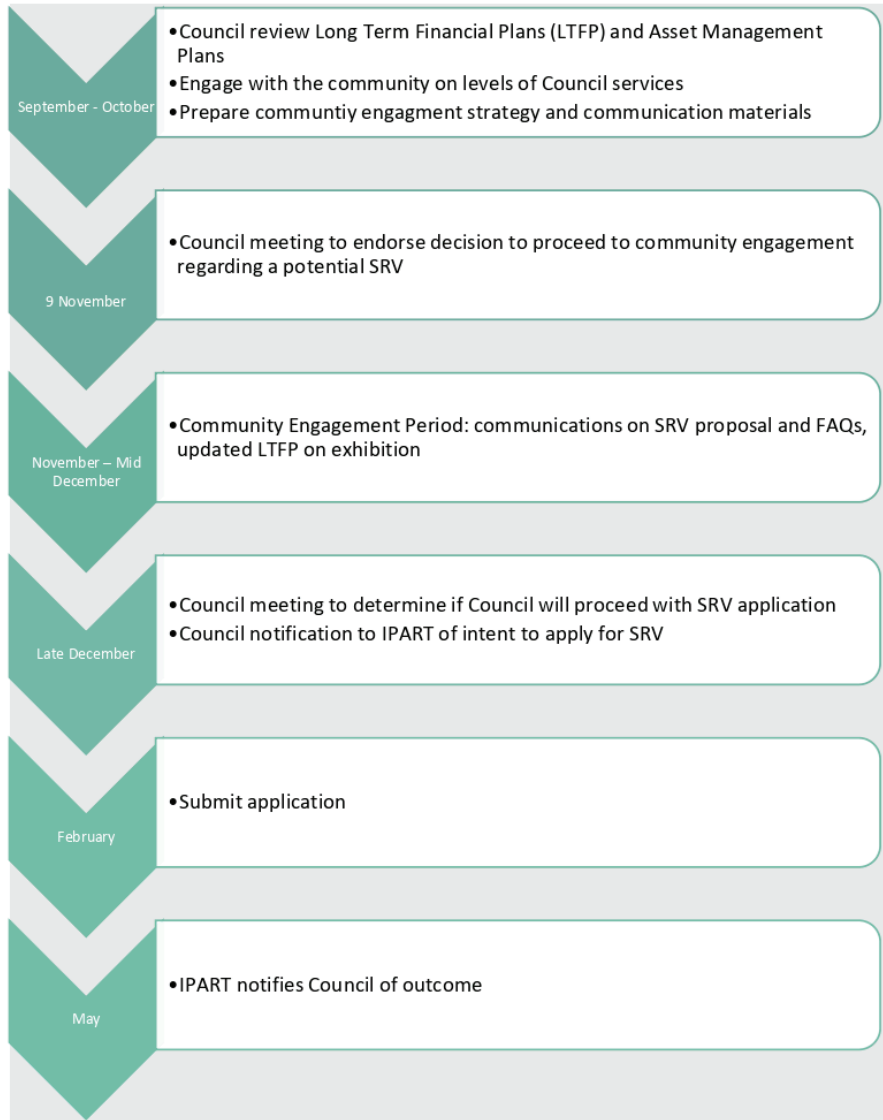
ENGAGEMENT MECHANISMS

Content	Distribution method	Purpose	Information included / Strategy	Timeframe
All updates and resources	Dedicated webpage on Council website	Inform and Consult	Dedicated webpage page that collates all information that is distributed including; Council report, SRV documentation, summary information, timelines, FAQs, information session times etc. Updates about where we are in the SRV process will be included e.g. Council meetings, IPART outcomes etc.	9 Nov
Media Release	Media distribution list	Inform	Media alert to be issued the day before Council Meeting advising of Media Event following the Council Meeting	Media Event 10am, 10 Nov
Mayor Video	Social media	Inform	Brief video on what is happening and encourage people to read information provided and attend sessions	10 Nov
Cover Letter and Information Sheet	Mailed to all rate payers (duplicates removed) Webpage Newspaper (Ad) E-newsletter	Inform	Includes a cover letter from the Mayor and information sheet which succinctly outlines: what is proposed, impact on rates, process and timeframes, where to find more information including opportunities to participate in meetings and/or drop-in session and how to provide feedback.	11 Nov
Frequently Asked Questions	Webpage Social Media Newspaper	Inform	Frequented Asked Questions (FAQs) will be available to answer predicted common questions. The FAQs will be able to be updated based on common FAQs received from ratepayers throughout the engagement process.	10 Nov
NSW Farmers Association	In Person	Inform and Consult	Local NSW Farmers Executive to be briefed.	Early Nov

Information and Drop in Sessions	In Person	Inform and Consult	Multiple drop-in sessions will be held throughout the Blayney Shire, including Blayney and villages providing an opportunity for the community to attend, ask questions and seek information on the proposed SRV.	Late Nov / Early Dec
Online Portal	Webpage Council Admin	Inform and Consult	Online portal to request a callback from a Councillor or Staff Member to discuss the SRV proposal, submit a question or make a submission on the SRV. Administration staff will be able to submit on behalf of callers over the phone where applicable.	Nov - Dec

STEP 4: ENGAGE WITH THE COMMUNITY

TIMELINE



ROLES AND RESPONSIBILITIES

The roles of councillors, Council officers and Morrison Low in the engagement process are defined in the table below.

Role	Responsibility
Morrison Low (consultant)	<ul style="list-style-type: none"> • Develop SRV documentation and reports • Provide updated the Long Term Financial Plan (LTFP) for exhibition • Prepare report on community engagement outcomes
Council - Manager Communications	<ul style="list-style-type: none"> • Develop various material to inform Council communications • Publish and release materials in line with this community engagement action plan • Gather community feedback and provide to Morrison Low for analysis
Council - CFO & Senior Management Team	<ul style="list-style-type: none"> • Review SRV documentation including updated 2022-32 LTFP (which includes the SRV)
Council - Councillors	<ul style="list-style-type: none"> • Approve community engagement plan • Participate in communication of material, community information sessions (when available) and engage with community members using agreed upon messaging
Council - General Manager	<ul style="list-style-type: none"> • Brief staff on SRV, process and community engagement activities • Attend most community information sessions • Endorse community engagement plan, approve any adjustments to community engagement process as required • Coordinate media interviews and public forums, where required

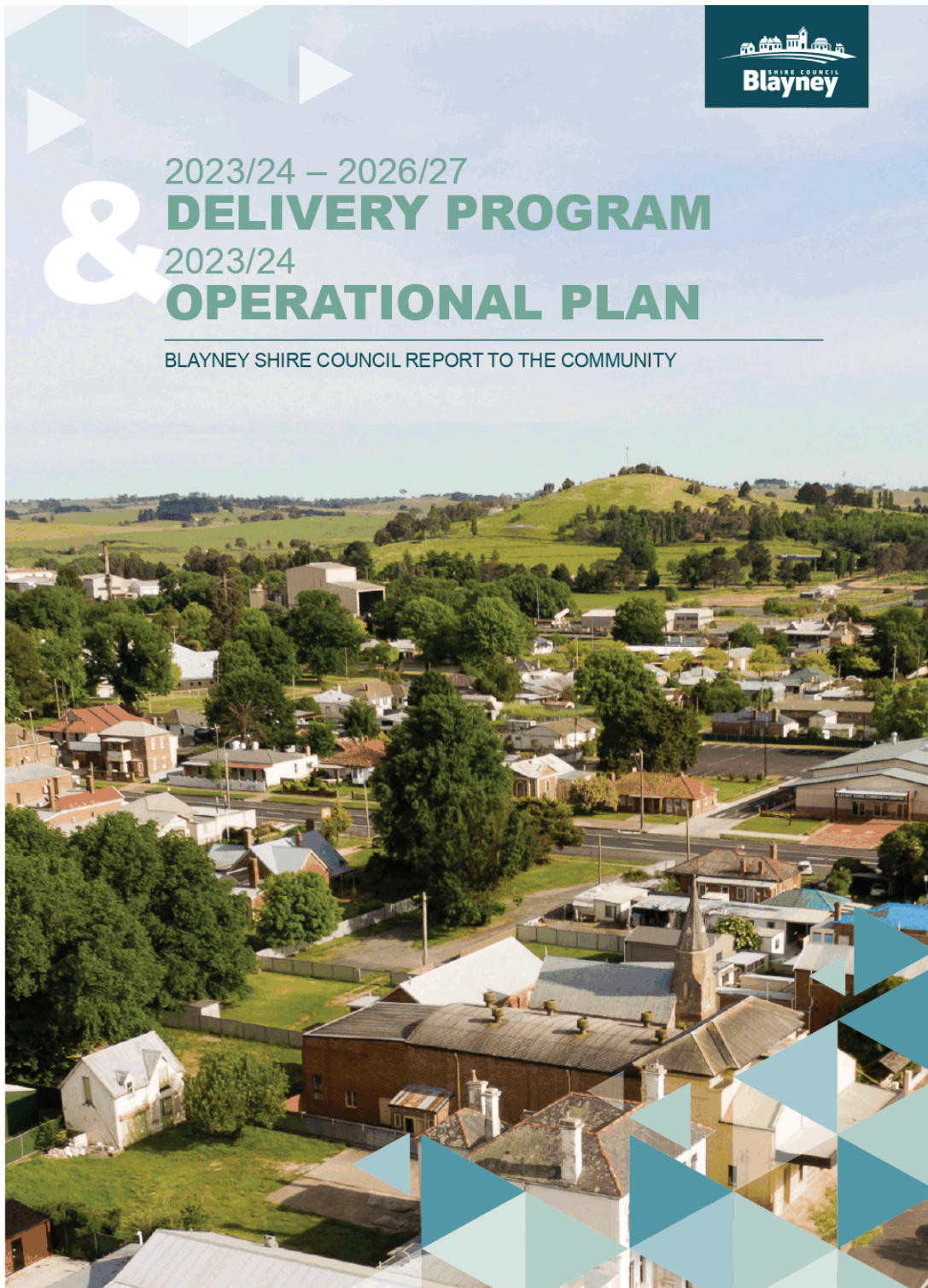
STEP 5: RESULTS OF ENGAGEMENT

MEASURES OF SUCCESS

A final community engagement report will be produced to document the outcomes of the engagement process, but also to clarify the extent to which the community engagement activities reached all relevant stakeholder groups. Measures to understand the level of reach and participation in the engagement process will include:

- number of letters mailed out
- number of emails sent out
- attendance at community engagement / drop in sessions
- SRV related inquiries through customer service
- number of submissions on the SRV proposal
- number of call backs / phone calls on the SRV
- key analytics from the SRV Information page e.g. downloads of documents
- reach on social media

Where feasible, measures of success would also include documenting key demographics of participants to ensure that it is both representative of the LGA community and engagement activities have reached groups that can sometimes be hard to reach.



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.



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2023/24-2026/27 Delivery Program and 2023/24 Operational Plan

Adopted 27 June 2023

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Our Elected Members



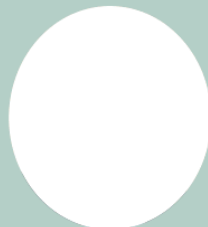
Cr Scott Ferguson
Mayor



Cr David Somerville
Deputy Mayor



Cr Allan Ewin



Cr Craig Gosewisch



Cr John Newstead



Cr Michelle Pryse Jones



Cr Bruce Reynolds

Blayney Shire Council consists of seven Councillors who equally represent the entire Local Government Area. The Mayor and Deputy Mayor are nominated and elected by their fellow Councillors.

Local Government elections were held on Saturday 4 December 2021. It is compulsory for all residents within the Council area to vote if their names appear on the electoral roll.

Non-resident property owners may vote if they make application for their names to be included on a non-residential roll.

Councillors are always happy to hear from members of the community about issues of interest and concern.



Overview of Blayney Shire

Blayney Shire Council encompasses the townships of Blayney, Carcoar (the third oldest inland settlement in New South Wales), the national trust designated village of Millthorpe and the smaller villages and localities of Lyndhurst, Mandurama, Garland, Kings Plains, Burnt Yards, Browns Creek, Caloola, Forest Reefs, Shaw, Gallymont, Errowanbang, Hobbys Yards, Moorilda, Panuara, Tallwood, Barry, Neville and Newbridge.

The main town in the Shire is Blayney, situated some 37km west of Bathurst, around 34.1km south of Orange and approximately a 3-hour drive to the outer suburbs of Sydney.

The Shire of Blayney encompasses approximately 1,524.7 square kilometres of well-watered, gently undulating to hilly country on the Central Tablelands.

Much of the land is elevated, at over 900 metres above sea level, with the climate being partially suitable for cool climate crops and trees.

Blayney Shire is predominately rural in nature, fostering primary industries such as forestry, dairying, beef, lamb, wool, viticulture, orchards, potatoes, canola and other grains. Mining is also a key industry and the area is also home to other industrial activities such as manufacturing, transportation and food processing.

The resident population of the Blayney LGA is 7,497 (census 2021).

Total Economic Output for the Blayney LGA is estimated at \$2.06B and it supports 3,133 jobs.

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 to:

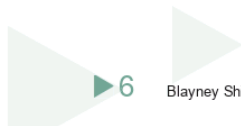
- ▶ Provide strong effective representation, leadership, planning and decision-making.
- ▶ Carry out functions that provide the best possible value for residents and ratepayers.
- ▶ Plan strategically, using the Integrated Planning and Reporting (IP&R) framework, for the provision of effective and efficient 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.

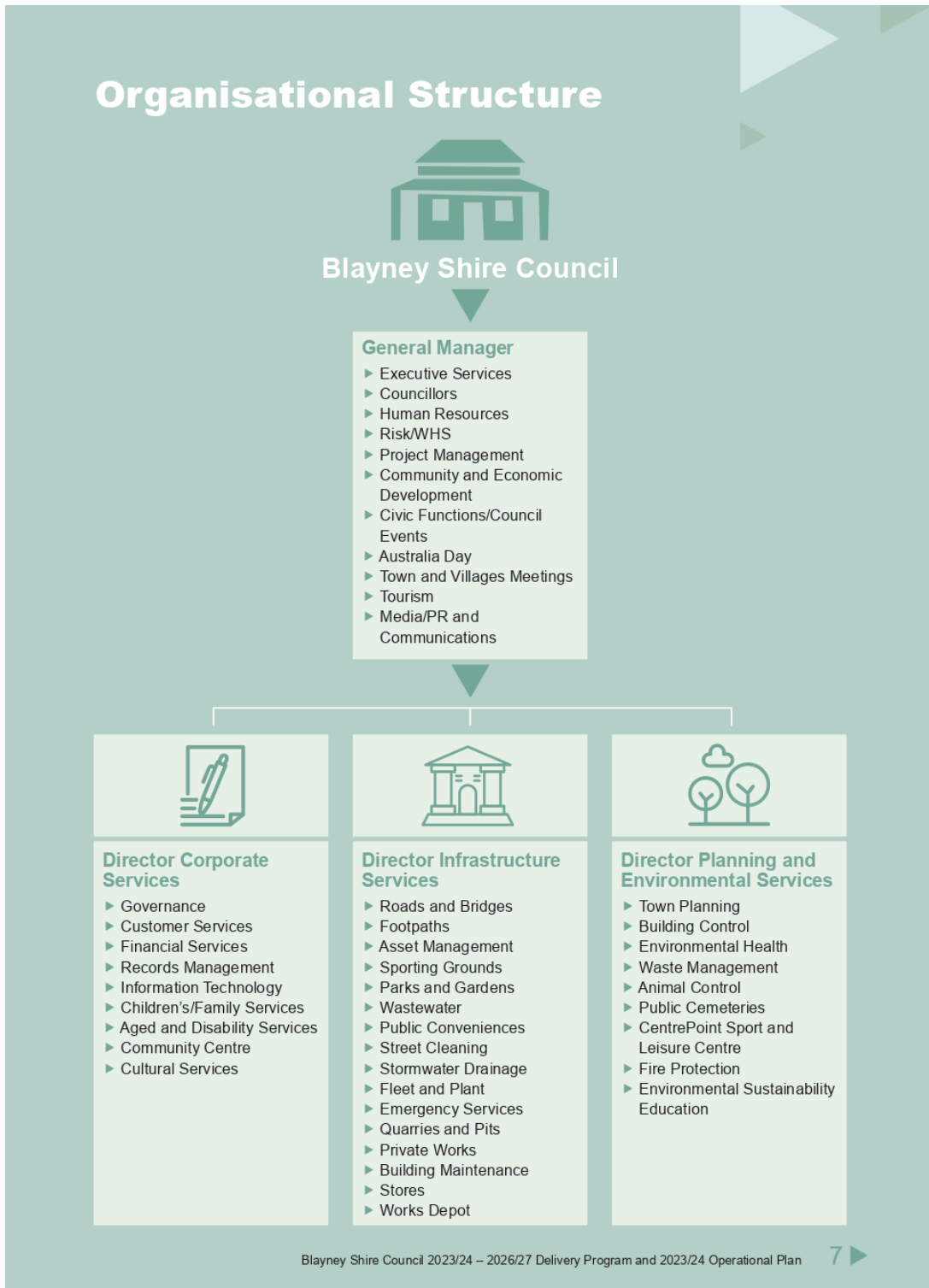
The following principles apply to decision-making by Council to:

- ▶ 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.





How Council Works

The powers of Council are derived from the Local Government Act 1993 and other legislation enacted by the Parliament of NSW. The Local Government Act and its Regulations serve as an administrative and structural blueprint for all New South Wales Councils.

Local government elections were held in December 2021, electing seven Councillors to Blayney Shire Council. These elected representatives meet regularly at formal Council meetings to make decisions on policies and other important issues. Council employees implement these decisions. There are also a number of committees that comprise of Councillors and Council employees. These committees also meet regularly and make recommendations to Council.

It is the responsibility of Councillors to make decisions on all areas of policy and budget priorities, including the level and extent of works and services to be provided throughout the year. These decisions are adopted through a majority voting system, with each Councillor having one vote.

The General Manager is the chief administrative officer and is appointed by Council. The responsibilities of this position include the overall administration of the Council organisation and employee matters, management of the Council's financial affairs, the implementation of policies and advising Council on all aspects of local government.

Council's main sources of revenue are rates, government grants, investments, fees and other charges. This income is used to provide a range of services.

Meetings Open to the Public

Monthly Council Meetings are held on the third Tuesday of each month at 6.00pm.

Members of the public are welcome and encouraged to attend regular Council meetings (or can view each meeting online via a livestream).

The Chairperson of the Council meetings is the Mayor, or Deputy Mayor if the Mayor is absent. The General Manager and Executive Team attend these meetings and, if needed, provide additional information on matters being considered.

Public Forums

Public forums provide an ideal opportunity for our community to raise issues with Councillors during a Council meeting regarding a specific item on the agenda.

Each speaker has five minutes to address Council.

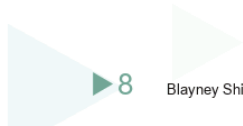
Each year, the Delivery Program will be reviewed as part of the development of the Operational Plan and these are publicly exhibited seeking feedback and input from the community. Council welcomes feedback on the Delivery Program and Operational Plan, and the services it provides.

All community members are invited and encouraged to express their views, either in writing or by talking to Councillors or Council staff.

Financial Sustainability Update

Over the last few years Council has experienced costs increasing faster than revenue growth, Council has recently completed a financial sustainability review to identify opportunities to address this issue. We are now in the process of implementing the recommendations of this review, but the revenue increases and cost savings identified in the review are not likely to fully address the growing deficits in the long-term financial plan.

Council now faces the challenge of determining whether to review and reduce service levels so that it can meet the key performance indicator benchmarks prescribed by the Office of Local Government or seek an increase in funding, including by way of a Special Variation.



Unfortunately, it is not possible for Council to 'do nothing' at this juncture and a range of difficult decisions are needed to address the poor financial outlook for Council's General Fund. This is critically important because the General Fund contains provision for all Council services apart from sewerage and the funding available supports the maintenance of critical assets such as roads, bridges, pathways, kerbs, stormwater drains and public buildings.

To ensure its ongoing financial sustainability, Council must consider other options for increased revenue to cover growing costs, including a special rate variation. Council will review its options and is committed to consulting the community of Blayney Shire on these in late 2023, before any final decision is made.

With the adoption of the 2023/24 - 2026/27 Delivery Program and 2023/24 Operational Plan in June 2023 Council resolved to engage a specialist local government finance consultant to review and prepare all necessary documentation required for the potential Special Variation application.

It was further resolved that progression of the Special Variation application will be subject to further Council approval and a future community engagement process as per the requirements of the Office of Local Government and the Independent Pricing and Regulatory Tribunal (IPART) with a view to making application for the 2024/25 financial year.

Work has been done, including engagement of a local government consultant (Morrison Low), to review Council operations including independent assessment of its Asset Management Plans, review of sustainability improvements, and updates to its Long Term Financial Plan to build Council to a position of long term financial sustainability.

Council is now in a position to undertake community engagement with the Blayney Shire community on a special variation to rate income by approximately 33%. Following consultation, Council will resolve whether to make application to IPART for a Special Variation.

Rationale

Financial sustainability for local government is critical because they 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 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.

