



AGENDA

Extraordinary Council Meeting Tuesday, 26 May 2020

Date: Tuesday, 26 May 2020

Time: 5pm

Location: Council Chambers, Market Street Balranald

**Michael Kitzelmann
General Manager**

BALRANALD SHIRE COUNCIL**AGENDA**

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Notice is hereby given that an Extraordinary Meeting of Council will be held in the Council Chambers, Market Street Balranald on:
 Tuesday, 26 May 2020 at 5pm

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1 OPENING OF MEETING

The Council’s Charter

(Chapter 3. Section 8 (1) Local Government Act 1993)

A Council has the following charter:

- To provide directly or on behalf of other levels of government, after due consultation, adequate and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively;
- To exercise community leadership;
- To exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism;
- To promote and to provide and plan for the needs of children;
- To properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development;
- To have regard to the long term and cumulative effects of its decisions;
- To bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible;
- To facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government;
- To raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants;
- To keep the local community and the State government (and through it, the wider community) informed about its activities;
- To ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected;
- To be a responsible employer.

A council, in the exercise of its functions, must pursue its charter but nothing in the charter or this section gives rise to, or can be taken into account in, any civil cause of action.

2 ACKNOWLEDGEMENT OF COUNTRY

Acknowledgement of Country

We pay our respect to the Traditional Custodians of the Lands where we hold this meeting and pay our respects to Elders past, present and emerging.



3 APOLOGIES

4 DISCLOSURE OF INTEREST

GENERAL MANAGER'S REPORTS (INCORPORATING ALL STAFF REPORTS)

PART A – ITEMS REQUIRING DECISION

5 GENERAL MANAGER'S REPORTS

5.1 REVIEW OF RESIDENTIAL & NON-RESIDENTIAL SEWERAGE CHARGES

Record Number:	D20.33375
Authorising Officer:	Michael Kitzelmann, General Manager
Operational Plan Objective:	Pillar 5: Our Infrastructure – A community that maintains and strengthens its natural and built environment.

OFFICER RECOMMENDATION

That Council:

1. Accept the report for the review of non-residential sewerage charges.
2. Adopt the proposed non-residential sewer charges for the 2020/21 Operational Plan:
 - (a) 10% increase to the sewerage access charges,
 - (b) Non-residential pedestal charges at \$100 per additional pedestal, and
 - (c) Sewer discharge rate of \$2.20KL.
3. Implement a pedestal charge for all non-residential properties with more than two pedestals including community services.
4. Implement a new unconnected sewerage access charge to be set at 75% of a 20mm access charge, reducing it from the previous charge calculated at 100% of a 20mm connected service.

PURPOSE OF REPORT

The purpose of this report is to provide information regarding Sewer Fund charges for Council to determine a preferred Model for charging Sewer charges for the 2020/21 financial year.

REPORT

The long-term financial plan prepared in 2018/19, and updated in 2019/20 identified that the Balranald and Euston Sewer Fund did not have sufficient reserve funds to carry out necessary works to ensure that adequate sewerage services are provided for the Balranald and Euston communities into the future.

This was as a direct result of Sewer charges applied being insufficient to meet the cost of normal maintenance and capital renewal for Sewer infrastructure over an extended period of time.

In 2018/19, a Pedestal charge for the amount of \$200.00 per pedestal was advertised for implementation during the 2018/19 financial year. At the time, Balranald Shire Council had been issued with a Performance Improvement Order by the Minister of Local Government which required a major rating review to be carried out and the implementation of the sewer pedestal charge was delayed until the 2019/20 financial year. After significant review and discussion at Council workshops, and consideration of the public submissions received regarding the Pedestal charge it was reduced to \$100.00 per pedestal and the shortfall was offset by an increase of \$45.00 for every residential sewer access charge, and an increase in the sewer discharge from 40 cents per kilolitre to \$1.00 per kilolitre. In making the determination to share the non-residential sewer burden across residential rating assessments, Council was in effect cross subsidising commercial activities.

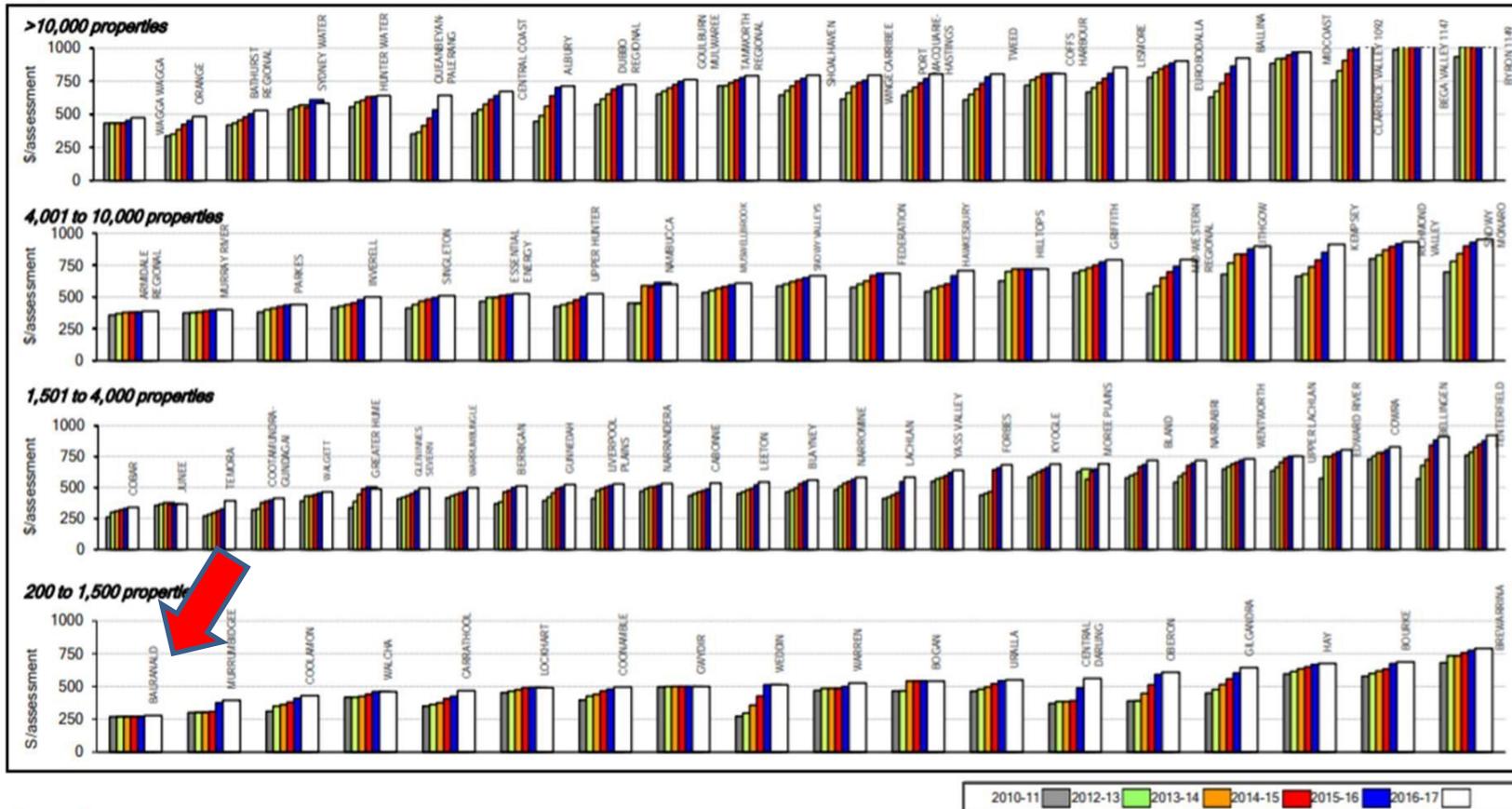
The Better Practice Guide 2007 specifically states that cross subsidising should be avoided. In addition, liaison with the Regional Manager for DPI Water NSW has confirmed that the proposed approach for the 20/21 FY is compliant with the intent of the Better Practice Guide for Water and Sewerage. The proposed charges have been assessed as fair and equitable with consideration to Balranald Shire Councils current financial position. It was further emphasised that DPI Water have attempted over many years to work with Balranald Shire Council to review the pricing model applied, and for significant increases in charges to be adopted to ensure a sustainable water and sewerage network.

Analysis of the Department of Primary Industries Water, NSW Water Supply and Sewerage Benchmarking Report has identified that Balranald fees and charges associated with water and sewerage are significantly less than the median charge across Councils in the same category.

For example, Balranald economic real rate of return for water supply is negative -2% where the average rate of return is positive +2.3% and for Sewer is negative -5% when the State median rate of return is a positive +2.5%. The following graphs illustrate Balranald's performance, for Sewerage, against the NSW Benchmarking Report.

Graph 1 – Represents a Typical Residential Sewerage bill compared to other Council's with between 200 and 1500 connections and clearly demonstrates that Balranald has the lowest Sewerage bill within this category.

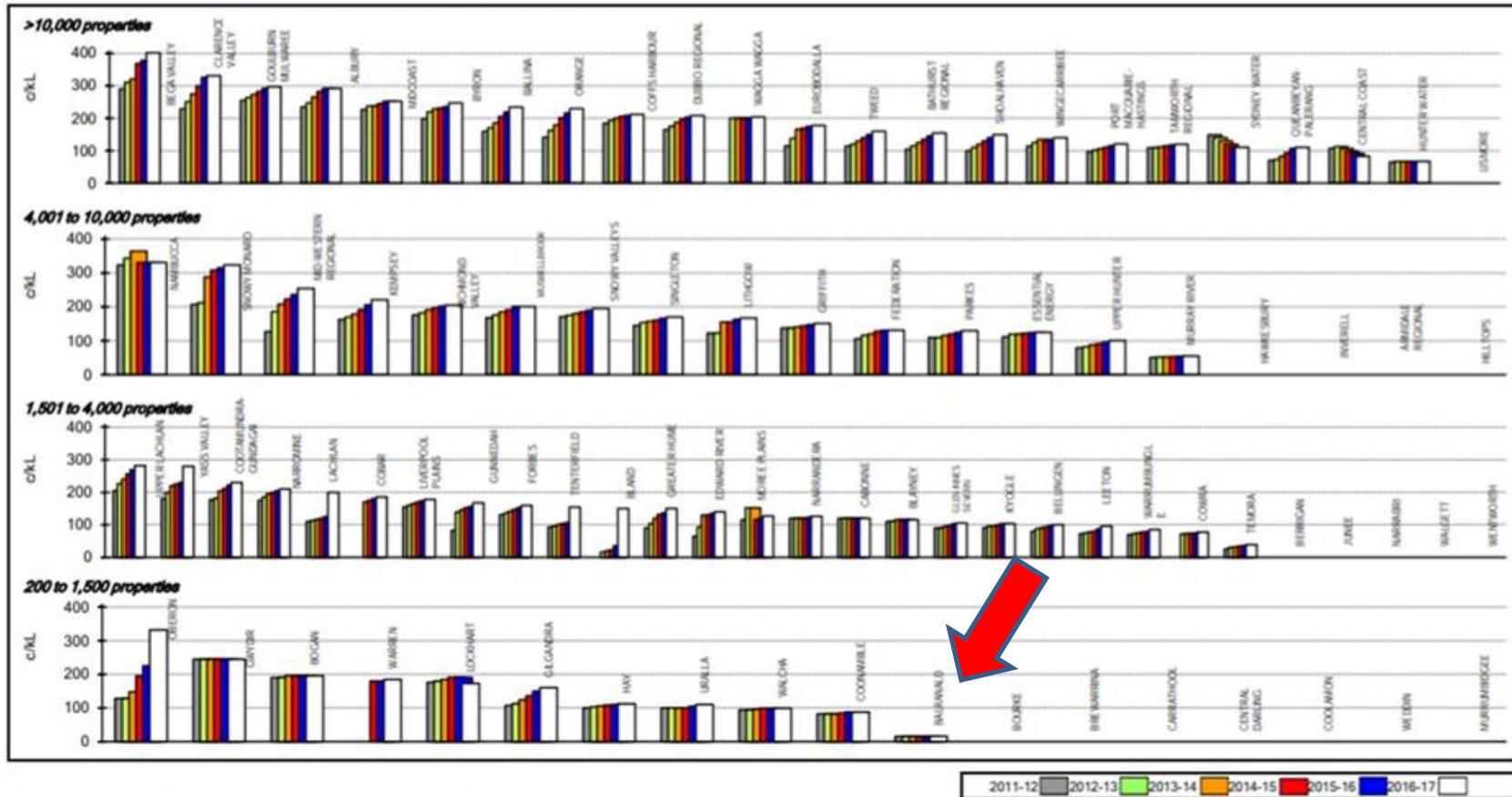
Figure 42: Typical residential bill – sewerage - P6



Parameter: Residential Access Charge

Graph 2 – Represents Balranald’s non-residential sewer usage charge compared to other Councils with between 200 and 1500 connections and indicates that Balranald Shire Council is the significant lowest in this category.

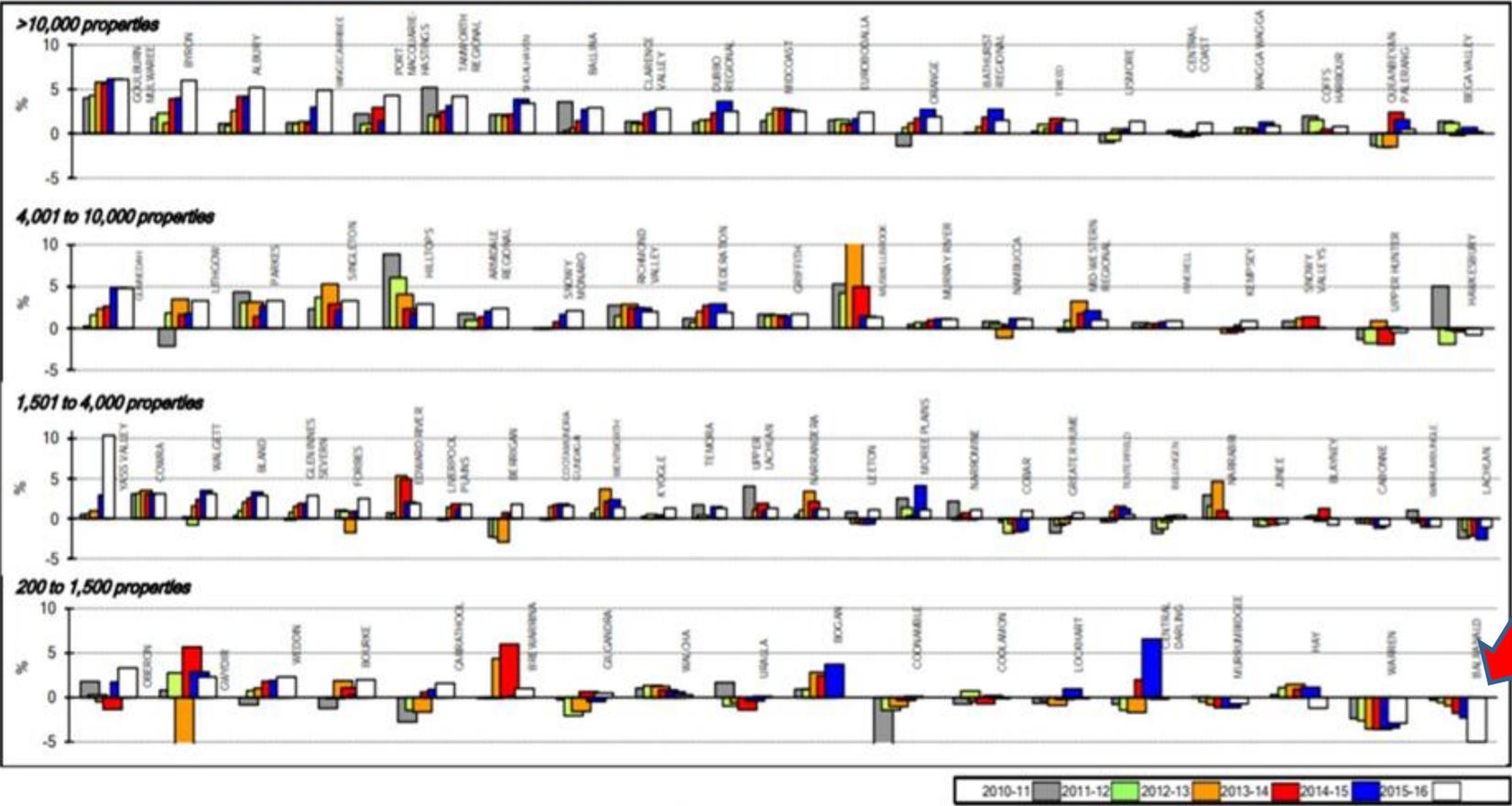
Figure 44: Non-residential sewer usage charge - sewerage



Parameter: Non-residential sewer usage charge (c/kL)

Graph 3 – Represents Economic Real Rate of Return for Balranald and compared to other Councils with between 200 and 1500 connections. Balranald Shire has a negative rate of return of -5%.

Figure 61: Economic real rate of return - sewerage - F18



Parameter:
$$\frac{[\text{Operating Result (S_16)} + \text{Interest Expense (S_4a)} - \text{Interest Income (S_10)} - \text{Grants for Acquisition of Assets (S_12a)}] \times 100}{\text{Written Down Replacement Cost of System Assets, Plant \& Equipment (S_34)}}$$

Due to significant public submissions in relation to the non-residential pedestal charge, Council determined to review the current charges with a view to closer alignment with the Better Practice Guidelines 2007. As such, several scenarios for alternative charging methodology have been developed and consideration has been given to the submissions received. In the April Ordinary Meeting of Council, it was resolved that Council staff would review the pedestal charges and prepare alternatives having regard to the Better Practice Guide.

The current reserve balance as at 30 April for the sewer fund is \$833,600, noting that all the capital works have not been completed for 2019/20 which will negatively impact on the reserve balance by June 30, 2020. The sewer income for 2020/21 is forecast at \$676,250, with a total combined operational and capital expenditure of \$762,750 which will result in a reduction of the reserve balance of \$86,500. Of greatest concern, this does not include depreciation cost which effectively means budgeting for capital renewal is unfunded. The forecast reduction in the reserve balance is a recurrent operational deficit over the long-term financial plan. Council should at a minimum endeavour to at least break even for the sewer function. The minimum reserve balance at any given time should exceed \$750,000, which roughly equates to 6% of the network value, to meet any unforeseeable events that may occur and require immediate rectification.

Whilst the analysis conducted has identified no single best practice approach to the structure and pricing across regional Councils of a similar size, it has been established that all Councils used for comparison purposes have reported the ability to fund the operational and capital requirements of their sewerage network. This apparent capacity, by like Councils, is not reflected with Balranald Shire's current inability to fund any significant capital improvements. Further, we are not meeting the current cost of operating and require the transfer of funds from sewer reserve which is ultimately depleting future capacity. It is critical that the current trend be turned around to bring the sewer fund back into a sustainable and ultimately into a positive economic real rate of return. To ensure the equitable distribution of charges for both residential and non-residential, an assessment was conducted to identify those fixed elements where charges could be attributed in conjunction with the highly variable volumetric charge.

The identified fixed elements for consideration are:-

- Size of Connection
- No. of Connections
- No. of Pedestals connected

The identified volumetric charge is based on the total volume of water utilised on the property at a rate of 95% to determine the volumetric discharge volume.

Considering that the impact and types of activity vary significantly from a small professional services business through to large high turnover service industries, it was deemed inequitable to simply charge a higher access charge across all industry types.

Adopted a significant increase in the access charge would result in those smaller businesses being penalised to cover the fixed costs associated with the impact of the operation of the larger businesses. Therefore, it was identified that the most equitable manner to attribute the fixed cost component of the sewer charge should take into account the only other measurable fixed infrastructure to the sewer network.

As with residential connections to the sewer network, it was deemed that the first two pedestals for each non-residential assessment be included as a component of the standard sewer access charge. For each additional non-residential pedestal connected to the Network, that a charge should be levied to offset the cost associated with the increased impact of those activities on the existing infrastructure.

This approach has been deemed as the fairest approach to ensure that those non-residential businesses that have the largest impact are levied proportionately for the maintenance of the fixed component of the Sewerage Network. Furthermore, the highly variable volumetric charge ensures that those activities utilising a higher volume of water contribute equitably to the overall maintenance and capital improvement of the sewerage system.

It should also be noted, that facilities with multiple connections and high discharge rates into the sewer network have a far greater impact on the maintenance and ongoing serviceability of the reticulation network. This impact is exponentially greater due to the usage patterns traditionally attributed to facilities that have minimal usage for the majority of the day and a far higher usage between the evening hours from 5.00pm and 11.00pm, and early morning between 5.00am and 9.00am. Although it is recognised that traditional usage patterns from residential properties for domestic purposes also occur in these timeframes, they have minimal impact as they are not large discharge volumes.

Council has an ageing sewer infrastructure with a network of clay pipe which needs replacing. Current endeavours to extend the life of the sewer network through an ongoing sewer re-lining program incurs a capital cost of \$300,000 per annum. The re-lining program is a type of life extension to an already degraded network where the current capital expenditure does not reflect the true cost of traditional capital renewal.

Based on the lack of funds in the sewer fund, calculations for residential and non-residential access fees have been increased by an average of 10%. The calculations have been undertaken with the objective to obtain an overall 10% increase with the distribution of costs being attributed under the guidelines of fairness and equity. It is essential that Council recover adequate sewer charges to cover fixed costs and operational costs on a yearly basis. The COVID-19 epidemic has a significant impact on expected Sewer Discharge kilolitres and 50% of usage has been estimated for the following calculations.

The following Scenarios are presented for consideration by Council.

Scenario 1 – Pedestal Charge remaining at \$100.00 per annum, 10% increase in Access Charges and Sewer Discharge increasing from \$1.00 per kilolitre to \$2.20 per kilolitre.

Pedestal Charges Non-Residential			Access Charges Non-Residential				Volumetric Discharge Non-Residential			Total
Total No. of Pedestals	Pedestal Charge	Total Pedestal Revenue	Size	No.	Access Charge	Total Access Charge Revenue	KL	Rate	Volumetric Discharge Revenue	
369	100	\$36,900	20mm	107	\$510.00	\$54,570	30570	\$2.20	\$67,254.00	
			25mm	7	\$796.85	\$5,577.95				
			40mm	15	\$2,040.00	\$30,600.00				
			50mm	3	\$3,187.50	\$9,562.50				
Total		\$36,900	Total			\$100,310.45			\$67,254.00	\$204,464.45
Total Residential, Contracts and Miscellaneous Charges										\$471,785.55
Combined Revenue for Sewer Charges										\$676,250.00

Example 1 Scenario 1 – Motel Sample for Sewer only		
	2019/20	Proposed 2020/21
Pedestal Charges (26)	\$2,600.00	\$2,600.00
Access Charge (40mm)	\$1,757.00	\$2,040.00
Volumetric Discharge (Estimated_	\$2,347.00	\$2,581.70
Total	\$6,704.00	\$7,221.70

This represents a 7.72% increase overall for Sewer charges if \$100.00 Pedestal Charge is continued with no increase.

Example 2 Scenario 1 – Small Business for Sewer only without more than 2 pedestals

	2019/20	Proposed 2020/21
Pedestal Charges (0)	Nil	Nil
Access Charge (40mm)	\$458.00	\$510.00
Volumetric Discharge (Estimated)	\$114.00	\$250.80
Total	\$572.00	\$760.80

This represents a 33% increase overall for the Sewer Charges for a business that does not have more than two pedestals, and Access Charges are increased by 10% with the Volumetric Discharge rate being \$2.20 per kilolitre.

Scenario 2 – Pedestal Charge reducing from \$100.00 to \$80.00 per annum, a 20% increase in Access Charges and the Volumetric Discharge rate increasing from \$1.00 per kilolitre to \$2.15 per kilolitre. Note that 123 additional pedestal charges will be applied non-residential properties with more than two pedestals.

Pedestal Charges Non-Residential			Access Charges Non-Residential				Volumetric Discharge Non-Residential			Total
Total No. of Pedestals	Pedestal Charge	Total Pedestal Revenue	Size	No.	Access Charge	Total Access Charge Revenue	KL	Rate	Volumetric Discharge Revenue	
369	80	\$29,520	20mm	107	\$550.00	\$58,850.00	30570	\$2.15	\$65,725.50	
			25mm	7	\$859.38	\$6,015.66				
			40mm	15	\$2,200.00	\$33,000.00				
			50mm	3	\$3,437.50	\$10,312.50				
Total		\$29,520	Total			\$108,178.16			\$65,725.50	\$203,423.66
Total Residential, Contracts and Miscellaneous Charges										\$471,785.55
Combined Revenue for Sewer Charges										\$675,209.21

Example 1 Scenario 2 – Motel Sample for Sewer only		
	2019/20	Proposed 2020/21
Pedestal Charges (26)	\$2,600.00	\$2,080.00
Access Charge (40mm)	\$1,757.00	\$2,200.00
Volumetric Discharge (Estimated)	\$2,347.00	\$2,523.03
Total	\$6,704.00	\$6,803.03

This represents a 1.5% increase overall for the Sewer Charges if the Pedestal Charge is decreased to \$80.00 and Access Charges are increased by 20% with the Volumetric Discharge rate being \$2.15 per kilolitre.