Council has recognised that financial sustainability requires the following to comply with Chapter 3 of the Local Government Act 1993:

- Council must achieve a fully funded operating position;*
- 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.*

Council has recognised that it faces significant financial sustainability challenges in the General Fund. These challenges focus on the shortfall of funding available for the capital program to fully address asset renewal funding requirements and a shortfall of funding to maintain operational services.

To address these challenges Council intends to apply for a Special Rate Variation and will use the additional rate revenue to:

- bridge the infrastructure renewal funding gap*
- invest additional funds in operational service delivery*

Should Council resolve to proceed with the Special Variation to rate income, it will change the Council's Long Term Financial Plan. Further details, including draft financial scenarios in the Long Term Financial Plan, will be made available on the Council website on its SRV webpage using the following link: www.blayney.nsw.gov.au/srv or the below QR code.



Operational Budget Summary

The 2023/24 budget has taken the following areas into account:

- ▶ The current financial outlook;
- ▶ The activities contained in the Delivery Program 2022-2026, 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 detail on the above areas is contained in the Revenue Policy section within this document and Council's Resourcing Strategy, which includes the Long-Term Financial Plan. The 2023/24 budget includes a consolidated operating deficit of almost \$1 million with the following fund results:

Fund	Surplus / (Deficit) ('000)
General Fund	(\$1,270)
Sewer Fund	\$194
TOTAL	(\$1,076)

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.

The 2023/24 Capital Budget includes approximately \$8.68 million worth of infrastructure projects including scheduled and ongoing asset renewal investment.

Many projects are partially funded through State and Commonwealth funding grants, allowing Council to undertake major projects that will protect and grow our region. These projects are governed by the terms of the grant 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'. A summary of the Capital Budget by fund is shown below:

Fund	2023/24 Budget ('000)
General Fund	\$10,718
Sewer Fund	\$784
TOTAL	\$11,502

Executive Services

The General Manager's office is responsible for all aspects in relation to the management and leadership of the organisation. The General Manager must efficiently and effectively manage the organisation and without undue delay implement the decisions of the Council.

In particular, the General Manager is responsible for ensuring that Council meets all legislated compliance and reporting requirements including the IP&R framework.

Executive Services supports the elected body of Councillors who represent the diverse interests of the town, villages, rural and business communities of the Shire. Budgets are allocated to ensure Councillors are able to undertake their civic duties effectively.

The Blayney Shire Community Strategic Plan and Resourcing Strategy are undertaken as part of the Integrated Planning and Reporting framework.

Human Resources

Council's Human Resources (HR) division coordinates and administers all aspects of the Council's human resources including:

- ▶ Human Resource Strategy
- ▶ Workforce Planning
- ▶ Recruitment
- ▶ Employee Training and Development
- ▶ Performance Management
- ▶ Compliance with statutory requirements
- ▶ Leadership Development
- ▶ Equality & Diversity Management
- ▶ Work-Life Balance
- ▶ Industrial and Employee Relations
- ▶ Workers Compensation & Injury Management
- ▶ Work, Health & Safety & Welfare
- ▶ Employee Assistance Program

HR is an internal service provider with a strong focus on ensuring that Council has the people and performance capabilities necessary to fulfil its corporate objectives.

HR aims to provide quality and timely information and support services in all aspects of Council's HR function.

Council's annual training budget is developed by HR, in consultation with relevant departmental Directors and Managers to ensure that Councillors and staff are suitably trained and skilled to proactively deliver the full range of services that Council provides to its community and other stakeholders.

A key document that is prepared by HR is the Workforce Management Plan, which forms part of the Resourcing Strategy.

Risk

The WHS & Risk Coordinator facilitates the development, review and implementation of Council's Risk Management Strategy and processes. This includes leading and encouraging a culture of risk awareness across all aspects of Council's operations. A part of Council's Risk Management is the development, implementation and review of Work Health and Safety (WHS) programs, policies and procedures to ensure continuous improvement and compliance with WHS Legislation.

Council is a member of Statewide Mutual and participates in their risk management program. Council participates in statewides improvement program which enables Council to implement Risk Management initiatives to reduce Council's exposure to risk.

The StateCover WHS financial incentive is provided to Council to fund improvements in WHS performance particularly in areas identified by the StateCover Self-Audits and reviews. Council receives a participation incentive bonus and rebates based on claims experience.

Incentive bonus improvement rebates for this forecast period will be subject to the current economic conditions and Council satisfying any performance criteria required to be met. Rebates received are for the provisions of improvements within Council on Risk and WHS matters.

Administration & Customer Service

Council's Administration and Customer Services team is responsible for the provision of support to departmental staff within Council. It is also responsible for ensuring that the organisation meets statutory reporting requirements and the delivery of efficient and effective customer services to both Council and the community.

These services include the provision of:

- ▶ First point of contact customer enquiry services including prompt and accurate cashier services encompassing receipt of payments for rates, debtors, development applications, certificates and miscellaneous payments;
- ▶ Secretarial support, incorporating compilation of meeting agendas, minute taking, preparation of correspondence and draft reports;
- ▶ Document control and record keeping including scanning, registration and allocation of all correspondence to responsible staff; and
- ▶ Access to Council information services.

Finance

Council's Finance team is responsible for the management of all financial aspects of Council's business. This includes daily functions such as accounts payable, accounts receivable, rating, payroll, general ledger administration, cash management, investment management, and tax compliance (GST and FBT). In addition, there are a number of major projects undertaken including the preparation of Council's Budget, Long Term Financial Plan, Financial Statements, Quarterly Budget Review Statements and other Integrated Planning and Reporting Framework requirements.

Finance is a support function for the Council team and is essential in ensuring that the provision of services by Council is cost effective, efficient, and financially sustainable in the long term. Finance is also responsible for aspects of financial governance and is the principal contact for both internal and external audit.

Information Technology

Council's Information Technology (IT) team provides a professional service that supports the needs of staff and Councillors to deliver the IT Strategic Plan and functions within the allocated budget.

This includes cyber security, telephone, software licensing, hardware, mobile devices, internet services and infrastructure renewal. Third party IT consultants are engaged to deliver various projects including infrastructure upgrades, external websites, telephone and GIS services.

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 for completion, in consultation with the 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.

Tourism

Council reviewed and adopted the Orange Region Destination Management Plan which aims to promote Blayney Shire as part of the Orange Region to grow the local and visitor economy.

Council funds a Manager Tourism and Communications 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 local residents, 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. Taking a leadership role and sharing expertise, building relationships and capacity of local business and operators to further develop the area.

Our goal is to support an overall Destination NSW objective to increase the number of visitors and extend the length of visitor nights in the local area, region and in NSW. 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, Orange 360, Central NSW Tourism, Destination Network Central West, Destination NSW and tourism industry associations.

Ongoing tourism promotions and marketing includes social media (Facebook and Instagram), Australian Tourism Data Warehouse listings, e-newsletters, media relations, advertising, marketing material such as posters, flyers, brochures, tourism videos, maps, banners, tourism billboards, community notice boards, tourism infrastructure including village beautification, TASAC and navigational signage, promotions, events and workshops.

Regional partnerships and membership opportunities help to broaden promotional reach to drive the visitor economy and achieves economies of scale. Connections to industry groups, neighbouring Councils, Government Agencies, Central West Business HQ, Arts OutWest and the Regional Tourism Network Destination Country and Outback NSW.

Council is a member of regional tourism groups including Central NSW Tourism which covers 10 Local Government Areas across the Central West.

Blayney Shire Council is committed for 4 years from 2020 to contribute to the destination marketing organisation for the region. Orange360 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 the level of activity they enjoy during their stay.

Council also supports the Blayney Shire with community development activities, event management, financial assistance and promotions of key civic events.

Blayney Shire Council has a Tourism Development Fund which provides support to both not-for-profit entities and local businesses to host events, produce marketing projects and create tourist attractions aimed to promote and grow the visitor economy in the Blayney Shire.

Blayney Shire Visitor Information Centre

Blayney Shire Council works with a team of volunteers from the Blayney Arts & Crafts Council to oversee and manage community and visitor information services at 'The Cottage' at 97 Adelaide Street, Blayney.

Council supports volunteers with training, marketing material, information sheets, flyers, souvenirs, insurance costs and general support to help promote Blayney and its historic villages. Council supports the volunteer activities of the Information Centre (VIC) and maintains the building and grounds at The Cottage.

The Blayney Shire Visitor Information Centre is also leased, in part, to a local commercial café operation.

Blayney Shire Community Centre

The Community Centre is a multipurpose, fully accessible function centre used for a variety of events including weddings, balls, school and sporting events, meetings, conferences, training and exhibitions. The facility can accommodate a range of different events up to 400 people. Facilities include a commercial kitchen, bar facilities, toilet amenities, stage and dance floor, audio/visual and Grand Piano.

The Community Centre may be configured into two separate meeting rooms (Chambers and Cadia Room) or half hall (Stage Room), if required. Wi-Fi is available to conference and event hirers. Off street car parking is also available.

The Community Centre is regularly booked by various businesses, government agencies, community groups, schools, sporting groups and individuals.

Blayney OOSH Services

After School Care or Out of School Hours (OOSH) service is operated in the Blayney Shire and 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 contribution of \$5,000 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 Child Care Subsidy and administration charges from parents.



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 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.

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

Youth Development

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

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

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

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





CentrePoint Sport & Leisure Centre

Significant upgrades have occurred in recent years to the Blayney CentrePoint Sport and Leisure Centre (CentrePoint). A \$4.8 million aquatic upgrade to renew the swimming pools, associated plant infrastructure and amenities was completed in 2020. This was followed by Stage 2 works of \$1.8 million in 2021 aiming to make the facility more environmentally sustainable and save on operating costs.

Blayney Shire now hosts one of the most modern and accessible aquatic facilities in regional NSW. The facility is fast becoming a destination, attracting patrons from Blayney, its villages and the wider region.

In 2020 Council appointed YMCA to provide the operational management of the facility with an option for 2021/22. YMCA have provided industry specialist guidance and expertise in managing leisure and aquatic facilities.

In 2022 Council resolved not to invite tenders for the operational management of CentrePoint due to extenuating circumstances (COVID 19 public health order impacts and stage 2 roof closure impacts) and to extend the current Management Agreement with YMCA, for a period of 2 years until 30 June 2024.

Sports and Oval Facilities

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

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

Facility	Service Description	Amenities and Facilities provided	What Council is responsible for	Annual Cost	Council Subsidy
King George Oval Blayney	Premier	<p><i>Weekly</i></p> <ul style="list-style-type: none"> ▶ Turf wicket ▶ 2 Grandstands ▶ Track and Field facilities ▶ Lighting ▶ Scoreboard ▶ Canteen ▶ Toilets ▶ Change Rooms 	<p><i>Weekly</i></p> <ul style="list-style-type: none"> ▶ 2 irrigated fields – Summer period ▶ Mowing ▶ Ground preparation ▶ Line marking ▶ Irrigation inspection and maintenance ▶ Toilets / Change rooms cleaning <p><i>Daily</i></p> <ul style="list-style-type: none"> ▶ Toilet cleaning (main toilet block) <p><i>Annual</i></p> <ul style="list-style-type: none"> ▶ Soil amendments (Fertilizer / Top-dress) 	\$158k	93.6%
Redmond Oval Millthorpe	Premier	<ul style="list-style-type: none"> ▶ Lights ▶ 1 irrigated field ▶ Synthetic wicket ▶ 2 Practice nets ▶ Lighting ▶ Canteen ▶ Toilets ▶ Change Rooms ▶ BBQ's ▶ Playground ▶ Beginner and Advanced Skate Park ▶ 2 Tennis Courts ▶ Exercise equipment 	<p><i>Weekly</i></p> <ul style="list-style-type: none"> ▶ Mowing ▶ Ground preparation ▶ Line marking ▶ Irrigation inspection and maintenance ▶ Change rooms <p><i>Daily</i></p> <ul style="list-style-type: none"> ▶ Toilet cleaning <p><i>Generally serviced weekly, more subject to booked events</i></p> <p><i>Annual</i></p> <ul style="list-style-type: none"> Soil amendments (Fertilizer / Top-dress) 	\$112k	94.6%

Facility	Service Description	Amenities and Facilities provided	What Council is responsible for	Annual Cost	Council Subsidy
Napier Oval Blayney	Main	<ul style="list-style-type: none"> ▶ 2 irrigated fields ▶ Synthetic wicket ▶ Lighting ▶ Toilets/Change Rooms 	<p><i>Weekly</i></p> <ul style="list-style-type: none"> ▶ Mowing ▶ Ground preparation ▶ Line marking ▶ Irrigation inspection and maintenance ▶ Toilets / Change rooms cleaning <p><i>Fortnightly</i></p> <ul style="list-style-type: none"> ▶ Toilets / change rooms cleaning <p><i>Generally serviced fortnightly, more subject to booked events and season</i></p>	\$51k	98.5%
Dakers Oval Blayney	Main	<ul style="list-style-type: none"> ▶ 1 field ▶ Synthetic Wicket ▶ 3 practice nets ▶ Toilets/Change Rooms 	<p><i>Monthly</i></p> <ul style="list-style-type: none"> ▶ Mowing ▶ Ground preparation <p><i>Weekly</i></p> <ul style="list-style-type: none"> ▶ Toilets / Change rooms cleaning <p><i>Generally serviced fortnightly, more subject to booked events and season</i></p>	\$35k	98.2%
Blayney Showground	Main	<ul style="list-style-type: none"> ▶ 1 irrigated field ▶ Multiple playing fields ▶ Toilets ▶ Showers ▶ Canteen ▶ Kitchen ▶ Harness racing track ▶ Pavilion Area ▶ Stables ▶ Central West Equestrian and Livestock Centre encompassing: <ul style="list-style-type: none"> – Covered equestrian and livestock arena – Outdoor dressage / equestrian arenas – Various equine and agricultural show facilities 	<p><i>Fortnightly / Monthly</i></p> <ul style="list-style-type: none"> ▶ Mowing ▶ Ground preparation ▶ Line marking ▶ Irrigation inspection and maintenance <p><i>Weekly</i></p> <ul style="list-style-type: none"> ▶ Toilets cleaned ▶ Equestrian arena preparation on an as needs basis <p><i>Bi monthly</i></p> <ul style="list-style-type: none"> ▶ Mowing and inspections main surrounds/livestock and equestrian areas <p><i>Yearly</i></p> <ul style="list-style-type: none"> ▶ Maintenance to trotting track surface <p><i>Generally serviced monthly, more subject to booked events and season</i></p> <p><i>Equestrian arena preparation on an as needs basis.</i></p>	\$130k	86.9%

Facility	Service Description	Amenities and Facilities provided	What Council is responsible for	Annual Cost	Council Subsidy
Carcoar Sportsground	Local	<ul style="list-style-type: none"> ▶ 1 field ▶ Lighting ▶ Toilets ▶ Change Rooms ▶ Multi-purpose court ▶ Playground ▶ BBQ 	<p><i>Weekly</i></p> <ul style="list-style-type: none"> ▶ Toilets cleaned <p><i>Monthly</i></p> <ul style="list-style-type: none"> ▶ Mowing <p><i>Generally serviced monthly, more subject to season, line marking dependent upon booked events</i></p>	\$40k	98.7%
Lyndhurst Recreation	Local	<ul style="list-style-type: none"> ▶ 1 field ▶ Synthetic wicket ▶ 2 Practice nets ▶ Multi-purpose court ▶ Playground ▶ Toilets ▶ Canteen ▶ Dump Point ▶ BBQ 	<p><i>Weekly</i></p> <ul style="list-style-type: none"> ▶ Toilets cleaned <p><i>Monthly</i></p> <ul style="list-style-type: none"> ▶ Mowing ▶ Dump Point emptied when required <p><i>Generally serviced monthly, more subject to booked events</i></p>	\$45k	99%

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.





Parks and Open Spaces

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

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

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

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

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

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

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

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

Town or Village and Service Regime

Location	Cleaning and Maintenance	Parks and Open Space	Playgrounds	Public Toilets and/or BBQs
Blayney	Daily			▶ Heritage Park ▶ Carrington Park
	Weekly	▶ Heritage Park ▶ Carrington Park ▶ CentrePoint ▶ Hobbys Yards Road ▶ Council office precinct ▶ Goose Park ▶ Belubula River Walk ▶ Blayney Tennis Court Surrounds	▶ Heritage Park ▶ Carrington Park	
	Monthly	▶ Albert Cook ▶ Innes Park ▶ Gilchrist Street ▶ Billy Soo ▶ Church Hill ▶ Frog Hollow ▶ Medway Street ▶ Cowra Road ▶ Bathurst Road ▶ Orange Road ▶ Industrial Area ▶ Depot ▶ Presidents Walk		
Millthorpe	Daily			▶ Redmond Oval ▶ Railway Station
	Weekly	▶ Mill Green ▶ Redmond Oval	▶ Redmond Oval	
Neville	Weekly	▶ Memorial Park	▶ Memorial Park	▶ Memorial Park
Newbridge	Weekly	▶ Showground	▶ Showground	▶ Showground
Barry	Weekly	▶ Community Hall	▶ Community Hall	▶ Community Hall
Mandurama	Weekly	▶ Recreation Ground	▶ Recreation Ground	▶ Recreation Ground
Carcoar	Weekly	▶ Sportsground ▶ Kurt Fearnley ▶ RFS Fire Shed ▶ River Park ▶ Pound Flat	▶ Sportsground ▶ RFS Fire Shed	▶ Sportsground ▶ Kurt Fearnley ▶ RFS Fire Shed
Lyndhurst	Weekly	▶ Capital Park ▶ Recreation Ground	▶ Capital Park	▶ Capital Park ▶ Recreation Ground



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 the road classification and condition hierarchy and service level.

Council uses a 6 level road hierarchy based on the Local Government Functional Road Classification (Institute of Public Works Engineering Australasia), which determines the road class 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.

Council's Road Hierarchy, Renewal and Maintenance Policy sets the framework outlines Council's levels of service for road renewal and maintained activities.

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 340km of sealed Local Roads in Blayney Shire, the major ones being Forest Reefs Road, Vittoria Road, Mandurama Road, Newbridge Road, Barry Road, Moorilda Road, and Browns Creek Road. In 2019/20 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 2023.

The pavement conditions within Council's sealed road network assessed in late 2019 were as follows:

Rating	What does this mean	% of Road Network	Total km
1	As New: New or recently constructed pavement.	28.4	95.5
2	Good: Requires only minor maintenance (pot hole patching) plus planned maintenance (drainage).	65.4	220.4
3	Fair: Requires ongoing significant maintenance (heavy patching / sealing)	5.0	17.1
4	Poor: Significant renewal (structural rehabilitation / extensive heavy patching) required and sealing.	1.0	3.4
5	Very Poor: Requires full rehabilitation / reconstruction drainage and seal).	0.2	0.5

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

Rating	What does this mean	% of Road	
		Network	Total
1	As New: New or recently placed seal.	70.4	236.2
2	Good: Requires only minor maintenance (pot hole patching)	16.1	54
3	Fair: Requires ongoing significant maintenance (pot hole patching) and resealing required in short term.	6.3	21.7
4	Poor: Significant renewal (new seal) required	4.8	16
5	Very Poor: requires full rehabilitation. Likely to require pavement rehabilitation also).	2.4	7.9

The condition assessment is programmed to be undertaken again as part of the 2023/24 Operational Plan, and on a three 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 will review 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
- ▶ Strategic 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

In 2023/24, Council has allocated funding for the works as disclosed in the Capital Expenditure Program section of this document.

Local Roads – Unsealed

Council has full responsibility over Local Unsealed Roads, with funding sources including the Federal FAG’s Roads Component, Federal Roads to Recovery funding and Council Rates. There is 346km 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 capital works program of sealing those unsealed roads which have been determined as strategically significant is generally funded from the NSW Government Grants.

The sealing of unsealed urban roads is not considered in the Roads Strategy, but annually by Council on a case-by-case basis.





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

Council allocates funding on an annual basis for the maintenance grading of unsealed roads and gravel re-sheeting. This money is predominately utilised for the gravel re-sheeting works across the network and Council is able to deliver approximately 22 kilometres of gravel re-sheeting and 346 kilometres of maintenance grading throughout the year. Council commits one full time Road Maintenance crew, which includes a Grader, Roller, Water Cart and Traffic Control support as required.

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

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

Regional Roads

There are 44.2km of Regional Roads of which the maintenance, and repair is funded by the NSW Government and some contribution from Council. These roads are the arterial roads between regional centres, and heavy freight routes. Council's Regional Roads are Hobbys Yards Road, Belubula Way, Marshalls Lane and Gerty Street (serving the intermodal facility).

Council receives contributions for these roads which cover a large proportion of the required expenditure, with Council funding the balance, for maintenance on these roads. This money covers pothole patching, slashing, sign and guidepost maintenance, heavy patching, reseals, and contributes to larger reconstruction projects.

There is also an annual competitive funding program for reconstruction projects. Council submits proposals to this program in most years with funding awarded based on a value system.

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

State Roads

Council does not maintain the State Roads within the Blayney Shire Council area. Both the Mid-Western Highway, and Orange Road are managed and maintained by Transport for NSW.

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.

Footpaths

Council maintains a 39km network of footpaths and shared paths, which increased by 1.9kms over the last year. Minor maintenance repairs include; concrete grinding, minor slab replacements (generally less than 2 metres) 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 whole 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). Maps of each village and town identifying strategic projects are presented in Council's long term Active Movement Strategy.

Asset Management

The Assets section 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 sections work 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.



Sewerage Services

Blayney Shire Council has sewerage networks in both Blayney and Millthorpe. These systems currently service a population of approximately 4,000 people.

It is the Council's responsibility to ensure both human health and the environment are protected from wastewater produced through our sewerage system. The NSW Environmental Protection Authority (EPA) require Council to have a licence to enable discharge of the sewage to the environment. However, the sewage must go through a treatment process and meet key criteria prior to discharge into the environment. The EPA Licence outlines the criteria the treatment process and the locations for discharge.

The Blayney Sewerage Treatment Plant (STP) is located on the southeastern outskirts of Blayney on Hobbys Yards Road. The STP receives sewage from both Blayney and Millthorpe sewerage networks. On an average dry day, the STP treats approximately 800 kilolitres.

The original STP was constructed in 1966 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 1989, with a capacity to extend to 7,000 EP. The STP fully treats all predicted inflows to comply with the EPA licence targets, and has excess capacity based on future design load.

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. Council, under an agreement previously supplied treated effluent to Newcrest, however in 2019 this agreement ceased and Council redeveloped the old wetlands to further treat the effluent before discharging to the Belubula River. Council now has a recycled water treatment plant that further processes the treated effluent and provides recycled water for construction purposes and irrigation water to Napier and King George Ovals.

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

In 2014, Council completed a Strategic Business Plan (SBP) for the sewerage services of the Shire. This plan helps to identify the level of service, management and financial planning to operate and maintain the sewerage network. The SBP identifies a 30 year Capital Works Program to renew ageing infrastructure. The SBP was programmed for review in 2018/19, however is now to be undertaken in 2023/24.

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 3,071 premises (both domestic and commercial) throughout the Shire. An annual Bulky Waste collection is also provided to the properties that have the WCS. The WCS is provided to Blayney and all villages throughout the Shire and rural premises along the collection runs between each village and is currently contracted to JR Richards until April 2026.

Council must meet all environmental compliance standards and guidelines for all waste facilities and collection services which is licenced and regulated by the NSW Environmental Protection Authority (EPA).

Council is 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.

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.

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 2022, Council received, assessed and determined, 187 applications with a combined value of \$47.2m.

During 2022, Council responded to 505 preplanning enquires and issued 352 planning certificates; 133 drainage diagrams and 53 outstanding notices.

The Planning & Development team are also responsible for strategic planning. Strategic Planning 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.



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 liaison with funeral directors in relation to these cemeteries.

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

Cemeteries cared for and maintained by Council include Blayney, Millthorpe, Carcoar, Lyndhurst, Hobbys Yards, Neville and Newbridge. Council also maintains Shaw cemetery that is no longer in service.

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 has been a part of the NSW Food Regulation Partnership which was introduced in NSW in 2003. 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

Priority Weeds

Upper Macquarie County Council are responsible for weed control and management in the Blayney Shire. Upper Macquarie County Council is a single purpose local government authority, established by the 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.

Contributions to Emergency Services

Blayney Shire Council contributes to the 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.

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 other donations to an organisation or event under delegated authority, provided the donation is consistent with the guidelines, within budget and reported to Council via the next available Financial Assistance Committee meeting.

- b) One-off financial assistance. This assistance is provided for projects involving the construction, maintenance or repair of community facilities, purchase of equipment, or organising and conducting of local events and functions. In each case having demonstrated broad community benefit and support. Under this category community organisations are eligible to receive Council funding via a competitive submission process. Applications are called in November and May via a public notice published in the local newspaper and on Council's website / social media channels.

- c) Flagship Funding. An amount of up to \$25,000 is set aside to provide financial assistance for a major project(s) to be undertaken by a community group(s). Partial matching funding (in cash or kind) is desirable for major project(s). This will usually entail capital works such as ground works, building construction, building repairs, refurbishment or renovation, and/or major equipment purchases. Funding for such a project is non-recurrent and is subject to the applicant entering into a management agreement for the facility with Blayney Shire Council or the Crown with Council's support. Applications are called in November and May via a public notice published in the local newspaper and on Council's website / social media channels.

Council has budgeted \$145,000 towards the Community Financial Assistance Program. An amount is allocated per the following table of financial assistance for 2023/24 while the balance is proposed for distribution in the 2 rounds to be offered in 2023/24.

Community Financial Assistance Program – 2023/24

The below legend relates to the types of assistance proposed.

Legend

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



Insurance Assistance

Recipient	Type	Contributions
Lyndhurst Soldiers Memorial Hall	I	1,230
Newbridge Progress Association	I	930
Milthorpe School of Arts	I	1,150
Blayney Shire Arts & Craft Inc.	I	770
Hobbys Yards Community Association	I	1,170
Blayney Shire Community Mens Shed (50% contribution)	I	430
Milthorpe & District Historical Society	I	580
Barry Progress Association	I	750
Carcoar Community Association	I	780
		\$7,790

School Awards & Sporting Related Assistance

Recipient	Type	Contributions
Milthorpe Primary School	A	100
St Joseph's Primary School Blayney	A	100
Blayney Public School	A	100
Blayney High School	A	100
Carcoar Public School	A	100
Neville Public School	A	100
Lyndhurst Public School	A	100
Sporting Related Financial Assistance	A	1,000
		\$1,700

Rates And Charges Contributions

Recipient	Type	Contributions
Carcoar Dam Sailing Club Incorporated	RW	560
Carcoar Historical Society	RW	935
Hobbys Yards Hall	RW	760
Mandurama CWA	RW	745
Stringybark Craft Cottage/ Gladstone Hall	RW	940
Tallwood Hall	RW	925
Orange RSL (Blayney RSL Hall)	RSW	1,945
Millthorpe CWA	RSW	2,015
Carcoar School of Arts	RW	895
Lyndhurst Soldiers Hall	RW	805
Millthorpe & District Historical Society	RSW	4,990
Millthorpe School of Arts	RSW	2,345
Anglican Church Blayney	S (50%)W	430
Anglican Church Millthorpe	S (50%)W	500
Catholic Church Blayney	S (50%)W	430
Catholic Church Blayney (Old Church)	W	192
Presbyterian Church Blayney	S (50%)W	495
Uniting Church Blayney	S (50%)W	495
Uniting Church Millthorpe	S (50%)W	495
Neville Hall Trust	W	192
Mandurama Public Hall Reserve	W	192
St Andrews Presbyterian Church – Mandurama	W	60
St Davids Presbyterian Church – Moorilda	W	60
Neville Presbyterian Church – Neville	W	60
St Pauls Carcoar Community Facility	W	192
Carcoar P&H Society	W	60
Carcoar Historic Reserve Trust (Carcoar Courthouse)	RW	1,038
		\$22,751



Community Events/Cultural Activities

Recipient	Type	Contributions
Lifeline Central West	O	500
Bathurst Broadcasters (Blayney Sports Awards)	O	1,000
CWA - Central West Group - Schools Public Speaking Competition	O	300
Blayney Shire Community Mens Shed (Licence rental)	O	570
Lyndhurst RSL - Anzac Day (Band)	E	700
Lyndhurst RSL - Remembrance Day (Band)	E	200
Textures of One Acquisitive Prize	E	1,000
Newbridge Arts Festival Acquisitive Prize	E	1,000
Blayney Community Baptist Church (Carols at Carrington)	E	1,000
Newbridge Progress Association (Winter Solstice - Portaloo hire)	E	1,950
Carcoar Hospital Museum (Down to Earth Gardening Expo - Seats)	E	300
Carcoar P&H Association (Mowing & Waste Services - Show)	E	1,900
Blayney A&P Association (Waste Services)	E	670
Newbridge Winter Solstice (Waiver of Council services)	E	1,570
Neville Showground Trust (Mowing services - Show)	E	1,780
Neville Showground Trust (Mowing services - Horse Sports event)	E	1,780
Millthorpe Markets (2 events - Waiver of Council fees)	E	2,000
MillFest (Waiver of Council fees)	E	1,760
Millthorpe Fire Festival (Waiver of Council fees)	E	920
Orange RSL / Lyndhurst RSL (Traffic Management)	E	4,900
Bathurst Old Boys Rugby Union (Carcoar Sportsground)	E	486
St Josephs Primary School - Grandparents Day (Comm. Centre hire)	E	192
Can Assist Annual Fundraiser (Community Centre hire)	E	305
Can Assist (Meeting venue hire)	E	594
Blayney Shire Arts & Craft Inc. (Meeting venue hire)	E	594
Probus Club of Blayney (Meeting venue hire)	E	594
Heritage Schools Art Show (Meeting venue hire)	E	576
Blayney Woolcraft and Hobby Group (Meeting venue hire)	E	1,080
Blayney Red Cross (Meeting venue hire)	E	594
Blayney Local and Family History Group (Meeting venue hire)	E	594
Blayney A&P Association (Meeting venue hire)	E	594
Inner Wheel Club of Blayney Inc. (Meeting venue hire)	E	594
Blayney Floral Art & Garden Club (Meeting venue hire)	E	162
		\$32,759

TOTAL **\$65,000**

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

▶ Tourism Events Development Fund	\$10,000
▶ Youth Week Grants Program	\$ 5,400
▶ Heritage Assistance Fund	\$12,000

FRAMEWORK

Community Strategic Plan (CSP)

The Community Strategic Plan (CSP) is a community document with priorities and aspirations for the future of the Shire for the next 10 years.

The vision established for Blayney acknowledges our communities; of the town, villages and settlements as supportive and welcoming to those who live here and also those who visit. With beautiful and productive landscape, a showcase of how agriculture, mining and industry can work together for the greatest good. An area where there is both space and time to make and live your dreams!

Sourced from local level Town and Village Community Plans, Council's Local Strategic Planning Statement, Settlement Strategy, Sports and Recreation Masterplan, Active Movement Strategy, many other Council strategic planning documents and the 319 respondents to our Council Services survey in 2021, the collective aspirations and objectives are grouped into a number of overarching strategies categorised under the themes of:

1. Maintain and Improve Public Infrastructure and Services
2. Build the Capacity and Capability of Local Governance and Finance
3. Diversify and Grow the Blayney Shire Local and Visitor Economy
4. Enhance facilities and networks that support Health and Wellbeing of the Community, Sport, Heritage and Cultural interests
5. Protect Our Natural Environment

The CSP essentially addresses four key questions for the community:

- ▶ Where are we now?
- ▶ Where do we want to be in ten years' time?
- ▶ How will we get there?
- ▶ How will we measure success?

The CSP, belongs to the community and is endorsed by Council to address civic leadership, social, environmental and economic issues.

It is important to note that while Council is the custodian of the CSP, it may not be responsible for the delivery of all the activities the Plan identifies. To this end, the CSP identifies what role Council plays and how other partners such as State agencies, non-government organisations, business partners and community groups may be included.

Projects which Council has a role in delivering are found in the Delivery Program with specific timeframes, and responsibilities which are actioned by specific projects and delivered services/programs/activities in the Operational Plan. At the end of each Council term a report is prepared by Council to the community which examines what progress has been made towards the achievement of outcomes identified in the CSP.

Our Vision

A busy, vibrant and thriving rural shire – a friendly and open place where people choose to live with a strong sense of community spirit and cohesiveness. With positive population growth, employment opportunities, increased diversity of industry and economic growth, Blayney Shire's township, villages and settlements will be dynamic and prosperous, welcoming those who live here and also those who visit. Our families and homes will continue to be safe within our caring and inclusive communities.

Irrespective of ability we will all enjoy the outdoors and facilities, improving our health and lifestyle whilst participating in a range of sporting and recreational activities. Growth will be achieved in a sustainable manner with industry, coexisting with productive farming land, open space, protecting the environment and restoring as a feature our built and natural heritage.

As the quintessential rural shire with Indigenous and European settlers influencing our architecture, agricultural and mining heritage we will celebrate our history, culture and rural lifestyle in style. As a picturesque, conveniently located area of the beautiful Central West of NSW we are a significant contributor to the visitor economy of the region; with a creative and artistic culture, food and wine, historic villages and four seasons. Blayney Shire will be engaged, proactive and acknowledged for undertaking major projects and delivering valuable services, collaborating at a regional, state and national level.

Our Values

The people who live in Blayney Shire are friendly, hardworking, loyal and very community focused.

With a generosity of spirit and willingness to welcome visitors and new residents, the residents, business and industry will unite and rally together to assist families in need. We support diversity of interests, backgrounds and access to public amenities and services for all residents on an equitable and shared basis.

We are resourceful; our innovative thinking and competitive spirit supported by the contribution of volunteers working together collaboratively and sharing resources has produced great outcomes.

We back ourselves and look forward positively and strategically with a can do attitude. We ask questions and expect transparency, balance, equity and accountability of our local, state and federal governments.

Most importantly we value honesty and respect for each other, our natural and built heritage and our valuable resources as we strive to achieve our future directions for our local villages and town within the shire and the whole region. We will make informed decisions by consulting and engaging with stakeholders whilst considering environmental, social and economic impacts.

BLAYNEY SHIRE COUNCIL Future Directions

Every 4 years 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:



Maintain and Improve Public Infrastructure and Services



Build the Capacity and Capability of Local Governance and Finance



Promote Blayney Shire to grow the Local and Visitor Economy



Enhance facilities and networks that supports Community, Sport, Heritage and Culture



Protect Our Natural Environment

Introduction – What is the Delivery Program?

The **Delivery Program 2023/24-2026/27** is one layer of the Integrated Planning and Reporting framework that all NSW Councils must develop to meet the requirements of the Local Government Amendment (Planning and Reporting) Act 2009. 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.

Introduction – What is the Operational Plan?

The Operational Plan 2023/24 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.

This three tiered process ensures that there are clear links between the long term goals of the community and the activities of Council.

The diagram below demonstrates their linkages:





FUTURE DIRECTION 1

Maintain and Improve Public Infrastructure and Services

Strategic Objectives/Strategies	Actions
1.1 Plan and develop integrated transport networks, providing choices that enable people and freight to move and travel, in a safe, accessible and efficient manner	
<p>Sealed roads and unsealed roads, bridges and culverts will be maintained in accordance with agreed service levels</p> <p>Deliver the Blayney Shire Roads Strategy</p> <p>Lobby and advocate for the re-opening of the Blayney-Demondrille Railway Line</p> <p>Deliver the Active Movement Strategy priorities to provide safe and accessible connecting pathway networks</p> <p>Plan for future transport and road infrastructure to service future needs</p>	<p>Maintain Transport infrastructure in accordance with Road Hierarchy, Renewal and Maintenance Policy and the Pathways in accordance with Councils' Pathway Hierarchy, Standard and Maintenance Policy.</p> <p>Develop and implement a Bridge and Culvert Renewal and Maintenance Policy.</p> <p>Prioritise road rehabilitation and upgrade works in line with the Blayney Shire Roads Strategy.</p> <p>Deliver heavy patching, culvert renewal, initial sealing, resealing and gravel resheeting programs in accordance with budgetary allocations.</p> <p>Undertake reconstruction and rehabilitation on Forest Reefs and Hobbys Yards Roads in accordance with budgetary allocations.</p> <p>Undertake construction of Belubula River Walk Stages 3 and 4, pathways in Trunkey Street, Newbridge, <i>Coombing Street</i>, Carcoar, Elliott Street, and <i>Glenorie Road</i>, Millthorpe, and pathways within the King George Oval Pedestrian Project</p> <p>Attendance at and involvement in advocacy activities.</p>
1.2 The Blayney health service; medical centres, aged care providers, primary and ancillary support and emergency service agencies provided in the Shire meet the future needs of the community	
<p>Advocate to both NSW and Federal Government Ministers of Health, to ensure that Aged Care Services are maintained in Carcoar (Uralba) and Blayney (Lee Hostel), and the Blayney Health Services Clinical Services Plan is delivered</p> <p>Provide support for emergency management in Blayney Shire in accordance with State Emergency and Rescue Management (SERM) Act</p> <p>Advocate to NSW Police and Emergency Services agencies for appropriate service levels.</p>	<p>Attendance at and involvement in advocacy activities.</p> <p>Provide oversight of construction of new RFS Station Blayney and refurbishment of Blayney Fire and Rescue Station, facilitate meetings with zone commanders and local brigade captains</p> <p>Chair the Local Emergency Management Committee.</p> <p>Participate in the development and implementation of the Blayney Shire Local Emergency Management Plan.</p> <p>Attendance at and involvement in NSW Police Chifley District Command and other emergency services agencies meetings.</p>

Strategic Objectives/Strategies	Actions
1.3 The community is provided with access to quality lifelong education and training	
<p>Advocate on behalf of the community to Government to support accessible quality local education</p> <p>Work with registered training organisations, key business and employment service agencies to support traineeships, trade apprenticeships and skills development</p>	<p>Attendance at and involvement in advocacy activities.</p> <p>Engage with Schools Infrastructure NSW.</p> <p>Appoint Council Delegate to the Skillset Board</p> <p>Work with training organisations as opportunities arise to achieve national recognised training outcomes</p>
1.4 Residents and business have access to reliable utilities, information and communication technologies across the Shire	
<p>Lobby the Federal Government for improved internet and mobile phone access to all our villages to facilitate growth</p> <p>Investigate and support emerging communication technologies that support our community</p> <p>Ensure appropriate utility services (electricity, gas, water) are available in the Blayney Shire</p>	<p>Attendance at and involvement in advocacy activities.</p> <p>Support applications for funding for improved communications infrastructure, as required.</p> <p>Utilise smart technology and expand Council smart hub systems</p>

Legend:

Green Italic Font: *Action completed in 2022/23.*

Black Font: Action proposed.

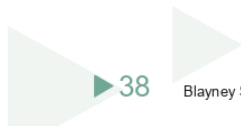




FUTURE DIRECTION 2

Build the Capacity and Capability of Local Governance and Finance

Strategic Objectives/Strategies	Actions
2.1 Council is recognised as a valuable partner with government and private business stakeholders	
<p>Meaningful two-way communication and engagement between NSW and Federal Governments, regional organisations, business, industry, stakeholders and communities of interest</p> <p>Provide for the efficient and effective administration of Council</p>	<p>Attendance at and involvement in advocacy activities.</p> <p><i>Develop Implementation Plan to deliver recommendations from Financial Sustainability Review.</i></p> <p>Audit, Risk and Improvement Committee meetings held.</p> <p>Implementation of Strategic Internal Audit Plan.</p> <p>Development of Service Plans and Service Review Framework</p> <p>Pursue partnerships and Grant funding opportunities to deliver projects identified in Asset Management Plans and Integrated Planning and Reporting documents.</p>
2.2 Responsible management practices, delivery of services and renewal of assets across the Blayney Shire	
<p>Identify and implement improvement opportunities to optimise Council's financial sustainability</p> <p>Review Council's financial performance in the Long Term Financial Plan and report against Office of Local Government Financial Performance Ratios</p> <p>Significant Capital Projects are assessed and reviewed prior to lodgment and/or allocation of funding</p> <p>Council is an employer of choice</p> <p>Effective management of land under Council control</p>	<p>Implement Building and Other Structures Asset Management Plan</p> <p>Finalise Financial Sustainability Review</p> <p>Reporting to Audit Risk and Improvement Committee</p> <p>Annual Financial Statements finalised and audited</p> <p>All proposed projects are considered and assessed in accordance with Capital Projects Operating Guideline and / or Capital Expenditure Review Guideline</p> <p>Implement Workforce Management Plan strategies</p> <p>Finalisation of Crown Lands Plans of Management Program</p> <p>Regular meetings with Crown Land</p>



Strategic Objectives/Strategies	Actions
2.3 Town Associations, Village Committees and local organisations are capable, resilient, and involved in decision making about issues that impact their own community	
<p>Facilitate constructive and timely communication between Council and the Town & Village Committees /Progress Associations</p> <p>Continue to support local community infrastructure projects via the Community Financial Assistance Program and Village Enhancement Plan (VEP) allocations</p> <p>Support the development and implementation of improvement projects for the local Halls, School of Arts and other community facilities</p> <p>Work proactively with community groups to support local events</p>	<p>Engagement with town and village communities on priorities for allocation of VEP funding</p> <p>Community Financial Assistance Program funding rounds called biannually and funding allocated.</p> <p>Attendance at and involvement in Orange360 activities.</p> <p>Increase social media presence and interaction with community</p> <p>Facilitation of Event Management Applications and support of event organisers</p>
2.4 The community and ratepayers have confidence in and are engaged with Blayney Shire Council	
<p>Deliver Councils Community Engagement Strategy utilising various channels and methods to enhance community awareness and participation in Council services and decision making</p> <p>Information is delivered effectively and efficiently</p> <p>Encourage sound governance practice and build the capacity and capability of local leaders within community organisations</p>	<p>Review Community Engagement Strategy</p> <p>Review Community Participation Plan</p> <p>Investigate Online Rates Tool</p> <p>Increase e-newsletter distribution list</p> <p>Promote Online Planning and Customer Request platforms</p> <p>Seek training opportunities to build capacity and capability of local leaders</p>