Example 2 Scenario 2 – Small Business for Sewer only without more than 2 pedestals		
	2019/20	Proposed 2020/21
Pedestal Charges (0)	Nil	Nil
Access Charge (40mm)	\$458.00	\$550.00
Volumetric Discharge (Estimated_	\$114.00	\$245.10
Total	\$572.00	\$795.10

This represents a 39% increase overall for the Sewer Charges for a business that does not have more than two pedestals, and Access Charges are increased by 20% with the Volumetric Discharge rate being \$2.15 per kilolitre.

Scenario 3 – No Pedestal Charge, 90% increase in Access Charges and Sewer Volumetric Discharge rate increasing by 10% from \$1.00 per kilolitre to \$1.10 per kilolitre.

Pedestal Charges Non-Residential			Access Charges Non-Residential				Volumetric Discharge Non-Residential			Total
Total No. of Pedestals	Pedestal Charge	Total Pedestal Revenue	Size	No.	Access Charge	Total Access Charge Revenue	KL	Rate	Volumetric Discharge Revenue	
369	\$0	Nil	20mm	107	\$870.00	\$93,090.00	30570	\$1.10	\$33,627.00	
			25mm	7	\$1,359.38	\$9,515.66				
			40mm	15	\$3,480.00	\$52,200.00				
			50mm	3	\$5,437.50	\$16,312.50				
Total		Nil	Total			\$171,118.16			\$33,627.00	\$204,745.16
Total Residential, Contracts and Miscellaneous Charges										\$471,785.55
Combined Revenue for Sewer Charges										\$676,530.71

Example 1 Scenario 3 – Motel Sample for Sewer only		
	2019/20	Proposed 2020/21
Pedestal Charges (26)	\$2,600.00	Nil
Access Charge (40mm)	\$1,757.00	\$3,480.00
Volumetric Discharge (Estimated)	\$2,347.00	\$1,290.85
Total	\$6,704.00	\$4,770.85

This represents a 28.84% decrease overall in Sewer Charges based on no Pedestal charge, a 90% increase in Access charges and a Volumetric Discharge rate of \$1.10 per kilolitre.

Example 2 Scenario 3 – Small Business for Sewer only without more than 2 pedestals		
	2019/20	Proposed 2020/21
Pedestal Charges (0)	Nil	Nil
Access Charge (40mm)	\$458.00	\$870.00
Volumetric Discharge (Estimated_)	\$114.00	\$125.40
Total	\$572.00	\$995.40

This represents a 74.02% increase overall for the Sewer Charges for a business that does not have more than two pedestals, and Access Charges are increased by 90% with the Volumetric Discharge rate being \$1.10 per kilolitre.

Scenario 4 – No Pedestal Charge, 10% increase in Access Charges and Sewer Discharge increasing from \$1.00 per kilolitre to \$3.40 per kilolitre. Note that 123 additional pedestal charges will be applied to non-residential properties.

Pedestal Charges Non-Residential			Access Charges Non-Residential				Volumetric Discharge Non-Residential			Total
Total No. of Pedestals	Pedestal Charge	Total Pedestal Revenue	Size	No.	Access Charge	Total Access Charge Revenue	KL	Rate	Volumetric Discharge Revenue	
369	\$0	Nil	20mm	107	\$510.00	\$54,570.00	30570	\$3.40	\$103,938.00	
			25mm	7	\$796.88	\$5,578.16				
			40mm	15	\$2,040.00	\$30,600.00				
			50mm	3	\$3,187.50	\$9,562.50				
Total		Nil	Total			\$100,310.66			\$103,938.00	\$204,248.66
Total Residential, Contracts and Miscellaneous Charges										\$471,785.55
Combined Revenue for Sewer Charges										\$676,034.21

Example 1 Scenario 4 – Motel Sample for Sewer only		
	2019/20	Proposed 2020/21
Pedestal Charges (26)	\$2,600.00	Nil
Access Charge (40mm)	\$1,757.00	\$2,040.00
Volumetric Discharge (Estimated)	\$2,347.00	\$3,989.90
Total	\$6,704.00	\$6,029.90

This represents a 10.05% decrease overall in Sewer Charges based on no Pedestal charge, a 10% increase in Access charges and a Volumetric Discharge rate of \$3.40 per kilolitre.

Example 2 Scenario 4 – Small Business for Sewer only without more than 2 pedestals		
	2019/20	Proposed 2020/21
Pedestal Charges (0)	Nil	Nil
Access Charge (40mm)	\$458.00	\$510.00
Volumetric Discharge (Estimated_	\$114.00	\$387.60
Total	\$572.00	\$897.60

This represents a 56.92% increase overall for the Sewer Charges for a business that does not have more than two pedestals, and Access Charges are increased by 10% with the Volumetric Discharge rate of \$3.40 per kilolitre.

Draft Long Term Financial Plan

The long-term financial plan has been updated with expected revenue and expenses for the 2020/21 financial year and includes a 10% increase in 2021/22 then increased by 8% thereafter.

It is expected that the closing balance for the Sewer Reserve will be approximately \$650,000 at 30 June 2020. Capital Works for Sewer Infrastructure is planned between \$440,000 and \$467,000 per annum. This does not include the required Sewer upgrade works of which an accurate monetary estimate will be made available after the completion of the Integrated Water Cycle Management Plan currently being undertaken by Public Works Advisory. It is expected that additional Capital works will be in the vicinity of a further \$500,000 per annum for the next 15 years for upgrading of the sewer infrastructure. Note that when upgrade sewer infrastructure works begin, the sewer reserve fund will require a cross subsidy or borrowings of approximately \$500,000 per annum based on the estimates below.

Based on these assumptions the Reserve Balance which should be kept at over \$750,000 per annum is estimated as follows:-

Financial Year	Transfers from Reserves	Reserve Balance
June 2020 estimated balance	\$0.00	\$650,000
30 June 2021	-\$86,500	\$563,500
30 June 2022	-\$85,770	\$477,730
30 June 2023	-\$66,280	\$411,450
30 June 2024	-\$8,565	\$402,885

Due to the lack of funds in the Sewer Fund, consideration should be given to the risks associated with reduced sewer discharge usage as a result of COVID – 19. This will impact greatly if there is another outbreak in the epidemic where businesses are forced into shutdown. Option 3 identifies that potential loss of revenue could be as high as \$94,000 which is unaffordable and unsustainable as the reserve will suffer a significant reduction.

Council should endeavour to fund all capital and contracts through fixed costs such as access charges and pedestal charges with only a small portion of revenue reliant on variable charges.

The Sewer Reserve Fund needs to recover and a 10% increase on a yearly basis addresses the risk at a very slow pace. Ongoing modelling is required to ensure that the sewer fund returns to a sustainable level. The current work being undertaken by the Public Works Advisory for the development of an Integrated Water Cycle Management Plan will provide further advice and direction for the long term approach to the management of the Balranald Shire Council water and sewerage networks.

FINANCIAL IMPLICATION

As per the 20/21 proposed budget scenarios

LEGISLATIVE IMPLICATION

DPI Water NSW Better Practice Guide 2007

Local Government Act 1993

Local Government Regulation 2005

POLICY IMPLICATION

Revenue Policy 20/21

RISK RATING

Moderate

ATTACHMENTS

1. **DPI NSW Water - Sewerage Charges Concerns** [↓](#) 
2. **DPI NSW Water - Benchmark Report** [↓](#) 

From: **Dilip Dutta** <dilip.dutta@dpi.nsw.gov.au>
Date: 6 September 2017 at 16:12
Subject: Actions on Sewerage TBL report including full cost recovery
To: bebery@balranald.nsw.gov.au

Dear Brian

Thank you for your time discussing Balranald Council's above issues.

DPI Water provides each LWU with its annual water supply and sewerage TBL reports and the 2015-16 reports were provided on March 2017.

I attach the Balranald Council's sewerage 2015-16 TBL report again which highlights Council's performance on key aspects (indicators).

I suggest Council to have a close review of the report and implement an action plan to address the issues identified in the report.

In particular, I would like to draw Council's attention on the requirement of achieving full cost recovery (FCR). It is evident that Council has not been recovering full cost of its sewerage operation in 2015-16 and the year before.

Council is required to review its operations to improve the efficiency and adjust its prices to achieve FCR each year. FCR is critical for the long term sustainability of its sewerage business.

It would be much appreciated if you please advice DPI Water of what actions has been taken or being taken to address the issues identified in the TBL report, particularly the FCR issue.

Please do not hesitate to call me if you wish to discuss further.

Kind Regards

Dilip Dutta
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DPI Water
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Locked Bag 5123, Parramatta NSW 2124
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E: dilip.dutta@dpi.nsw.gov.au
W: www.water.nsw.gov.au

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Balranald Shire Council TBL Sewerage Performance 2015-16

SEWERAGE SYSTEM - Balranald Shire Council serves a population of 1,600 (860 connected properties) and has 2 sewage treatment works providing secondary treatment. The system comprises 3,100 EP treatment capacity (Anaerobic Pond), 10 pumping stations (6 ML/d), 8 km of rising mains and 30 km of gravity trunk mains and reticulation. No effluent was recycled.

BPM IMPLEMENTATION - Balranald Shire Council achieved 56% implementation of the outcomes required by the NSW BPM Framework. Council needs to prepare a 30-year IWCM Strategy, Financial Plan and Report in accordance with the July 2014 IWCM Check List (www.water.nsw.gov.au) and needs to achieve full cost recovery (2a) and prepare a DSP with Commercial Developer Charges (2e) and implement liquid trade waste approvals and policy (2f).

PERFORMANCE - Residential growth for 2015-16 was 0.3% which is lower than the statewide median. The 2016-17 typical residential bill was \$279 which was much less than the statewide median of \$718 (Indicator 12). However, the economic real rate of return was negative (Indicator 46). The operating cost per property (OMA) was \$266 which was much less than the statewide median of \$470 (Indicator 50). Sewage odour complaints were less than the statewide median of 0.9 (Indicator 21). Balranald Council reported no public health incidents. 2 of 2 sewage treatment works were compliant at all times. Council complied with the requirements of the environmental regulator for effluent discharge. The current replacement cost of system assets was \$14M (\$14,900 per assessment), cash and investments were \$2M and revenue was \$0.3M (excluding capital works grants).

IMPLEMENTATION OF OUTCOMES REQUIRED BY THE NSW BEST-PRACTICE MANAGEMENT (BPM) FRAMEWORK

(1) Complete current strategic business plan & financial plan	YES	(2e) Pricing - DSP with commercial developer charges	No
(2) (2a) Pricing - Full Cost Recovery without significant cross subsidies	No	(2f) Pricing - Liquid trade waste approvals & policy	No
(2b) Pricing - Appropriate Residential Charges	Yes	(3) Complete performance reporting (by 15 September)	YES
(2c) Pricing - Appropriate Non-Residential Charges	Yes	(4) Integrated water cycle management strategy	NO
(2d) Pricing - Appropriate Trade Waste Fees and Charges	Yes	IMPLEMENTATION OF ALL OUTCOMES	56%

TRIPLE BOTTOM LINE (TBL) PERFORMANCE INDICATORS

Category	NW/ No.	Description	Unit	RESULT		RANKING			MEDIANS	
				Col 1	Col 2	Col 3	Col 4	Col 5		
UTILITY	CHARACTERISTICS	C5 1	Population served: 1,600	(Number of assessments: 910)	860.0					
		C8 2	Number of connected properties:	Council is within Size Group 4: (200 to 1,500 properties)	770.0					
		C6 3	Residential connected properties	No.	0.3	4	5	1.2		
		A6 5	New residences connected to sewerage	%	23			38	40	
		W18 6	Properties served	prop/km main	217			4,900	5,610	
		W18 6	Volume of sewage collected	ML	0.2	4	5	0.5		
		7	Renewals expenditure	% CRC	2.3	3	4	1.7		
		8	Employees	per 1,000 prop						
SOCIAL	CHARGES & BILLS	P4	Description of residential tariff structure for 2016-17:	access charge/prop; independent of land value						
		P6 12a	Typical residential bill for 2015-16	\$/assessment (2015-16)	269	1	1	697	703	
		12	Typical residential bill for 2016-17	\$/assessment (2016-17)	279	1	1	718		
		13	Typical developer charge for 2016-17	\$/ET (2016-17)	630	5	5	4,700		
		14	Non-residential sewer usage charge for 2016-17	c/kL (2016-17)	16	5	5	159		
	F6 15	Revenue - Sge	\$/prop	300	5	5	1,095	1032		
	HEALTH	16	Sewerage Coverage (% of Urban Population with Reticulated Sge Service)	% of population	96.5	1	2	97.8		
		E3 17	Percent of sewage treated to a tertiary level	%				95	85	
		18	Percent of sewage volume treated that was compliant	%	100	1	1	100		
	SERVICE LEVELS	21	Odour complaints	per 1,000 prop	0.0	1	1	0.9		
		C11 22	Service complaints - Sge	per 1,000 prop	9.3	2	3	5	1	
		C16 23a	Average sewerage interruption	min	60	1	1	108	101	
		25	Total days lost	%	0.0	1	1	3.5		
		ENVIRONMENTAL	NATURAL RESOURCE MANAGEMENT	W19 26	Volume of sewage collected	kL/prop	252	5	5	234
	W26 26a			Total recycled water supplied	ML				740	1,580
W27 27	Recycled water			% of effluent				11	17	
E8 28	Biosolids reuse			%				100	90	
30	Energy consumption		kWh/ML				810			
E12 32	Net greenhouse gas emissions - WS & Sge		t CO2 eq per 1,000 prop	180	2	1	390	402		
ENVIRONMENTAL PERFORMANCE	33		90 th Percentile licence limits for effluent discharge:							
	34		Compliance with BOD in licence	%	100	1	1	100		
	35		Compliance with SS in licence	%	100	1	1	100		
	A14 36		Sewer main breaks and chokes	per 100km main				38	20	
	37a		Sewer overflows	per 100km main	0	1	1	14		
	E13 37b		Sewer overflows reported to environmental regulator	per 100km main	0.0	1	1	0.9	0.8	
	39	Non residential & trade waste sewage volume	% of sewage				20			
	43	Revenue from non-residential & trade waste charges	% of revenue	4	5	5	19			
ECONOMIC	FINANCE	44	Revenue from trade waste charges	% of revenue	1.2	1	3	1.0		
		F18 46	Economic real rate of return - Sge	%	-5.0	5	5	2.5	2.9	
		46a	Return on assets - Sge	%	-4.4	5	5	1.8		
		48a	Loan payment - Sge	\$/prop				83		
	EFFICIENCY	49	Operating cost (OMA) per 100 km of main	\$/100	610	1	1	1,700		
		F12 50	Operating cost (OMA) per property - Note 9	\$/prop	266	1	1	470	429	
		51	Operating cost (OMA) per kL	c/kL	106	1	1	208		
		52	Management cost	\$/prop	55	2	1	164		
		53	Treatment cost	\$/prop	2	1	1	159		
		54	Pumping cost	\$/prop	73	3	4	59		
55	Energy cost	\$/prop	27	3	3	34				
56	Sewer main cost	\$/prop	51	3	3	51				
F29 57	Capital Expenditure	\$/prop	30	4	5	186	212			

NOTES :

- Col 2 rankings are on a % of LWUs basis - best reveals performance compared to similar sized LWUs (ie. Result in Col 1 is compared with LWUs in Size Group 4).
- Col 3 rankings are on a % of LWUs basis - best reveals performance compared to all NSW LWUs (ie. Result in Col 1 is compared with all NSW LWUs).
- Col 4 (Statewide Median) is on a % of connected properties basis- best reveals statewide performance (gives due weight to larger LWUs & reduces effect of smaller LWUs).
- Col 5 (National Median) is the median value for the 74 utilities reporting sewerage performance in the National Performance Report 2015-16 (www.bom.gov.au).
- LWUs are required to annually review key projections and actions in the later of their IWCM Strategy and financial plan and their Strategic Business Plan and to annually 'roll forward', review and update their 30-year total asset management plan (TAMP) and 30-year financial plan.
- Non-residential access charge - \$281, proportional to square of meter size. Sewer usage charge - 16 c/kL.
- Non-residential revenue was 4% of revenue from access, usage & trade waste charges. The sewage collected (residential, non-residential & trade waste) was not reported.
- Compliance with Total N in Licence was 100%. Compliance with Total P in Licence was 100%.
- Operating cost (OMA)/property was \$266. Components were: management (\$55), operation (\$136), maintenance (\$47), energy (\$27) and chemical (\$2).
- Renewals expenditure was \$68,000/100km of main.
- Council has 4 fully qualified wastewater treatment operators who meet the NSW Certification requirements.

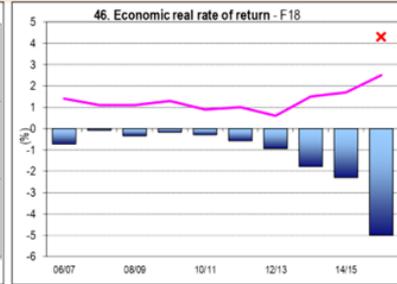
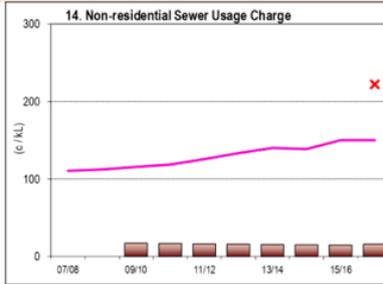
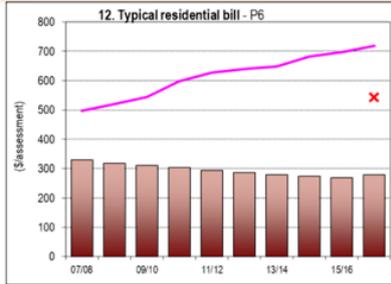
Balranald Shire Council

TBL Sewerage Performance (page 2)

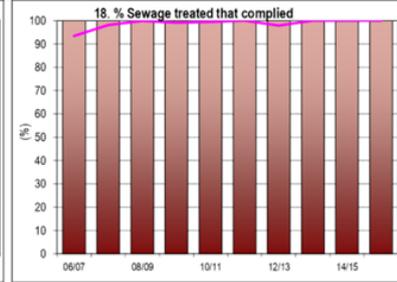
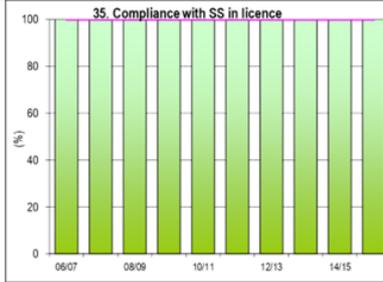
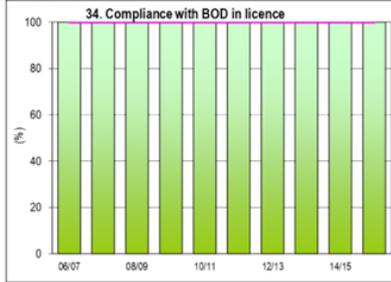
2015-16

(Results shown for 10 years together with Statewide Median and 2015-16 Top 20%)

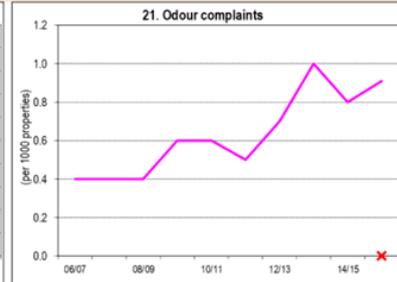
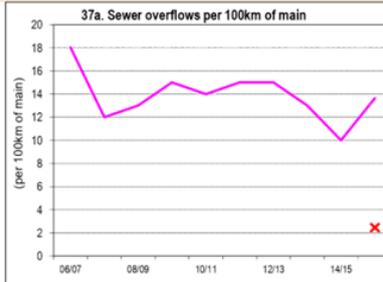
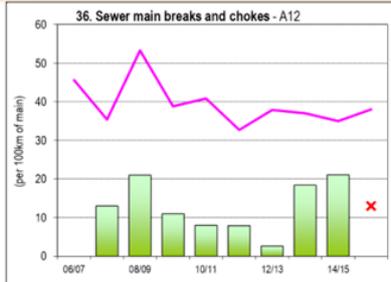
COST RECOVERY



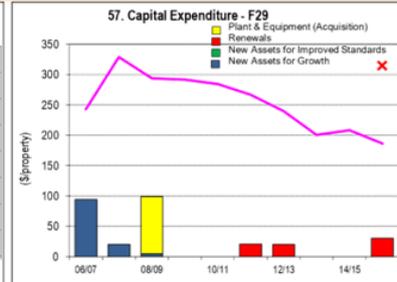
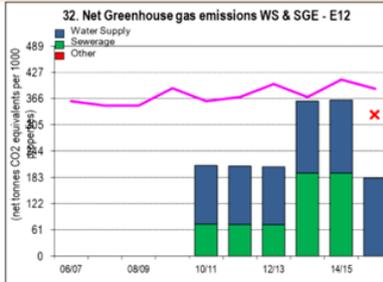
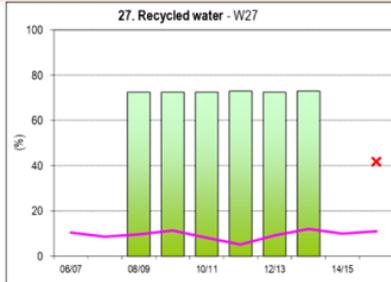
COMPLIANCE



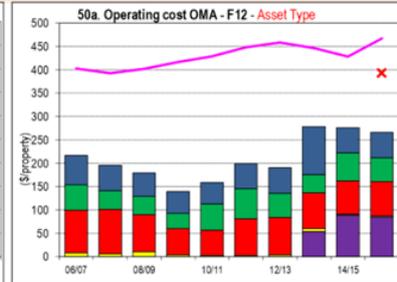
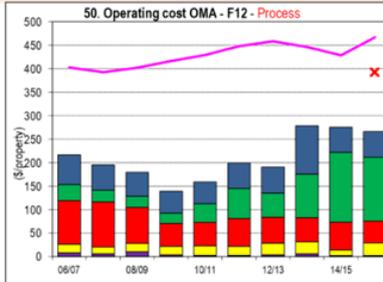
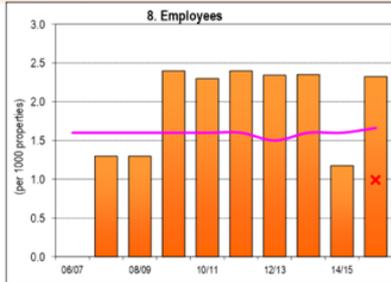
CUSTOMER SERVICE/RELIABILITY



ENVIRONMENT



EFFICIENCY



NOTES:

1 Costs are in Jan 2016\$ except for graphs 12 and 14, which are in Jan 2017\$.

LEGEND
 State Median for all years (pink line)
 Top 20% for 2015-16 (red X)

6 CORPORATE & COMMUNITY SERVICES REPORTS**6.1 ENDORSEMENT OF THE DRAFT 2020/2021 OPERATIONAL PLAN, REVENUE POLICY AND FEES AND CHARGES FOR PUBLIC EXHIBITION**

Record Number: D20.34228
Authorising Officer: Terri Bilske, Director Corporate & Community Services
Operational Plan Objective: Pillar 6: Our Leadership – A community that values and fosters leadership, lifelong learning, innovation and good governance.

OFFICER RECOMMENDATION

That Council:

1. Endorses the draft 2020-2021 Operational Plan inclusive of: -
 - the 2020-2021 Proposed Operational Plan and Long-Term Financial Plan (budget);
 - the 2020-2021 Annual Statement of Revenue;
 - the 2020-2021 Proposed Fees & Charges; and
2. Resolves to place the Draft 2020-21 Operational Plan on public exhibition for a period of 28 days commencing on Wednesday 27 May 2020 to midday Wednesday 24 June 2020 as required under Sections 405 and 406 of the Local Government Act, 1993. All submissions received by close of business on 24 June 2019 will be considered by Council prior to adoption of the 2020/2021 Operational Plan, Annual Statement of Revenue and Proposed Fees and Charges at the Council meeting on 30 June 2020.