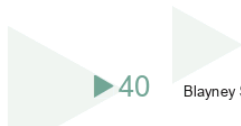




FUTURE DIRECTION 3

Promote Blayney Shire to grow the Local and Visitor Economy

Strategic Objectives/Strategies	Actions
3.1 Promote Blayney Shire to grow the Local and Visitor Economy	
Support the growth of the Shire while preserving productive agricultural land and integrate sustainable industries into the future	Ensure Land Use conflict is minimised and/or mitigated where on or adjoining agricultural lands and operations.
Ensure local planning instruments and strategies support the agricultural sector	Manage the water supply bores in rural locations to provide a secure 'non-potable' supply of water to the Shire
Maintain the availability and quality of water for use in rural areas	Participate in Central NSW Water Utilities Alliance
3.2 A responsible and prosperous mining industry that is engaged with the community, working towards the improvement of the Shire	
Engage and advocate on behalf of the community on the corporate and environmental responsibilities of the mining sector	Attend Community Consultative Committee meetings Attend Mining and Energy Related Councils meetings Advocate to the NSW Government for continuation of the Resources for Regions funding program
3.3 Growing and connected tourism networks that add value to the vision and appeal of our heritage villages and tourism product within the Shire	
Implement the Orange Region Destination Management Plan	Work with Orange 360 to support Orange Region Destination Marketing activities
Work with, and support Orange360 and Central NSW Tourism	Review Blayney Visitor Information Centre operations
Provide support to local businesses and event organisers	Allocate funding through the Tourism Development Program <i>Implement the Reconnecting Regional NSW Community Events Program</i>



Strategic Objectives/Strategies	Actions
3.4 An attractive shire for employment opportunities with industrial, business, tourism and planned housing residential growth	
<p>Implement the Blayney Mainstreet and Millthorpe Village Centre Masterplans</p> <p>Facilitate the development of new residential housing in Blayney and Villages</p> <p>Seek opportunities to build a vibrant local retail and business sector</p> <p>Regularly review and update, planning instruments, strategies and policies</p>	<p>Deliver High Pedestrian Activity Areas in Blayney and Millthorpe.</p> <p>Develop projects and identify funding opportunities for Blayney Mainstreet and Millthorpe Village Centre Masterplan projects</p> <p>Work with stakeholders and partners to identify affordable housing opportunities</p> <p>Support business opportunities</p> <p><i>Review Infrastructure Contributions Plan</i></p> <p>Commence Millthorpe Settlement Strategy Addendum</p> <p>Commence a Planning Proposal to update the Blayney Local Environmental Plan 2012 in response to the Blayney Flood Study (Storm 2022)</p>





FUTURE DIRECTION 4

Enhance facilities and networks that support Community, Sport, Heritage and Culture

Strategic Objectives/Strategies	Actions
4.1 Promote Blayney Shire to grow the Local and Visitor Economy	
Engage with young people to facilitate and progress activities within the Shire	Allocate funding through Youth Week Grants program
Implement the Disability Inclusion Action Plan	Six monthly and annual reporting on outcomes from Disability Inclusion Action Plan
Facilitate engagement of key stakeholders of the local community services sector	Engagement of Disability Inclusion Action Plan Working Group
	Support Blayney Interagency meetings and networks
4.2 Provide facilities that support increased participation in sport and fitness activities	
Sporting events are supported by Council, volunteers and state sporting bodies so that they are coordinated and well resourced	Implement Councils' Parks and Recreation Asset Management Plan
Implement Blayney Shire Sports and Recreation Masterplan to enhance and improve sporting facilities	Deliver sports lighting at <i>Stillingfleet netball</i> , King George Oval facilities, Blayney, and <i>Lyndhurst Recreation Ground tennis court</i>
CentrePoint Sport and Leisure Centre is managed in a manner to maximise patronage and participation in fitness activities	<i>Deliver Redmond Oval, Millthorpe cricket nets upgrade.</i>
	<i>Install new electronic scoreboard at King George Oval, Blayney.</i>
	Deliver carpark improvements at King George Oval, Blayney.
	Review the Blayney Shire Sport and Recreation Masterplan
	Coordinate User Group meetings for sporting facilities and major projects
	Ensure fitness programs and services maximise patronage and participation at CentrePoint



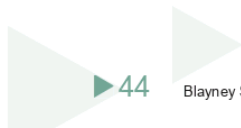
Strategic Objectives/Strategies	Actions
4.3 Heritage and First Nations significant sites in the natural and built environment are protected	
Identify items of natural and built heritage in Blayney Shire Heritage Advisory services continue to be provided to owners of heritage items ensuring heritage is preserved whilst allowing development to occur Ensure the Shire's 8 heritage listed cemeteries are maintained and protected	Ongoing engagement with Orange Local Aboriginal Lands Council Facilitate and provide Heritage Architect Advisory service Allocate funding through Local Heritage Assistance Program Finalisation of the Blayney Shire Cemeteries Vegetation Plan
4.4 The shire is a centre for cultural interest, arts, performance and entertainment	
Encourage the use of the Blayney Shire Community Centre as a facility for events Provide effective and consumer friendly library services in the Blayney Shire Maintain partnerships with local arts and cultural groups	Number of events that utilise Blayney Shire Community Centre Music Scholarship program and maintain Council's support of Regional Music Programs Maintain and operate Blayney Library via Service Level Agreement in place with Orange City Council Continued support of Arts OutWest, Platform Arts Hub and local museums





FUTURE DIRECTION 5 Protect Our Natural Environment

Strategic Objectives/Strategies	Actions
5.1 Retain and enhance open spaces; with a focus on regeneration of native vegetation	
<p>Ongoing liaison, support and participation with Local Land Services, Landcare and as a constituent Council Upper Macquarie County Council</p> <p>Maintain and strengthen partnerships with organisations responsible for natural resource management and feral pest control</p> <p>Review the Roadside Vegetation Management Plan to ensure high environmental value vegetation is protected, road safety outcomes maintained and any clearing is undertaken following agreed principles and guidelines</p> <p>Support Council's native tree planting program and community engagement</p>	<p>Attendance at and involvement in advocacy activities.</p> <p>Prepare concept plan for Presidents Walk</p> <p>Implement Native Tree Planting Program</p> <p>Develop a Parkland Tree Planting design, replacement and expansion program</p> <p>Detailed design for Beaufort Street Park</p> <p>Cemeteries Vegetation Management Plan</p>
5.2 The Belubula River, waterways and tributaries that flow into our regional water catchments and water supply sources are clean, healthy and biodiverse	
<p>Prepare a shire wide onsite sewerage waste-water strategy</p> <p>Clean up waterways throughout the Shire including removal of willow trees, other noxious species, creating wildlife habitat</p> <p>Stormwater Management Plans are prepared for Blayney,</p> <p>Millthorpe and Carcoar and projects scoped for funding</p> <p>Ensure provision of Sewerage Treatment and Recycled Water Treatment Plant is adequate for the growth of the Shire and promotes Residential Development</p>	<p>Finalise and implement Blayney Shire Onsite Sewerage Management Policy</p> <p>Sewerage Strategic Business Plan</p> <p>Stormwater Management Plan for Blayney</p> <p>Progress Millthorpe Stormwater Management Plan study</p>
5.3 We are on the path to achieving net zero emissions and adapting to climate change risks and opportunities	
<p>Facilitate new energy sources, sustainable development and farming practices within the Shire</p> <p>Implement the Blayney Shire Renewable Energy Action Plan</p> <p>Continue to investigate and challenge emerging renewable energy sources</p>	<p>Finalise Business Case and Capital Expenditure Review for Blayney Solar Farm</p> <p>Lodge Development Application for Blayney Solar Farm</p> <p>Investigate behind the meter battery/solar solutions</p> <p>Develop Fleet strategy for electric/hybrid vehicle solutions</p>





Strategic Objectives/Strategies	Actions
5.4 Recycling and innovative diversion of waste will reduce the volume deposited in Council's Landfill	
Ensure Waste Management Services are delivered in a financially sustainable manner	Review Village Recycling Station Service Support Garage Sale Trail
Develop and promote programs with NetWaste that increase recycling and reuse	Review Bulky Waste Collection Service
Review services and introduction of a Green Bin in Waste Collection Services	Investigate voucher system for Blayney Waste Management Facility
Investigate establishment of 'return and earn' opportunities within the Shire	Review of Street Cleaning program



Resourcing Strategy

The Resourcing plans should be read in conjunction with the Delivery and Operational Plans.

As part of the Integrated Planning and Reporting Framework councils are also required to develop resourcing plans that support the achievement of activities and tasks within the Delivery and Operational Plan.

These plans include:

Long Term Financial Plan

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

Asset Management Plans

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

Workforce Management Plan

Council's Resourcing Strategy documents can be accessed from its website: <https://www.blayney.nsw.gov.au/council/council-information/plans-and-strategies#resourcing>.

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

Revenue Policy

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

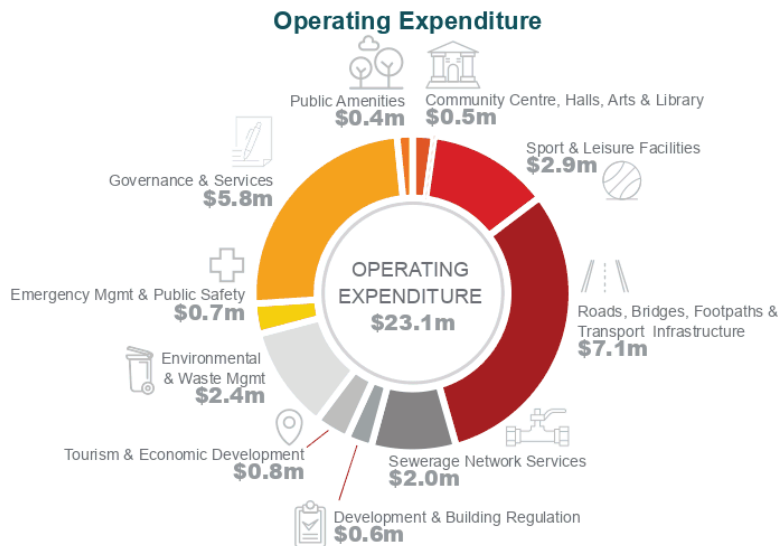
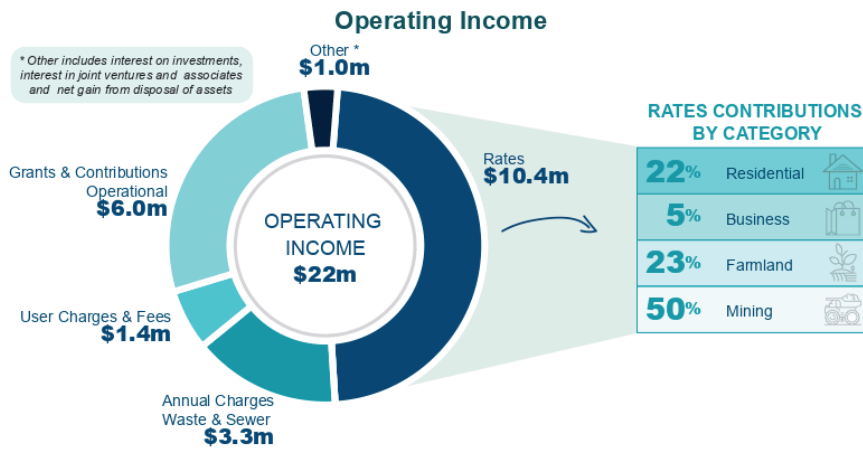
The Revenue Policy includes details of:

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

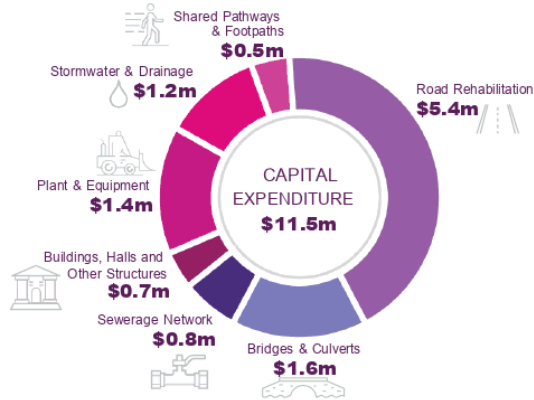
Snapshot of Financials

The Operational Plan sets out Blayney Shire Council's objectives for the coming year, and the resources and activities required to achieve our goals.

This snapshot provides a summary of projected; income, operational and capital expenditure, and key projects for 2023/24 financial year.



Capital Expenditure Program



CAPITAL EXPENDITURE FUNDING SOURCES

General Council Revenue	\$1.8m
Council Cash Reserves	\$1.8m
Grants & Contributions (below)	\$7.0m
Resources for Regions Round 9	\$1.8m
Stronger Country Communities Round 5	\$0.5m
Local Roads & Community Infrastructure	\$1.0m
Fixing Local Roads	\$1.0m
Fixing Local Bridges	\$1.3m
Resources for Regions Round 8	\$0.8m
NSW Flood Recovery Grant	\$0.1m
Regional & Local Roads Repair Program	\$0.3m

\$7.79million (75% of capital expenditure) will be spent on stormwater and drainage, footpaths, bridges and culverts, and road rehabilitation in 2023/24.

Projects Highlights

BUILDINGS & PUBLIC HALLS

King George Oval Grandstand Refurbishment	\$0.1m
Heritage Park Amenities Upgrade	\$0.3m

ROADS

Neville Road Heavy Patching	\$1.0m
Tallwood Rd	\$0.7m
Barry Rd	\$0.7m
Hobbys Yards Rd	\$0.4m
Forest Reefs Road/Tallwood Road Intersection	\$0.5m
Garland Road	\$0.3m

FOOTPATHS & SHARED PATHWAYS

Plumb St/Palmer St Footpath – Piggott PI – Orange Rd	\$0.3m
Orange Rd Footpath – Binstead St – Palmer St	\$0.1m

BRIDGES, CULVERTS AND STORMWATER

Four Mile Creek Road Swallow Creek	\$1.5m
Stabback & Unwin St	\$1.1m

SEWER NETWORK

Replacement/Lining Sewer Mains	\$0.2m
Strategic Business Plan & Sewerage Treatment Plant Capacity Upgrade Investigation	\$0.3m

Read more on the Current Projects section of the Council website which includes the funding sources, project scope and timelines for the above works.

Plans, Designs & Studies

DEVELOPMENT CONTROL PLAN REVIEW

Blayney Development Control Plan (DCP) was implemented in 2018 and provides detailed guidance for proposed development within the Blayney Shire. After 5 years of operation, it is time to undertake a review and determine if any updates and/or changes need to be made.

BLAYNEY FLOOD STUDY REVIEW

Council has engaged a specialist consultant to undertake a review of existing flood studies and modelling for the Blayney township. This study will include consideration of overland flow in certain storm events.

DETAILED DESIGN FOR BLAYNEY & MILLTHORPE MAINSTREET PRECINCTS

Following the preparation of concept MasterPlans' for Blayney & Millthorpe Mainstreets', Council will now progress development of detailed survey and designs including defined plans and staging programs so detailed costings can be prepared for consideration by Council for inclusion in Councils Long Term Financial Plan.

CONCEPT MASTER PLANNING BLAYNEY SHOWGROUND

Development of a concept Masterplan for the Blayney Showground will consider opportunities and critically set a strategic direction for guiding future development of the facility.

Income Statement – 4 Years

INCOME STATEMENT – CONSOLIDATED	Projected Years			
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Income from Continuing Operations				
REVENUE				
Rates & Annual Charges	13,284	15,074	15,595	16,162
User Charges & Fees	1,699	1,805	1,940	1,984
Other Revenues	324	329	340	351
Grants & Contributions provided for Operating Purposes	6,002	5,075	4,653	4,775
Grants & Contributions provided for Capital Purposes	6,329	6,680	503	1,980
Interest & Investment Revenue	647	732	763	792
Other Income:				
Net gains from the disposal of assets	-	12	40	21
Joint Ventures & Associated Entities	25	25	25	25
Total Income from Continuing Operations	28,310	29,732	23,860	26,089
EXPENSES FROM CONTINUING OPERATIONS				
Employee Benefits & On-Costs	7,849	8,185	8,610	8,980
Borrowing Costs	195	173	156	139
Materials & Contracts	6,390	5,670	6,484	6,494
Depreciation & Amortisation	7,418	7,566	7,717	7,871
Other Expenses	1,166	1,258	1,347	1,322
Net Losses from the Disposal of Assets	39	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Expenses from Continuing Operations	23,057	22,852	24,315	24,806
Operating Result from Continuing Operations	5,253	6,880	(454)	1,283
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	5,253	6,880	(454)	1,283
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,076)	200	(958)	(697)

INCOME STATEMENT - GENERAL FUND	Projected Years			
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Income from Continuing Operations				
REVENUE:				
Rates & Annual Charges	11,736	13,410	13,865	14,362
User Charges & Fees	1,357	1,438	1,544	1,542
Other Revenues	320	324	336	349
Grants & Contributions provided for Operating Purposes	5,984	5,057	4,634	4,753
Grants & Contributions provided for Capital Purposes	6,122	6,515	337	1,811
Interest & Investment Revenue	395	465	497	507
Other Income:				
Net gains from the disposal of assets	-	12	40	21
Joint Ventures & Associated Entities	25	25	25	25
Total Income from Continuing Operations	25,939	27,246	21,278	23,370
EXPENSES FROM CONTINUING OPERATIONS				
Employee Benefits & On-Costs	7,569	7,911	8,293	8,651
Borrowing Costs	168	151	140	129
Materials & Contracts	5,464	4,673	5,457	5,313
Depreciation & Amortisation	6,681	6,815	6,951	7,090
Other Expenses	1,166	1,258	1,347	1,322
Net Losses from the Disposal of Assets	39	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Expenses from Continuing Operations	21,087	20,807	22,188	22,505
Operating Result from Continuing Operations	4,852	6,439	(911)	864
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	4,852	6,439	(911)	864
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,270)	(77)	(1,247)	(947)



INCOME STATEMENT - SEWER FUND	Projected Years			
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Income from Continuing Operations				
REVENUE:				
Rates & Annual Charges	1,548	1,664	1,731	1,800
User Charges & Fees	342	367	396	441
Other Revenues	4	4	4	2
Grants & Contributions provided for Operating Purposes	18	18	19	22
Grants & Contributions provided for Capital Purposes	206	165	167	169
Interest & Investment Revenue	252	267	266	285
Other Income:				
Net gains from the disposal of assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Income from Continuing Operations	2,371	2,486	2,583	2,720
EXPENSES FROM CONTINUING OPERATIONS				
Employee Benefits & On-Costs	280	274	317	329
Borrowing Costs	27	21	16	9
Materials & Contracts	926	998	1,027	1,182
Depreciation & Amortisation	737	752	766	782
Other Expenses	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Expenses from Continuing Operations	1,970	2,044	2,126	2,301
Operating Result from Continuing Operations	401	441	456	419
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	401	441	456	419
Net Operating Result before Grants and Contributions provided for Capital Purposes	194	277	289	250

Income Statement - 4 Years: By Activity

	Operating Income \$'000	Operating Expenditure \$'000	Net Cost of Service \$'000
2023/24 NET COST OF SERVICES			
Administration & Support Services			
Governance	84	829	(745)
Executive Support Services	12	696	(684)
Corporate Support Services	243	1,866	(1,624)
Engineering Support Services	140	2,001	(1,861)
Environmental Support Services	5	385	(379)
Public Order & Safety			
Rural Fire Services	46	487	(441)
Animal Control	13	134	(122)
Emergency Services		66	(66)
Health			
Health/Food Control	9	18	(10)
Environment			
Noxious Plants		126	(126)
Domestic Waste Management	1,148	1,259	(112)
Other Waste Management	615	544	71
Street Cleaning		194	(194)
Urban Stormwater Drainage	80	292	(212)
Community Services & Education			
Community Services Administration		7	(7)
Families & Children Services		5	(5)
Youth Services	3	6	(3)
Housing & Community Amenities			
Public Cemeteries	76	96	(20)
Public Conveniences	7	181	(175)
Street Lighting	25	84	(59)
Town Planning	165	336	(171)
Sewer Supplies			
Sewerage Services	2,165	1,970	194
Recreation & Culture			
Public Libraries	83	264	(181)
Blayney Shire Community Centre	18	177	(158)
Public Halls (Villages and CWA)	2	32	(31)
Other Cultural Services		27	(27)
CentrePoint Sports & Leisure Centre		1,014	(1,014)
Sporting Grounds	21	418	(397)
Parks & Gardens		1,099	(1,099)
Showground	112	334	(222)
Manufacturing & Construction			
Building Control	232	260	(28)
Quarries & Pits	376	345	31
Transport & Communication			
Local Roads	2,451	5,411	(2,959)
Regional Roads	347	272	75
Local Bridges		482	(482)
Footpaths		150	(150)
Kerb & Guttering		170	(170)
Other Transport & Communication	533	600	(67)
Economic Affairs			
Tourism & Area Development	36	316	(279)
Industrial Development Promotion	12	35	(22)
Private Works	99	79	20
Real Estate	8	19	(10)
General Purpose Revenue			
Net Rates & Annual Charges	10,321	(29)	10,350
Financial Assistance Grant	2,083		2,083
Interest on Investments	387		387
Joint Ventures	25		25
	21,981	23,057	(1,076)

	Operating Income \$'000	Operating Expenditure \$'000	Net Cost of Service \$'000
2024/25 NET COST OF SERVICES			
Administration & Support Services			
Governance	90	692	(602)
Executive Support Services	13	728	(715)
Corporate Support Services	198	1,900	(1,703)
Engineering Support Services	175	1,742	(1,567)
Environmental Support Services	6	402	(397)
Public Order & Safety			
Rural Fire Services	46	519	(473)
Animal Control	13	141	(128)
Emergency Services		70	(70)
Health			
Health/Food Control	9	19	(10)
Environment			
Noxious Plants	-	135	(135)
Domestic Waste Management	1,237	1,340	(103)
Other Waste Management	665	582	82
Street Cleaning		206	(206)
Urban Stormwater Drainage		216	(216)
Community Services & Education			
Community Services Administration		7	(7)
Families & Children Services		5	(5)
Youth Services	3	7	(3)
Housing & Community Amenities			
Public Cemeteries	82	101	(19)
Public Conveniences	7	191	(183)
Street Lighting	25	90	(65)
Town Planning	178	353	(175)
Sewer Supplies			
Sewerage Services	2,321	2,044	277
Recreation & Culture			
Public Libraries	85	288	(203)
Blayney Shire Community Centre	19	184	(165)
Public Halls (Villages and CWA)	2	33	(32)
Other Cultural Services		29	(29)
CentrePoint Sports & Leisure Centre		1,063	(1,063)
Sporting Grounds	22	439	(416)
Parks & Gardens	(0)	1,145	(1,145)
Showground	24	254	(230)
Manufacturing & Construction			
Building Control	250	272	(22)
Quarries & Pits	386	364	22
Transport & Communication			
Local Roads	2,038	5,555	(3,518)
Regional Roads	348	287	62
Local Bridges	2	482	(480)
Footpaths	-	153	(153)
Kerb & Guttering	-	174	(174)
Other Transport & Communication	141	202	(61)
Economic Affairs			
Tourism & Area Development	39	329	(290)
Industrial Development Promotion	13	37	(23)
Private Works	102	84	18
Real Estate	7	16	(9)
General Purpose Revenue			
Net Rates & Annual Charges	11,878	(29)	11,907
Financial Assistance Grant	2,146	-	2,146
Interest on Investments	456	-	456
Joint Ventures	25	-	25
	23,052	22,852	200

	Operating Income \$'000	Operating Expenditure \$'000	Net Cost of Service \$'000
2025/26 NET COST OF SERVICES			
Administration & Support Services			
Governance	94	770	(676)
Executive Support Services	13	757	(743)
Corporate Support Services	205	2,009	(1,804)
Engineering Support Services	178	2,392	(2,215)
Environmental Support Services	6	418	(412)
Public Order & Safety			
Rural Fire Services	48	536	(488)
Animal Control	14	146	(132)
Emergency Services		73	(73)
Health			
Health/Food Control	10	20	(10)
Environment			
Noxious Plants		140	(140)
Domestic Waste Management	1,252	1,386	(134)
Other Waste Management	689	603	86
Street Cleaning		213	(213)
Urban Stormwater Drainage		221	(221)
Community Services & Education			
Community Services Administration		7	(7)
Families & Children Services		5	(5)
Youth Services	4	7	(3)
Housing & Community Amenities			
Public Cemeteries	85	104	(19)
Public Conveniences	8	197	(189)
Street Lighting	25	93	(68)
Town Planning	184	366	(182)
Sewer Supplies			
Sewerage Services	2,416	2,126	289
Recreation & Culture			
Public Libraries	87	300	(213)
Blayney Shire Community Centre	20	189	(169)
Public Halls (Villages and CWA)	2	34	(32)
Other Cultural Services		30	(30)
CentrePoint Sports & Leisure Centre		1,092	(1,092)
Sporting Grounds	23	452	(429)
Parks & Gardens		1,180	(1,180)
Showground	25	261	(236)
Manufacturing & Construction			
Building Control	260	282	(22)
Quarries & Pits	451	430	21
Transport & Communication			
Local Roads	1,563	5,702	(4,139)
Regional Roads	355	297	58
Local Bridges		484	(484)
Footpaths		156	(156)
Kerb & Guttering		177	(177)
Other Transport & Communication	147	206	(59)
Economic Affairs			
Tourism & Area Development	40	344	(303)
Industrial Development Promotion	14	38	(24)
Private Works	106	87	19
Real Estate	5	13	(8)
General Purpose Revenue			
Net Rates & Annual Charges	12,305	(30)	12,334
Financial Assistance Grant	2,210		2,210
Interest on Investments	489		489
Joint Ventures	25		25
	23,357	24,315	(958)

	Operating Income \$'000	Operating Expenditure \$'000	Net Cost of Service \$'000
2026/27 NET COST OF SERVICES			
Administration & Support Services			
Governance	98	702	(604)
Executive Support Services	14	783	(769)
Corporate Support Services	213	2,079	(1,866)
Engineering Support Services	183	2,273	(2,089)
Environmental Support Services	6	432	(426)
Public Order & Safety			
Rural Fire Services	50	554	(504)
Animal Control	15	151	(137)
Emergency Services		75	(75)
Health			
Health/Food Control	10	21	(10)
Environment			
Noxious Plants		145	(145)
Domestic Waste Management	1,295	1,433	(138)
Other Waste Management	714	624	91
Street Cleaning		220	(220)
Urban Stormwater Drainage		225	(225)
Community Services & Education			
Community Services Administration		7	(7)
Families & Children Services		5	(5)
Youth Services	4	7	(3)
Housing & Community Amenities			
Public Cemeteries	88	108	(19)
Public Conveniences	8	204	(196)
Street Lighting	28	96	(68)
Town Planning	191	379	(188)
Sewer Supplies			
Sewerage Services	2,551	2,301	250
Recreation & Culture			
Public Libraries	89	307	(218)
Blayney Shire Community Centre	21	195	(174)
Public Halls (Villages and CWA)	2	35	(33)
Other Cultural Services		31	(31)
CentrePoint Sports & Leisure Centre		1,122	(1,122)
Sporting Grounds	24	466	(442)
Parks & Gardens		1,216	(1,216)
Showground	26	268	(243)
Manufacturing & Construction			
Building Control	270	292	(21)
Quarries & Pits	407	388	19
Transport & Communication			
Local Roads	1,577	5,852	(4,276)
Regional Roads	357	307	50
Local Bridges		485	(485)
Footpaths		159	(159)
Kerb & Guttering		181	(181)
Other Transport & Communication	153	210	(57)
Economic Affairs			
Tourism & Area Development	42	357	(315)
Industrial Development Promotion	14	39	(25)
Private Works	109	90	19
Real Estate	4	10	(6)
General Purpose Revenue			
Net Rates & Annual Charges	12,746	(31)	12,777
Financial Assistance Grant	2,276		2,276
Interest on Investments	498		498
Joint Ventures	25		25
	24,109	24,806	(697)

Capital Expenditure Program – 4 Years

Capital Expenditure Program 2023/24	Original Budget 2023/24	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
Buildings					
Council Buildings & Public Halls					
Building Renewal Work	50,000	50,000			
Heritage Park Amenities Upgrade	300,000		300,000		
King George Oval Grandstand Refurbishment	126,001		126,001		
Total Buildings	476,001	50,000	426,001	-	-
Other Structures					
Public Cemeteries					
Infrastructure Works	11,250	11,250			
Bore - Waste Facility	30,000			30,000	
Parks, Recreation & Sporting Grounds					
Village Enhancement Program	144,500				144,500
Total Other Structures	185,750	11,250	-	30,000	144,500
Plant & Equipment					
Information Technology					
Councillors - iPad Replacement/Accessories	2,500	2,500			
Mobile Device Replacements	4,100	4,100			
Mobile Phone Replacements	4,100	4,100			
Aerial Imagery	18,500	18,500			
Fleet Replacement Program**					
Minor Plant & Tools Replacement	31,980	31,980			
Light Vehicle Replacements	570,960	505,440		65,520	
P56 - Loader Hyundai HL740-9	249,600			249,600	
P38 - Volvo 12t Tipper	322,400			322,400	
P170 - Dog Trailer	93,600			93,600	
P98 - Slasher	15,600			15,600	
P98 - Flail Mower	20,800			20,800	
Minor Plant & Equipment					
Minor Assets - Administration Office	3,550	3,550			
Minor Assets - Blayney Library	17,996		17,996		
Minor Assets - Community Centre	6,100	6,100			
Blayney Community Centre - Fridges	11,600	11,600			
Total Plant & Equipment	1,373,386	587,870	17,996	767,520	-

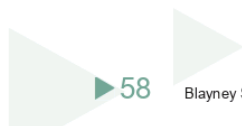
**Capital Expenditure Program
2023/24**

	Original Budget 2023/24	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
Infrastructure					
Urban Stormwater					
Renewals	67,750	67,750			
Stabback & Unwin Street	1,111,142	136,540	974,602		
Shared Pathways & Footpaths					
Footpath Renewals	49,955	49,955			
Plumb St/Palmer St FP - Piggott Pl - Orange Rd	280,758		280,758		
Orange Rd FP - Binstead St - Palmer St	129,524		129,524		
Road Rehabilitation Local Roads					
Browns Creek Road - Preliminary Works	89,145		89,145		
Richards Lane - Preliminary Works	145,000		145,000		
Forest Reefs Road/Tallwood Road Intersection	540,564		540,564		
Tallwood Road	650,000		650,000		
Barry Road	650,000		650,000		
Garland Road	330,000		330,000		
Neville Road	985,832		985,832		
Hobbys Yards Road	385,000		385,000		
Errowanbang Road/Panuara Road Intersection	121,065		121,065		
Waste Facility Entrance Rd Rehabilitation	140,000			140,000	
Gravel Resheeting Program	403,650	403,650			
Heavy Patching Program	548,550	548,550			
Reseal Program	439,875	439,875			
Bridges & Culverts					
Matthews Road, Cowriga Creek Barrier Renewal	90,000	90,000			
Four Mile Creek Rd - Swallow Creek	1,524,900	250,000	1,274,900		
Total Infrastructure	8,682,710	1,986,320	6,556,390	140,000	-
Sewerage Infrastructure					
Network Assets					
Replacement of pumps in SPS (incl Millthorpe)	34,847			34,847	
Odour control blower	19,120			19,120	
Decanter (rubber bellows, wire rope, motor and gear box)	30,000			30,000	
Wastewater Mixing Equipment & Aerators	105,500			105,500	
Lining/Replacement of Sewer Mains	225,000			225,000	
Recycled Water Treatment Plant - Flood Protection	50,000		50,000		
Strategic Business Plan & STP Capacity Upgrade Preliminary Work	320,000			320,000	
Total Sewerage Infrastructure	784,467	-	50,000	734,467	-
TOTAL CAPITAL EXPENDITURE	11,502,314	2,635,440	7,050,387	1,671,987	144,500

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

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

Capital Expenditure Program 2024/25	Original Budget 2024/25	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
Buildings					
Council Buildings & Public Halls					
Building Renewals	51,750	51,750			
Total Buildings	51,750	51,750	-	-	-
Other Structures					
Public Cemeteries					
Infrastructure Works	11,550	11,550			
Parks, Recreation & Sporting Grounds					
Village Enhancement Program	151,000				151,000
Total Other Structures	162,550	11,550	-	-	151,000
Plant & Equipment					
Information Technology					
Councillors - iPad Replacement/Accessories	16,500	16,500			
Mobile Device Replacements	4,203	4,203			
Mobile Phone Replacements	4,203	4,203			
Server Replacement	11,000	11,000			
PC Replacements	55,000	55,000			
Supply and Install of Storage Area Network (SAN)	10,000	10,000			
Fleet Replacement Program**					
Minor Plant & Tools Replacement	33,259	33,259			
Light Vehicle Replacement	694,387	614,349		80,038	
P660 - Dynapac CA3500	156,832			156,832	
P661 - Dynapac CA3500	156,832			156,832	
P662 - Dynapac CA3500	156,832			156,832	
P663 - Dynapac CA500PD	205,504			205,504	
P40 - Isuzu NH Rigid Haul Truck	86,528			86,528	
P601 - Hino 500 Series	125,466			125,466	
P602 - Hino 500 Series	125,466			125,466	
P603 - Hino 500 Series	125,466			125,466	
P77 - John Deere 6095MC	81,120			81,120	
P78 - John Deere 6095MC	81,120			81,120	
Minor Plant & Equipment					
Minor Assets - Administration Office	3,650	3,650			
Minor Assets - Community Centre	6,250	6,250			
Minor Assets - Blayney Library	18,446		18,446		
Total Plant & Equipment	2,158,064	758,414	18,446	1,381,204	-



Capital Expenditure Program 2024/25	Original Budget 2024/25	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
Infrastructure					
Urban Stormwater					
Renewals	69,400	69,400			
Shared Pathways & Footpaths					
Footpath Renewals	51,204	51,204			
Heritage Pavement for Millthorpe Village - Victoria St - Montgomery St	284,568		284,568		
Charles St - FP - Adelaide St - Osman St (Blayney AMP 8)	51,142	51,142			
Hawke St - FP - Stirling Pl - Ewin St (Blayney AMP 21)	30,442	30,442			
Ewin St - FP - Existing - Palmer Street (Blayney AMP 18)	18,265	18,265			
Toomey St Kerb Ramps - Toomey St - Trunkey St (Newbridge AMP 2)	1,948	1,948			
Blayney St - FP - Caloola St - Railway Bridge (Newbridge AMP 3)	49,403	49,403			
Kerb & Gutter					
Network Renewals	66,000	66,000			
Road Rehabilitation Local Roads					
Browns Creek Road	600,000		600,000		
Richards Lane	2,150,000		2,150,000		
Hobbys Yards Road	2,000,000		2,000,000		
Gravel Resheeting Program	417,778	417,778			
Heavy Patching Program	800,000	262,699	537,301		
Reseal Program	455,271	455,271			
Bridges & Culverts					
Culvert Renewal Program	172,828	172,828			
Brady Rd Culvert - Investigation	10,000	10,000			
Newbridge Rd Culvert	360,000		360,000		
Carcoar Dam Rd Culvert	67,172	67,172			
Total Infrastructure	7,655,420	1,723,551	5,931,869	-	-
Sewerage Infrastructure					
Network Assets					
Step Screen - Replacement	90,456			90,456	
Lining/Replacement of Sewer Mains	230,000			230,000	
Total Sewerage Infrastructure	320,456	-	-	320,456	-
TOTAL CAPITAL EXPENDITURE	10,348,240	2,545,265	5,950,315	1,701,660	151,000

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

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

Capital Expenditure Program 2025/26	Original Budget 2025/26	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
Buildings					
Council Buildings & Public Halls					
Building Renewal Works	53,561	53,561			
Total Buildings	53,561	53,561	-	-	-
Other Structures					
Public Cemeteries					
Infrastructure Works	11,850	11,850			
Parks, Recreation & Sporting Grounds					
Village Enhancement Program	157,500				157,500
Total Other Structures	169,350	11,850	-	-	157,500
Plant & Equipment					
Information Technology					
Councillors - iPad Replacement/Accessories	2,500	2,500			
Mobile Device Replacements	4,308	4,308			
Mobile Phone Replacements	4,308	4,308			
Corporate Management System upgrade	350,000	350,000			
UPS Battery Back up	8,500	8,500			
Fleet Replacement Program**					
Minor Plant & Tools Replacement	34,590	34,590			
Light Vehicle Replacements	668,169	546,684		121,485	
P43 - Isuzu NPR55-155 MWB	104,612			104,612	
P52 - Grader Cat 12M	518,932			518,932	
P630 - Isuzu watercart	309,338			309,338	
P631 - Isuzu Watercart	309,338			309,338	
P72 - John Deere 5725 awd bucket	95,613			95,613	
LC005 - Flail mower	37,121			37,121	
LC006 - Flail mower	37,121			37,121	
LC007 - Flail mower	22,497			22,497	
LC008 - Flail mower	22,497			22,497	
Sewer jetting trailer	95,613			95,613	
Minor Plant & Equipment					
Minor Assets - Administration Office	3,750	3,750			
Minor Assets - Community Centre	6,400	6,400			
Minor Assets - Blayney Library	18,907		18,907		
Total Plant & Equipment	2,654,114	961,040	18,907	1,674,167	-



**Capital Expenditure Program
2025/26**

	Original Budget 2025/26	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
Infrastructure					
Urban Stormwater					
Renewals	71,000	71,000			
Shared Pathways & Footpaths					
Footpath Renewals	52,484	52,484			
Medway St - Kerb Blisters - Somers Pl - Highway (Blayney AMP 7)	8,915	8,915			
Carcoar St - FP - Ogilvy St - Carcoar St (Blayney AMP 15)	8,737	8,737			
Osman St FP - Existing - Martha St (Blayney AMP AD8)	13,729	13,729			
Kurt Fearnley Park - Flood Plain Access (Carcoar AMP AD1)	14,264	14,264			
Carcoar St/Crouch St - FP - Public Hall - Park (Neville AMP 1)	93,000	93,000			
Road Rehabilitation Local Roads					
Forest Reefs Road	781,042	781,042			
Dakers Oval Carpark	38,800	38,800			
Gravel Resheeting Program	432,400	432,400			
Heavy Patching Program	587,620	587,620			
Reseal Program	471,205	471,205			
Total Infrastructure	2,573,197	2,573,197	-	-	-
Sewerage Infrastructure					
Network Assets					
Odour Control Blower	28,275			28,275	
Electrical Replacements	217,532			217,532	
Lining/Replacement of Sewer Mains	235,000			235,000	
Total Sewerage Infrastructure	480,807	-	-	480,807	-
TOTAL CAPITAL EXPENDITURE	5,931,029	3,599,648	18,907	2,154,974	157,500

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

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

Capital Expenditure Program 2026/27	Original Budget 2026/27	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
Buildings					
Council Buildings & Public Halls					
Building Renewal Works	55,436	55,436			
Visitor Information Centre - Verandah Replacement	70,000	70,000			
Parks, Recreation & Sporting Grounds					
Napier Oval Kiosk Upgrade	150,000		150,000 *		
Total Buildings	275,436	125,436	150,000	-	-
Other Structures					
Public Cemeteries					
Infrastructure Works	12,150	12,150			
Parks, Recreation & Sporting Grounds					
Village Enhancement Program	164,500				164,500
Total Other Structures	176,650	12,150	-	-	164,500
Plant & Equipment					
Information Technology					
Councillors - iPad Replacement/Accessories	2,500	2,500			
Mobile Device Replacements	4,415	4,415			
Mobile Phone Replacements	4,415	4,415			
CCTV Cameras	10,000	10,000			
Fleet Replacement Program**					
Minor Plant & Tools Replacement	35,973	35,973			
Light Vehicle Replacements	664,480	664,480			
PHV001 Isuzu Dual Cab Tipper	107,627			107,627	
PSV001 Hino Streetsweeper	375,525			375,525	
PSV002 Isuzu Patching Truck	380,204			380,204	
HP004 - CAT 432F2 Backhoe	245,670			245,670	
LC001 - John Deere F1585 mower	64,927			64,927	
LC002 - John Deere F1585 mower	64,927			64,927	
P89 Trimax Mower - Winged	23,397			23,397	
P208 - Road broom	52,644			52,644	
Minor Plant & Equipment					
Minor Assets - Administration Office	3,850	3,850			
Minor Assets - Blayney Library	19,380		19,380		
Minor Assets - Community Centre	6,550	6,550			
Blayney Community Centre - Commercial Freezer	5,000	5,000			
Total Plant & Equipment	2,071,484	737,183	19,380	1,314,921	-



**Capital Expenditure Program
2026/27**

	Original Budget 2026/27	Project Funded By*			
		General	Grants & Contributions	Restriction/ Borrowings	Other
Infrastructure					
Urban Stormwater					
Renewals	72,800	72,800			
Shared Pathways & Footpaths					
Footpath Renewals	70,854	70,854			
Mt Errol St FP - Polona St - Mt Errol Existing (AMP 12)	69,083	69,083			
Heritage Park SP around park - Martha St - Adelaide St (AMP 13)	255,865		255,865*		
Crowson St - Pearce St - Montgomery St (AMP 9C)	69,936	69,936			
Olive St FP - Silver St - Copper St (AMP 6)	58,849	58,849			
Road Rehabilitation Local Roads					
Mandurama Road	1,219,590	609,795	609,795*		
Renewals	750,000	750,000			
Hobbys Yard Road	900,000	450,000	450,000*		
Heavy Patching Program	608,187	608,187			
Reseal Program	487,697	487,697			
Gravel Resheeting Program	447,534	447,534			
Bridges & Culverts					
Culvert Renewal Program	267,500	267,500			
Naylor Street Bridge - Abutment Repairs	100,000	100,000			
Total Infrastructure	5,377,895	4,062,235	1,315,660	-	-
Sewerage Infrastructure					
Network Assets					
Electrical Replacements	40,835			40,835	
Fencing	14,375			14,375	
Lining/Replacement of Sewer Mains	240,000			240,000	
Total Sewerage Infrastructure	295,210	-	-	295,210	-
TOTAL CAPITAL EXPENDITURE	8,196,675	4,937,004	1,485,040	1,610,131	164,500

* Funding source is subject to change dependent on whether grant funding opportunities become available, grant funding is not guaranteed for 2026/27

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

How Council Raises its Revenue from Ratepayers

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

Fees and Charges

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

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

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

Rates

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

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

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

Allocation of rate burden between ratepayers

Council recognises that rates are a tax and should therefore:

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

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

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



Categories of rateable land

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

Ordinary rates

Ordinary rates must be levied by Council each year.