PURPOSE OF REPORT

To seek Council endorsement to place the 2020-2021 Operational Plan, incorporating the proposed Annual Statement of Revenue and the proposed Fees and Charges and Long-Term Financial Plan (Budget) on public exhibition as required under Sections 405 and 406 of the Local Government Act, 1993 and invite public comment prior to formal adoption.

REPORT

As part of the Integrated Planning and Reporting Framework, Council is required to adopt the 2020/21 Operational Plan and Budget prior to 30 June 2020. The Operational Plan is a subset of the previously adopted 2017-21 Delivery Program and includes performance targets and activities that the Council intends to undertake in order to achieve the goals and strategies detailed in the Delivery Plan and Community Strategic Plan. It is focused on the allocation of resources and the goals to be achieved in the 2020/21 financial year.

The Local Government Act (the Act) requires Council to have an annual Operational Plan, adopted before the beginning of each financial year, outlining the activities to be undertaken in that year, as part of the Delivery Program. The Local Government Regulations (the Regulations) require that: -

- the Operational Plan includes the Statement of Council's Revenue Policy, prepared as a sub-plan of the previously adopted 2017-2021 Delivery Program.
- the Operational Plan directly addresses the actions outlined in the Delivery Program and identifies projects, programs or activities that Council will undertake within the financial year towards addressing these actions.

Key highlights in the draft 2020/2021 Operational Plan include: -

- Projected Income from Continuing Operations of \$23.801 million;
- Projected Expenditure from Continuing Operations of \$15.993 million;
- Projected Net Operating Result from Continuing Operations surplus of \$7.808 million;
- Planned Capital expenditure of \$14.983 million and Capital Loan repayments of \$257,745 funded by Grant funding, own source funding from Reserves and Investments;
- Council is proposing to borrow \$1.0 million for Water Infrastructure Upgrades if successful in obtaining significant grant funding for a major upgrade project.

Major projects included within the capital expenditure budget include: -

• Major Plant Replacement	\$ 465,000
• MR67 North Heavy Patching	\$ 615,460
• MR514 Construction & Seal	\$ 509,180
• Grid Maintenance and Replacement	\$ 350,000
• Gravel Re sheeting	\$ 103,550
• Roads to Recovery	\$1,355,610
• Resilience to Climate Change Project Works	\$ 102,500
• Retirement Hostel Extension	\$4,680,000
• Art Gallery – Creative Community Learning Centre	\$ 284,380
• Balranald Tennis Court Upgrade	\$ 287,510
• Greenham Park Football Club Change rooms	\$ 500,000
• Ben Scott Birdwalk	\$ 100,000
• Lions Park Upgrade	\$ 922,940
• Purchase of Buildings and Facilities	\$ 360,000
• Joint Organisation Discovery Centre Complex	\$1,000,000
• Caravan Park Upgrade	\$ 59,850
• Euston Sporting Grounds Entrance	\$ 30,000
• Water Services Capital Works	\$2,432,300
• Sewer Services Capital Works	\$ 440,000
• IT Architecture Refresh	\$ 200,000

This draft operational plan aligns with Council's Delivery Plan 2017-2021 and incorporates Council's proposed budget and revenue policy to fund this plan.

It is recommended that Council adopt the draft 2020-2021 Operational Plan, incorporating Council's proposed Revenue Policy and Budget as a draft and advertise for public comment prior to formal adoption.

FINANCIAL IMPLICATION

Operational Plan will allocate resources required to deliver goals and strategies to be achieved in 2020-21.

LEGISLATIVE IMPLICATION

Local Government Act (s) 402 - 406

POLICY IMPLICATION

Operational Plan and Budget is part of the Integrated Planning & Reporting Framework.

ATTACHMENTS

1. **Draft - Revenue Policy 2020/2021** [↓](#) 
2. **2020-21 to 2029-30 Long Term Financial Plan - DRAFT** [↓](#) 
3. **Draft 2020-21 Operational Plan** [↓](#) 



2020/2021 DRAFT REVENUE POLICY INC. FEES AND CHARGES



STATEMENT OF REVENUE POLICY

Introduction

The Local Government 1993 (the Act) requires Council, under section 405, to include a Statement of Revenue Policy in its annual Operational Plan. In compiling this statement, significant factors have been considered in conjunction with the projected Operational Budget. In the current economic climate, Council is continuing to face cost pressures while being relatively constrained with static revenue base. The 2020-21 Operational Budget has been formulated within these income and cost constraints. The Revenue Policy is a key component of the Operational Plan and lists Council's Rates, Fees and Charges for 2020-21, including all areas that support the generation of Council's income. Revenue categories include:

- Rates
- Annual charges for services
- Fees for services
- Commonwealth and State Government Grants
- Earnings on investments
- Borrowings
- Other revenues, including income from the sale of assets

Council adopts its Revenue Policy on an annual basis.

The following sections provide information regarding how Council will levy ordinary land rates, charges and fees in the 2020/21 financial year and the anticipated revenue that will be derived from each separate rate, charge and fee.

Rates

Rates are levied on the land value (as determined by the Valuer General) of the property and in accordance with the Act.

Categorisation of Land for the purposes of ordinary rates

Council has categorised all rateable properties in accordance with section 514 of the Act to be within one of the following rating categories.

- Farmland
- Residential
- Mining
- Business

Before making an ordinary rate, a council may determine a sub-category or sub-categories for one or more categories of rateable land in its area. A sub-category may be determined for the category:

- “Farmland” according to the intensity of the land use, the irrigability of the land, or economic factors affecting the land, or
- “Residential” according to whether the land is rural residential land or is within a centre of population, or
- “Mining” according to the kind of mining involved, or
- “Business” according to a centre of activity

Rating Methods

The Act provides Council with the following three alternative methods for levying rates:

- Solely ad valorem rating
- Minimum rate plus ad valorem rate
- A base amount of up to 50 per cent of the total yield required to be raised from a category or sub-category plus an ad valorem rate.

The ad valorem amount of a rate is an amount in the dollar determined for a specified year by the council and expressed to apply, in the case of an ordinary rate, to the Land Value of all rateable land in the council’s area within the category or sub-category of the ordinary rate.

Land Valuations

Land valuations are supplied to Council by the NSW Valuer General's Office (VG) and are based on the unimproved capital value (ignore any developments) on the land. Land valuations are used by Councils to levy ordinary land rates. For equity purposes, the VG usually provides Council with updated land valuations every three years. July 2020 base date valuations were supplied by the VG and are used for rating in the 2020-21 financial year. The next general land valuation will be issued in 2023. Council uses land values to equitably levy ordinary land rates by applying a rate in the dollar to an individual property's land valuation. A different rate in the dollar applies to different rating categorisations. Effectively rates are an asset tax, the higher a property's land value, the more rates they will contribute based on the "ability to pay" taxation principle. An increase in total land valuations received from the VG does not increase Council's total permissible annual income; they simply redistribute the rate burden between individual properties based on that property's change in comparison to others. More information about land valuations and their use by councils is available from the Property NSW website at http://www.valuergeneral.nsw.gov.au/council_rates.

Total Permissible Revenue – Rate Pegging and Special Rate Variation

The rate peg is a percentage determined by the Independent Pricing and Regulatory Tribunal (IPART) each year that limits the maximum general income NSW councils can collect above the income it collected in the previous year. The rate pegging limit for 2020/21 determined by IPART is 2.6 percent. General income comprises income from ordinary land rates and special rates.

Council applied for an increase above the rate peg limit under section 508 of the Local Government Act 1993, which was determined by IPART in 2017/18, for a 10% increase each year for a period of seven years and is currently levying rates based on a Special Rate Variation (SRV) approved by IPART. The SRV is in place for 7 years and commenced on 1 July 2018 for a 10% increase inclusive of any rate peg amount during this timeframe.

Total Permissible Revenue does not include income derived from fees or charges for water, sewer, waste management, stormwater, on-site sewage management fees etc. The rate peg applies to total income, and therefore individual property rates may fluctuate depending upon their rating categorisation, Council's adopted rating structure and their land valuation.

Table 1 – Rating Structure 2020-21

BALRANALD SHIRE COUNCIL

GENERAL RATES & CHARGES

Proposed 2020-21

	No. of Properties 2019/20	No. of Properties 20/21	Property Valuations 2019/20	Property Valuations 2020/21	Ad Valorem Rate 19/20	Ad Valorem Rate 20/21	Ad Valorem Value	Base Rate	Base Rate Amount	Notional Income Yield	Base Rate %	Average Rate per Property
Farmland - General	272	262	\$177,972,530	\$448,695,700	\$0.003965	\$0.001636	\$734,243	\$550	\$144,100	\$878,343	16.41%	\$3,352.45
Farmland - Irrigable - Horticulture	10	7	\$9,799,300	\$23,445,000	\$0.012000	\$0.005735	\$134,461	\$550	\$3,850	\$138,311	2.78%	\$19,758.69
Farmland - Intense	123	121	\$13,285,200	\$32,386,300	\$0.015600	\$0.006487	\$210,077	\$550	\$66,550	\$276,627	24.06%	\$2,286.17
Farmland Total	405	390	\$201,057,030	\$504,527,000			\$1,078,781	\$1,650	\$214,500	\$1,293,281	43%	\$25,397
Residential - Balranald	535	533	\$21,586,100	\$23,412,500	\$0.004785	\$0.004634	\$108,491	\$180	\$95,940	\$204,431	46.93%	\$384
Residential - Euston	256	256	\$13,054,600	\$20,441,999	\$0.003750	\$0.002592	\$52,976	\$180	\$46,080	\$99,056	46.52%	\$387
Residential - Oxley	32	32	\$28,860	\$118,000	\$0.180000	\$0.041312	\$4,875	\$100	\$3,200	\$8,075	39.63%	\$252
Residential - General - Rural (0-2 Ha)	71	69	\$1,904,400	\$3,352,500	\$0.008000	\$0.004317	\$14,474	\$190	\$13,110	\$27,584	47.53%	\$400
Residential - Rural (2-40 Ha)	57	55	\$4,172,300	\$7,201,500	\$0.003700	\$0.002686	\$19,345	\$200	\$11,000	\$30,345	36.25%	\$552
Residential - Total	951	945	\$40,746,260	\$54,526,499			\$200,161	\$850	\$169,330	\$369,491		\$1,974
Business - Balranald	74	73	\$3,539,500	\$4,032,500	\$0.028900	\$0.024824	\$100,102	\$450	\$32,850	\$132,952	24.71%	\$1,821.25
Business - Euston	18	16	\$1,934,100	\$2,632,000	\$0.024900	\$0.017759	\$46,743	\$450	\$7,200	\$53,943	13.35%	\$3,371
Business - Rural	81	77	\$873,220	\$2,024,800	\$0.005000	\$0.013816	\$27,974	\$190	\$14,630	\$42,604	34.34%	\$553.30
Business - Mining (Gravel & Sand)	6	5	\$40,000	\$70,000	\$0.030000	\$0.014614	\$1,023	\$100	\$500	\$1,523	32.83%	\$305
Business - Parishes of Paika, Woolpagerie, Majenta - Mining Gypsum Extraction	3	3	\$447,800	\$816,000	\$0.080000	\$0.046175	\$37,679	\$420	\$1,260	\$38,939	3.24%	\$12,980

BALRANALD SHIRE COUNCIL

GENERAL RATES & CHARGES

Proposed 2020-21

Continued

	No. of Properties 2019/20	No. of Properties 20/21	Property Valuations 2019/20	Property Valuations 2020/21	Ad Valorem Rate 19/20	Ad Valorem Rate 20/21	Ad Valorem Value	Base Rate	Base Rate Amount	Notional Income Yield	Base Rate %	Average Rate per Property
Business -Parishes of Willibah, Bidura, Solferina - Mineral Sands	1	1	\$4,199,400	\$8,520,000	\$0.127864	\$0.066185	\$563,900	\$2,050	\$2,050	\$565,950	0.36%	\$565,950.40
Business - Parishes of Pitapunga, Crokee, Muckee & Lawrence - Mineral Sands Mines	1	1	\$4,199,400	\$5,000,000	\$0.132500	\$0.145750	\$728,750	\$3,300	\$3,300	\$732,050	0.45%	\$732,050
Business - Solar Farms	4	3	\$3,220,400	\$4,331,600	\$0.055900	\$0.030017	\$130,020	\$825	\$2,475	\$132,495	1.87%	\$37,359
Business - Total	188	179	\$18,453,820	\$27,426,900			\$1,636,191	\$7,785	\$64,265	\$1,700,456	3.78%	\$8,399
GRAND TOTAL	1544	1514	\$260,257,110	\$586,480,399			\$2,915,133	\$10,285	\$448,095	\$3,363,228	0.41911	\$35,770

How rates are calculated

“General Rates

The calculation used to ascertain the general rates for an individual property is:

Base Rate + (Land Value x Ad Valorem) = General Rate Payable (Unless < \$Minimum Rate which then applies)

Base Rates

A set base rate applies to each property, dependent on the rating category, or sub-category.

Minimum Rates

The calculation used to ascertain if the minimum rate applies to an individual property is:

\$Base Rate + \$(Land Value x Ad Valorem) = \$General Rate Payable if above the \$Minimum;

If less than the \$Minimum, then the \$Minimum applies.

Rate Instalment dates

Section 562 (3)(b) of the Act states “If payment is made by quarterly instalments, the instalments are payable by 31 August, 30 November, 28 February and 31 May”, except as provided in subsection 4”. It has been Council’s practice to extend the payment date to the first working day after the due date if the instalment falls due on a weekend.

Charges

Under sections 496, 496A and 501 of the Act, a council may levy annual charges for the following services:

- Water
- Sewer
- Domestic Waste Management
- Non-Domestic Waste Management
- Stormwater Management

Under section 502 of the Act, Council may levy charges for actual use for the following services:

- Water Usage
- Sewer Usage
- Liquid Trade Waste

Water, Sewer and Waste Management charges relating to non-rateable properties will be charged in accordance with sections 496, 501, and 502 of the Act. For the purposes of charging these non-rateable properties that actually use these services in accordance with section 503 (2) of the Act, the charges to be applied are the same as those charged against rateable properties as these charges are representative of use.

Best practice pricing

The introduction of best-practice pricing for water, sewer and trade waste services is essential for the effective and sustainable management of Council's water supply and sewerage businesses and minimisation of customer bills. The Guidelines for Best-Practice Management of Water Supply and Sewerage have been published by the Minister for Water Utilities pursuant to section 409(6) of the Local Government Act 1993. The Minister for Local Government has concurred with these guidelines. The guidelines encourage continuing improvement in performance and identify 6 criteria for best-practice management of water supply and sewerage. They also set out the outcomes local government Local Water Utilities (LWUs) need to achieve in order to be eligible for payment of a dividend from the surplus of their water supply or sewerage businesses. LWUs which achieve the outcomes required by these guidelines will have effective and sustainable water supply and sewerage businesses and will have demonstrated best-practice management of these businesses as well as their compliance with National Competition Policy and the National Water Initiative. The purpose of best-practice management is:

- to encourage the effective and efficient delivery of water supply and sewerage services; and
- to promote sustainable water conservation practices and water demand management throughout NSW.

With increasing demands on the limited water resources of NSW, it is vital that these resources are managed in an efficient and sustainable manner.

Best-practice management is essential for efficient and sustainable management of water resources and the environment. It enables Council to achieve sustainable water supply and sewerage businesses and comply with the Australian Government's National Competition Policy (NCP) and National Water Initiative (NWI).

Best-practice water supply pricing requires that the usage charge recover those costs that vary with demand in the long-term (i.e. long-run marginal cost), through a usage charge.

Section 552 (1)(b) of the Act prescribes that Council may levy a special rate or charge on land that is situated within 225 metres of a water pipe of the council whether the land has a frontage or not to the public road (if any) in which the water pipe is laid, and although the land is not actually supplied with water from any water pipe of the council.

Section 552 (3)(a) of the Act prescribes that Council may levy a special rate or charge relating to the sewerage on all land except land which is more than 75 metres from a sewer of the council and is not connected to the sewer. This section of the Act has been enacted by Council and is currently incorporated into the sewer charges.

Water access and usage charges

The water access charge is an annual charge, under section 501 of the Act, levied to customers and is independent of the level of consumption. The annual access charges for water are estimated to yield \$753,376 for the 2020-21 financial year.

Set out in Table 2, below, are the annual water access and water usages charges for 2020-21

BALRANALD SHIRE COUNCIL

Proposed Water Charges 2020-21

Raw Water Residential & Non Residential Access Charges based on pipe size:-	Actual 2019-20	Proposed 2020-21
20mm connection	\$291.00	\$315.00
25mm connection	\$426.00	\$492.20
32mm connection	\$780.00	\$806.40
40mm connection	\$1,144.00	\$1,260.00
50mm connection	\$1,778.00	\$1,968.75
80mm connection	\$4,482.00	\$5,040.00
100mm connection	\$7,103.00	\$7,875.00
Raw Water Usage – Residential & Non-Residential		
Usage Charges up to 600kl per annum per kilolitre	\$0.80	\$0.90
Usage Charges from 601kl or greater per kilolitre	\$1.20	\$1.30
Filtered Water Usage – Residential & Non-Residential		
Usage Charges up to 400kl per annum per kilolitre	\$1.30	\$1.45
Usage Charges from 401kl or greater per kilolitre	\$2.00	\$2.20
Raw Water Usage Community Land per kilolitre	\$0.40	\$0.40

Residential Flats, Units and Multiple Dwellings up to 10 Dwellings for Raw and Filtered Water	Connection Charge + 50% of Connection per dwelling thereafter	Connection Charge + 50% of 20mm Access Charge per dwelling thereafter
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Sewerage access charges

The sewer access charge is an annual charge, under section 501 of the Act, levied to customers and is independent of the level of usage. The annual access charges for sewer are estimated to yield \$505,090 for 2020-21 financial year.

Table 3 – Sewer Charges for 2020-21

Sewer Access Charges Description	Charge 2019-20	Proposed Charge 2020-21
20mm connection	\$458.00	\$510.00
25mm connection	\$702.00	\$796.85
32mm connection	\$1,135.00	\$1,305.60
40mm connection	\$1,757.00	\$2,040.00
50mm connection	\$2,733.00	\$3,187.50
80mm connection	\$6,940.00	\$8,160.00
100mm connection	\$10,814.00	\$12,750.00
Volumetric Sewer Discharge Rate		
Volumetric Sewer Discharge Rate per kilolitre	\$1.00	\$2.20
Pedestal Charges		
Non Residential Pedestal Charge for every dwelling with more than two Pedestals per Pedestal	\$100.00	\$100.00
Pedestal Charge for Accommodation and Mining Camps per Pedestal	\$200.00	\$200.00

Stormwater Management Service Charge

Council will levy a stormwater management service charge, under section 496A of the Act, against rateable properties for which the service is available in order to establish and sustain a funding source for improved storm water management. This charge appears as a separate charge on the rate notice.

The charging methodology used by Council was established under the guidelines released by the Office of Local Government. The guidelines provide Council with the opportunity to levy charges on a catchment area or global basis while ensuring that the total income generated does not exceed the level of expenditure for new and additional stormwater management services. Council will be developing a stormwater capital works program and as a result, a global approach will be used to enable significant works to be funded at a given time using all the revenue levied.

Table 4 – Stormwater Management Service Charges for 2020-21

Description	Charge 2019-20	Proposed Charge 2020- 21
Residential Property per annum	\$25.00	\$25.00
Residential Strata Property per annum	\$25.00	\$25.00
Business Property per annum	\$25.00	\$25.00
Business Strata Property per annum	\$25.00	\$25.00

Funds derived from the Stormwater Management Service Charge must be spend on transparent works and the community must be advised of the proposed works and project as part of the Operational Plan consultation process. For 2020-21 financial year the estimated gross yield is \$24,025.

Domestic Waste Management Charge

Council cannot apply income from ordinary rates towards the cost of providing Domestic Waste Management services. Therefore, Council levies a Domestic Waste Management Charge under section 496 of the Act. The charge applies uniformly to each separate residential occupancy of rateable land (including vacant land) for which the service is available (i.e. properties that are along the route of the waste collection truck). In determining the annual Domestic waste Management Charge, Council must include all expenditure that relates to the delivery of this service and may include provision for the future increases to allow for equalisation of pricing from year to year. This is considered a prudent approach as the waste management subject to changing industry regulation and cost and operational requirements that have a potential for significant variations in the future. The Domestic Waste Management Charge for 2020-21 is to yield \$307,140.

Table 5 – Domestic Waste Management Charges for 2020-21

Description	Charge 2019-20	Proposed Charge 2020-21
Residential Domestic Waste Charge per property per annum	\$338.00	\$345.00
Domestic Waste Charge Vacant Land per property per annum	\$50.00	\$55.00
Commercial Waste Collection Euston – 1 Collection per week per approved bin	\$389.00	\$390.00
Commercial Waste Collection Balranald and Euston – 2 Collections per week per approved bin	\$389.00	\$490.00
Domestic Waste Management Access Charge for Vacant blocks per property per annum	\$50.00	\$55.00

Sundry

Interest on Overdue Rates and Charges

Council has been notified by the Office of Local Government of the interest rate payable, under section 566 of the Act, for the 2019-20 financial year. The interest rate for 2019-20 was 7.50 per cent and remains unchanged for 2020- 21 as per the Minister of Local Government's Determination.

Part Year Adjustments to Rates and Charges

Property rates and charges will be adjusted on a quarterly basis following a change in circumstances (e.g. subdivision or change in rating categorisation), in accordance with sections 527 and 546 of the Act. Relevant adjustments to rates and charges will be made from the next rating quarter following the effective date of the charge (subdivision plan registration date or date an application for categorisation review was made). The exception to this is for waste collection charges where adjustments are made either as above or on a pro-rata basis, whichever event is earlier.

Retrospective adjustments would usually be made for the current and previous years only however, Council may decide to make adjustments for a period outside this range in certain cases at its discretion depending upon equity and specific circumstances. Council may choose not to make current year adjustments if the value of the adjustment is less than \$50 if Council considers that the account will be uneconomical to collect.

Making the rate and charges and setting the interest rate

In accordance with sections 533, 534, 535, 543 and 566 of the Act, Council must make the rates and charges and set the interest rate annually. Council must also give a short name to each rate and charge made. A separate report is presented to Council in June annually to adopt the rates, charges and interest to satisfy these legislative requirements.

Pensioner Concessions

Council provides concessions for eligible pensioners under section 575 of the Act as follows:

- 50 per cent of the combined ordinary land rate and domestic waste management charge up to a \$250 maximum rebate.
- 50 per cent of water fixed and usage charges up to an \$87.50 maximum rebate
- 50 per cent of sewerage fixed charge up to an \$87.50 maximum rebate

Council funds 45 per cent of the total concession granted, with 50 per cent funded by the NSW Government and the remaining 5 per cent by the Australian Government.

- Holders of a Pensioner Concession Card (PCC);
- Holders of a gold card embossed with 'TPI' (Totally Permanently Incapacitated);
- Holders of a gold card embossed with 'EDA' (Extreme Disablement Adjustment)
- War widow or widower or wholly dependent partner entitled to the DVA income support supplement.

Borrowings

Council determines borrowing requirements in conjunction with the review of its Delivery Program each year.

The borrowing of funds if required, will be in accordance with Part 12 - Loans, Sections 621, 622, 623 and 624 of the Act and the 'Borrowing Order' issued by the Minister for Local Government, dated 27 September 1993.

Council has made a provision in the Operational Plan Budget in the Water Fund for borrowings of \$1M for Water Infrastructure upgrade if the Integrated Water Cycle Management Plan is completed and Grant funds are available for the proposed upgrade in the 2020-21 financial year.

Pricing Policy

Council's pricing policy aims to be equitable by recognising people's ability to pay and balancing expectation that some services will be cross-subsidised for the common good of the community.

Council's key pricing strategies are to:

- develop pricing structure that can be administered simply and inexpensively and be easily understood by members of the public
- explore all cost-effective opportunities to maximise Council's revenue base,
- balance the dependences on rates and grants against other funding sources, and
- full cost attribution be applied to all business activities considered to be of a commercial nature*
- The water programs are considered to be of a commercial nature – categorised under Competitive Neutrality as Category One Businesses (turnover of greater than \$2m per annum).

Council's pricing principles are:

STATUTORY

The price for goods / services are a statutory charge set by government legislation.

FULL COST RECOVERY

The price for goods / services are set to recover the total operating costs, both direct and indirect, of providing this good / service. Indirect costs are to include taxation equivalent payments, where applicable, in accordance with the principles of National Competition Policy.

PARTIAL COST RECOVERY

The price for goods / services are set to make a significant contribution towards the operating costs, both direct and indirect, of providing the goods / services. The remainder of the costs are met from property rates and general-purpose income.

REFERENCE PRICE

The price for goods / services are set by reference to prices charged for similar goods / services by like councils or competitors. Council's schedule of Fees and Charges has been prepared using the best information available in relation to the GST impact on the fees and charges at the time of publication. If a fee that is shown as being subject to GST is subsequently proven not to be subject to GST, the that fee will be amended by reducing the GST to nil. Conversely, if Council is advised that a fee which is shown as being not subject to GST becomes subject to GST then the fee will be increased, but only to the extent of the GST.



BALRANALD

2020-2021 TO 2029-2030 LONG TERM FINANCIAL PLAN



May 2020

Long Term Financial Plan 2020 - 2030

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Introduction

The Long Term Financial Plan, hereafter referred to as LTFP, outlines how Council will deliver on its obligations now and into the future. This plan factors in resourcing requirements, including (but not limited to) asset utilisation, workforce needs and funding sources.

The LTFP is one document that makes up Council's Resourcing Strategy, which provides the link between Council's Community Strategic Plan and Council's Delivery Program and Operational Plan. These plans come together to provide the community with a strategy that focuses on how Council can deliver services that are sustainable into the future, as well as best meet community expectations given the level of resources available to Council.

The Resourcing Strategy and the associated documents are prepared in accordance with the requirements of the Integrated Planning and Reporting (IPR) framework, under the Local Government Amendment (Planning & Reporting) Act 2009.

The diagram below outlines the interaction of the Resourcing Strategy and the elements of the overall framework:



The LTFP is important to the Council and the community because:

- The LTFP reflects the projected financial position of Council based on service levels;
- Reviews and assesses the service levels provided by Council and the impact these levels have on Council finances through sensitive analysis;
- Long term strategy and decisions are included in the LTFP, allowing them to be quantified and benchmarked against certain ratios;

What is a Long Term Financial Plan

The Long Term Financial Plan (LTFP) covers a period of ten (10) years and it outlines, in financial dollars, the short, medium and long term proposed actions with reference to current and future service levels, as well as maintain future sustainability of the Council.

The LTFP is one document that can be used by various stakeholders to assess and determine what resources Council requires to deliver the Community Strategic Plan. The LTFP is one component of the overall Resourcing Strategy and it includes the financial information to show how different sensitive scenarios can have an impact on Council's overall resourcing and future direction.

The LTFP includes the following:

- Proposed budget for 2020-2021 through to 2029-2030 (over ten years);
- The assumptions used to develop and deliver the plan, including how revenue is raised;
- Assessment of financial performance against industry benchmarks;
- Review and testing of the impact of different scenarios and how they impact on future Council budgets;
- Capital expenditure.

The LTFP is updated and adopted by Council on an annual basis, along with Council's Operational Plan. The Community Strategic Plan is required to be updated every 4 years (Council's current plan is required to be reviewed during the 2020/21 financial year).

Financial modelling within this LTFP is based on an income statement, balance sheet and cashflow statement. Each sensitive scenario analysis also has an income statement, balance sheet and cashflow statement, which show how that scenario will impact on the bottom line and its impact over the long term.

Forecasting Future Budgets

When the 10 year Long Term Financial Plan (LTFP) was compiled, there have been assumptions made on factors which are beyond Council's control. Some of these assumptions include wage increases, rate capping expectation and inflation.

Council's revenue sources are made up of three main funding sources; namely, rates and annual charges, fees and charges and grant funding. There can be a fourth source of funding Council could utilise, and this is borrowings.

Revenue Forecasts

Rating Capacity

On average, rates and annual charges make up around 25% to 30% of Council's revenue. Annual charges include those charges for water, sewer and waste services. When assumptions are made with regards to rates and annual charges, various factors are considered and these include (but not limited to) community capacity to pay rates and the community willingness to pay rates.

When assessing the rates and annual charges for the 2020/21 year and beyond, Council has reviewed the reliance on rates against the potential future revenue and expenses within bounds the identified notional yield through:

- Ensuring that the rate capping has been applied to rates;
- Increasing revenue from other sources like fees and charges;

Special Rate Variation

In 2018/19, Council applied for, and was granted, a 10% increase in rates over the next seven years (2018/19 to 2024/25 financial years). It is Council's intention to put these additional funds towards renewal and maintenance works relating to infrastructure.

Fees and Charges

A number of services provided by Council are done so on a user-pay basis. This fees include statutory like development application fees and council own fees, like private works. In preparing the LTFP, Council considers the cost-recovery approach when setting fees. In some cases, where a fee is a statutory fee, any change to the fee amount can only occur when allowed under the applicable Act or Regulation.

Grant Funding

Council receives many grants each year. In some cases, these are recurring on an annual basis like the Financial Assistance Grant from the Commonwealth Government through to one-off specific grants. As an example, in the 2020/21 year, Council will receive a specific grant relating to the Bidgee Haven Hostel extension and funding relating to drought relief.

In preparing the LTFP, an assumption has been made that Council will continue to receive some grant funding and where there is a high probability Council to receive a particular grant for the 2020/21 year, Council has included this as well. The grants assumed to be received on a yearly basis included:

- Financial Assistance Grant;
- Certain Roads and Maritime Grants including the block, supplementary and traffic grant;
- Roads to Recovery grant funding; and,
- NSW Rural Fire Service maintenance grant funding.

Borrowings

There will be one new loan borrowing of \$1,000,000 for the Water Fund. The borrowing will fund Council's 40% contribution towards renewing the Balranald water treatment plant. There is no further anticipated new borrowings over the remaining nine years period of the LTFP.

Expenditure Forecasts

In developing expenditure forecasts, new and existing expenditure items have been considered. Expenditure of an operational and capital nature are considered. Operational expenditure includes things such as maintenance, whilst capital expenditure includes infrastructure replacement.

Some expenditure, like employee costs, incur both at an operational and capital level and assumptions have been applied in how these costs are applied.

Consideration has been given to all types of expenditure, their impact on each year of the LTFP, their increase/ decrease over the ten year LTFP and how they are applied in terms of phasing. The LTFP is prepared on an accruals basis.

Financial Modelling

The development process for the LTFP has included financial modelling taking into account how certain changes in the LTFP assumptions result in a different budget outcome. These changes are considered and presented in the sensitivity analysis section of this document.

Long Term Financial Plan Assumptions

In preparing not only the 2020/21 year budget, but also the other nine years to 2029/30 financial year, consideration was given to a range of economic factors which could impact on budget forecasting.

Market Driven Planning Assumptions

Growth

Balranald Shire's future growth has been considered, as part of the NSW Planning and Environment's Final 2016 Local Government Area Population, Household and Dwelling Projections.

According to this report, the report shows a population projection for the Balranald Shire local government area as follows:

	2016	2021	2026	2031	2036
Population Projection	2,250	2,200	2,150	2,100	2,050
Average Annual Household Growth	(0.5%)	(0.2%)	(0.1%)	(0.1%)	(0.2%)

The population projections provide information on how the Balranald Shire's population might change over the 20 year period of 2016-2036

It should be noted that the data above does not factor in recent developments in the region, including solar farms, nut farms and mineral sand mining. Such developments have been projected to bring to the Balranald Shire region 280 permanent jobs once fully operational.

Inflation

Inflation, also called the consumer price index (CPI), measures changes in the price level of market basket of consumer goods and services purchased by households. When preparing the long term financial plan (LTFP), assumption has been applied that inflation will be projected to change as follows:

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Revenue and Expenditure Assumptions

The following tables outline the financial planning assumptions by revenue and expenditure types. These tables also include a brief description as to how they have been determined.

Revenue

1. Rates

Council has a special rate variation of 10.00% each year in place for the period 2020/21 through to 2024/25 financial year. If Council did not have a special rate variation in place, then the rate cap for 2019/20 is based on IPART's advice, which is 2.60%. For the year 2025/26 through to 2029/30, a rate peg rate of 2.50% will be assumed.

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
10.00%	10.00%	10.00%	10.00%	10.00%	2.50%	2.50%	2.50%	2.50%	2.50%

2. Annual Charges

Annual charges are calculated to ensure total revenue received for each fund listed above is sufficient to fund the operating and maintenance expenses associated with providing the service including provisions for major infrastructure replacement.

Water Fund

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
4.00%	3.50%	3.50%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%

Sewer Fund

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
11.00%	7.50%	7.50%	7.50%	7.50%	5.00%	5.00%	5.00%	5.00%	5.00%

Waste Fund

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

3. User Fees and Charges

User fees come as one of two types: statutory and non-statutory. Statutory fees are determined under relevant legislation and cannot be increased above the determined amount. Non-statutory fees are set by Council and are based on cost recovery in some cases. Where cost recovery has not been applied, CPI has been used to project Council's revenue for future years from User Fees and Charges.

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

4. Interest and Investment Revenues

When projecting the future rate of return on investments, the current low cash rate as well as future economic data has been used. Reliance of past data is not prudent in this situation.

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
1.49%	1.41%	1.35%	1.26%	1.24%	1.18%	1.20%	1.25%	1.24%	1.24%

5. Other Revenues

Other revenue includes, but not limited to, lease revenue, tourism sales, park hire and other incidental revenue. CPI has been used to project Council's revenue for future years from Other Revenue.

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

6. Grants and Contributions - Operating

-
- Council receives a number of operational grants from both Commonwealth and State government bodies. The largest of these is the Financial Assistance Grant and the Long Term Financial Plan (LTFP) assumes that this will continue over the next ten years. We have also assume that some other grants will continue to be received as well, namely roads to recovery. Council has also factored in one-off specific grants in the year in which we anticipate to receive them.
-
- With the Financial Assistance Grant, for 2020/21 year has been assumed that no increase to the 2020/21 actual allocation will occur based on the advice Council has received from the Office of Local Government, whereby caution was to be exercised when setting the budget.

Financial Assistance Grant

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
0.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

All Other Re-Current Grants excluding Roads to Recovery

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

7. Grants and Contributions – Capital

This source of revenue can be significant in size of overall Council revenue sources. Predicting the amount of revenues received from capital revenue can be difficult to determine, especially when it comes to timing of receiving the funding. However, capital revenue has been based on known projects that have either been entered into or have been announced as been successful. Any re-current capital grants have been increased on a small percentage so as to not overstate possible revenue stream. Some capital grants, like the Roads and Maritime Services block and traffic facility grants have been assumed to continue into the future. Other capital grants received for specific purposes have been included in the year we anticipate they will be received.

Re-Current Grants excluding One-Off Funding

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

8. Net Gain from Disposal of IPPE

Predominately received from the sale of plant and fleet. Future years are based on the assumption that plant/ fleet will maintain a rolling replacement program and will vary year to year dependant on the plant/ fleet sold.

Expenditure

1. Employee Benefits and On Costs

The current Local Government State Award expires on the 30 June 2020. For the 2020/21 year, it has been assumed that a 3.00% will apply to employee wages. Council has assumed that this rate will drop to 2.50% per annum over the remaining nine years of the Long Term Financial Plan (LTFP). Other assumptions relating to employee costs included in the LTFP are:

- Average increase as a result of Award based salary Band step of 0.25% per annum;
- Superannuation statutory contribution set at 9.50% until 2021/22 and it then incrementally increase to 12.00% by 2025/26;
- A 5.00% vacancy in established permanent positions in each financial year.

Local Government Award Increase – Base Rate

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Superannuation – Statutory Contribution

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
9.50%	10.00%	10.50%	11.00%	11.50%	12.00%	12.00%	12.00%	12.00%	12.00%

2. Borrowing Costs

Interest incurred on borrowings for infrastructure projects is based on current interest rate identified in the Loan Agreements.

Average Interest Rate for all Loans

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
5.98%	5.98%	5.98%	5.98%	5.98%	5.98%	5.98%	0.00%	0.00%	0.00%

3. Materials and Contracts

Unless otherwise identified to increase at a different rate, all materials and contracts expenditure, which represent the costs to deliver services to the community like road maintenance and waste facility management, are forecast to increase in line with CPI.

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

4. Depreciation and Amortisation

The depreciation methodology is based on useful lives and revaluation cycles. The depreciation useful lives methodology can be found in Council's financial statements. When estimating depreciation, Council has considered future depreciation costs on capital infrastructure replacement and also on new infrastructure, the revaluation cycle of asset classes and disposals.

5. Other Expenses

This heading includes electricity, insurances, emergency services contributions, donations, information technology and other related expenditure. CPI has been used to project Council's other expenses for future years.

20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Long Term Financial Plan 2020 – 2030

Budget Summary

Council's proposed 2020/21 to 2029/30 long term financial plan (LTFP) is as per Attachment 1, which represents the Consolidated Council (all activities of Council). A balance sheet and cashflow are also provided. Council considers the Water Supply and Sewerage Services to be separate business units of Council. All other functions of Council come under the General Fund.

Council's operating result for 2020/21 is estimated to be \$7.808 million surplus. When you remove the effect of capital grants and contributions, the operating result is (\$1.401) million deficit. The net budget surplus is \$144,000 after accounting for all funding movements.

The table below breaks down the Consolidated Council income statement into the three separate funds for the 2020/21 year:

	General Fund	Water Fund	Sewer Fund	Consolidated Total
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Income Continuing Operations	21,492	1,633	676	23,801
Expenses Continuing Operations	(14,401)	(1,082)	(510)	(15,993)
NET OPERATING RESULT FROM CONTINUING OPERATIONS SURPLUS/ (DEFICIT)	7,091	551	166	7,808
Other Funding Movements				
Capital Expenditure	(12,177)	(2,366)	(440)	(14,983)
Reserves Movement	694	589	86	1,369
Loans Repayment	(191)	(67)	0	(258)
New Loan Borrowings	0	1,000	0	1,000
Depreciation Contra	4,727	293	188	5,208
Total Other Funding Movements	(6,947)	(551)	(166)	(7,664)
Net Budget Surplus/ (Deficit)	144	0	0	144
NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/ (DEFICIT)	(1,918)	351	166	(1,401)

Performance Monitoring

Council not only monitors its LTFP and annual budget in terms of meeting budget expectation, but it also monitors measures to assess its long term financial sustainability. To achieve this monitoring process, Council uses financial performance indicators including:

- Operating performance ratio;
- Unrestricted current ratio;
- Own source revenue ratio;
- Debt servicing cover ratio;
- Rates and annual charges outstanding ratio; and,
- Cash expense coverage ratio.

The financial indicators are in accordance with Local Government Code of Accounting Practice and Financial Reporting. Council is required to report on these financial indicators as part of its annual financial statements and will also report on a quarterly basis as part of the budget review process.

These indicators, or ratios, are used by the NSW Local Government industry as the minimum benchmarks for reporting. The ratios and their description/ purpose are listed below for the 2020/21. A full ten year analysis can be located at Attachment 3.

	Benchmark	Council 2020/21
Operating performance ratio	>0.00%	(9.60)%
Unrestricted current ratio	>1.50x	4.00x
Own source revenue ratio	>60.00%	29.44%
Debt servicing cover ratio	>2.00x	32.96x
Rates and annual charges outstanding ratio	<10.00%	6.45%

Understanding the ratios

Operating performance ratio - This ratio measures Council's achievement of containing operating expenditure within operating revenue;

Unrestricted current ratio - To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council;

Own source revenue ratio - the measurement of a local government's ability to cover its costs through its own revenue efforts, namely rates, annual charges and fees and charges;

Debt servicing cover ratio - This ratio measures the availability of operating cash to service debt including interest, principal and lease payments;

Rates and annual charges outstanding ratio - To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts;

Attachments

The following attachments form part of the Long Term Financial Plan documents:

- | | |
|--------------|---|
| Attachment 1 | 10 Year Long Term Financial Plan for Consolidated Council |
| Attachment 2 | 2020/21 Budget by Function for Consolidated Council |
| Attachment 3 | Ratio Analysis for Consolidated Council |
| Attachment 4 | 2020/21 Capital Works Program for Consolidated Council |

Attachment 1: 10 Year Long Term Financial Plan

CONSOLIDATED COUNCIL										
Balranald Shire Council - Long Term Financial Plan - Income Statement										
	2020/21 Yr	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr
Income from Continuing Operations										
Rates and Annual Charges	4,273,850	4,628,140	4,997,210	5,399,620	5,834,330	6,308,770	6,485,450	6,667,480	6,855,060	7,048,370
User Charges and Fees	2,231,180	2,301,160	2,369,200	2,439,700	2,509,380	2,580,840	2,646,430	2,713,900	2,783,210	2,854,470
Interest and Investment Revenue	121,060	127,175	132,510	139,970	146,250	161,620	171,270	191,530	209,525	224,680
Other Revenues	379,972	389,230	400,840	412,900	425,360	436,870	447,990	459,380	471,080	483,080
Grants & Contributions for Operational Purposes	7,585,170	6,353,425	6,455,955	6,511,825	6,617,120	6,692,460	6,800,600	6,862,220	6,973,360	7,038,010
Grants and Contributions for Capital Purposes	9,209,420	2,293,790	2,318,290	2,343,070	2,368,140	2,393,490	2,419,140	2,445,090	2,471,350	2,497,910
Net Gain from Disposal of IPPE	-	15,000	10,000	20,000	10,000	15,000	10,000	10,000	10,000	10,000
Total Income from Continuing Operations	23,800,652	16,107,920	16,684,005	17,267,085	17,910,580	18,589,050	18,980,880	19,349,600	19,773,585	20,156,520
Expenses from Continuing Operations										
Employee Benefits and On-costs	(6,481,730)	(6,469,440)	(6,607,300)	(6,749,270)	(6,895,460)	(6,865,930)	(7,015,570)	(7,169,660)	(7,328,320)	(7,491,730)
Borrowing Costs	(125,760)	(119,330)	(109,310)	(102,110)	(94,465)	(86,355)	(77,750)	-	-	-
Materials and Contracts	(1,960,090)	(1,537,240)	(1,626,100)	(1,686,000)	(1,887,830)	(1,975,230)	(2,071,230)	(2,137,830)	(2,300,290)	(2,327,100)
Depreciation and Amortisation	(5,208,420)	(5,251,258)	(5,245,002)	(5,308,909)	(5,332,590)	(5,366,569)	(5,489,708)	(5,543,635)	(5,590,428)	(5,594,406)
Other Expenses	(2,216,600)	(2,263,415)	(2,335,400)	(2,410,780)	(2,488,610)	(2,748,980)	(2,837,190)	(2,928,160)	(3,022,230)	(3,119,360)
Total Expenses from Continuing Operations	(15,992,600)	(15,640,683)	(15,923,112)	(16,257,069)	(16,698,955)	(17,043,064)	(17,491,448)	(17,779,285)	(18,241,268)	(18,532,596)
NET OPERATING RESULT FROM CONTINUING OPERATIONS SURPLUS/ (DEFICIT)	7,808,052	467,237	760,893	1,010,016	1,211,625	1,545,986	1,489,432	1,570,315	1,532,317	1,623,924
Other Funding Movements										
Total Capital Expenditure	(14,983,249)	(5,572,005)	(5,377,430)	(5,446,710)	(5,801,515)	(5,668,335)	(5,917,770)	(5,952,345)	(6,252,275)	(6,118,875)
Total Transfers From/ (To) Reserves	1,368,900	307,820	(401,440)	(585,255)	(388,270)	(718,170)	(661,950)	(1,005,840)	(554,475)	(922,960)
Total Loan Repayments	(257,745)	(192,285)	(203,225)	(214,800)	(227,025)	(239,955)	(253,605)	-	-	-
Total Loan Borrowings	1,000,000	-	-	-	-	-	-	-	-	-
Depreciation Contra Income	5,208,420	5,251,258	5,245,002	5,308,909	5,332,590	5,366,569	5,489,708	5,543,635	5,590,428	5,594,406
TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)	(7,663,674)	(205,212)	(737,093)	(937,856)	(1,084,220)	(1,259,891)	(1,343,617)	(1,414,550)	(1,216,322)	(1,447,429)
TOTAL BUDGET SURPLUS/ (DEFICIT)	144,378	262,025	23,800	72,160	127,405	286,095	145,815	155,765	315,995	176,495
NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/ (DEFICIT)	(1,401,368)	(1,826,553)	(1,557,397)	(1,333,054)	(1,156,515)	(847,504)	(929,708)	(874,775)	(939,033)	(873,986)

Attachment 1: 10 Year Long Term Financial Plan (Continued)

CONSOLIDATED COUNCIL										
Balranald Shire Council - Long Term Financial Plan - Balance Sheet										
	2020/21 Yr	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr
Assets										
Current Assets										
Cash & Cash Equivalents	5,672,932	6,014,762	6,680,772	7,129,337	7,688,702	8,361,487	8,847,772	10,407,107	11,364,307	12,231,202
Investments	1,750,000	1,650,000	1,450,000	1,950,000	1,950,000	2,600,000	3,000,000	2,950,000	2,950,000	3,550,000
Receivables	417,180	456,550	477,020	498,870	521,790	546,320	560,360	574,800	589,630	604,890
Inventories	52,000	53,300	54,640	56,020	57,430	58,880	60,360	61,880	63,440	65,040
Other	34,000	34,000	34,000	34,000	34,000	35,220	35,860	36,510	37,180	37,860
Total Current Assets	7,926,112	8,208,612	8,696,432	9,668,227	10,252,522	11,601,907	12,504,352	14,030,297	15,004,557	16,488,992
Non Current Assets										
Investments	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Receivables	13,610	16,840	18,520	20,370	22,410	24,650	25,270	25,900	26,550	27,210
Infrastructure, Property, Plant and Equipment	174,356,499	176,420,811	176,553,238	178,456,571	178,925,497	181,016,517	181,444,580	183,667,735	184,329,582	186,697,347
Intangible	449,715	418,765	387,815	356,865	325,915	320,000	320,000	320,000	320,000	320,000
Total Non Current Assets	175,219,824	177,256,416	177,359,573	179,233,806	179,673,822	181,761,167	182,189,850	184,413,635	185,076,132	187,444,557
Total Asset	183,145,936	185,465,028	186,056,005	188,902,033	189,926,344	193,363,074	194,694,202	198,443,932	200,080,689	203,933,549
Liabilities										
Current Liabilities										
Payables	(668,500)	(685,220)	(702,380)	(719,970)	(738,000)	(756,470)	(775,430)	(794,850)	(814,740)	(835,140)
Borrowings	(257,745)	(192,285)	(203,225)	(214,800)	(227,025)	(239,955)	(253,605)	-	-	-
Provisions	(636,620)	(652,540)	(668,860)	(685,590)	(702,740)	(720,320)	(738,330)	(756,800)	(775,730)	(795,130)
Total Current Liabilities	(1,562,865)	(1,530,045)	(1,574,465)	(1,620,360)	(1,667,765)	(1,716,745)	(1,767,365)	(1,551,650)	(1,590,470)	(1,630,270)
Non Current Liabilities										
Payables	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Borrowings	(1,330,860)	(1,138,575)	(935,170)	(720,560)	(493,540)	(253,595)	-	-	-	-
Provisions	(50,000)	(51,250)	(52,540)	(53,860)	(55,210)	(56,600)	(58,020)	(59,480)	(60,970)	(62,500)
Total Non Current Liabilities	(1,780,860)	(1,589,825)	(1,387,710)	(1,174,420)	(948,750)	(710,195)	(458,020)	(459,480)	(460,970)	(462,500)
Total Liabilities	(3,343,725)	(3,119,870)	(2,962,175)	(2,794,780)	(2,616,515)	(2,426,940)	(2,225,385)	(2,011,130)	(2,051,440)	(2,092,770)
Net Assets	179,802,211	182,345,158	183,093,830	186,107,253	187,309,829	190,936,134	192,468,817	196,432,802	198,029,249	201,840,779
Equity										
Retained Earnings	(54,955,865)	(55,002,352)	(55,766,679)	(56,780,225)	(57,995,475)	(59,545,186)	(61,038,418)	(62,612,643)	(64,148,950)	(65,776,954)
Revaluation Reserve	(124,846,346)	(127,342,806)	(127,327,151)	(129,327,028)	(129,314,353)	(131,390,948)	(131,430,398)	(133,820,159)	(133,880,299)	(136,063,825)
Total Equity	(179,802,211)	(182,345,158)	(183,093,830)	(186,107,253)	(187,309,829)	(190,936,134)	(192,468,817)	(196,432,802)	(198,029,249)	(201,840,779)

Attachment 1: 10 Year Long Term Financial Plan (Continued)