Each Council may structure its ordinary rate:

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

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

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

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

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

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

Base amounts

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

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

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

Ad valorem rates

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

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

Special rate variations

Special rate variations have been levied by Council for specific projects. They may be levied on all rateable land in the Shire or only part of it. Council currently has in effect for the 2023/24 Operational Plan a Special Rate Variation for funding the program of infrastructure renewal for roads, bridges, footpaths and buildings within 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 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 2022/23 year pensioner concessions were allowed on 581 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 2023/24 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.

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 pricing policy, proposed borrowings and a schedule of Fees and Charges. Following are the forms of charges that Council will be levying on properties in the 2023/24 Financial Year.



Rate structure 2023/24

Pursuant to s.405 of the Local Government Act, Council must have for inspection at its office a map¹ 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.

Council has proposed the following restructure for a total increase to rates income of 3.7% per the approved Rate peg. The following rates structure for 2023/24 is proposed:

Rating Structure for the 2023/2024 Rating Year

Name of Category/Sub Category	No. of Assessments	Base Rate	Ad Valorem	Land Value	Total Yield	Average Rate	% Yield from Base Amount
Residential							
Ordinary Rate	1,200	\$370	0.00112911	\$405,175,200	\$901,487	\$751.24	49.25%
Blayney & Carcoar	1,407	\$370	0.00230344	\$240,286,300	\$1,074,075	\$763.38	48.47%
Millthorpe	330	\$370	0.00110024	\$118,187,000	\$252,134	\$764.04	48.43%
Business							
Ordinary Rate	128	\$475	0.00370041	\$31,780,510	\$178,401	\$1,393.76	34.08%
Business Blayney	171	\$475	0.00613150	\$24,733,700	\$232,880	\$1,361.87	34.88%
Business Millthorpe & Carcoar	56	\$475	0.00341157	\$14,951,900	\$77,609	\$1,385.88	34.27%
Farmland							
Ordinary Rate	720	\$600	0.00127720	\$1,523,393,130	\$2,377,681	\$3,302.33	18.17%
Mining							
Ordinary Rate	1	\$1,200	0.03704824	\$564,000	\$18,542	\$18,542.01	6.47%
Mining Gold		\$1,200	0.04357993				
Mining Gold / Copper Combined	1	\$1,200	0.04185352	\$116,400,000	\$4,872,950	\$4,872,949.96	0.02%
Total Yield				\$2,475,471,740	\$9,985,759		

Annual Charges Sewer Services for Blayney and Millthorpe

For Residential Properties

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

Sewerage Charges have been set to meet the requirements of the State Government Best-Practice Management of Water and Sewerage guidelines that requires prices to be set based on long term strategic business planning and full cost recovery. The following wastewater (sewerage) service charges for 2023/24 are proposed:

Residential

	Access Charge	No. of Properties	Total Yield
Connected	\$800	1,544	\$1,235,200
Vacant (Unconnected)	\$412	123	\$50,676
Estimated Total Yield			\$1,285,876

¹ These maps are available for inspection at Council's Administration Office at 91 Adelaide Street, Blayney. They may also be accessed from Council website on: <https://maps.blayney.nsw.gov.au/intramaps90/public/default.htm?project=BSCExternal&module=Rates> option under Rates in the Module Menu.

For Non-residential Properties

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

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

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

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

The SDF is a customer's estimated volume discharged into the sewerage system to the customer's total water consumption. For non-residential properties the SDF varies based on the usage requirements of a customer's enterprise.

Proposed Non-Res Sewer Charges for 2023/24

	Annual Charge (Prior to SDF Factor)	No. of Properties	Quarter Charge before SDF applied	Min. quarterly amount charged
20mm Water Service	\$668	161	\$167	\$200
25mm Water Service	\$1,020	21	\$255	\$200
32mm Water Service	\$1,662	18	\$415	\$200
40mm Water Service	\$2,604	11	\$651	\$200
50mm Water Service	\$4,060	24	\$1,015	\$200
80mm Water Service	\$10,380	1	\$2,595	
100mm Water Service	\$16,272	6	\$4,068	
150mm Water Service	\$36,620	2	\$9,155	
Vacant/Unmetered	\$412	54		
Usage Charge (per kl)	\$1.71			
Estimated Total Yield				\$452,282

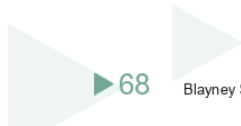
Future Sewerage Infrastructure Subsidy Charge

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

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

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

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





Future Sewerage Infrastructure Subsidy Charge

	Access Charge	No. of Properties	Total Yield
Connected - Residential	\$55	1512	\$83,160
Connected - Business	\$55	242	\$13,310
Vacant (Unconnected)	\$55	123	\$6,765
Estimated Total Yield			\$103,235

Liquid Trade Waste Charges for 2023/24

Commercial (Non-Residential)

	Annual Fee	No. of Properties
Annual Trade Waste Fee	\$124	65
Annual Trade Waste Fee (Large Dischargers Category 3)	\$456	1
Liquid Trade Waste User Charges with Trade Waste Agreement (Category 1, Category 2/2s)	\$2.47	23
Liquid Trade Waste User Charges with No Trade Waste Agreement	\$24.70	12
Excess Mass Chargers for Category (3 Dischargers)	\$as per the table in fees and charges	
Water Testing Charges (if required)	\$320 per quarter	1
Estimated Total Yield		\$72,360

Annual Charges – Waste Management

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

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

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



Charge Category and Description	Annual Charge	No. of Properties
Waste Management Levy	2023/24	
Waste Management Levy This is waste management charge is applied to all properties funding waste disposal services for the Blayney Shire	\$60	4,119
Domestic Waste Management		
Domestic Waste Management Service Charge This is applied to properties that have a residence within the waste collection area.	\$376	2,661
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	\$68	321
Commercial (Non-Domestic) Waste Management		
Non-Domestic Waste Management Service Charge This is applied to properties for non-domestic properties within the waste collection area	\$484	331
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	\$68	90
Non-Domestic Waste Service Management Charge for Charity and Not Profit Organisations This is applied to the above properties for non-domestic properties within the waste collection area	\$132	15
Extra Services		
Additional Garbage Charge – per red bin	\$344	91
Additional Recycling Charge – per yellow bin	\$140	31
Total Yield		\$1,473,452

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 2023/24 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.

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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 which is aligned to the priorities of the Community Strategic Future Direction 4: Enhance facilities and networks that support Community, Sport, Heritage and Culture.

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 an 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.



APPENDIX

2023/24 SCHEDULE OF FEES & CHARGES

****Please Note:** Statutory fee as advised by responsible authority are subject to change without notice

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Administration	Dishonoured Payments			
Administration	- Fee for returned payments (each instance) in addition to bank charge.	PC	\$ 22.00	±
Administration	Black & White Photocopying			
Administration	- A4 Copies (each)	PC	\$ 4.00	±
Administration	- A3 Copies (each)	PC	\$ 5.00	±
Administration	- A2 Copies (each)	PC	\$ 25.00	±
Administration	- A1 Copies (each)	PC	\$ 29.00	±
Administration	- Double Sided - Above fee PLUS 50%	PC		
Administration	Colour Photocopying			
Administration	- A4 Copies (each)	PC	\$ 4.00	±
Administration	- A3 Copies (each)	PC	\$ 5.00	±
Administration	- A2 Copies (each)	PC	\$ 38.00	±
Administration	- A1 Copies (each)	PC	\$ 62.00	±
Administration	- Double Sided - Above fee PLUS 50%	PC		
Administration	GIS Search and Retrieve Information			
Administration	- A4 Sheet	PC	\$ 74.00	±
Administration	- A3 Sheet	PC	\$ 88.00	±
Administration	- A2 Sheet	PC	\$ 120.00	±
Administration	- A1 Sheet	PC	\$ 167.00	±
Administration	- A0 Sheet	PC	\$ 186.00	±
Administration	PA System Hire (Community Groups and Agencies Only)			
Administration	- PA System (per day)	PC	\$ 138.00	±
Administration	- Security Deposit (Refundable)	PC	\$ 100.00	
Administration	Computer Projector Hire (Community Groups and Agencies Only)			
Administration	- Projector (per day)	PC	\$ 221.00	±
Administration	- Security Deposit (Refundable)	PC	\$ 100.00	
Administration	Section 603 Certificates			
Administration	- Certificate Fee	S**	\$ 95.00	
Administration	- Additional Urgent Fee (within 48hrs)	FC	\$ 76.00	±
Administration	- Refund / Cancellation Fee	FC	\$ 35.00	±
Administration	- Duplicate Certificate Fee	FC	\$ 69.00	±
Administration	Subpoena Charges			
Administration	- Ordinary Hours (per hour)	FC	\$ 347.00	±
Administration	- Overtime Hours (per hour)	FC	\$ 465.00	±
Administration	- Urgency Fee (<5 working days notice)	FC	\$ 123.00	±
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	\$ 130.00	±
Administration	- Per 15 mins	FC	\$ 83.00	±
Administration	Staff Costs			
Administration	- General Manager/Directors per hour	FC	\$ 360.00	±
Administration	- Managers per hour	FC	\$ 286.00	±
Administration	- Clerical/Admin Staff per hour	FC	\$ 213.00	±
Administration	- Works Staff per hour	FC	Full Cost + 30%	±
Administration	- Scanning and Emailing of Documents	FC	Full Cost + 30%	±
Administration	Access to Information – Government Information (Public Access) Act			
Administration	Formal Application			
Administration	- Processing Fee	S**	\$ 30.00	
Administration	- Processing Charge (per hour)	S**	\$ 30.00	
Administration	Internal Review			
Administration	- Processing Fee	S**	\$ 40.00	
Administration	*Note: Applicants are entitled to a 50% reduction of processing charges on financial hardship grounds or if the information required is of special benefit to the public generally.			
Administration	Business Paper Supply			
Administration	- Supply of Business Paper per month (other than current month's Council meeting)	PC	\$ 43.00	±
Administration	- Additional Postage & Handling Charge	PC	\$ 33.00	±
Administration	Corporate Plan Supply			
Administration	- Supply of either Community Strategic Plan, Delivery Program or Operational Plan	PC	\$ 68.00	±
Administration	Rates			
Administration	Hardship provisions apply per Council policy (s.566 Local Government Act)			
Administration	- Copy of rates/instalment notice	PC	\$ 27.00	±
Administration	- Processing fee - refund overpayment of rates	PC	\$ 38.00	±
Administration	- Accrual of Interest on Overdue Rates and Charges	S**	9%	
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			

**Please Note: Statutory fee as advised by responsible authority are subject to change without notice

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Engineering	- Application Fee	FC	\$ 476.00	±
Engineering	- Administration Fee (if approved)	FC	\$ 222.00	±
Engineering	Permanent Road Closure <i>Applicant to pay all fees to external parties</i>			
Engineering	- Application for Closing of Public Road	R	\$ 387.00	±
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	\$ 168.00	±
Engineering	- Design Fee	FC	\$ 281.00	±
Engineering	- Rural Address Numbers	PC	\$ 36.00	±
Engineering	Kerb and Gutter Security Deposit <ul style="list-style-type: none"> • 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 <u>not exempt</u>. • 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	\$ 146.00	
Engineering	- Minimum Charge	FC	\$ 583.00	
Engineering	- Footpaths (per square metre)	FC	\$ 162.00	
Engineering	- Minimum Charge	FC	\$ 583.00	
Engineering	Inspections – Road Construction <i>Charge for inspections in respect of road construction by private developers.</i>			
Engineering	- Inspection of Construction Site (per lineal metre)	FC	\$ 17.00	±
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	\$ 542.00	±
Engineering	Street Trees			
Engineering	- Provision and installation of street trees per lot	PC	\$ 287.00	±
Emergency Services & Fire Protection	Receive Annual Fire Safety Statement	PC	\$ 62.00	±
Emergency Services & Fire Protection	Follow-up/Reminder Overdue Fire Safety Certificate	PC	\$ 62.00	±
Animal Control	Companion Animal Registration <i>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.</i>			
Animal Control	- Dog - Desexed	S**	\$ 75.00	
Animal Control	- Dog - Desexed (eligible pensioner)	S**	\$ 32.00	
Animal Control	- Dog - Desexed (sold by pound)	S**	\$ -	
Animal Control	- Dog - Not Desexed or Desexed (after relevant age)	S**	\$ 252.00	
Animal Control	- Dog - Not Desexed (not recommended)	S**	\$ 75.00	
Animal Control	- Dog - Not Desexed (recognised breeder)	S**	\$ 75.00	
Animal Control	- Dog - working	S**	\$ -	
Animal Control	- Dog - Service of the State	S**	\$ -	
Animal Control	- Dog - Assistance Animal	S**	\$ -	
Animal Control	- Cat - Desexed or Not Desexed	S**	\$ 65.00	
Animal Control	- Cat - Eligible pensioner	S**	\$ 32.00	
Animal Control	- Cat - Desexed (sold by pound/shelter)	S**	\$ -	
Animal Control	- Cat - Not desexed (not recommended)	S**	\$ 65.00	
Animal Control	- Cat - Not desexed (recognised breeder)	S**	\$ 65.00	
Animal Control	- Registration late fee	S**	\$ 21.00	
Animal Control	Annual Permit Fees			
Animal Control	- Undesexed cat by four months of age	S**	\$ 92.00	
Animal Control	- Dog declared to be dangerous	S**	\$ 221.00	
Animal Control	- Dog declared to be restricted breed or restricted by birth	S**	\$ 221.00	
Animal Control	- Permit late fee	S**	\$ 21.00	
Animal Control	Impounding of Dogs			
Animal Control	- per dog for first impounding	PC	\$ 70.00	±
Animal Control	- for any subsequent impounding	PC	\$ 139.00	±
Animal Control	- Sustenance of Dogs whilst impounded (per day or part thereof)	PC	\$ 20.00	±
Animal Control	- Surrender Animal	PC	\$ 238.00	±
Animal Control	Sale of Impounded Dogs (all microchipped, vaccinated and wormed) The General Manager has authority to reduce fees for the sale of impounded animals if this is in the interests of rehoming the animal.			
Animal Control	- Pups under 6 months	FC	\$ 160.00	±

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Animal Control	- Dogs over 6 months	FC	\$ 90.00	±
Animal Control	- Council Microchipping Fee <i>This is subject to change if Vet Pricing Schedule changes.</i>	FC	\$ 35.00	±
Animal Control	Cat Trap / Dog Trap			
Animal Control	- Weekly Hire	FC	\$ 33.00	±
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	\$ 350.00	±
Animal Control	Straying Livestock			
Animal Control	- Per incident of impounding PLUS transport fee below (small stock)	FC	\$ 216.00	±
Animal Control	- Per incident of impounding without transport (large stock plus carrier fees)	FC	\$ 83.00	±
Animal Control	Livestock Impounding			
Animal Control	- Horses & Cattle - Sustenance whilst impounded per head per day	FC	Full Cost + 30%	±
Animal Control	- Sheep - Sustenance whilst impounded per head per day	FC	Full Cost + 30%	±
Animal Control	- All Other Animals - Sustenance whilst impounded per head per day	FC	Full Cost + 30%	±
Animal Control	- Veterinary Costs whilst impounded	FC	Full Cost + 30%	±
Animal Control	- Loss or Damage caused by straying stock including repairs	FC	Full Cost + 30%	±
Animal Control	Impounding Articles			
Animal Control	- Per incident of impounding PLUS transport fee	FC	\$ 356.00	±
Animal Control	- Storage fee – per article per day	FC	\$ 33.00	±
Animal Control	- Notification / incident	FC	\$ 118.00	±
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	\$ 213.00	±
Animal Control	Dangerous / Menacing Dogs			
Animal Control	- Dangerous Dog Collar	FC	\$ 46.00	±
Animal Control	- Dangerous Dog Sign	FC	\$ 43.00	±
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	\$ 151.00	
Environmental Health	- Inspection of Cooling Tower	PC	\$ 162.00	
Environmental Health	- Reinspection Fee	PC	\$ 81.00	
Environmental Health	Food Act			
Environmental Health	- Annual Administration Charge	R	\$ 200.00	
Environmental Health	- Inspection fee - Low Risk Food Premises	PC	\$ 97.00	
Environmental Health	- Inspection fee - Medium & High Risk Food Premises	PC	\$ 200.00	
Environmental Health	- Reinspection fee - high, medium and low risk food premises	PC	\$ 97.00	
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	\$ 32.00	
Environmental Health	- Inspection of temporary food premises (whole event, multiple premises) maximum of 20 stalls	PC	\$ 65.00	
Environmental Health	- Inspection of temporary food premises (whole event, multiple premises) 21 or more stalls	PC	\$ 499.00	
Environmental Health	Giving Effect to an Order			
Environmental Health	- Administration Fee	PC	\$ 618.00	
Environmental Health	Protection of Environment Operations Act 1997			
Environmental Health	- Registration Inspection Fee - Underground Petroleum Storage System	R	\$ 162.00	
Environmental Health	- Registration Reinspection Fee - Underground Petroleum Storage Systems	R	\$ 81.00	
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	\$ 1,015.00	
Local Government Act	Part B – Water supply, sewerage & stormwater drainage work			
Local Government Act	- General	FC	\$ 400.00	
Local Government Act	- Drainage works for new dwellings and dwelling alterations in a area serviced by sewer mains	FC	\$ 400.00	
Local Government Act	- Drainage works for new dwellings and dwelling alterations not in an area serviced by sewer mains including new geotech system	FC	\$ 648.00	
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	\$ 400.00	
Local Government Act	- Drainage works for commercial and/or industrial development	FC	\$ 400.00	
Local Government Act	- PLUS fee for additional drainage works charged per item i.e. closet, urinal, sanitary fitting, kitchen/laundry sink, shower	FC	\$ 32.00	
Local Government Act	Part C – Management of waste			
Local Government Act	- General	FC	\$ 324.00	
Local Government Act	Part D – Community Land			
Local Government Act	- General	FC	\$ 324.00	
Local Government Act	Part E – Public Roads			
Local Government Act	- General	FC	\$ 324.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Local Government Act	Part F – Other			
Local Government Act	- General	FC	\$ 324.00	
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	\$ 648.00	
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	\$ 648.00	
Local Government Act	PLUS per site	PC	\$6 per site	
Local Government Act	- Manufactured Homes Estates	PC	\$ 648.00	
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	\$ 648.00	
Local Government Act	PLUS per site	PC	\$6 per site	
Local Government Act	- s68 Modification after approval - minor	PC	\$ 119.00	
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	\$ 108.00	
Local Government Act	Local Government Act Section 68 Part F			
Local Government Act	- Inspection - Caravan Parks	PC	\$ 205.00	
Local Government Act	- Reinspection - Caravan park	PC	\$ 97.00	
Local Government Act	On Site Management System & Approval to Operate			
Local Government Act	- Inspection Fee	PC	\$ 205.00	
Local Government Act	- Reinspection fee	PC	\$ 205.00	
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	\$ 97.00	
Local Government Act	Hard copy consent (Administration, Printing and Postage)	PC	\$ 68.00	
Local Government Act	Local Government Act Section 611 Fees			
Local Government Act	Annual fee on rails, pipes etc. under or over public place			
Local Government Act	- Jemena Gas Networks (AGL)	R	0.75% of the average annual gross receipts from sale of gas in the LGA over the past 5 years.	
Local Government Act	- Other Utilities	R	As determined by General Manager.	
Development	Section 10.7 Planning Certificates (Sch 4, Part 9 REG)			
Development	- Standard Certificate	S**	\$ 66.00	
Development	- Certificate requiring additional information	S**	\$ 101.00	
Development	- Additional Urgent Fee (within 48hrs)	FC	\$ 194.00	±
Development	Planning Proposal			
Development	- Consistent with strategy	FC	\$ 10,800.00	
Development	- Inconsistent with strategy	FC	\$ 21,600.00	
Development	General			
Development	- Records Search of Building Records (per hour or part thereof)	User Pay	\$ 214.00	±
Development	- Written confirmation Development Consent has commenced	User Pay	\$ 594.00	±
Development	- Building Entitlement (Existing Holding Search)	User Pay	\$ 594.00	±
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	\$ 124.00	±
Development	- Major Advice	PC	\$ 594.00	±
Development	Clause 4.6 variation to Development Standard			
Development	- Less than 10%	FC	\$ 2,160.00	
Development	- Greater than 10%	FC	\$ 4,320.00	
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)	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Development	Erection of a building or carrying out work (based on cost of development) (Sch 4, Part 7 REG) <i>Fees set under Schedule 4 of the Environmental Planning and Assessment Regulation are adjustable annually by advice from the Planning Secretary and public notice being given on an appropriate NSW Government Website. If such fees are adjusted following the adoption of these fees and charges, then the adjusted fees prevail and Council's Fees and Charges document may change without further public notice.</i>			
Development	(a) Development up to \$5,000 estimated cost	S**	\$ 129.00	
Development	(b) Development \$5,001 to \$50,000	S**	\$198 + \$3.00 per \$1,000 (or part thereof) of the estimated cost	
Development	(c) Between \$50,001 to \$250,000	S**	\$412 + \$3.64 per \$1,000 (or part thereof) over \$50,001	
Development	(d)**Between \$250,001 to \$500,000	S**	\$1,356 + \$2.34 per \$1,000 (or part thereof) over \$250,001	
Development	(e)**Between \$500,001 to \$1,000,000	S**	\$2,041 + \$1.64 per \$1,000 (or part thereof) over \$500,001	
Development	(f) **Between \$1,000,001 to \$10,000,000	S**	\$3,058 + \$1.44 per \$1,000 (or part thereof) over \$1,000,001	
Development	(g) **Over \$10,000,000	S**	\$18,565 + \$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	Dwelling House and not exceeding \$100,000 (Sch 4, Part 2 REG)	S**	\$ 532.00	
Development	Development not involving building work or subdivision (Cl.250 REG)	S**	\$ 333.00	
Development	Referral to Heritage Advisor (outside monthly visit) <i>Construction Certificate File Maintenance and Compliance Inspection Fees Apply</i>	PC	\$ 335.00	±
Development	Subdivision of Land (EP & A Reg. Sch 4, Part 2)			
Development	(a)(i) Subdivision (opening of public road)	S**	\$ 777.00	
Development	PLUS per additional lot	S**	\$ 65.00	
Development	(ii) Subdivision (not involving opening of public road)	S**	\$ 386.00	
Development	PLUS per additional lot	S**	\$ 53.00	
Development	(b) Strata	S**	\$ 333.00	
Development	PLUS per additional lot	S**	\$ 65.00	
Development	(c) Registration & Release fee	PC	\$ 170.00	
Development	(d) Subdivision and or strata certificate	PC	\$ 281.00	
Development	PLUS per lot numbered on the plan	PC	\$ 65.00	
Development	Designated Development (EP & A Reg. Sch 4, Part 3)	S**	\$ 1,076.00	
Development	Integrated Development Referral fee (Per Agency) (EP & A Reg. Sch 4, Part 3)	S**	\$ 374.00	
Development	Concurrence Fee (Additional) (EP & A Reg. Sch 4, Part 3)	S**	\$ 374.00	
Development	Processing Fee (EP & A Sch 4, Part 3)	S**	\$ 164.00	
Development	Development requiring advertising or notification (EP & A Reg. Sch 4, Part 3)			
Development	(a) Designated Development	S**	\$ 2,596.00	
Development	(b) Prohibited & Other Advertised Development	S**	\$ 1,292.00	
Development	(c) Development Requiring Notice	S**	\$ 1,292.00	
Development	(d) Community Participation Plan Notified Development	PC	\$ 205.00	
Development	(e) Community Participation Plan Advertised Development	PC	\$ 865.00	
Development	Section 4.55 Modification (EP & A Reg. Sch 4, Part 4) Application Fee			
Development	(a) Section 4.55(1) of the Act (EP & A REG Sch 4, Part 4) - Minor	S**	\$ 83.00	
Development	(b) Section 4.55(1A) of the Act (Sch 4, Part 4 EPA REG) - involving minimal environmental impact	S**	Lesser of 50% of the original fee OR \$754.00	
Development	(c) Section 4.55(2) or Section 4.56 of the Act (Sch 4, Part 4 EPA REG) - Major			
Development	(d) If original fee less than 1 fee unit under the EPA&A Regulations	S**	50% of original fee	
Development	(e) If the fee for the original application was 1 fee unit or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building	S**	50% of original fee	

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Function/Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Development	(f) If the fee for the original development application was 1 fee unit or more under the EP&A Regulations, and the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less	S**	\$ 222.00	
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**	\$ 778.00	
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			
Development	(a) After issue of consent or approval (No refund)	PC	No Refund	
Development	(b) After lodgement, but prior to issue of consent or approval	PC	Lesser of 50% or \$270	
Development	(c) Compliance Certificate fees where inspections are not carried out	PC	100%	
Development	(d) Construction Certificate fee after lodgement, but prior to issue of construction certificate	PC	Lesser of 50% or \$270	
Development	(e) Septic Tank/Sewer after Approval (No refund)	PC	Nil	
Development	(f) Septic Tank/Sewer prior to Approval	PC	50%	
Development	(g) Compliance Certificate fees where inspections are not carried out	PC	100%	
Construction	Long Service Levy - Payable to Long Service Corporation			
Construction	Construction Certificates (includes engineering construction certificates) <i>Note: The General Manager can authorise reduced fees for construction certificates and complying development on an individual basis where the value of development exceeds \$1,000,000</i>			
Construction	(a) Less than \$12,000	FC	\$ 162.00 ±	
Construction	(b) Between \$12,001 and \$100,000 PLUS \$5.00 per \$1,000 over \$12,000	FC	\$ 216.00 ±	
Construction	(c) Between \$100,001 and \$500,000 PLUS \$20.00 per \$5,000 over \$100,000	FC	\$ 702.00 ±	
Construction	(d) Between \$500,001 and \$1,000,000 PLUS \$15.00 per \$5,000 over \$500,000	FC	\$ 2,808.00 ±	
Construction	(e) Greater than \$1,000,000 PLUS \$75.00 per \$50,000 over \$1,000,000	FC	\$ 5,616.00 ±	
Construction	(f) Subdivision Works Certificate (minimum charge)	FC	\$ 432.00 ±	
Construction	(g) Alternate Solution	FC	By Assessment ±	
Construction	(h) Construction Certificate Modification after approval - minor change minimum charge	FC	\$ 119.00 ±	
Construction	(i) Construction Certificate Modification after approval - major change	FC	\$500 or 50% of original fee whichever is the greater ±	
Construction	Complying Development Certificate			
Construction	(a) Less than \$12,000	FC	\$ 416.00 ±	
Construction	(b) Between \$12,001 and \$50,000	FC	\$ 707.00 ±	
Construction	(c) Between \$50,001 and \$100,000	FC	\$ 1,404.00 ±	
Construction	(d) Between \$100,001 and \$500,000	FC	\$ 2,160.00 ±	
Construction	(e) Between \$500,001 and \$1,000,000	FC	\$ 3,564.00 ±	
Construction	(f) Greater than \$1,000,001 and \$2,000,000	FC	\$ 5,400.00 ±	
Construction	(g) Greater than \$2,000,000	FC	By Assessment ±	
Construction	PLUS Compliance Certificate Fees			
Construction	(h) Modification after certificate issued - updated documents supplied (no reassessment involved)	PG	Nil	
Construction	(i) Modification after certificate issued - minor change	FC	\$ 162.00 ±	
Construction	(j) Modification after certificate issued - major change	FC	\$500 or 50% of original fee whichever is the greater ±	
Construction	Construction Inspections			
Construction	(a) Per inspection - Council PCA	FC	\$ 216.00 ±	
Construction	(b) Package of 4 inspections	FC	\$ 713.00 ±	
Construction	(c) Re-Inspection	FC	\$ 216.00 ±	
Construction	(d) Per Inspection - Private PCA	FC	\$ 432.00 ±	
Construction	(e) Inspection of a building to be relocated	FC	By Assessment - hourly rate - In addition to any other applicable fee - Full cost recovery	
Construction	Accredited Certifiers			
Construction	- Engagement of accredited certifiers from private sector or other councils to undertake Council Certification Functions	FC	Full Cost + 30%	
Construction	- Private Certifier Fee (EP & A Reg. 263)	S**	\$ 36.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Construction	Building Information Certificate			
Construction	(a) Floor area of building or part < 200m ²	FC	\$ 270.00	
Construction	(b) Floor area of building > 200m ² and < 2,000m ²	FC	\$ 270.00	
Construction	PLUS: if > 200m ² (per m ²)	FC	\$ 0.55	
Construction	(c) Floor area > 2,000m ²	FC	\$ 1,258.00	
Construction	PLUS: if > 2000m ² (per m ²)	FC	\$ 0.80	
Construction	(d) Unauthorised building works	FC	Fee calculated using Construction Certificate fee, using estimated value of construction works	
Construction	Swimming Pools			
Construction	- Swimming Pool Compliance Certificate Application	S**	\$ 150.00	
Construction	- Registering Pool on Behalf of Owner	S**	\$ 10.00	
Construction	- Initial Inspection Fee	S**	\$ 150.00	
Construction	- Reinspection fee resulting from initial inspection	S**	\$ 100.00	
Waste Management	Residential and Small Business waste			
Waste Management	- 20L Drum	PC	\$ 2.00	±
Waste Management	- Bag of Waste - per bag	PC	\$ 5.00	±
Waste Management	- 240L wheelie bin	PC	\$ 9.00	±
Waste Management	- Timber Waste (processed timber inc. builders timber and furniture (per m ³))	PC	\$ 22.00	±
Waste Management	- Timber Waste (processed timber inc. builders timber and furniture (per ½m ³))	PC	\$ 11.00	±
Waste Management	- Timber Waste (processed timber inc. builders timber and furniture (per 250L/Kg))	PC	\$ 5.00	±
Waste Management	- Unsorted waste (per m ³)	PC	\$ 66.00	±
Waste Management	- Sorted waste (per m ³)	PC	\$ 33.00	±
Waste Management	- Bricks & Concrete (sorted no other waste)(per m ³)	PC	\$ 33.00	±
Waste Management	- Skip Bin unsorted waste (per m ³)	PC	\$ 44.00	±
Waste Management	- Resource Recovery Items (provided they are not contaminated; already separated, and do not go into landfill)	PG	Nil	
Waste Management	- Residential Green Waste (organic material including grass clippings and branches etc.)	PG	Nil	
Waste Management	- Clean Fill	PG	Nil	
Waste Management	- Light and Heavy Steel	PG	Nil	
Waste Management	- Motor Vehicles	PG	Nil	
Waste Management	- Glass containers	PG	Nil	
Waste Management	- Aluminium Cans	PG	Nil	
Waste Management	- Plastic Bottles	PG	Nil	
Waste Management	- Cardboard and Paper	PG	Nil	
Waste Management	- E-Waste Items (all computer, ancillary computer items and televisions)	PG	Nil	
Waste Management	Commercial Waste			
Waste Management	- Commercial green/timber waste requiring mulching (per m ³)	FC	\$ 32.00	±
Waste Management	- Commercial waste per tonne (weighbridge receipt provided)	FC	\$ 194.00	±
Waste Management	- Commercial waste (per m ³)	FC	\$ 270.00	±
Waste Management	- Commercial construction & demolition waste (per m ³)	FC	\$ 73.00	±
Waste Management	Tyres (Residential)			
Waste Management	- Car	PC	\$ 16.00	±
Waste Management	- Truck/small tractor	PC	\$ 32.00	±
Waste Management	- Tractor (large greater than 1m diameter)	PC	\$ 194.00	±
Waste Management	- Tyre components (cut up tyres per m ³)	PC	\$ 97.00	±
Waste Management	Lounges & mattresses			
Waste Management	- Single lounge or mattress	PC	\$ 11.00	±
Waste Management	- Double lounge or mattress	PC	\$ 16.00	±
Waste Management	Animals			
Waste Management	- Small carcasses (cats, dogs, sheep, goats)	PC	\$ 16.00	±
Waste Management	- Large carcasses (cattle and horses)	PC	\$ 76.00	±
Waste Management	Asbestos (must be triple wrapped in black plastic and sealed)			
Waste Management	- Minimal (no more than a wheel-barrow)	FC	\$ 54.00	±
Waste Management	- Within the local government area (per m ³)	FC	\$ 432.00	±
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.			

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Cemeteries	Cemetery Fees			
Cemeteries	- Reservation Fee (Fee deducted from final plot fee)	PC	\$ 640.00	
Cemeteries	- Monument Burial Plot Permit and Grave Fee	PC	\$ 3,257.00	±
Cemeteries	- Lawn Cemetery Burial Plot	PC	\$ 3,257.00	±
Cemeteries	- Re-Opening Fee	PC	\$ 786.00	±
Cemeteries	- Inspection Fee	PC	\$ 370.00	±
Cemeteries	- Interment of Child (under 16 years)	PC	\$ 1,629.00	±
Cemeteries	- Exhumation Administration Fees	PC	\$ 7,862.00	±
Cemeteries	- Niche Walls (Blayney, Carcoar, Hobbys Yards, Lyndhurst, Neville and Millthorpe)	PC	\$ 640.00	±
Cemeteries	- Internment of ashes into existing grave fee (max 4 per lot)	PC	\$ 640.00	±
Cemeteries	Search Fees			
Cemeteries	<i>Cemetery Information required for Family Trees, locating graves, etc.</i>			
Cemeteries	- Per hour	PC	\$ 240.00	±
Cemeteries	- Per 15 min (or part thereof)	PC	\$ 59.00	±
Sewerage Services	Liquid Trade Waste			
Sewerage Services	<i>Council will issue Category 1 and 2/25 trade waste usage every three months in arrears.</i>			
Sewerage Services	- Application Fee	FC	\$ 284.00	
Sewerage Services	- Application Fee (Large Dischargers - Category 3)	FC	\$ 478.00	
Sewerage Services	- Re-Inspection Fee	FC	\$ 106.00	
Sewerage Services	- Trade Waste Usage Charges for Category 1 with Prescribed Pre-Treatment (per KL)	PG	Nil	
Sewerage Services	Total mass charges as calculated using individual parameter charges (U):			
Sewerage Services	- Aluminium	FC	\$ 1.00	
Sewerage Services	- Ammonia (as Nitrogen)	FC	\$ 3.00	
Sewerage Services	- Arsenic	FC	\$ 106.00	
Sewerage Services	- Barium	FC	\$ 53.00	
Sewerage Services	- Biochemical Oxygen Demand (BOD)	FC	\$ 1.00	
Sewerage Services	- Boron	FC	\$ 1.00	
Sewerage Services	- Bromine	FC	\$ 22.00	
Sewerage Services	- Cadmium	FC	\$ 492.00	
Sewerage Services	- Chloride	PG	Nil	
Sewerage Services	- Chlorinated Hydrocarbons	FC	\$ 53.00	
Sewerage Services	- Chlorinated phenolic	FC	\$ 2,124.00	
Sewerage Services	- Chlorine	FC	\$ 2.00	
Sewerage Services	- Chromium	FC	\$ 36.00	
Sewerage Services	- Cobalt	FC	\$ 22.00	
Sewerage Services	- Copper	FC	\$ 22.00	
Sewerage Services	- Cyanide	FC	\$ 107.00	
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	\$ 1,063.00	
Sewerage Services	- Iron	FC	\$ 2.00	
Sewerage Services	- Lead	FC	\$ 53.00	
Sewerage Services	- Lithium	FC	\$ 11.00	
Sewerage Services	- Manganese	FC	\$ 11.00	
Sewerage Services	- Mercaptans	FC	\$ 107.00	
Sewerage Services	- Mercury	FC	\$ 3,540.00	
Sewerage Services	- Methylene Blue Active Substances	FC	\$ 1.00	
Sewerage Services	- Molybdenum	FC	\$ 1.00	
Sewerage Services	- Nickel	FC	\$ 36.00	
Sewerage Services	- Nitrogen (as TKN – Total Kjeldahl Nitrogen)	FC	\$ 1.00	
Sewerage Services	- Organ arsenic Compounds	FC	\$ 1,065.00	
Sewerage Services	- Pesticides General (excludes organochlorines and organophosphates)	FC	\$ 1,062.00	
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	\$ 22.00	
Sewerage Services	- Selenium	FC	\$ 75.00	
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	\$ 22.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Sewerage Services	Liquid Trade Waste Excess Mass Charge (\$) = $\frac{(S - D) \times Q \times U}{1000}$ Where: S = Concentration (mg/L) of substance in sample. D = Concentration (mg/L) of substance deemed to be present in domestic sewerage. Q = Volume (kl) of liquid trade waste discharged to the sewerage system. U = Unit prices (\$/kg) for disposal of substance to the sewerage system.			
Sewerage Services	Non Compliance			
Sewerage Services	Non compliance PH charge (K = pH coefficient)	FC	K = 0.5	
Sewerage Services	Food Waste Disposal Charge			
Sewerage Services	Where Blayney Shire Council has approved installation of a food waste disposal unit for an existing hospital, nursing home or other eligible facility. The following additional food waste disposal charge will be payable annually. Food Waste Disposal Charge (\$) = B x UF Where: B = Number of beds in hospital or nursing home. UF = Annual unit price (\$/bed) for a food waste disposal unit at a hospital or nursing home. Where: UF = \$21.00/bed		\$ -	
Sewerage Services	Treated Recycled Water			
Sewerage Services	- per kilolitre	FC	\$ 4.00	
Sewerage Services	Supply of Drainage Diagram			
Sewerage Services	- Domestic/Commercial Premises (Solicitor Enquiry Per Property)	PC	\$ 90.00	±
Sewerage Services	- Sewer Diagram (new)	PC	\$ 168.00	±
Sewerage Services	- Septic Tank (if required)	PC	\$ 168.00	±
Sewerage Services	- Amendment to Drainage Diagram	PC	\$ 168.00	±
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	\$ 139.00	
Village Bore	- Village bore Key deposit – refundable on return of the key	FC	\$ 150.00	
Public Halls	Community Centre Hire for Local entertainment, concerts, public meetings, trade exhibitions, school functions (other than dinners), religious services, etc. where NO door charge is made (does not incl. use of kitchen or bar). <i>Hire of facility is subject to terms and conditions. Community Centre furniture is not available for external hire. Community Centre furniture is not available for external hire.</i>			
Public Halls	- Evening Hire (between 5.00pm & 1.00am)	PC	\$ 361.00	±
Public Halls	- Day Hire (between 9.00am & 5.00pm)	PC	\$ 198.00	±
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). <i>Hire of facility is subject to terms and conditions. Community Centre furniture is not available for external hire.</i>			
Public Halls	- Hire	PC	\$ 732.00	±
Public Halls	- School Age Dances / Disco's	PC	\$ 198.00	±
Public Halls	Community Centre Meeting Room Hire (per day)			
Public Halls	- Meeting room (Chambers or Cadia Room)	PC	\$ 134.00	±
Public Halls	- Shire charitable organisations and Service Clubs (Chambers or Cadia Room)	PC	\$ 55.00	±
Public Halls	- Hire of both Cadia Room and Chambers	PC	\$ 188.00	±
Public Halls	- Blayney Shire charitable organisations and Service Clubs	PC	\$ 110.00	±
Public Halls	Community Centre Meeting Room Hire (per annum)			
Public Halls	- Meeting room (Chambers or Cadia Room) - School terms only	PC	\$ 2,200.00	±
Public Halls	- Shire charitable organisations and Service Clubs	PC	\$ 605.00	±
Public Halls	Community Centre Hire of Other Areas (per day)			
Public Halls	- Kitchen Hire	PC	\$ 117.00	±
Public Halls	- Bar Hire	PC	\$ 58.00	±
Public Halls	Rehearsals & Prior Entry			
Public Halls	- Up to 4 hours	PC	\$ 47.00	±
Public Halls	- 4 to 8 hours	PC	\$ 58.00	±
Public Halls	Cleaning			
Public Halls	- Cleaning Cost chargeable if facility is not left in a clean state by the Hirer.	FC	\$ 512.00	±
Public Halls	Security Deposit - Refundable			
Public Halls	- Security Deposit (Excl. Shire Charitable Organisations/ Pensioner Groups/Schools)	FC	\$ 500.00	
Public Halls	- Security Deposit (Shire Charitable Organisations/ Pensioner Groups/Schools)	FC	\$ 100.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Public Libraries	Blayney Library <i>Fees as recommended by Central West Libraries</i>			
Public Libraries	- Photocopies B&W (per copy)	PC	\$ 0.20	±
Public Libraries	- Lost Borrower Card	PC	\$ 2.20	±
Public Libraries	- Lost or damaged material – replacement cost and processing fee	PC	\$ 22.70	±
Public Libraries	- Inter Library Loans: Search fee	PC	\$ 5.50	±
Public Libraries	- Local studies research - first hour free then per hour	PC	\$ 40.00	±
CentrePoint	Casual Admission Fees			
CentrePoint	Casual Swim			
CentrePoint	- Adult	PC	\$ 7.00	±
CentrePoint	- Concession	PC	\$ 5.00	±
CentrePoint	- Child (under 18)	PC	\$ 5.00	±
CentrePoint	- Child (under 3 with a paying adult)	PG	No charge	
CentrePoint	- Family (Up to 2 adults and all children at one address)	PC	\$ 17.00	±
CentrePoint	Gym & Classes Casual Entry			
CentrePoint	- Adult	PC	\$ 15.00	±
CentrePoint	- Concession (Student & Senior)	PC	\$ 11.00	±
CentrePoint	- Healthy Life for Life & Gentle Tai Chi	PC	\$ 8.00	±
CentrePoint	Dry Courts Casual Entry			
CentrePoint	- All Ages per person	PC	\$ 4.00	±
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	\$ 65.00	±
CentrePoint	Group Training Rate - 60 Mins (max 4 clients)			
CentrePoint	- 2 Client (per person)	PC	\$ 32.00	±
CentrePoint	- 3 Client (per person)	PC	\$ 27.00	±
CentrePoint	- 4 Client (per person)	PC	\$ 22.00	±
CentrePoint	Crèche (per session)			
CentrePoint	- Per Child	PC	\$ 4.00	±
CentrePoint	Short Term Options (Valid to 30 June 2022)			
CentrePoint	Pool Access - Includes Aqua Aerobics			
CentrePoint	- Adult - 10 Visit Pass	PC	\$ 68.00	±
CentrePoint	- Concession (Child, Student & Senior)	PC	\$ 46.00	±
CentrePoint	Full Centre Access (Gym, Classes, Pool and Dry Courts)			
CentrePoint	- Adult - 10 Visit Pass	PC	\$ 157.00	±
CentrePoint	- Concession (Child, Student & Senior)	PC	\$ 113.00	±
CentrePoint	Gym & Class Access			
CentrePoint	- Adult - 10 Visit Pass	PC	\$ 113.00	±
CentrePoint	- Concession (Child, Student & Senior)	PC	\$ 92.00	±
CentrePoint	Concession - Class only membership			
CentrePoint	- Concession - 3 months	PC	\$ 140.00	±
CentrePoint	Memberships			
CentrePoint	Aquatic Membership - Includes Aqua Aerobics			
CentrePoint	- Concession (Child, Student & Senior) Upfront p.a	PC	\$ 562.00	±
CentrePoint	- Concession (Child, Student & Senior) FN Direct Debit	PC	\$ 22.00	±
CentrePoint	- Adult - Upfront	PC	\$ 670.00	±
CentrePoint	- Adult - FN Direct Debit	PC	\$ 26.00	±
CentrePoint	- Family (2 adults and 3 children) Upfront p.a	PC	\$ 1,406.00	±
CentrePoint	- Family (2 adults and 3 children) FN Direct Debit	PC	\$ 54.00	±
CentrePoint	Fitness Membership (Gym and classes)			
CentrePoint	- Concession (Child, Student & Senior) Upfront p.a	PC	\$ 626.00	±
CentrePoint	- Concession (Child, Student & Senior) Direct Debit	PC	\$ 23.00	±
CentrePoint	- Adult - Upfront p.a	PC	\$ 778.00	±
CentrePoint	- Adult - FN Direct Debit	PC	\$ 29.50	±
CentrePoint	- Family (2 adults and 3 children) Upfront p.a	PC	\$ 1,566.00	±
CentrePoint	- Family (2 adults and 3 children) FN Direct Debit	PC	\$ 60.00	±
CentrePoint	CentrePoint Membership (Gym, Pool, Classes, Dry Courts)			
CentrePoint	- Concession (Child, Student & Senior) Upfront p.a	PC	\$ 810.00	±
CentrePoint	- Concession (Child, Student & Senior) FN Direct Debit	PC	\$ 30.00	±
CentrePoint	- Adult - Upfront p.a	PC	\$ 1,134.00	±
CentrePoint	- Adult - FN Direct Debit	PC	\$ 43.00	±
CentrePoint	- Family (2 adults and 3 children) Upfront p.a	PC	\$ 1,944.00	±
CentrePoint	- Family (2 adults and 3 children) FN Direct Debit	PC	\$ 76.00	±
CentrePoint	Joining Fee			
CentrePoint	- Fitness & CentrePoint Memberships	PC	\$ 22.00	±
CentrePoint	Fob fee & replacement Fob	FC	\$ 10.50	±
CentrePoint	Fitness Passport			
CentrePoint	- Swim/Gym/Class per visit per holder	PC	TBC	±
CentrePoint	Swimming Lessons			
CentrePoint	Swimming Lessons (includes entry fee for child)			
CentrePoint	- Swimming Lessons - Per Child for 12 week block - Upfront	PC	\$ 207.00	±
CentrePoint	- Swimming Lessons - Per Child for 12 week block - FN Direct Debit	PC	\$ 35.00	±