CONSOLIDATED COUNCIL										
Balranald Shire Council - Long Term Financial Plan - Cash Flow Statement										
	2020/21 Yr	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr
Cash Flows from Operating Activities										
Receipts:										
Rates and Annual Charges	4,060,160	4,597,920	4,964,850	5,364,580	5,796,470	6,267,740	6,449,500	6,630,520	6,817,050	7,009,280
User Charges and Fees	2,119,630	2,288,260	2,356,000	2,426,100	2,495,440	2,566,510	2,631,890	2,698,990	2,767,910	2,838,780
Interest and Investment Revenue	121,060	127,175	132,510	139,970	146,250	161,620	171,270	191,530	209,525	224,680
Grants & Contributions	16,794,590	8,647,215	8,774,245	8,854,895	8,985,260	9,085,950	9,219,740	9,307,310	9,444,710	9,535,920
Other Revenues	379,972	389,230	400,840	412,900	425,360	436,870	447,990	459,380	471,080	483,080
Payments:										
Employee Benefits and On-costs	(6,198,730)	(6,340,060)	(6,739,450)	(6,614,290)	(7,033,370)	(6,728,620)	(7,155,890)	(7,026,270)	(7,474,890)	(7,341,900)
Borrowing Costs	(125,760)	(119,330)	(109,310)	(102,110)	(94,465)	(86,355)	(77,750)	-	-	-
Materials and Contracts	(2,042,510)	(1,483,440)	(1,569,190)	(1,626,990)	(1,821,760)	(1,906,100)	(1,998,750)	(2,063,020)	(2,219,790)	(2,245,670)
Other Expenses	(2,105,770)	(2,150,250)	(2,218,630)	(2,290,250)	(2,364,180)	(2,611,540)	(2,695,340)	(2,781,760)	(2,871,120)	(2,963,400)
Net Cash provided by (or used in) Operating Activities	13,002,642	5,956,720	5,991,865	6,564,805	6,535,005	7,186,075	6,992,660	7,416,680	7,144,475	7,540,770
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant and Equipment	46,500	49,400	54,800	45,270	52,900	45,000	65,000	45,000	65,000	45,000
Payments:										
Purchase of Infrastructure, Property, Plant and Equipment	(14,983,250)	(5,572,005)	(5,377,430)	(5,446,710)	(5,801,515)	(5,668,335)	(5,917,770)	(5,952,345)	(6,252,275)	(6,118,875)
Net Cash provided by (or used in) Investing Activities	(14,936,750)	(5,522,605)	(5,322,630)	(5,401,440)	(5,748,615)	(5,623,335)	(5,852,770)	(5,907,345)	(6,187,275)	(6,073,875)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings and Advances	1,000,000	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings and Advances	(257,745)	(192,285)	(203,225)	(214,800)	(227,025)	(239,955)	(253,605)	-	-	-
Net Cash provided by (or used in) Financing Activities	742,255	(192,285)	(203,225)	(214,800)	(227,025)	(239,955)	(253,605)	-	-	-
Net Increase/ (Decrease) in Cash and Investments	(1,191,853)	241,830	466,010	948,565	559,365	1,322,785	886,285	1,509,335	957,200	1,466,895
Plus: Cash and Investments - Beginning of Year	9,014,785	7,822,932	8,064,762	8,530,772	9,479,337	10,038,702	11,361,487	12,247,772	13,757,107	14,714,307
Cash and Investments - End of Year	7,822,932	8,064,762	8,530,772	9,479,337	10,038,702	11,361,487	12,247,772	13,757,107	14,714,307	16,181,202

Attachment 2: 2020/21 Budget by Function for Consolidated Council

FUNCTION OF COUNCIL															
Balranald Shire Council - Long Term Financial Plan - Income Statement - 2020/21 Year															
	Governance	Administration	Public Order & Safety	Health	Environment	Community Services & Education	Housing & Community Amenities	Water Supplies	Sewerage Services	Recreation & Culture	Mining, Manufacture &	Transport & Communication	Economic Affairs	General Purpose Income	Total
Income from Continuing Operations															
Rates and Annual Charges	0	0	0	0	24,030	0	361,940	757,130	516,570	0	0	0	0	2,614,180	4,273,850
User Charges and Fees	0	19,190	700	250	0	510,500	75,800	598,270	151,360	0	6,300	282,310	586,500	0	2,231,180
Interest and Investment Revenue	0	340	0	0	0	6,000	1,750	14,500	2,000	0	0	0	0	96,470	121,060
Other Revenues	12,000	144,462	0	15,000	0	300	66,370	52,400	0	8,140	0	8,800	72,500	0	379,972
Grants & Contributions for Operational Purposes	0	26,000	155,000	20,500	0	801,500	9,000	10,600	6,320	167,400	0	1,504,610	1,000,000	3,884,240	7,585,170
Grants and Contributions for Capital Purposes	150,000	0	100,000	0	0	4,680,000	0	200,000	0	1,909,830	0	2,169,590	0	0	9,209,420
Total Income from Continuing Operations	162,000	189,992	255,700	35,750	24,030	5,998,300	514,860	1,632,900	676,250	2,085,370	6,300	3,965,310	1,659,000	6,594,890	23,800,652
Expenses from Continuing Operations															
Employee Benefits and On-costs	(844,260)	(2,764,963)	(21,875)	(21,960)	(88,675)	(949,000)	(207,240)	(202,585)	(74,160)	(98,500)	(62,280)	(936,425)	(209,807)	0	(6,481,730)
Borrowing Costs	0	(3,250)	0	0	(28,460)	0	(7,620)	(44,320)	0	0	0	0	(42,110)	0	(125,760)
Materials and Contracts	(140,000)	1,230,398	(119,575)	(16,250)	(194,745)	(157,750)	(510,090)	(411,825)	(202,890)	(448,090)	0	(545,333)	(443,940)	0	(1,960,090)
Depreciation and Amortisation	0	(350,405)	(10,630)	(3,580)	(57,520)	(97,630)	(154,520)	(292,830)	(187,620)	(379,310)	0	(3,613,090)	(61,280)	0	(5,208,415)
Other Expenses	(319,950)	(586,290)	(367,050)	(13,130)	(13,000)	(176,900)	(108,600)	(130,800)	(45,700)	(252,530)	(7,480)	(36,590)	(158,580)	0	(2,216,600)
Total Expenses from Continuing Operations	(1,304,210)	(2,474,510)	(519,130)	(54,920)	(382,400)	(1,381,280)	(988,070)	(1,082,360)	(510,370)	(1,178,430)	(69,760)	(5,131,438)	(915,717)	0	(15,992,595)
NET OPERATING RESULT FROM CONTINUING OPERATIONS SURPLUS/ (DEFICIT)	(1,142,210)	(2,284,518)	(263,430)	(19,170)	(358,370)	4,617,020	(473,210)	550,540	165,880	906,940	(63,460)	(1,166,128)	743,283	6,594,890	7,808,057
Other Funding Movements															
Total Capital Expenditure	(65,000)	(715,000)	(130,000)	0	0	(4,700,000)	(360,000)	(2,366,000)	(440,000)	(2,213,600)	0	(2,933,799)	(1,059,850)	0	(14,983,249)
Total Transfers From/ (To) Reserves	0	237,100	0	0	0	0	306,380	588,920	86,500	150,000	0	0	0	0	1,368,900
Total Loan Repayments	0	(91,225)	0	0	(58,865)	0	0	(66,290)	0	0	0	0	(41,365)	0	(257,745)
Total Loan Borrowings	0	0	0	0	0	0	0	1,000,000	0	0	0	0	0	0	1,000,000
Depreciation Contra Income	0	350,405	10,630	3,580	57,520	97,630	154,520	292,830	187,620	379,310	0	3,613,090	61,280	0	5,208,415
TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)	(65,000)	(218,720)	(119,370)	3,580	(1,345)	(4,602,370)	100,900	(550,540)	(165,880)	(1,684,290)	0	679,291	(1,039,935)	0	(7,663,679)
TOTAL BUDGET SURPLUS/ (DEFICIT)	(1,207,210)	(2,503,238)	(382,800)	(15,590)	(359,715)	14,650	(372,310)	0	0	(777,350)	(63,460)	(486,837)	(296,652)	6,594,890	144,378
NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/ (DEFICIT)	(1,292,210)	(2,284,518)	(363,430)	(19,170)	(358,370)	(62,980)	(473,210)	350,540	165,880	(1,002,890)	(63,460)	(3,335,718)	743,283	6,594,890	(1,401,363)

Attachment 3: 10 Year Ratio Analysis for Consolidated Council

CONSOLIDATED COUNCIL											
Balranald Shire Council Statement of Financial Ratios											
	Benchmark	2020/21 Yr	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2028/29 Yr
1. Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	> 0.00%	-9.60%	-13.22%	-10.84%	-8.93%	-7.44%	-5.23%	-5.61%	-5.17%	-5.17%	-5.43%
Total continuing operating revenue excluding capital grants and contributions											
2. Unrestricted Current Ratio											
Current assets less all external restrictions	> 1.50x	4.00	3.66	3.55	3.59	3.94	3.93	5.06	5.17	5.17	5.49
Current liabilities less specific purpose liabilities											
3. Own Source Revenue											
Total continuing operating revenue excluding all grants and contributions	> 60.00%	29.44%	46.32%	47.41%	48.72%	49.83%	51.12%	51.43%	51.90%	52.24%	52.69%
Total continuing operating revenue inclusive of capital grants and contributions											
4. Debt Servicing Cover Ratio											
Operating results before capital excluding interest and depreciation, impairment and amortisation	> 2.00x	32.96	32.42	37.18	43.17	49.45	59.23	N/a	N/a	N/a	N/a
Principal repayments plus borrowing interest costs											
5. Rates and Annual Charges Outstanding											
Rates and annual charges outstanding	< 10.00%	6.45%	6.67%	6.42%	6.18%	5.96%	5.74%	5.69%	5.64%	5.59%	4.92%
Rates and annual charges collectable											
6. Cash Expense Cover Ratio											
Current period's cash and cash equivalents plus term deposits	> 3 months	9.15	8.94	9.00	10.04	10.02	11.37	11.67	13.50	13.67	15.09
Payments from cash flow of operating and financial activities											

Attachment 4: 2020/21 Capital Works Program for Consolidated Council

BALRANALD SHIRE COUNCIL			
CAPITAL WORKS & LOAN PAYMENTS			
PROPOSED BUDGET 2020/21			
	PROJECT DESCRIPTION	Proposed Budget	
		2020/2021	
CAPITAL WORKS			
GOVERNANCE	Content Management Upgrade	\$ 25,000	
	Allocation for co-funding for Capital Grant Applications	\$ 40,000	
	Sub – Total	\$ 65,000	
CORPORATE & ADMINISTRATIVE SERVICES			
	Web Site Development Shire wide	\$ 50,000	
	IT Architecture Refresh	\$ 200,000	
	Corporate & Administrative Services Sub – Total	\$ 250,000	
ENGINEERING OPERATIONS			
	Major Plant Acquisition Costs		
	Tipper Body for Trailer	\$ 30,000	
	Trailblazer Replacement MUX	\$ 28,000	
	Trailblazer Replacement MUX	\$ 28,000	
	Rick Campbell's Ute Replacement DMAX	\$ 34,000	
	Bulk Storage Diesel Bowser	\$ 40,000	
	Mini Excavator	\$ 50,000	
	Mazda Replacement	\$ 25,000	
	Walker Mower & Trailer	\$ 55,000	
	Road Train Prime Mover	\$ 75,000	
	Caravan Upgrade	\$ 100,000	
	Plant Replacement Loan 137	\$ 75,810	
	Engineering Administration Sub - Total	\$ 540,810	
PUBLIC ORDER & SAFETY			
	Rural Fire Service Capital	\$ 100,000	
	Fire Hydrant Upgrade	\$ 30,000	

	Public Order & Safety Sub-Total	\$ 130,000
COMMUNITY SERVICES	Capital Works	\$ 20,000
	Hostel Extension	\$ 4,680,000
	Community Services Sub-Total	\$ 4,700,000
HOUSING & COMMUNITY AMENITIES	Flood Mitigation Loan 132 Principal Repayments	\$ 15,420
	West Balranald Drainage Loan	\$ 58,870
	Purchase of Buildings and Facilities	\$ 360,000
	Housing & Community Amenities Sub - Total	\$ 434,290
RECREATION & CULTURE	Art Gallery - Balranald Creative Community Learning Centre	\$ 284,380
	Greenham Park - Balranald Tennis Courts Upgrade Project	\$ 287,510
	Ben Scott Birdwalk	\$ 100,000
	Greenham Park - Football Changerooms	\$ 500,000
	Greenham Pk Disabled Toilets	\$ 40,000
	Euston Sports Grounds Entrance	\$ 30,000
	Lions Park Upgrade	\$ 922,940
	Art Acquisition (Bal Archies Sponsorship)	\$ 3,000
	Library Book replacement	\$ 15,770
	Library Building Works	\$ 30,000
	Recreation & Culture Sub-Total	\$ 2,213,600
BUSINESS UNDERTAKINGS	Information Centre Loan	\$ 41,330
	Caravan Park Powered Sites Power Poles (20)	\$ 30,000
	Caravan Park Buggy - for cleaning	\$ 8,000
	Site Upgrade (10)	\$ 21,850
	Joint Organisation Discovery Centre Complex	\$ 1,000,000
	Business Undertakings Sub-Total	\$ 1,101,180
TRANSPORT	MR 514 Sealing Works	\$ 509,180
	MR67 North Heavy Patching	\$ 148,940
	MR67 Reseals - Capital	\$ 466,520
	Grid Maintenance & Replacement	\$ 350,000

	MR514 Unsealed - Gravel Resheeting	\$ 103,550
	Roads to Recovery	\$ 1,355,610
	Transport Sub-Total	\$ 2,933,800
WATER SERVICES	Balranald Raw Pump Station Electrical & Monitoring Upgrade	\$ 60,000
	Integrated Water Cycle Management Plan	\$ 200,000
	Euston Raw Water PS Upgrade	\$ 45,000
	Euston Electrical Upgrade Raw PS	\$ 50,000
	Valves and Meters	\$ 52,000
	Euston Cemetery Watermain Upgrade	\$ 50,000
	Balranald WTP (cost(3.2m, 40% Council)	\$ 1,000,000
	Minor pumps and metering equipment	\$ 10,000
	Balranald AC Mains Replacement	\$ 42,000
	Euston Replace AC Mains	\$ 42,000
	Balranald Filtered Water Tower Repaint Int & Ext	\$ 475,000
	Balranald Raw Water Tower Clean & Inspect	\$ 80,000
	Water Meter Replacements	\$ 50,000
	Integrated Water Management Strategy	\$ 210,000
	Euston Water Loan	\$ 66,300
	Water Services Sub - Total	\$ 2,432,300
SEWERAGE SERVICES	Balranald Cleaning Irrigation Channels and installation of Chanel stops.	\$ 30,000
	Euston Sewer Cleaning Inlet Structure	\$ 30,000
	Balranald Sewer PS Upgrades	\$ 15,000
	Balranald Sewer Excavation & Renewals inc Manholes	\$ 15,000
	Balranald Sewer Relining	\$ 300,000
	BS Switchboard Upgrade	\$ 30,000
	Euston Sewer Pumps	\$ 20,000
	Sewerage Services Sub-Total	\$ 440,000
	TOTAL CAPITAL WORKS & PRINCIPAL LOAN PAYMENTS	\$15,240,980



2020/2021 DRAFT OPERATIONAL PLAN BALRANALD SHIRE COUNCIL



May 2020

Operational Plan 2020-2021

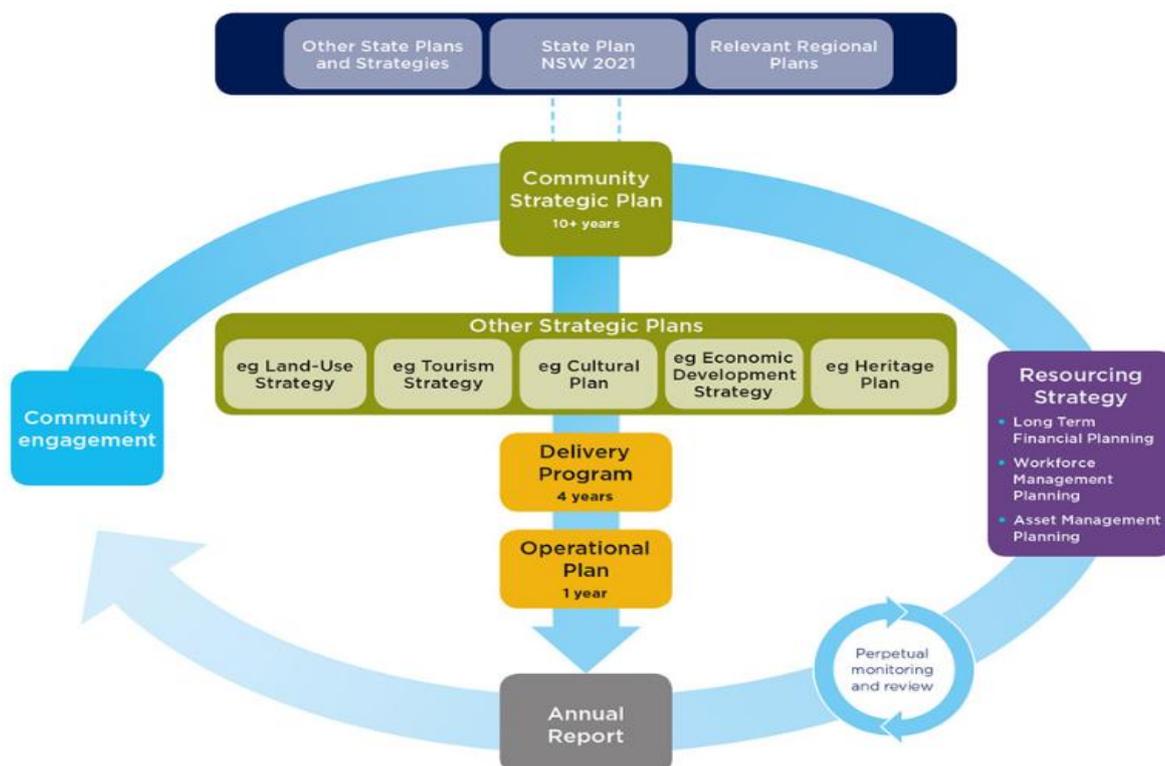
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The Integrated Planning and Reporting Framework

- The Integrated Planning and Reporting (IP&R) framework recognises that communities share similar aspirations, a safe, healthy, and pleasant place to live, a sustainable environment, opportunities for education and employment, and reliable infrastructure. The difference is how each community responds to these needs. This framework allows Balranald Shire to draw their various plans together, including state and federal plans, and also show how they interact so that the community can get the maximum benefits from their efforts by planning holistically and sustainably for the future.

- Community Strategic Plan** — Community consultation during 2016—2017 led to the development of the 10 year Community Strategic Plan (CSP) for Balranald 2027 (adopted April 2017);
- Resourcing Strategy** —for resources required to implement the strategies established by the community plan that the council is responsible for including a long term financial plan, a workforce management strategy and an asset management plan policy, strategy and plans;
- Delivery Program** — detailing the principle activities to be undertaken by council to implement strategies established by the CSP within the resources available under the Resourcing Strategy over 4 years;
- Operational Plan** — (this document) detailing the activities to be engaged in by the council during the financial year towards the attainment of the Delivery Program;
- Annual Report** — is Councils way of reporting to the community on the progress of each of the strategies included in the delivery program.



Foreword by the Administrator



Mike Colreavy
Administrator – Balranald Shire Council

Foreword by the General Manager



Moving into my third year as General Manager, I have taken a look back at the achievements of the team over the past twelve months. Across the board I have been able to identify significant positive changes in how your Council operates. Having said this, it must be noted that the majority of these changes are internal policy and procedure changes and the benefits are sometimes slow to be recognised. Although these changes may not readily demonstrate short term benefits, they are critical to the long term sustainability of Council into the future.

Over the past twelve (12) months Council has seen significant change in how we operate. The past year has proven to be one of mixed news for Council and our Community; with the ongoing completion of the Performance Improvement Order, further implementation of the Special Rate Variation and rating review, the Initiation of a Public Inquiry and most recently the dismissal of the Elected Governing Body and subsequent appointment of an Administrator.

Through long term Drought and the impacts of Covid-19 our community has been challenged in managing its economic sustainability. The support from the Federal Government with the Drought Community Assistance program has been greatly appreciated. I would like to thank the community for its support and approach for how we responded to the challenges of the Corona Virus, the patience and resilience of our community stood our region apart from many others. It is too early to predict how the longer-term impacts of Covid-19 will challenge our community; I am confident that working together that we will see through to the other side of the pandemic and come out stronger as a community united.

Council's priority continues to be ensuring that we have a sustainable corporate governance structure to providing continuity of service delivery to rate payers. This includes the continued development of our Long-Term Financial Management Plan, the Asset Management Plan, further enhancement to our Enterprise Risk Management Plan and oversight of operations by a robust Audit and Risk Improvement Committee. Through the development and implementation of these plans and higher-level independent governance oversight, we have been positioned to inform better planning and are actively working towards achieving the State Governments sustainability targets.

The most prominent changes to how we interact with the community is the implementation of a detailed Community Engagement Strategy, the enhancement to council's newsletter and online platforms, and the review of the Community Advisory Committees. Through these changes Council is taking steps to ensure that the community has a strong voice in how we will shape future operations of council.

The 2020/21 budget is a modest budget with long term forecasts for both operational and capital improvements to the shire. The recent rating review conducted has highlighted opportunities for a more equitable distribution of rates fees and charges across the various rating categories. These changes are being implemented in the new budget and demonstrate a clearer link between the type of activity, the activities impact on assets and the distribution of more equitable charges.

The performance standards delivered by all work areas is of the highest standard and I am particularly proud of the fact that through prudent management, Council has maintained its reserve balance and managed to deliver the majority of our Capital Works Program. More significantly is the programmed works across the shire for 2020/21 onwards. Community members will see extensive works being undertaken within our townships and a strong focus on improving our rural roads. Over the past twelve months council has conducted maintenance grading to more than 95% of the rural roads. Efficiencies in operational practices have resulted in the overall cost of maintenance per kilometre being reduced from a previous average of \$7,000 per Klm down to an average of \$1,200 per Klm.

On a final note, I would like to thank the Community and Staff for the combined efforts over the past twelve months. It is through the close working relationship that Council and the Community hold that we will continue to prosper.

Michael Kitzelmann
General Manager – Balranald Shire Council

Introduction

It is hoped that you find the Balranald Shire Council Operational Plan informative and a useful guide to help with your understanding of how Council functions.

Councils Operational Plan is a one year plan which details the individual projects and activities that will be undertaken during 2020-2021 financial year to achieve the commitments as reported in the Council Delivery Program 2017-2021.

Council applied to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) of 10% each year for seven years, commencing in 2018-19 financial year. Council was approved this special rate variation and the 2020-21 financial year will be the third year of the SRV. This levy has only been applied to the Balranald General Rate category through our rating system and doesn't apply to water, sewer, waste or other charges.

Under the new integrated planning and reporting framework for local government, Council is required to adopt a 10 year Community Strategic Plan (Balranald 2027 adopted in April 2017), a 4 year Delivery Program (2017-2021 adopted April 2017) and a 1 year Operational Plan which is required to be adopted by 30 June 2020.

All activities in the Delivery Program and Operational Plan are aligned to the Community Plan, Balranald 2027—Community Strategic Plan.

Council staff will work to successfully implement the 2020/21 Operational Plan and will report on its success via the Annual Report, which is produced after the completion of the 2020/21 financial year. The Annual Report focuses on reporting how Council achieved the key objectives of the four-year Delivery Program, as well as the Operational Plan.

Some of the highlights of the 2020/21 Operational Plan include:

- Budgeted operational revenue is \$14.591 million;
- Budget operational expenditure is \$15.993 million.
- Budgeted capital revenue is \$9.209 million;
- Budgeted capital expenditure is \$14.983 million.

Some of the proposed capital works for 2020/21 are:

- \$2.934 million in road capital works;
- \$2.432 million for water capital works;
- \$440,000 for sewer capital works;
- \$59,850 Caravan Park Upgrade works;
- \$284,380 Art Gallery – Balranald Creative Community Learning Centre (subject to Grant Funding);
- \$287,510 Greenham Park – Balranald Tennis Courts Upgrade Project (subject to Grant Funding);
- \$100,000 Ben Scott Birdwalk;

When setting the 2020/21 Long Term Financial Plan (LTFP), or budget, Council has taken a balanced budget approach and applied this approach over the ten year LTFP.

About Balranald Shire Council

Balranald Shire Council (BSC) is located in the south western district of NSW, approximately 850km south west from Sydney and 450km north of Melbourne. It covers an area of 21,699 square kilometres, making it the fifth largest Shire in the State. The main townships are Balranald (population 1,200) and Euston (population 600), located on the banks of the Murrumbidgee and Murray Rivers respectively. Other localities in the Shire include Kyalite, Oxley, Penarie (Homebush), Hatfield and Clare. The total population of Balranald Shire is just under 2300 persons. Approximately 7 percent of the Shire's population is Indigenous.

The Balranald Shire is often described as 'a potential geographer's living classroom' (Toohey, 2010). It is the pivotal place of two great Australian landscapes: to the east the Riverine Plain and to the west the Murray Darling Depression. Their respective formation processes have created today's unique vegetation landscape.