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
CentrePoint	Swim Squad - School Term (12 weeks)			
CentrePoint	- 1 Session per week - Upfront	PC	\$ 104.00	±
CentrePoint	- 1 Session per week - FN Direct Debit	PC	\$ 17.00	±
CentrePoint	- 2 Sessions per week - Upfront	PC	\$ 207.00	±
CentrePoint	- 2 Sessions per week - FN Direct Debit	PC	\$ 35.00	±
CentrePoint	Private Lessons 1:1 (12 weeks)			
CentrePoint	- Learn to swim per half hour - Upfront	PC	\$ 583.00	±
CentrePoint	- Learn to swim per half hour - FN Direct Debit	PC	\$ 97.00	±
CentrePoint	Miscellaneous			
CentrePoint	Instructors			
CentrePoint	- LTS instructor per hour	PC	\$ 54.00	±
CentrePoint	Venue Hire			
CentrePoint	Scout Hall and Aerobic Room Venue Hire			
CentrePoint	- Per Hour	PC	\$ 32.00	±
CentrePoint	- Half Day (3-5hours)	PC	\$ 108.00	±
CentrePoint	- Full Day	PC	\$ 216.00	±
CentrePoint	Dry Courts Hire			
CentrePoint	- Per 1/2 Court per hour	PC	\$ 27.00	±
CentrePoint	- Per Court per hour	PC	\$ 54.00	±
CentrePoint	- Per Court per 1/2 day	PC	\$ 130.00	±
CentrePoint	- Per Court per full day	PC	\$ 216.00	±
CentrePoint	Lane Hire			
CentrePoint	- 1 Lane per hour	PC	\$20 + Pool Entry	±
CentrePoint	CentrePoint Birthday Parties			
CentrePoint	<i>Minimum 15 Children per Booking</i>			
CentrePoint	- Catered per child	PC	\$ 24.00	±
CentrePoint	- Non catered per child	PC	\$ 17.00	±
CentrePoint	NSW Companion Card Entry			
CentrePoint	- Entry for person who shows NSW Companion Card	PG	No charge	
CentrePoint	NDIS Fees			
CentrePoint	- Services and prices as per NDIS support catalogue	PG	No charge	
CentrePoint	Definitions			
CentrePoint	Family: Members must reside at the same address, must be immediate family, children must be under 18 years of age			
CentrePoint	Concession: Must hold and present a valid concession card			
CentrePoint	Student: A full time high school, tertiary/uni or TAFE student. Valid student card must be presented.			
Sporting Grounds	All Schools			
Sporting Grounds	- St Joseph's Primary School	PC	\$ 269.00	±
Sporting Grounds	- Heritage Schools Group	PC	\$ 269.00	±
Sporting Grounds	- Blayney High School	PC	\$ 1,011.00	±
Sporting Grounds	- Millthorpe Public School (Redmond Oval)	PC	\$ 541.00	±
Sporting Grounds	King George Oval Seasonal Hire			
Sporting Grounds	- Cricket	PC	\$ 755.00	±
Sporting Grounds	- Junior Rugby League	PC	\$ 1,017.00	±
Sporting Grounds	- Rugby League	PC	\$ 2,820.00	±
Sporting Grounds	- Rugby Union	PC	\$ 2,743.00	±
Sporting Grounds	- Little Athletics	PC	\$ 755.00	±
Sporting Grounds	Redmond Oval Seasonal Hire			
Sporting Grounds	- Senior Cricket	PC	\$ 731.00	±
Sporting Grounds	- Junior Cricket	PC	\$ 731.00	±
Sporting Grounds	- Junior Soccer	PC	\$ 1,017.00	±
Sporting Grounds	- Senior Soccer	PC	\$ 1,093.00	±
Sporting Grounds	- Millthorpe Junior Rugby Union (inc. Blayney based-Gala Day)	PC	\$ 672.00	±
Sporting Grounds	Dakers/Napier Oval Seasonal Hire			
Sporting Grounds	<i>Per facility (Dakers Oval or Napier Oval)</i>			
Sporting Grounds	- Cricket	PC	\$ 514.00	±
Sporting Grounds	- Junior Soccer	PC	\$ 1,017.00	±
Sporting Grounds	- Senior Soccer	PC	\$ 1,093.00	±
Sporting Grounds	Stillingfleet Courts Seasonal Hire			
Sporting Grounds	- Blayney Netball Association	PC	\$ 1,078.00	±
Sporting Grounds	Blayney Tennis Courts Seasonal Hire			
Sporting Grounds	- Blayney Tennis Courts (Blayney Tennis Club)	PC	\$ 1,078.00	±
Sporting Grounds	Other Blayney Shire Recreation Grounds			
Sporting Grounds	<i>(Excludes Blayney and Millthorpe Grounds)</i>			
Sporting Grounds	- Annual Fee per Ground	PC	\$ 514.00	±
Sporting Grounds	Specific Event - Redmond Oval			
Sporting Grounds	- Millthorpe Markets incl. clearing of amenities, line marking etc.	PC	\$ 2,563.00	±
Sporting Grounds	Casual Hire (per day or part thereof) Redmond Oval			
Sporting Grounds	- Casual Hire (incl. Toilets/Change rooms/Canteen)	PC	\$ 676.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	\$ 200.00	
Sporting Grounds	PLUS Key Deposit	FC	\$ 100.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	PC	\$ 231.00	±

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Sporting Grounds	King George Oval Casual Hire (per day or part thereof)			
Sporting Grounds	- Casual Hire (inc Toilets/Change rooms/Canteen)	PC	\$ 677.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	\$ 200.00	
Sporting Grounds	PLUS Key Deposit	FC	\$ 100.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	PC	\$ 231.00	±
Sporting Grounds	Napier Oval Casual Hire (per day or part thereof)			
Sporting Grounds	- Casual Hire (incl. Toilets/Change rooms)	PC	\$ 628.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	\$ 200.00	
Sporting Grounds	PLUS Key Deposit	FC	\$ 100.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	PC	\$ 231.00	±
Sporting Grounds	Dakers Oval Casual Hire (per day or part thereof)			
Sporting Grounds	- Casual Hire	PC	\$ 500.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	\$ 200.00	
Sporting Grounds	PLUS Key Deposit	FC	\$ 100.00	
Sporting Grounds	Blayney Shire Recreation Grounds Casual Hire (per day or part thereof) <i>Excludes Blayney and Millthorpe Grounds</i>			
Sporting Grounds	- Casual Hire (inc Toilets)	PC	\$ 500.00	±
Sporting Grounds	PLUS Cleaning Deposit	FC	\$ 100.00	
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	\$ 112.00	±
Sporting Grounds	- Personal Training Facility Access Charge for all Parks, Gardens & Outdoor Facilities (excluding King George Oval & Redmond Oval)	PC	\$ 156.00	±
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	\$ 50.00	±
Blayney Showground	Blayney Showground Seasonal Hire (includes Pavilion) <i>*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.</i>			
Blayney Showground	- Annual Hire Fee: Junior groups (includes Gator & Rake Fee) (to 30 June)**	PC	\$ 1,151.00	±
Blayney Showground	- Annual Hire Fee: Senior Groups (includes Gator & Rake Fee) (to 30 June)**	PC	\$ 1,893.00	±
Blayney Showground	- Blayney Harness Racing Trainers	PC	\$ 302.00	±
Blayney Showground	- Individual/Group Horse Riders (per hour minimum 2 hours) for up to 5 Horse Riders	PC	\$ 112.00	±
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	\$ 445.00	±
Blayney Showground	- Additional Hire Days	PC	\$ 278.00	±
Blayney Showground	- Additional Hire Days	PC	\$ 139.00	±
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	\$ 2,533.00	±
Blayney Showground	- Individual Accredited Coaching Clinics	PC	\$ 289.00	±
Blayney Showground	- Individual/Group Horse Riders (Outdoor Arena's only)	PC	Contract Price	±
Blayney Showground	- Surface Preparation (Watering and Raking Only)	PC	\$ 579.00	±
Blayney Showground	- Surface (Fill, Refill, Spreading and Removal)	PC	Contract Price	±
Blayney Showground	- Hire of Gator (per hour)	PC	\$ 155.00	±
Blayney Showground	- Hire of Rake (per hour)	PC	\$ 35.00	±
Blayney Showground	- Lights (per hour)	PC	\$ 45.00	±
Blayney Showground	- Pavilion Hire	PC	\$ 467.00	±
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	\$ 2,101.00	±
Blayney Showground	- Blayney Harness Racing	PC	\$ 955.00	±
Blayney Showground	- Special Events hosted by Seasonal Hire User Groups (Regional)	PC	\$ 2,101.00	±
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	

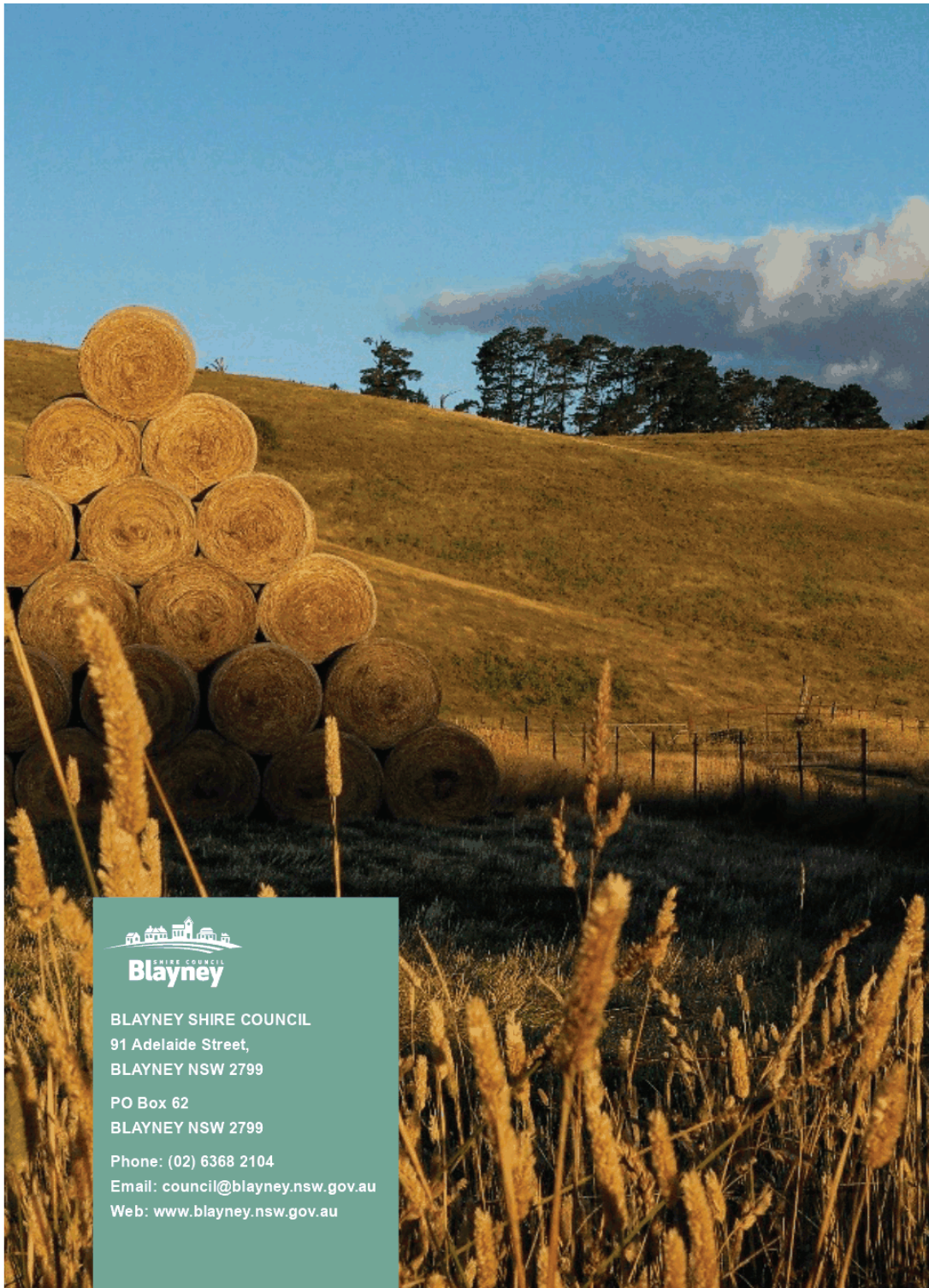
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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Transport & Communication	Contributions to Works – Council Programmed Works			
Transport & Communication	- Kerb & Guttering (per lineal metre)	R	50% of cost	
Transport & Communication	- 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	\$ 84.00	
Transport & Communication	- When Council is PCA and applied for in conjunction other approval (plus 1 inspection)	PC	\$ 84.00	
Transport & Communication	- When applied for when Council is not PCA or not in conjunction with other approval (plus 1 inspection)	PC	\$ 168.00	
Transport & Communication	- Non-standard works (Design and TGS by others) plus 1 inspection	PC	\$ 162.00	
Transport & Communication	- Per Inspection / Re Inspection	PC	\$ 135.00	±
Transport & Communication	- Assessment of filming event request (minor)	FC	\$ 440.00	±
Transport & Communication	- Assessment of filming event request (major (more than 1 day))	FC	\$ 2,200.00	±
Transport & Communication	Restoration Charge - Minimum Charge 5m²			
Transport & Communication	- Concrete Road Pavements (per m ²)	FC	\$ 482.00	
Transport & Communication	- Concrete Footpaths (per m ²)	FC	\$ 193.00	
Transport & Communication	- Residential Driveways (per m ²)	FC	\$ 261.00	
Transport & Communication	- Bitumen surface on all bases (per m ²)	FC	\$ 213.00	
Transport & Communication	- Gravel Roads / Footpaths (per m ²)	FC	\$ 137.00	
Transport & Communication	- Kerb & Gutter (per m)	FC	\$ 213.00	
Transport & Communication	- Turfed Footpaths (per m ²)	FC	\$ 130.00	
Transport & Communication	- Block paved Footpaths (per m ²)	FC	\$ 315.00	
Economic Affairs	Visitor Information Centre Café (Per Lease Agreement)	FC	Market Rental	±
Economic Affairs	Private Works			
Economic Affairs	- Direct Costs including labour on-costs + 30% surcharge	FC	Full Cost + 30%	±
Economic Affairs	Gravel Sales			
Economic Affairs	- Uncrushed material (All Quarries)			
Economic Affairs	- Ex Pit (per tonne)	FC	\$ 14.32	±
Economic Affairs	- 0-9km (per tonne)	FC	\$ 22.90	±
Economic Affairs	- 10-19km (per tonne)	FC	\$ 28.40	±
Economic Affairs	- 20-29km (per tonne)	FC	\$ 33.90	±
Economic Affairs	Crushed material inc. Rubble (Whites and Cadia)			
Economic Affairs	- Ex Pit (per tonne)	FC	\$ 26.33	±
Economic Affairs	- 0-9km (per tonne)	FC	\$ 33.19	±
Economic Affairs	- 10-19km (per tonne)	FC	\$ 38.68	±
Economic Affairs	- 20-29km (per tonne)	FC	\$ 44.16	±
Economic Affairs	Wet Plant Hire Rates for Private Works (per hour during normal hours)			
Economic Affairs	- Water Cart	FC	\$ 198.00	±
Economic Affairs	- Grader Cat 12 Series	FC	\$ 263.00	±
Economic Affairs	- Loader	FC	\$ 207.00	±
Economic Affairs	- Backhoe	FC	\$ 227.00	±
Economic Affairs	- Roller Dynapac	FC	\$ 210.00	±
Economic Affairs	- Roller Multi Tyred	FC	\$ 254.00	±
Economic Affairs	- 2.7 Tonne Excavator + trailer	FC	\$ 134.00	±
Economic Affairs	- 5 Tonne Excavator hire	FC	\$ 139.00	±
Economic Affairs	- Wing Mower (+tractor)	FC	\$ 185.00	±
Economic Affairs	- Flail (+tractor)	FC	\$ 157.00	±
Economic Affairs	- Slasher (+tractor)	FC	\$ 186.00	±
Economic Affairs	- Tractor only	FC	\$ 136.00	±
Economic Affairs	- Front Deck Mower	FC	\$ 136.00	±
Economic Affairs	- Street Sweeper	FC	\$ 163.00	±
Economic Affairs	- Sewer Jetta (2 x Works Operators)	FC	\$ 349.00	±
Economic Affairs	- Pipe CTV Crawler (2x Works Operators)	FC	\$ 351.00	±

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2023/24	GST Incl
Economic Affairs	Truck Hire Rates			
Economic Affairs	- 12 Tonne Tipper	FC	\$ 212.00	±
Economic Affairs	- Truck + Dog Trailer (30tonne)	FC	\$ 253.00	±
	2013 Contributions Plan (repealed 13 January 2023. Only applies to developments where DA's were lodged prior to this date and contributions were imposed in the subsequent development consent)			
Developer Contributions	Section 7.11 Contributions			
Developer Contributions	- Residential accommodation development resulting in additional dwelling or lot (per new dwelling or allotment)	CP	\$ 7,417.00	
Developer Contributions	Heavy haulage developments			
Developer Contributions	- Regional Sealed Road (per ESA per km)	CP	\$ 0.24	
Developer Contributions	- Local Sealed Road (per ESA per km)	CP	\$ 0.54	
Developer Contributions	- Local Gravel Road (per ESA per km)	CP	\$ 0.27	
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	\$ 9,296.00	
Developer Contributions	Heavy haulage developments			
Developer Contributions	- Regional Sealed Road (per ESA per km)	CP	\$ 0.52	
Developer Contributions	- Local Sealed Road (per ESA per km)	CP	\$ 0.66	
Developer Contributions	- Local Gravel Road (per ESA per km)	CP	\$ 0.52	
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	\$ 8,492.00	
Developer Contributions	- Developer Charges for Blayney Sewerage Scheme (per new dwelling or lot)	CP	\$ 5,095.00	
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.			

**Please Note: Statutory fee as advised by responsible authority are subject to change without notice



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