Balranald Shire's waterscape is unique with 5 Rivers meandering and converging within and around the shire (the Murrumbidgee, Murray, Lachlan, Wakool & Edward rivers). This makes the area an ideal destination for fishing, camping, boating, canoeing, kayaking or just chilling on the banks.

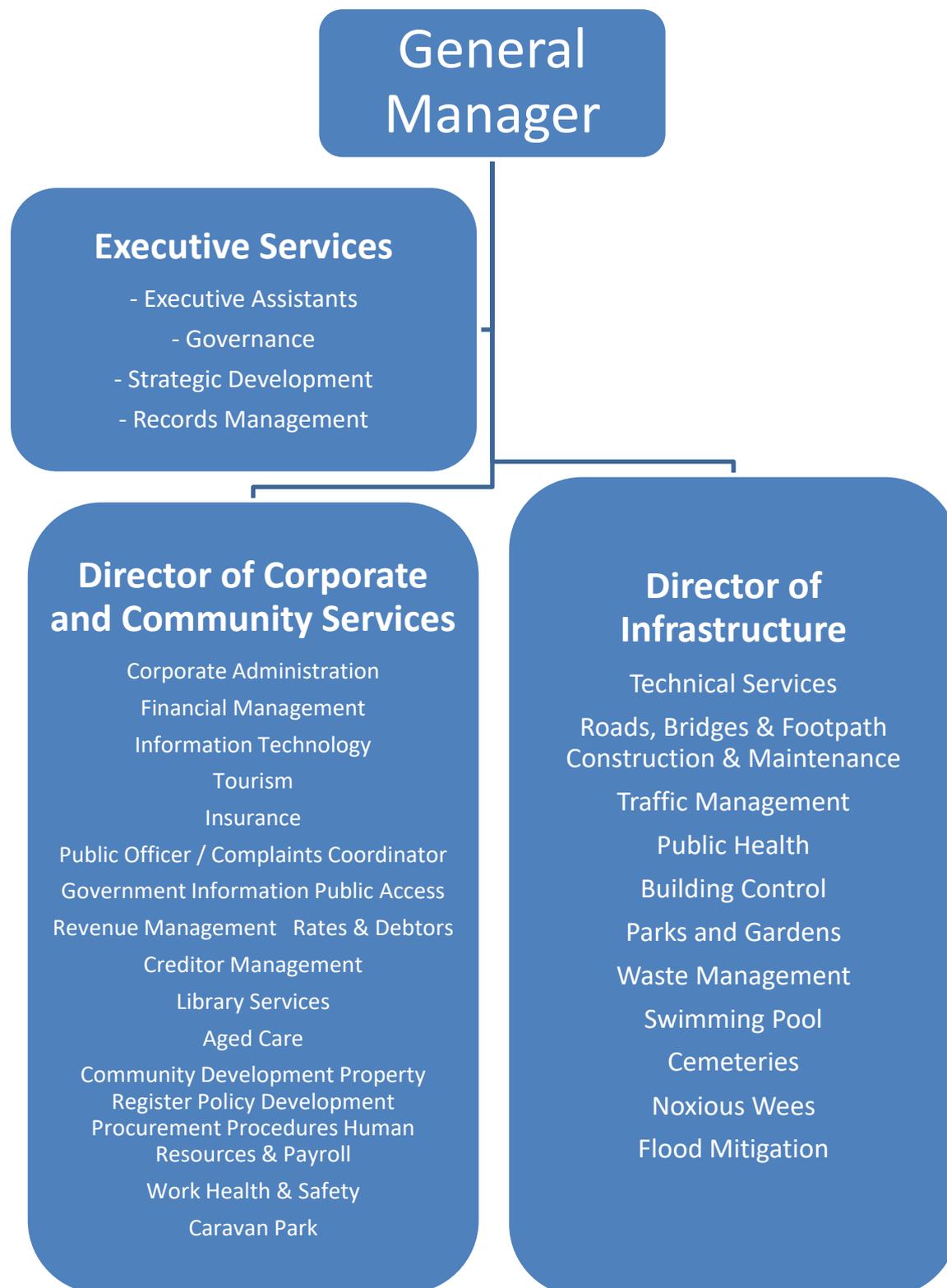
Culturally, the Shire is rich in both Indigenous and non-Indigenous history. Mungo National Park, which is part of the world heritage listed Willandra Lakes region, is primarily located in the Balranald Shire and has world archaeological significance with evidence of human occupation dating back at least 50,000 years. South-western NSW was settled by Europeans from the late 1840's, and the Shire has important sites showcasing pastoral industry, inland port heritage and colonial built infrastructure.

The economy of the Balranald Shire Council is strongly connected to agriculture including grains (dryland and irrigated), sheep and cattle. However, diversification has occurred to encompass horticulture, viticulture, organic agriculture, tree (fruit and nut), timber harvesting and tourism. The Sturt Highway provides the east west route for flow of goods, services and visitors to the Shire.



Our Council Organisation Structure

Council's organisational structure is based on a two director function with an executive services department.



Strategic Direction

The Strategic Direction sets out Council's high level outcomes, with objectives, projects, programs and services identifying what it is we are doing to achieve the objectives. Delivery measures, including key performance indicators are used to measure our progress towards the outcomes.

The Strategic Direction is set as the result of the following Pillars, as determined by Council:

1. **Our People** – A community that is pro-active, engaged, inclusive and connected;
2. **Our Place** – A liveable and thriving community that maintains lifestyle opportunities and addresses its disadvantages;
3. **Our Economy** – A community that ensures a strong and resilient economy;
4. **Our Culture** – A community that respects and celebrates its diverse cultures, heritage and arts;
5. **Our Infrastructure** – A community that maintains and strengthens its natural and built environment;
6. **Our Leadership** – A community that values and fosters leadership, lifelong learning, innovation and good governance.



OPERATIONAL BUDGET 2020/21 to 2023/24

CONSOLIDATED FUND

Income Statement

This shows all of Council funds, including General, Water and Sewer funds. Note that the Long Term Financial Plan document provides the budget over ten (10) years.

CONSOLIDATED COUNCIL	Balranald Shire Council			
	Income Statement			
	2020/21 Yr	2021/22 Yr	2022/23 Yr	2023/24 Yr
Income from Continuing Operations				
Rates and Annual Charges	4,273,850	4,628,140	4,997,210	5,399,620
User Charges and Fees	2,231,180	2,301,160	2,369,200	2,439,700
Interest and Investment Revenue	121,060	127,175	132,510	139,970
Other Revenues	379,972	389,230	400,840	412,900
Grants & Contributions - Operational Purposes	7,585,170	6,353,425	6,455,955	6,511,825
Grants & Contributions - Capital Purposes	9,209,420	2,293,790	2,318,290	2,343,070
Net Gain from Disposal of IPPE	-	15,000	10,000	20,000
Total Income from Continuing Operations	23,800,652	16,107,920	16,684,005	17,267,085
Expenses from Continuing Operations				
Employee Benefits and On-costs	(6,325,230)	(6,469,440)	(6,607,300)	(6,749,270)
Borrowing Costs	(125,760)	(119,330)	(109,310)	(102,110)
Materials and Contracts	(2,116,590)	(1,537,240)	(1,626,100)	(1,686,000)
Depreciation and Amortisation	(5,208,420)	(5,251,258)	(5,245,002)	(5,308,909)
Other Expenses	(2,216,600)	(2,263,415)	(2,335,400)	(2,410,780)
Total Expenses from Continuing Operations	(15,992,600)	(15,640,683)	(15,923,112)	(16,257,069)
TOTAL OPERATIONAL SURPLUS/ (DEFICIT)	7,808,052	467,237	760,893	1,010,016
Other Funding Movements				
Total Capital Expenditure	(14,983,249)	(5,572,005)	(5,377,430)	(5,446,710)
Total Transfers From/ (To) Reserves	1,368,900	307,820	(401,440)	(585,255)
Total Loan Repayments	(257,745)	(192,285)	(203,225)	(214,800)
Total Loan Borrowings	1,000,000	-	-	-
Depreciation Contra Income	5,208,420	5,251,258	5,245,002	5,308,909
TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)	(7,663,674)	(205,212)	(737,093)	(937,856)
TOTAL BUDGET SURPLUS/ (DEFICIT)	144,378	262,025	23,800	72,160
NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/ (DEFICIT)	(1,401,368)	(1,826,553)	(1,557,397)	(1,333,054)

To see the full ten (10) year Consolidated Income Statement, please refer to the *Balranald Shire Council 2020/21 to 2029/30 Long Term Financial Plan*.

OPERATIONAL BUDGET 2020/21 to 2023/24

CONSOLIDATED FUND

Balance Sheet

CONSOLIDATED COUNCIL	Balranald Shire Council Balance Sheet			
	2020/21 Yr	2021/22 Yr	2022/23 Yr	2023/24 Yr
Assets				
Current Assets				
Cash & Cash Equivalents	5,672,932	6,014,762	6,680,772	7,129,337
Investments	1,750,000	1,650,000	1,450,000	1,950,000
Receivables	417,180	456,550	477,020	498,870
Inventories	52,000	53,300	54,640	56,020
Other	34,000	34,000	34,000	34,000
Total Current Assets	7,926,112	8,208,612	8,696,432	9,668,227
Non Current Assets				
Investments	400,000	400,000	400,000	400,000
Receivables	13,610	16,840	18,520	20,370
Infrastructure, Property, Plant and Equipment	174,356,498	176,420,810	176,553,237	178,456,570
Intangible	449,715	418,765	387,815	356,865
Total Non Current Assets	175,219,823	177,256,415	177,359,572	179,233,805
Total Asset	183,145,935	185,465,027	186,056,004	188,902,032
Liabilities				
Current Liabilities				
Payables	(668,500)	(685,220)	(702,380)	(719,970)
Borrowings	(257,745)	(192,285)	(203,225)	(214,800)
Provisions	(636,620)	(652,540)	(668,860)	(685,590)
Total Current Liabilities	(1,562,865)	(1,530,045)	(1,574,465)	(1,620,360)
Non Current Liabilities				
Payables	(400,000)	(400,000)	(400,000)	(400,000)
Borrowings	(1,330,860)	(1,138,575)	(935,170)	(720,560)
Provisions	(50,000)	(51,250)	(52,540)	(53,860)
Total Non Current Liabilities	(1,780,860)	(1,589,825)	(1,387,710)	(1,174,420)
Total Liabilities	(3,343,725)	(3,119,870)	(2,962,175)	(2,794,780)
Net Assets	179,802,210	182,345,157	183,093,829	186,107,252
Equity				
Retained Earnings	(54,955,865)	(55,002,352)	(55,766,679)	(56,780,225)
Revaluation Reserve	(124,846,345)	(127,342,805)	(127,327,150)	(129,327,027)
Total Equity	(179,802,210)	(182,345,157)	(183,093,829)	(186,107,252)

To see the full ten (10) year Consolidated Balance Sheet, please refer to the *Balranald Shire Council 2020/21 to 2029/30 Long Term Financial Plan*.

OPERATIONAL BUDGET 2020/21 to 2023/24

CONSOLIDATED FUND

Cashflow Statement

CONSOLIDATED COUNCIL	Balranald Shire Council Cash Flow Statement			
	2020/21 Yr	2021/22 Yr	2022/23 Yr	2023/24 Yr
Cash Flows from Operating Activities				
Receipts:				
Rates and Annual Charges	4,060,160	4,597,920	4,964,850	5,364,580
User Charges and Fees	2,119,630	2,288,260	2,356,000	2,426,100
Interest and Investment Revenue	121,060	127,175	132,510	139,970
Grants & Contributions	16,794,590	8,647,215	8,774,245	8,854,895
Other Revenues	379,972	389,230	400,840	412,900
Payments:				
Employee Benefits and On-costs	(6,198,730)	(6,340,060)	(6,739,450)	(6,614,290)
Borrowing Costs	(125,760)	(119,330)	(109,310)	(102,110)
Materials and Contracts	(2,042,510)	(1,483,440)	(1,569,190)	(1,626,990)
Other Expenses	(2,105,770)	(2,150,250)	(2,218,630)	(2,290,250)
Net Cash provided by (or used in) Operating Activities	13,002,642	5,956,720	5,991,865	6,564,805
Cash Flows from Investing Activities				
Receipts:				
Sale of Infrastructure, Property, Plant and Equipment	46,500	49,400	54,800	45,270
Payments:				
Purchase of Infrastructure, Property, Plant and Equipment	(14,983,250)	(5,572,005)	(5,377,430)	(5,446,710)
Net Cash provided by (or used in) Investing Activities	(14,936,750)	(5,522,605)	(5,322,630)	(5,401,440)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings and Advances	1,000,000	-	-	-
Payments:				
Repayment of Borrowings and Advances	(257,745)	(192,285)	(203,225)	(214,800)
Net Cash provided by (or used in) Financing Activities	742,255	(192,285)	(203,225)	(214,800)
Net Increase/ (Decrease) in Cash and Investments	(1,191,853)	241,830	466,010	948,565
Plus: Cash and Investments - Beginning of Year	9,014,785	7,822,932	8,064,762	8,530,772
Cash and Investments - end of Year	7,822,932	8,064,762	8,530,772	9,479,337

To see the full ten (10) year Consolidated Cash Flow Statement, please refer to the *Balranald Shire Council 2020/21 to 2029/30 Long Term Financial Plan*.

FINANCIAL SUSTAINABILITY RATIOS

2020/21 to 2023/24 - CONSOLIDATED FUND

Financial Ratios

The ratios listed below provide a snapshot on whether Council is meeting Local Government industry benchmarks. Where a benchmark is not met in the 2020/21 financial year, efforts have been made to improve this result over the ten year long term financial plan.

Council's financial sustainability is measured through the following financial ratios:

Ratio	Description	Benchmark
Operating Performance	The ability to contain operating expenditure within operating revenue	> 0%
Unrestricted Current Ratio	Assess the adequacy of working capital and its ability to satisfy short term obligations	> 1.5:1
Own Source Revenue	Measures fiscal flexibility – degree of reliance on external funding	> 60%
Debt Service Cover Ratio	Measures the times of discretionary revenue required to repay loans	< 2x
Rates and Annual Charges Outstanding	Measures outstanding rates and annual charges against rates and annual charges levied	< 10%

CONSOLIDATED COUNCIL		Balranald Shire Council Statement of Financial Ratios			
	Benchmark	2020/21 Yr	2021/22 Yr	2022/23 Yr	2023/24 Yr
1. Operating Performance					
Total continuing operating revenue excluding capital grants and contributions less operating expenses					
Total continuing operating revenue excluding capital grants and contributions	> 0.00%	-9.60%	-13.22%	-10.84%	-8.93%
2. Unrestricted Current Ratio					
Current assets less all external restrictions					
Current liabilities less specific purpose liabilities	> 1.50x	4.00	3.66	3.55	3.59
3. Own Source Revenue					
Total continuing operating revenue excluding all grants and contributions					
Total continuing operating revenue inclusive of capital grants and contributions	> 60.00%	29.44%	46.32%	47.41%	48.72%
4. Debt Servicing Cover Ratio					
Operating results before capital excluding interest and depreciation, impairment and amortisation					
Principal repayments plus borrowing interest costs	> 2.00x	32.96	32.42	37.18	43.17
5. Rates and Annual Charges Outstanding					
Rates and annual charges outstanding					
Rates and annual charges collectable	< 10.00%	6.45%	6.67%	6.42%	6.18%

Strategic Direction 1

Pillar One: OUR PEOPLE

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 1.1.1: Expand opportunities for social interaction					
<i>Promote events that encourage community interaction</i>	a	Fund staff and community activities and events that promote and encourage community interaction	Annual budget allocation and minimum five (5) events supported.	Ongoing	Community DCCD
<i>Promote collaboration and partnerships between organisations</i>	b	Opportunities explored for collaboration and partnerships	Potential collaborations and partnerships identified. Activities undertaken and reported	Ongoing	GM
<i>Support activities that encourage volunteering and active participation in community events</i>	c	Council promotes volunteerism	Volunteerism promoted and recognised through Council sponsored events as well as provide in-kind related work	Ongoing	DCCD
CSP 1.2.1: Implement a Welcoming Strategy					
<i>Provide welcome to new residents</i>	a	Recognise new residents	New residents acknowledged during Australia Day celebrations	Australia Day Each Year	GM
<i>Develop a "Welcome Pack" for new residents</i>	b	Develop welcome package for new residents of the Shire.	Welcome pack developed and provided to new residents.	Jun 2021	GM
CSP 1.2.2: Encourage understanding, respect and tolerance between our diverse communities					
<i>Create opportunities to share and celebrate cultural diversity and achievements</i>	a	Tourism and community events celebrate cultural diversity and achievements	Explore opportunities with National Parks and Balranald Local Aboriginal Land Council (BLALC) for improved collaboration	Mar 2021	DCCD

Strategic Direction 1 (Continued)

Pillar One: OUR PEOPLE

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 1.2.3: Improve communications and information dissemination					
<i>Provide quality Council websites</i>	c	Review and update websites	Council website reviewed and updated Regular updating of Discover Balranald and Surrounds website	Ongoing	DCCD
<i>Continue to utilise print media to inform residents</i>	e	Shire newsletter	On a monthly basis	Ongoing	GM
CSP 1.2.4: Improve Council engagement with the community					
<i>Utilise social media to inform and consult residents</i>	a	Regular Facebook and Twitter posts	Minimum five (5) per week	Ongoing	DCCD
<i>Implement Councils Community Engagement Strategy</i>	b	Strategy applied across all divisions of Council and in its decision making processes	Training delivered to all staff and Committees on community engagement	Completed	DCCD
<i>Community satisfaction</i>	c	Conduct community survey	Survey conducted annually	Completed	DCCD

Strategic Direction 2

Pillar Two: OUR PLACE

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 2.1.1: Prepare a population retention and attraction strategy					
<i>Instigate regular dialogue with companies and Government agencies</i>	a	Regular meetings programmed	Meetings held and six monthly reports provided to Council	Jun 2021	GM
CSP 2.1.2: Promote opportunities from potential mining, horticultural and energy investments					
<i>Promote opportunities identified in the Economic Development Strategy</i>	b	Promote the benefits of investing in the Shire	Consultation with businesses interested in setting up in the Shire	Ongoing	GM
			Conduct advertising to promote Shire	Ongoing	GM
CSP 2.1.3: Towns are safe and inviting for locals and visitors					
<i>Maintain parks, public areas and facilities to ensure they are safe, attractive and accessible</i>	a	Asset management and works programs developed in accordance with agreed service standards	Maintenance to parks, public areas and facilities maintained to agreed standards	Ongoing	DID
<i>Collaborate with Police and other agencies to ensure safety</i>	b	Continue to be involved in the Community Safety Precinct Committee	Meetings held bi-monthly and minutes reported to Council	Ongoing	GM
CSP 2.2.1: Identify groups within our community facing hardship and disadvantage					
<i>Utilise Balranald Interagency Group (BIG) to monitor levels of hardship and disadvantage and advocate responses</i>	a	Participate in BIG meetings	Council representatives attend 90% of meetings	Ongoing	GM

Strategic Direction 2 (Continued)

Pillar Two: OUR PLACE

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 2.2.2: Plan for an ageing population					
<i>Report on needs and options for an ageing population</i>	a	Operate and manage Bidgee Haven hostel and liaise with Hostel committee	Management committee meets and provides recommendations to Council	Ongoing	DCCD
CSP 2.2.3: Develop a Disability Inclusion Action Plan					
<i>Implement strategies from the Disability Inclusion Action Plan to promote inclusion of those in our community with a disability</i>	b	Review adopted Disability Action Plan and consider recommending into works programs and policies	Works program within operational budget and compliant with plan	Ongoing	DID
CSP 2.3.1: Plan, construct, operate and maintain recreational facilities					
<i>Investigate and report on development options for the Balranald Swimming Pool</i>	a	Consider development options for swimming pool	Completion of works under the Janelle Masters pool grant funding	Sept 2020	DID
			Consider installation of splash park near pool	Jun 2020	DID
<i>Asset management Plans for Council facilities are adopted and incorporated into Long Term Financial Plan (LTFP)</i>	d	Asset management plans reviewed and adopted by Council for all facilities and infrastructure	Asset management plan incorporated into LTFP	Mar 2021	DID DCCD

Strategic Direction 2 (Continued)

Pillar Two: OUR PLACE

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 2.3.1: Plan, construct and maintain recreational facilities					
<i>Undertake a review of all of Council buildings to assess condition status</i>	b	Bring building condition ratings up to date and implement into future asset management plans and budgets	Report prepared on condition assessment and estimated cost to bring to satisfactory condition	Jun 2021	DID
CSP 2.3.2: Create and/ or promote events					
<i>Promote events</i>	b	Partnerships developed with organizing bodies and support given to events	Agreed events promoted through Council networks, including social media utilization	Ongoing	DID
<i>Utilise South West Arts to promote/ conduct cultural events</i>	c	Membership of South West Arts retained	Cultural events and activities held in the Shire	Ongoing	DCCD

Strategic Direction 3

Pillar Three: OUR ECONOMY

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 3.1.1: Implement regular business networking and training initiatives					
<i>Expend and strengthen business and tourism activities</i>	a	Facilitate operator tourism “pow wow”	Undertake “pow wow” quarterly and report to Council on outcomes of discussion	Ongoing	DCCD
		Face to face meetings with individual businesses	Meetings conducted monthly & report to Council on outcomes of discussions	Ongoing	DCCD
CSP 3.1.2: Promote use of enterprise creation and expansion schemes and funding sources					
<i>Identify and promote the availability of government business support program schemes</i>	a	Research potential grant support programs	Research undertaken and programs promoted to businesses	Ongoing	DCCD
CSP 3.2.1: Formulate and implement a Balranald Shire Tourism and Marketing Strategy					
<i>Implement collaborative approaches to marketing and promotions</i>	b	Network and develop marketing programs with tourist operators and organisations with other LGAs	Joint marketing and promotion programs undertaken	Ongoing	DCCD
<i>Support new tourism services and product and build tourism operator capacity</i>	c	Implement “Balranald Business Online” project with local business operators	Websites developed and online training provided as per grant funding	Ongoing	DCCD

Strategic Direction 3 (Continued)

Pillar Three: OUR ECONOMY

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 3.2.2: Improve Heritage Park (Discovery Centre Precinct)					
<i>Operate Balranald Discovery Centre</i>	b	Operate and fund Balranald Discovery Centre	Balranald Discovery Centre funded and operated within budget	Ongoing	DCCD
<i>Develop a Balranald Discovery Centre Precinct Management Plan</i>	c	Prepare a Discovery Centre Master Plan	Report to Council	Dec 2021	DCCD
CSP 3.2.4: Improve links between Balranald communities and Mungo and Yanga National Parks					
<i>Improve resident appreciation of the National Parks and rivers as economic and cultural assets</i>	a	Implement Tourism Strategy Plan	Tourism Strategy plan adopted by Council	Dec 2021	DCCD
<i>Develop closer working relationships with National Parks</i>	b	Joint grant applications to promote National Parks cultural and heritage values	Successful applications received	Ongoing	DCCD
<i>Collaborate with National Parks on marketing initiatives</i>	c	Conduct familiarization tours to identify opportunities for collaboration	Tours conducted	Ongoing	DCCD

Strategic Direction 3 (Continued)

Pillar Three: OUR ECONOMY

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 3.2.4: Improve links between Balranald communities and Mungo and Yanga National Parks					
<i>Lobby for sealing of the Mungo access and loop roads</i>	d	Lobby State agencies and National Parks & Wildlife Services Management regarding road upgrade	Submissions made	Ongoing	DCCD
<i>Lobby for improved communications within the Park</i>	e	Lobby for improved directional and information signage leading to, from and within National Parks	Submissions made	Ongoing	GM
CSP 3.2.6: Develop and improve Shire signage					
<i>Undertake a tourism signage audit and develop a signage plan for budget consideration</i>	a	Audit to be undertaken and report with recommendations prepared	Report presented to Council and adopted	June 2021	DCCD
CSP 3.2.7: Implement physical improvements to Market Street					
<i>Extend the heritage theme throughout Market street</i>	a	Continue with the development of Market street based on a heritage theme	Completion of works with grant funding milestones	Jun 2020	DID
<i>Continue to pursue funding for Market street upgrades to improve streetscape</i>	b	Identify potential grant funding sources	Successful grant funding application	Ongoing	GM

Strategic Direction 3 (Continued)

Pillar Three: OUR ECONOMY

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 3.2.7: Implement physical improvements to Market Street					
<i>Encourage business owners to enhance shop facades</i>	c	Develop promotions program	Report to Tourism Committee	Ongoing	DCCD
CSP 3.3.4: Maximise regional development opportunities					
<i>Instigate regular dialogue with companies undertaking development to maximize local opportunities</i>	a	Lobby for improved directional and information signage leading to, from and within National Parks	Submissions made	Ongoing	GM
<i>Research other Shires experiencing new business mining activities</i>	b	Research other Shires through contact over phone, internet and in-person visits	Report to Council	Jun 2020	GM
<i>Investigate membership of Association of Mining Related Councils</i>	c	Contact association to determine membership requirements	Report to Council	Jun 2020	GM
<i>Prepare a Land Release Strategy for Euston and Balranald</i>	g	Implement Land Release Strategy for Euston and Balranald	Report to Council	Ongoing	GM

Strategic Direction 4

Pillar Four: OUR CULTURE

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 4.1.1: Identify, protect and interpret our significant heritage sites					
<i>Report on Shire Heritage study and any recommendations for Heritage listing</i>	a	Review Shire Heritage listing and recommend for heritage listing	Recommend and report to Council	Ongoing	DCCD
<i>Support promotions</i>	d	Cultural Committee to discuss and advise Council of opportunities to assist	Report to Council	Jun 2020	DCCD

Strategic Direction 5

Pillar Five: OUR INFRASTRUCTURE

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 5.1.1: Continual focus on reducing our environmental footprint and being environmentally sustainable					
Implement community education on environmentally friendly practices	a	Participate in Drummuster program	Collection program undertaken	Ongoing	DID
		Provide quality waste collection and disposal services	Collect domestic and business waste as per service agreement	Ongoing	DID
		Manage noxious weeds	Implement procedures to meet requirements of the Biosecurity Act 2015	Ongoing	DID
		Implement the Companion Animals Act 1998	Inspections carried out using grant funding	Ongoing	DID
Maintain modern and efficient plant fleet	c	Plant replacement program recognises best value and environmental outcomes	Encourage compliance with legislation and community education	Ongoing	DID
		Review hire charge rates for plant utilisation and future replacement	Annual plant replacement program reviewed and adopted	Jun 2020	DID
Lobby for extension of mobile phone coverage across the Shire	a	Review plant charge out rates every six months and report to Council	Jan 2021Co	DID	
		Lobbying of State and Commonwealth Governments and supplies	Lobbying undertaken and report provided to Council	Ongoing	GM
CSP 5.2.1: Extend mobile coverage especially in the Hatfield/ Clare area and National Parks					

Strategic Direction 5 (Continued)

Pillar Five: OUR INFRASTRUCTURE

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 5.2.2: Prepare Strategic Plans for Water and Sewer supply					
<i>Make application to undertake Integrated Water Cycle Management Strategy</i>	a	Application made for funding	Application completed and submitted	Completed	DID
CSP 5.2.3: Prepare and implement plans and strategies in support of maintaining health standards in the Shire					
<i>Inspect all food premises</i>	a	Inspect all food premises in accordance with adopted schedules	Inspections undertaken	Ongoing	DID
<i>Inspect private swimming pools</i>	b	Undertake inspections as per adopted schedule	Private swimming pools inspected and community education about pool safety implemented/ reinforced	Ongoing	DID
<i>Undertake approved water sampling program</i>	c	Undertake approved water sampling programs to ensure compliance with relevant standards	Compliance with relevant standards achieved	Ongoing	DID
<i>Implement onsite sewerage management plan</i>	d	Manage onsite sewerage management systems to ensure compliance with regulations	Approvals issued and Council onsite sewerage management plan enforced	Ongoing	DID

Strategic Direction 5 (Continued)

Pillar Five: OUR INFRASTRUCTURE

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 5.3.1: Identify and lobby for key transport and road infrastructure improvements					
<i>Continue to participate in R2R program</i>	a	Council participates in Roads to Recovery program on a 4 year program	Council expends all grant funding assigned to it each year under the program	Ongoing	DID
			Council achieves its own source expenditure requirements for the program	Ongoing	DID
<i>Finalise roads asset management plan</i>	b	Develop a long term gravel pit access strategy and rehabilitation program	Strategy and rehabilitation program adopted	June 2020	DID
<i>Continue to work with NSW Roads and Maritime Service to undertake grant works</i>	c	Council makes application for road funding	Funding achieved and programs delivered with the agreed time frame and budget	Ongoing	DID
<i>Lobby for increased road funding</i>	d	Lobby state and Commonwealth members	Lobbying undertaken and report provided to Council	Ongoing	DID
<i>Finalise projects approved under the Natural Disaster Funding program</i>	e	Deliver recovery works for the 2016-17 floods	Approved programs delivered with the agreed time frame and budget	Ongoing	DID

Strategic Direction 5 (Continued)

Pillar Five: OUR INFRASTRUCTURE

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 5.3.2: Provide for more and improved footpaths, bike paths and mobility scooter paved concrete paths					
<i>Review the pedestrian access management policy</i>	a	Update pedestrian footpaths policy	Report to Council	Jun 2020	DID
		Rollout program for footpaths in Balranald and Euston on a rolling year basis	Completion of allocated budget for footpath works	Jun 2020	DID
<i>Ensure design and construction consider Council's Disability Inclusion Action plan</i>	c	Council engineering design staff to consider disability access as part of the design work	Disability Inclusion Action plan requirements included in design and specification	Ongoing	DID
CSP 5.3.3: Identify potential access to new energy technologies and infrastructure					
<i>Implement energy efficiency technology to Council operations where financially feasible</i>	a	Consider options for energy efficiency in refurbishment/ construction programs	Measures included in works programs	Ongoing	DID

Strategic Direction 5 (Continued)

Pillar Five: OUR INFRASTRUCTURE

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 5.3.5: Provide community infrastructure					
<i>Provide and maintain community assets and infrastructure in a strategic and cost effective manner</i>	a	Maintain infrastructure	Assets and community infrastructure meets acceptable community service levels	Ongoing	DID
		Operate and maintain cemeteries	Cemeteries operated effectively and efficiently and meets acceptable community service levels	Ongoing	DID
		Operate and maintain Balranald Caravan Park	Policy developed in accordance with contract	Ongoing	DCCD
		Operate and maintain Balranald Aerodrome	Operated in accordance with acceptable community service levels and within CASA guidelines	Ongoing	DID
		Provide best practice water and sewerage services	Data collection done in a timely manner and reported within deadlines to State authorities and reports to Council	Ongoing	DID
			Potable water quality maintained in all town water supplies	Ongoing	DID
			Infrastructure renewal works completed as per approved capital works program	Ongoing	DID

Strategic Direction 5 (Continued)

Pillar Five: OUR INFRASTRUCTURE

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 5.3.5: Provide community infrastructure					
<i>Review Council asset management plans</i>	c	Undertake review of asset management plans	Review brings plans up to date with current community service levels and delivery program capabilities	Jun 2020	DID
<i>Continue the development of the Balranald Pool to include a splash pad and finish off upgrade of amenities block</i>	e	Complete upgrade of the Pool amenities block under the Stronger Communities grant funding program	Completion of program within agreed milestones, within allocated budget and all reporting requirements met	Completed	DID
		Seek sources of grant funding to install a splash pad		Jun 2020	GM
<i>Report on opportunities to further enhance and develop Euston/ Robinvale walking track</i>	f	Seek grant funding to undertake works to further enhance the walking track	Successful application for grant funding	Jun 2020	GM

Strategic Direction 6

Pillar Six: OUR LEADERSHIP

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 6.1.1: Establish a Leadership Development Network and Strategy					
<i>Audit current leadership development and network opportunities at Local, Regional and State levels</i>	a	Assess current council capabilities to determine skills/ leadership capacity	Enrol staff in leadership based courses	Ongoing	GM
		Provide assistance to, and encourage, staff to complete further studies	Have staff complete and pass further studies undertaken	Ongoing	GM
CSP 6.2.2: Seek collaborative approaches in both planning and delivery of community services					
<i>Create a culture of collaboration and participatory approaches to planning and service delivery</i>	a	Encourage clubs, associations and organisations to seek partnerships in service delivery	Workshops held with groups	Ongoing	GM
		Work collaboratively with regional organisations, Councils and other government agencies	Council actively participates in regional meetings	Ongoing	GM
<i>Operate and provide government agency facilities where a business case is developed</i>	c	Operate Service NSW outlet	Agency operated in accordance with agreed service contract	Ongoing	DCCD
<i>Develop cross border relationships and cross border services</i>	d	Review and lobby for cross border services	Meet with Cross Border Commissioner	Ongoing	GM
			Establish effective working relationship		

Strategic Direction 6 (Continued)

Pillar Six: OUR LEADERSHIP

DELIVERY PLAN		OPERATIONAL PLAN			
DP Action	Code	Action	Performance Measure	Timeframe	Responsibility
CSP 6.3.1: Encourage community member participation in decision making					
<i>Continue to encourage committee and community involvement in Council activities</i>	b	Establish terms of reference	Establish and adoption of a terms of reference for each committee and community group	June 2020	GM
		Support town beautification committees	Committees provided support through in-kind contribution and cash contribution to be spent on approved projects	Ongoing	DID
CSP 6.3.2: Ensure that Council is efficiently managed to provide civic leadership and good governance to meet all future needs of the Balranald Shire area					
<i>Provide good governance, sustainable financial management and effective support services for all Council activities</i>	a	Implement Councils adopted Business Improvement Plan	Progress reported to Council every quarter	Ongoing	GM
		Lobby State and Commonwealth governments to increase revenue allocation for regional councils	Lobbying undertaken	Ongoing	GM
<i>Strengthen capacity of Local Emergency Services</i>	d	Local Emergency Management Committee and Local Rescue Committee meets quarterly	Meetings held and an exercise program developed and undertaken	Ongoing	GM
		Provide support to NSW Rural Fire Service, Fire & Rescue NSW and State Emergency Services	Support provided annually	Ongoing	GM
<i>Continue review operations of Bidgee Haven Hostel to ensure financial sustainability</i>	e	Undertake review	Report to Council	Ongoing	GM

Revenue Policy Fees and Charges 2020-2021

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ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
ANIMAL CONTROL							
Companion Animals Lifetime Registration (Animals must be microchipped prior to registration, fees as per Legislation)							
Entire Animal*	\$213.00	\$213.00		\$213.00	Exempt	Legislative	*Pensioner rate not applicable for entire animal ** GST Exempt under CR2014/6
Desexed animal	\$58.00	\$58.00		\$58.00	Exempt	Legislative	** GST Exempt under CR2014/6
Desexed animal (pensioner with verification)	\$25.00	\$25.00		\$25.00	Exempt	Legislative	** GST Exempt under CR2014/6
Animal owned by recognised breeder	\$58.00	\$58.00		\$58.00	Exempt	Legislative	** GST Exempt under CR2014/6
Pound/ Shelter animal - desexed	\$29.00	\$29.00		\$29.00	Exempt	Legislative	** GST Exempt under CR2014/6
Assistance animal (with verification)	FREE	FREE		FREE	Exempt	Legislative	** GST Exempt under CR2014/6
Greyhound currently registered under the Greyhound Racing Act 2009	FREE	FREE		FREE	Exempt	Legislative	** GST Exempt under CR2014/6
Working dog (with verification)	FREE	FREE		FREE	Exempt	Legislative	** GST Exempt under CR2014/6
Late fee where registration fee not paid after 28 days of requirement to be registered	\$16.00	\$16.00		\$16.00	Exempt	Legislative	** GST Exempt under CR2014/6
Impounding Fees – Companion Animals							
Unregistered Dog							
Release Fee - First Offence	\$100.00	\$102.00		\$102.00	Exempt		** GST Exempt under CR2014/6
+ Microchipping and Vet Fee	Cost + 10%	Cost + 10%		Cost + 10%	Inclusive	Full cost	Fee for elected veterinary services
+ Appropriate Registration Fee	Cost + 10%	Cost + 10%		Cost + 10%	Inclusive	Full cost	Companion animals registration fee
Registered Dog							
Release fee	\$70.00	\$72.00		\$72.00	Exempt	Full cost	** GST Exempt under CR2014/6
If impounded again within 12 months	\$100.00	\$102.00		\$102.00	Exempt	Full cost	** GST Exempt under CR2014/6
Maintenance per animal per day (includes sustenance)							
Dogs	\$20.00	\$21.00		\$21.00	Exempt	Full cost	** GST Exempt under CR2014/6

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT	
* LEGISLATIVE FEES COULD CHANGE IN LINE WITH LEGISLATION								
ACCESS TO PUBLIC INFORMATION								
GIPA Application Fee	\$30.00	\$30.00		\$30.00	Exempt	Legislative	Includes first hour processing time, not charged where application is not decided in time.	
Processing Time	\$30 per hour	\$30 per hour		\$30 per hour	Exempt	Legislative		
Discount	50% of processing charges	50% of processing charges		50% of processing charges	Exempt	Legislative	Refer s65 & s66 of GIPA Act	
Advance Deposit	50% of processing charges	50% of processing charges		50% of processing charges	Exempt	Legislative	Refer s50 of GIPA Act	
Internal Review Processing Fee	\$0.00	\$40.00		\$40.00	Exempt	Legislative	Refer s83(1) & s85(1) of GIPA Act	
Informal Access Application	\$0.00	\$0.00		\$0.00	Exempt		Copying charges may apply in accordance with Revenue Policy Charges	
Personal Information	See Comment	See Comment		See Comment	Exempt	Legislative	Up to 20 hours without additional charge	
LEGAL FEES								
Legal Action	At Full Cost Recovery	At Full Cost Recovery		At Full Cost Recovery	Inclusive	Full Cost		
Dishonoured Cheque/payment	\$20.00	\$25.00		\$25.00	Exempt	Full Cost		
Stop Cheque Fee	\$20.00	\$25.00		\$25.00	Exempt	Full Cost		
Subpoena	\$65.00 processing fee plus \$65.00 per hour after the first hour	Reasonable expenses of the addressee of attending court as required by the subpoena		Reasonable expenses of the addressee of attending court as required by the subpoena	Exempt	Full Cost	Uniform Civil Procedure Rules Part 33 rule 33.6	
INTEREST								
Interest charges payable on overdue rates and charges	7.50% per annum	7.50% per annum		7.50% per annum	Exempt	Legislative	Applied on simple interest basis	
Interest charges on overdue debtors	7.50% per annum	7.50% per annum		7.50% per annum	Exempt	Legislative	Applied on simple interest basis	
AGED CARE HOSTEL FEES								
Bond & Fees	By agreement subject to Dept. of Health and Ageing Guidelines							

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
Impounding Fees – Companion Animals cont.							
Surrender of animal	\$100.00	\$102.00		\$102.00	Exempt		** GST Exempt under CR2014/6
Adoption of animal							Registration Fees only apply
Impounding Fees – Livestock							
Administration per animal	\$60.00	\$66.00		\$66.00	Exempt	Full cost	** GST Exempt under CR2014/6
Maintenance per animal per day	\$20.00	\$21.00		\$21.00	Exempt	Full cost	** GST Exempt under CR2014/6
Transportation fee	Actual costs plus 15%	Actual costs plus 15%		Actual costs plus 15%	Exempt	Full cost	** GST Exempt under CR2014/6
Release fee per animal	\$100.00	\$102.00		\$102.00	Exempt	Full cost	** GST Exempt under CR2014/6
Hire of Cat Traps							
Hire of Cat Trap Deposit	\$25.00	\$30.00		\$30.00	Exempt	Full Cost	Refundable Deposit
Hire of Cat Trap	\$10.00 per week	\$11.16	\$1.34	\$12.50	Inclusive	Full cost	** GST Exempt under CR2014/6
CEMETERIES							
Purchase of Allotment	\$1,070.00	\$1,000.00	\$100.00	\$1,100.00	Inclusive	Part Cost	Includes maintenance
Interment if purchased through Council	\$1,115.00	\$909.09	\$90.91	\$1,000.00	Inclusive	Part Cost	Previous included plaque
Purchase of Plaque		Cost + 10%		Cost + 10%			
Weekends / Public Holidays additional	75% Saturday	Cost plus 75% Penalty rate		Cost plus 75% Penalty rate	Inclusive	Part Cost	
	100% Sunday	Cost plus 100% Penalty rate		Cost plus 100% Penalty rate			
Ashes – Memorial Wall Interment & plaque	\$730.00	\$681.82	\$68.18	\$750.00	Inclusive	Part Cost	
Removal & replacement of headstone	\$340.00	\$454.55	\$45.45	\$500.00	Inclusive	Full cost	
Re-open & close Vault	\$340.00	\$454.55	\$45.45	\$500.00	Inclusive	Full cost	
Cemetery Fees cont.							
Monumental Masonry Permits							
Permit to erect:							
Stone or concrete kerbing	\$115.00	\$109.09	\$10.91	\$120.00	Inclusive	Full cost	
Head or Foot stone	\$115.00	\$109.09	\$10.91	\$120.00	Inclusive	Full cost	
Place slab over grave	\$115.00	\$109.09	\$10.91	\$120.00	Inclusive	Full cost	
Erect tomb or memorial	\$225.00	\$209.09	\$20.91	\$230.00	Inclusive	Full cost	
Provide and install vase	\$225.00	\$209.09	\$20.91	\$230.00	Inclusive	Full cost	

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
Rates							
Certificate Urgency Fee	\$40.00	\$45.00		\$45.00	Exempt	Partial	Certificate Processed within 24 hrs of payment
Section 603	\$85.00	\$85.00		\$85.00	Exempt	Legislative	S603 Rates Certificate
Special water meter reading per meter	\$45.00	\$75.00		\$75.00	Exempt	Full Cost	
Special water meter reading both meters (raw and drinking water)	\$45.00	\$75.00		\$75.00	Exempt	Full Cost	
Dishonoured Cheque Fee	\$35.00	\$35.00		\$35.00	Exempt	Full Cost	Includes bank fees
Debt collection process		Actual Costs		Actual Costs	Exempt	Full Cost	All fees and charges as incurred in the collection process
Environmental Health							
Food Shops :							
Annual Administration Charge Based on No of Food Handlers							
0 to 5	\$175.00	\$180.00		\$180.00	Exempt	Full Cost	
6 to 50	\$615.00	\$625.00		\$625.00	Exempt	Full Cost	
More than 50	\$2,565.00	\$2,610.00		\$2,610.00	Exempt	Full Cost	
Annual Inspection Fee (Min 1 hour and part thereafter)							
Hygiene Inspections	\$125.00	\$130.00		\$130.00	Exempt	Full Cost	
Pre-purchase and other special inspections	\$125.00	\$130.00		\$130.00	Exempt	Full Cost	
Improvement Notice Admin Fee	\$350.00	\$360.00		\$360.00	Exempt	Legislative	Improvement Notice Admin Fee (CI 11 Food Regulation)
Hairdressers/Beautician/Skin Penetration							
Inspection Fee	\$125.00	\$130.00		\$130.00	Exempt	Full Cost	
Protection of the Environment Operations Act							
Clean up Notice Administrative Fee	\$560.00	\$577.00		\$577.00	Exempt	Legislative	Clean up Notice Administrative Fee (CI 99 POEO Regulation)
Prevention Notice Administrative Fee	\$560.00	\$577.00		\$577.00	Exempt	Legislative	Prevention Notice Administrative Fee (CI 99 POEO Regulation)
Noise Control Notice Administrative Fee	\$2,615.00	\$577.00		\$577.00	Exempt	Legislative	Noise Control Notice Administrative Fee (CI 99 POEO Regulation)

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
Private Swimming Pools							
Application to grant exemption from Swimming Pools fencing requirements	\$70.00	Cost plus 10%		Cost plus 10%	Exempt	Legislation	Swimming Pools Act 1992 Regulation 13
Private requests for Water Sampling							
Standard Drinking water test	\$150.00	as per quote		as per quote	Inclusive	Full Cost	
Standard chemical analysis	\$200.00	as per quote		as per quote	Inclusive	Full Cost	
Comprehensive chemical analysis	\$250.00	as per quote		as per quote	Inclusive	Full Cost	
Planning & Building							
Certificate Urgency Fee	\$40.00	\$45.00		\$45.00	Exempt	Partial	Certificate Processed within 24 hrs of payment
Section 10.7(2)	\$53.00	\$53.00		\$53.00	Exempt	Legislative	Clause 259 of EP&A Regs
Section 10.7(5)	\$80.00	\$80.00		\$80.00	Exempt	Legislative	Clause 259(2) of EP&A Regs
Section 735(a) Outstanding Notice	\$76.00	\$85.00		\$85.00	Exempt	Legislative	
Section 121ZP Outstanding Notice	\$76.00	\$85.00		\$85.00	Exempt	Legislative	
Drainage Diagram/ Sewer Reference Sheet	\$25.00	\$25.00		\$25.00	Exempt	Partial	
Copy of Building Certificate	\$15.00	\$13.00		\$13.00	Exempt	Legislative	Clause 261 of EP&A Regs
Certified Copy of a document, map or plan held by the department or Council	\$53.00	\$53.00		\$53.00	Exempt	Legislative	Clause 262 of EP&A Regs
Section 6.26 Certificate per house/site	\$250.00	\$250.00		\$250.00	Exempt	Legislative	Clause 260(1)(a) & (c) of EP&A Regs
Additional Building inspection for building certificate Clause 260(2) of EP&A Reg 2000	\$90.00	\$90.00		\$90.00	Exempt	Legislative	Clause 260(2) of EP&A Reg 2000
Swimming Pool Certificate - first inspection	\$150.00	\$150.00		\$150.00	Exempt	Legislative	
Swimming Pool Certificate - second inspection	\$100.00	\$100.00		\$100.00	Exempt	Legislative	
Noxious Weeds Certificate	\$76.00	\$85.00		\$85.00	Exempt	Legislative	Clause 28(2) of Schedule 7 of Biosecurity Act 2015

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
Inspections							
Compliance Certificate – Drainage Inspection under floor	\$90.00	\$90.00		\$90.00	Exempt	Legislative	
Compliance Certificate – Connections to services	\$90.00	\$90.00		\$90.00	Exempt	Legislative	
All other inspections – per visit	\$95.00 per hour	\$100	\$10.00	\$110.00 per hour	Inclusive	Full Cost	
Class 1 and 10	\$110.00	\$100.00	\$10.00	\$110.00	Inclusive	Full Cost	
Class 2 to 9	\$110.00	\$100.00	\$10.00	\$110.00	Inclusive	Full Cost	
Additional Inspection	\$110.00	\$100.00	\$10.00	\$110.00	Inclusive	Full Cost	
Issue of Construction Certificate and Complying Development Certificate		As per quote		As per quote			
Construction & Complying Development - Proposed Development involving the erection of a building or carrying out of work including alterations and additions to existing buildings, the fee payable is based on the estimated cost of the proposed building or work as per below							
Modification of Complying Development Certificate	50% of original Fee	50% of original Fee		50% of original Fee	Exempt	Legislative	
Section 68 LGA 1993 – Transportable dwelling							
Cost of works estimated to be \$0 - \$5,000	\$55.00	\$65.00 + 0.5% of estimated cost		\$65.00 + 0.5% of estimated cost	Exempt	Legislative	
Cost of works estimated to be \$5,000 - \$100,000	\$85.00 + \$1.50 for each \$1,000 (or part of \$1,000) of estimated cost	\$90.00 + 0.3% of estimated cost		\$90.00 + 0.3% of estimated cost	Exempt	Legislative	
Cost of works estimated to be \$100,000 - \$250,000	\$85.00 + \$1.50 for each \$1,000 (or part of \$1,000) of estimated cost	\$375.00 + 0.2% of estimated cost		\$375.00 + 0.2% of estimated cost	Exempt	Legislative	
Cost of works estimated to be \$250,000 - \$500,000	\$500.00 + \$0.85 for each \$1,000 (or part of \$1,000) of estimated cost	\$675.00 + 0.1% of estimated cost		\$675.00 + 0.1% of estimated cost	Exempt	Legislative	
Cost of works estimated to be \$500,000 - \$1,000,000	\$712.00 + \$0.50 for each \$1,000 (or part of \$1,000) of estimated cost	\$675.00 + 0.1% of estimated cost		\$675.00 + 0.1% of estimated cost	Exempt	Legislative	
Cost of works estimated to be >\$1,000,000	\$987.00 + \$0.40 for each \$1,000 (or part of \$1,000) of estimated cost	\$675.00 + 0.1% of estimated cost		\$675.00 + 0.1% of estimated cost	Exempt	Legislative	

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
On-Site Sewer Management System (OSSM)							
On-site Sewerage Management System new installation - 1 to 10 equivalent persons	\$450.00	\$450.00		\$450.00	Exempt	Legislative	Includes 2 x inspection fee & approval to operate
On-site Sewerage Management System new installation - > 11 equivalent persons	\$650.00	\$650.00		\$650.00	Exempt	Legislative	Includes 2 x inspection fee & approval to operate
On-site Sewerage Management System new installation - non residential	\$650.00	\$650.00		\$650.00	Exempt	Legislative	Includes 2 x inspection fee & approval to operate
On-site Sewerage Management System - application to amend or alter	\$55.00	\$55.00		\$55.00	Exempt	Legislative	
On-site Sewerage Management System Inspection Fee	\$140.00	\$140.00		\$140.00	Exempt	Legislative	
Approval to operate an on-site sewerage management system	\$55.00	\$55.00		\$55.00	Exempt	Legislative	
Administration							
Lodgement Fee of PCA's, CC & OC	\$36.00	\$36.00		\$36.00	Exempt	Legislative	Clause 263
Advertising Fee – per advert	\$295.00 + \$96.00 for each advert in excess of one	\$268.18 + \$87.27 for each advert in excess of one	35.55 for each advert in excess of one	\$295.00 + \$96.00 for each advert in excess of one	Inclusive	Full Cost	
Processing Fee on Development Applications requiring referral to State Government Departments.	\$140.00	\$140.00		\$140.00	Exempt	Legislative	Clause 252A
NB – Plus a concurrence/referral fee for payment to each concurrence authority as advised							
Plan FIRST FEE							
Payable on works > \$50,000						where E = estimated cost	
Fee = $(0.64 \times E)/1000$							
Long Service Levy Fee							
Payable on works > \$25,000						where E = estimated cost	
Fee = $(0.35 \times E)/1000$							
							Long Service Levy Fee = Expense x 0.35% on amounts greater than \$25,000

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
DEVELOPMENT APPLICATIONS							
Extracted from Environmental Planning and Assessment Act 1979 & Regs 2005. Currently as shown, subject to variation by statute (see Act for full listings)							
Any fees not listed in this publication will be set as per the EP&A Act 1979 and Regs 2005							
Development Fees							
Advertising Signs							
Advertising Signs (one or more)	\$285.00 plus \$93.00 for each advertisement in excess of one	\$285.00 plus \$93.00 for each advertisement in excess of one		\$285.00 plus \$93.00 for each advertisement in excess of one	Exempt	Legislative	Maximum fee that can be applied for the erection or display of advertisements. Alternatively fee based on value of works may be applied.
No Building, Works, Demolition or Subdivision							
Not involving the erection of a building, the carrying out of a work, the subdivision of land or the demolition of a building	\$285.00	\$285.00		\$285.00	Exempt	Legislative	Development applications NOT involving the erection of a building, carrying out of work, subdivision of land, or demolition
Building and Works							
Estimated Cost up to \$5,000	\$110.00	\$110.00		\$110.00	Exempt	Legislative	Development Applications involving the erection of a building, carrying out of works or demolition of a building or works
Estimated Cost of \$5,001 to \$50,000	\$170.00 plus an additional \$3.00 per \$1,000 (or part of \$1,000) of the estimated cost	\$170.00 plus an additional \$3.00 per \$1,000 (or part of \$1,000) of the estimated cost		\$170.00 plus an additional \$3.00 per \$1,000 (or part of \$1,000) of the estimated cost	Exempt	Legislative	

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
Building and Works continued							
Estimated Cost of \$250,001 to \$500,000	\$1,160.00 plus an additional \$2.34 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$1,160.00 plus an additional \$2.34 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000		\$1,160.00 plus an additional \$2.34 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	Exempt	Legislative	
Estimated Cost of \$500,001 to \$1,000,000	\$1,745.00 plus an additional \$1.64 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$1,745.00 plus an additional \$1.64 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000		\$1,745.00 plus an additional \$1.64 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	Exempt	Legislative	
Estimated Cost of \$1,000,001 to \$10,000,000	\$2,615.00 plus an additional \$1.44 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$2,615.00 plus an additional \$1.44 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000		\$2,615.00 plus an additional \$1.44 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	Exempt	Legislative	
Estimated Cost more than \$10,000,001	\$15,875 plus an additional \$1.19 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$15,875 plus an additional \$1.19 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000		\$15,875 plus an additional \$1.19 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	Exempt	Legislative	

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
Advertisement of Development Applications							
Designated Development (fee payable in addition to any other charges)	\$2,220.00	\$2,220.00		\$2,220.00	Exempt	Legislative	Fees not expended for advertising development are to be refunded
Advertised Development (fee payable in addition to any other fees)	\$1,105.00	\$1,105.00		\$1,105.00	Exempt	Legislative	Fees not expended for advertising development are to be refunded
Prohibited Development (fee payable in addition to any other fees)	\$1,105.00	\$1,105.00		\$1,105.00	Exempt	Legislative	Fees not expended for advertising development are to be refunded
Required by CPP (fee payable in addition to any other fees)	\$1,105.00	\$1,105.00		\$1,105.00	Exempt	Legislative	Fees not expended for advertising development are to be refunded
Designated Development							
Designated Development (fee payable in addition to any other fees)	\$920.00	\$920.00		\$920.00	Exempt	Legislative	As defined and scheduled by Environmental Planning and Assessment Act 1979
Modification of Consent							
Section 4.55 (1A)	\$71.00	\$71.00		\$71.00	Exempt	Legislative	Modifications involving minor error, misdescription or miscalculation
Section 4.55 (1A)	\$645.00 or 50% of original fee, whichever is the lesser	\$645.00 or 50% of original fee, whichever is the lesser		\$645.00 or 50% of original fee, whichever is the lesser	Exempt	Legislative	
Section 4.55(2) - Original fee under \$100	50% of original fee	50% of original fee		50% of original fee	Exempt	Legislative	
Additional inspections	\$100.00	\$110.00		\$110.00	Exempt	Full Cost	

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
SUBDIVISION							
Subdivision with new road	\$665 + \$65 per additional lot	\$665 + \$65 per additional lot		\$665 + \$65 per additional lot	Exempt	Legislative	Clause 249 (a) (i)
Subdivision with no new road	\$330 + \$53 per additional lot	\$330 + \$53 per additional lot		\$330 + \$53 per additional lot	Exempt	Legislative	Clause 249 (a) (ii)
Strata Subdivision	\$330 + \$65 per additional lot	\$330 + \$65 per additional lot		\$330 + \$65 per additional lot	Exempt	Legislative	Clause 249 (b)
OTHER FEES							
Dwelling less than \$100,000	Max fee \$455	Max fee \$455		Max fee \$455	Exempt	Legislative	S 247 EP&A Regs
OTHER DEVELOPMENT APPLICATIONS							
Call out rate for staff / hour (Minimum 3 hours for out of hours call)	\$120.00	\$130.00		\$130.00	Exempt	Full Cost	
Change of Use – no building works required	\$110.00	\$110.00		\$110.00	Exempt	Legislative	
IMPOUNDING FEES							
Abandoned Vehicle Release Fee	Actual Cost+ 15%	Actual Cost+ 15%		Actual Cost+ 15%	Exempt	Actual cost	
	\$100.00	\$90.91	\$9.09	\$100.00	Inclusive	Partial	
Impounded Vehicle Storage fee per day	\$33 per day	\$92.73	\$9.27	\$102.00	Inclusive	Full cost	
Disposal Fee	Actual costs plus 10%	Actual costs plus 10%		Actual costs plus 10%	Exempt	Full cost	
CARAVAN PARK INSPECTIONS							
Initial Caravan Park – New Parks - per site - 18 sites or more	\$3.75 per site	\$4.00 per site		\$4.00 per site	Exempt	Regulation	Minimum charge is for 17 sites or less
	\$65.00 minimum	\$70.00 minimum		\$70.00 minimum			
Inspections	\$3.75 per site	\$4.00 per site		\$4.00 per site	Exempt	Regulation	Minimum charge is for 17 sites or less
	\$65.00 minimum	\$70.00 minimum		\$70.00 minimum			
Any manufactured home on Site	\$65.00	\$70.00		\$70.00	Exempt	Regulation	
Non associated structure	\$32.50	\$33.00		\$33.00	Exempt	Regulation	

2020/21 Proposed Fees and Charges

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CARAVAN PARK RENEWAL OF APPROVAL							
Caravan Park / Camping Ground - per site - 13 sites or more	\$3.75 per site	\$4.00 per site		\$4.00 per site	Exempt	Regulation	Minimum charge is for 12 sites or less
	\$65.00 minimum	\$70.00 minimum		\$70.00 minimum			
Re-inspections	\$3.75 per site	\$4.00 per site		\$4.00 per site	Exempt	Regulation	Minimum charge is for 12 sites or less
	\$65.00 minimum	\$70.00 minimum		\$70.00 minimum			
Caravan Park / Camping Ground - per site - 18 sites or more	\$3.75 per site	\$4.00 per site		\$4.00 per site	Exempt	Regulation	Minimum charge is for 17 sites or less
	\$65.00 minimum	\$70.00 minimum		\$70.00 minimum			
Re-inspections	\$3.75 per site	\$4.00 per site		\$4.00 per site	Exempt	Regulation	Minimum charge is for 17 sites or less
	\$65.00 minimum	\$70.00 minimum		\$70.00 minimum			
Road Opening and Closing Permit							
Nature Strip	Deposit - \$310.00	Deposit - \$320.00		Deposit - \$320.00	Exempt	Full Cost	Deposit is refundable
	Fee - \$130.00	Fee - \$135.00		Fee - \$135.00			
Unmade Roads	Deposit - \$310.00	Deposit - \$320.00		Deposit - \$320.00	Exempt	Full Cost	Deposit is refundable
	Fee - \$130.00	Fee - \$135.00		Fee - \$135.00			
Plus Pavement Restoration	\$70.00 Per m ²	\$75.00 Per m ²		\$75.00 Per m ²	Exempt	Full Cost	
Use Conduits of Boring	Deposit - \$310.00	Deposit - \$320.00		Deposit - \$320.00	Exempt	Full Cost	Deposit is refundable
	Fee - \$130.00	Fee - \$135.00		Fee - \$135.00			
Road Closing Permit	n/a	\$45.45	\$4.55	\$50.00	Inclusive	Full Cost	Non-refundable
Assistance with preparation of Traffic Control Plans	n/a	\$145.45 per hour	\$14.55	\$160.00 per hour	Inclusive	Full Cost	Preparation of Traffic Control Plans, supply of signs or any other administrative works

2020/21 Proposed Fees and Charges

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Road Opening and Closing Permit cont							
Open footpath Only	Deposit - \$310.00	Deposit - \$320.00		Deposit - \$320.00	Exempt	Full Cost	Deposit is refundable
	Fee - \$130.00	Fee - \$135.00		Fee - \$135.00			
Open Roadway (Seal Only)	Deposit - \$550.00	Deposit - \$560.00		Deposit - \$560.00	Exempt	Full Cost	Deposit is refundable
	Fee - \$130.00	Fee - \$135.00		Fee - \$135.00			
Open Roadway (Include Seal, Nature Strip, K&G, Footpath)	Deposit - \$550.00	Deposit - \$560.00		Deposit - \$560.00	Exempt	Full Cost	Deposit is refundable
	Fee - \$130.00	Fee - \$135.00		Fee - \$135.00			
Plus Pavement Restoration	\$150.00 per m2	\$155.00 per m2		\$155.00 per m2	Exempt	Full Cost	
Stormwater connection to K&G	Deposit - \$295.00	Deposit - \$300.00		Deposit - \$300.00	Exempt	Full Cost	Deposit is refundable
	Fee - \$130.00	Fee - \$135.00		Fee - \$135.00			
Stormwater Connection to Underground drain	Deposit - \$550.00	Deposit - \$560.00		Deposit - \$560.00	Exempt	Full Cost	Deposit is refundable
	Fee - \$130.00	Fee - \$135.00		Fee - \$135.00			
Standard Vehicle crossing	Deposit - \$550.00	Deposit - \$560.00		Deposit - \$560.00	Exempt	Full Cost	Deposit is refundable
	Fee - \$130.00	Fee - \$135.00		Fee - \$135.00			
Builder Temporary crossing	Deposit - \$550.00	Deposit - \$560.00		Deposit - \$560.00	Exempt	Full Cost	Deposit is refundable
(issued by Building Department)	Fee - \$130.00	Fee - \$135.00		Fee - \$135.00			
KERB & GUTTER - NEW							
Kerb & Gutter - new	50% of cost plus GST	50% of cost plus GST		50% of cost plus GST	Inclusive	Full Cost	Only under Council's programmed works
SALES AND SERVICES - COUNCIL DOCUMENTS							
Community Strategic Plan	\$14.00	\$13.64	\$1.36	\$15.00	Inclusive	Full cost	Available on Council's website
Council Policies	\$22.00	\$20.91	\$2.09	\$23.00	Inclusive	Full cost	Available on Council's website
Revenue Policy	\$22.00	\$20.91	\$2.09	\$23.00	Inclusive	Full cost	Available on Council's website
Operational Plan	\$22.00	\$20.91	\$2.09	\$23.00	Inclusive	Full cost	Available on Council's website

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
Shire Maps / Plans							
Shire (A3)	\$1.20	\$1.18	\$0.12	\$1.30	Inclusive	Full cost	
A0	\$11.00	\$10.45	\$1.05	\$11.50	Inclusive	Full cost	
A1	\$7.70	\$7.27	\$0.73	\$8.00	Inclusive	Full cost	
A2	\$5.50	\$5.45	\$0.55	\$6.00	Inclusive	Full cost	
Copies of archived documents		As per photocopying charges		As per photocopying charges		Full cost	As per photocopying charges
Balranald Local Environmental Plan		Available on Council's website		Available on Council's website			Available on Council's website
VISITOR INFORMATION CENTRE							
Advertising - Please note that acceptance of advertising promotional material will be at sole discretion of Council							
In House Advertising							
Pullup Banner display (1 banner)		\$181.82	18.18	\$200 per year	Inclusive	Market	
Brochure display (A4)		\$150.00	\$15.00	\$165 per year	Inclusive	Market	
Brochure display (DL)		\$100.00	\$10.00	\$110 per year	Inclusive	Market	
Digital Advertising (90 second clip of your business rotating inside the Visitor Centre)*		\$363.64	\$36.36	\$400.00	Inclusive	Market	
Radio and Other Advertising				by quote			
*Business supplies the 90 second clip and it is played through a loop with up to 5 other businesses - so business is displayed every 540 seconds (6 minutes).							
Government bodies such as National Parks, Local Government etc. are exempt from these charges							
Visitor Guide							
Advertising in Visitor Information Guide		\$909.10 full page	\$90.90	\$1,000.00 full page	Inclusive	Market	
Advertising in Visitor Information Guide		\$590.91 half page	\$59.09	\$650.00 half page	Inclusive	Market	
Advertising in Visitor Information Guide		\$318.18 quarter page	\$31.82	\$350.00 quarter page	Inclusive	Market	
Advertising in Visitor Information Guide		181.82 eighth page	\$18.18	200.00 eighth page	Inclusive	Market	

2020/21 Proposed Fees and Charges

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SALES AND SERVICES – GENERAL / ADMINISTRATION							
Printing / Photocopying							
Photocopies - Black & White							
A4 - Single sided	\$0.40	\$0.36	\$0.04	\$0.40	Inclusive	Market	
A3 - Single sided	\$0.80	\$0.77	\$0.08	\$0.85	Inclusive	Market	
A4 - Double sided	\$0.60	\$0.55	\$0.05	\$0.60	Inclusive	Market	
A3 - Double sided	\$1.20	\$1.14	\$0.11	\$1.25	Inclusive	Market	
Photocopies - Colour							
A4 - Single sided	\$0.80	\$0.77	\$0.08	\$0.85	Inclusive	Market	
A3 - Single sided	\$1.00	\$1.00	\$0.10	\$1.10	Inclusive	Market	
A4 - Double sided	\$1.00	\$1.00	\$0.10	\$1.10	Inclusive	Market	
A3 - Double sided	\$1.50	\$1.45	\$0.15	\$1.60	Inclusive	Market	
Bulk Copies using Council supplied paper - Above 100 sheets							
Photocopies - Black & White							
A4 - Single sided	\$0.35	\$0.32	\$0.03	\$0.35	Inclusive	Market	
A3 - Single sided	\$0.75	\$0.73	\$0.07	\$0.80	Inclusive	Market	
A4 - Double sided	\$0.55	\$0.50	\$0.05	\$0.55	Inclusive	Market	
A3 - Double sided	\$1.15	\$1.05	\$0.10	\$1.15	Inclusive	Market	
Photocopies - Colour							
A4 - Single sided	\$0.75	\$0.73	\$0.07	\$0.80	Inclusive	Market	
A3 - Single sided	\$0.95	\$0.91	\$0.09	\$1.00	Inclusive	Market	
A4 - Double sided	\$0.95	\$0.91	\$0.09	\$1.00	Inclusive	Market	
A3 - Double sided	\$1.45	\$1.36	\$0.14	\$1.50	Inclusive	Market	
Scanning							
Document Scanning	\$2.50	\$2.36	\$0.24	\$2.60	Inclusive	Market	
Binding							
Small < 25 pages	\$6.50	\$6.00	\$0.60	\$6.60	Inclusive	Market	
Medium 25-50 pages	\$7.00	\$6.55	\$0.65	\$7.20	Inclusive	Market	
Large > 50 pages	\$7.50	\$6.91	\$0.69	\$7.60	Inclusive	Market	

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
Laminating							
A4	\$3.30	\$3.09	\$0.31	\$3.40	Inclusive	Market	
A3	\$6.60	\$6.14	\$0.61	\$6.75	Inclusive	Market	
Folding Machine							
Per 500	\$22.00	\$20.36	\$2.04	\$22.40	Inclusive	Market	
Per 1000	\$40.00	\$37.00	\$3.70	\$40.70	Inclusive	Market	
Facsimile Charges							
Send First Page	\$3.50	\$3.27	\$0.33	\$3.60	Inclusive	Market	
Subsequent pages	\$1.50	\$1.41	\$0.14	\$1.55	Inclusive	Market	
Receive	\$1.50	\$1.41	\$0.14	\$1.55	Inclusive	Market	
Credit Card Surcharge	0.01% of the transaction	0.01% of the transaction		0.01% of the transaction	Inclusive	Market	
New Truck Wash Facility							
Truck Wash Key	\$25.00	n/a		n/a	Inclusive	Market	New and replacement keys
Truck Wash per minute charge	\$0.70	n/a		n/a	Inclusive	Market	Minimum charge \$3.30 GST Inclusive
Avdata Truck Wash System		As per Avdata fees and charges		As per Avdata fees and charges			Processed by Avdata
Tokens							
Truck Wash Token	\$5.50	\$5.91	\$0.59	\$6.50	Inclusive	Market	Old truck wash facility
Tip Token	\$13.00	\$12.73	\$1.27	\$14.00	Inclusive	Market	

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
SALES AND SERVICES – HIRE OF COUNCIL HALLS / FACILITIES							
Cleaning, Key & Security Deposits (applies to any hire)							
Greenham Park Hall							
Cleaning, Key & Security Deposits	\$275.00	\$325.00		\$325.00	GST Free		Retained by Council if Council does cleaning
Whole Building (including bar & Kitchen)							
2 Hours Minimum	\$155.00	\$143.64	\$14.36	\$158.00	Inclusive		
Half Day (up to four hours)	\$260.00	\$240.91	\$24.09	\$265.00	Inclusive		
Night (6pm onwards)	\$330.00	\$305.45	\$30.55	\$336.00	Inclusive		
Full Day (9am to Midnight)	\$375.00	\$347.27	\$34.73	\$382.00	Inclusive		
Main Hall Only (excluding bar & Kitchen)							
2 Hours Minimum	\$105.00	\$97.27	\$9.73	\$107.00	Inclusive		
Half Day (up to four hours)	\$185.00	\$172.73	\$17.27	\$190.00	Inclusive		
Night (6pm onwards)	\$260.00	\$240.91	\$24.09	\$265.00	Inclusive		
Full Day (9am to Midnight)	\$325.00	\$300.00	\$30.00	\$330.00	Inclusive		
Other Rooms Only	\$75.00	\$69.09	\$6.91	\$76.00	Inclusive		
Other Costs							
Damaged Tables each	At cost	At cost		At cost	Inclusive		
Damaged Chairs each	At cost	At cost		At cost	Inclusive		

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
Theatre Royal Hall							
Hall & Reception Area							
Cleaning, Key & Security Deposits	\$275.00	\$325.00		\$325.00	GST Free		Retained by Council if Council does cleaning
Half Day (1 to 4 hours)	\$155.00	\$143.64	\$14.36	\$158.00	Inclusive		
Full Day (9am to 6pm)	\$260.00	\$240.91	\$24.09	\$265.00	Inclusive		
Night (6pm onwards)	\$330.00	\$305.45	\$30.55	\$336.00	Inclusive		
Additional charge per hour	\$55.00	\$50.91	\$5.09	\$56.00	Inclusive		
Reception Area							
Cleaning, Key & Security Deposits	\$275.00	\$325.00		\$325.00	GST Free	To be charged if only using Reception area	Retained by Council if Council does cleaning
Half Day (1 to 4 hours)	\$95.00	\$88.18	\$8.82	\$97.00	Inclusive		
Full Day (9am to 6pm)	\$155.00	\$143.64	\$14.36	\$158.00	Inclusive		
Night (6pm onwards)	\$180.00	\$168.18	\$16.82	\$185.00	Inclusive		
Additional charge per hour	\$33.00	\$30.91	\$3.09	\$34.00	Inclusive		
Use of Kitchen (additional Charges)							
Cleaning, Key & Security Deposits	\$275.00	\$325.00		\$325.00	GST Free	To be charged if only using kitchen	Retained by Council if Council does cleaning
Half Day (1 to 4 hours)	\$105.00	\$97.27	\$9.73	\$107.00	Inclusive		
Full Day	\$155.00	\$143.64	\$14.36	\$158.00	Inclusive		
Weekend - Thursday through Sunday	\$205.00	\$190.00	\$19.00	\$209.00	Inclusive		

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
Theatre Royal Hall Continued							
Use of Cool room (additional Charges)							
Cleaning, Key & Security Deposits	\$275.00	\$325.00		\$325.00	GST Free	To be charged if only using Cool room	Retained by Council if Council does cleaning
Half Day (1 to 4 hours)	\$55.00	\$50.91	\$5.09	\$56.00	Inclusive		
Full Day	\$75.00	\$69.09	\$6.91	\$76.00	Inclusive		
Weekend - Thursday through Sunday	\$150.00	\$138.18	\$13.82	\$152.00	Inclusive		
Use of Senior Citizens Kiosk							
Cleaning, Key & Security Deposits	\$25.00	\$125.00		\$125.00	GST Free		Retained by Council if Council does cleaning
Full Day	\$22.00	\$22.73	\$2.27	\$25.00	Inclusive		
Council Chambers							
Half Day	\$130.00	\$122.73	\$12.27	\$135.00	Inclusive		
Full Day	\$180.00	\$172.73	\$17.27	\$190.00	Inclusive		
Second Day	\$130.00	\$122.73	\$12.27	\$135.00	Inclusive		
Community meeting room - CWA							
Cleaning, Key & Security Deposits	\$275.00	\$325.00		\$325.00	GST Free	To be charged if only using Cool room	Retained by Council if Council does cleaning
Half Day	\$130.00	\$100.00	\$10.00	\$110.00	Inclusive		
Full Day	\$180.00	\$145.45	\$14.55	\$160.00	Inclusive		
Tea / Coffee making facilities	\$35.00	\$31.82	\$3.18	\$35.00	Inclusive		

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
SALES AND SERVICES – HIRE OF COUNCIL FACILITIES							
SPORTING AND PLAYING FIELDS							
GREENHAM PARK GROUNDS							
Football Club							
Football Club Facilities and Reserve	\$3,090.00	Market Rental		Market Rental	Inclusive	Partial	
Junior - No.2 Oval per season	\$330.00	Market Rental		Market Rental	Inclusive	Partial	
Cricket Club							
Oval per season - not charging admission	\$460.00	\$427.27	\$42.73	\$470.00	Inclusive	Partial	
Oval per season - charging admission	\$775.00	\$718.18	\$71.82	\$790.00			
Oval - Other Organisations And Persons per day	\$245.00	\$227.27	\$22.73	\$250.00	Inclusive	Partial	
Tennis Courts							
Courts per season	\$210.00	\$195.45	\$19.55	\$215.00	Inclusive	Partial	Club To Maintain Court Areas Inside Fences
Netball Club							
Courts per season	\$460.00	\$427.27	\$42.73	\$470.00	Inclusive	Partial	
EUSTON RECREATION RESERVE							
Clubs Not Making An Admission Charge - per day	\$72.00	\$68.18	\$6.82	\$75.00	Inclusive	Partial	
Clubs Making An Admission Charge - per day	\$144.00	\$133.64	\$13.36	\$147.00	Inclusive	Partial	
Euston Football Club per season	\$2,230.00	\$2,045.45	\$204.55	\$2,250.00	Inclusive	Partial	
Euston Football Club (2 Sessions Only)	\$1,115.00	\$1,031.82	\$103.18	\$1,135.00	Inclusive	Partial	For 2 Sessions Only
Cricket Clubs And Similar per day	\$72.00	\$66.36	\$6.64	\$73.00	Inclusive	Partial	
Cricket Clubs And Similar per season	\$325.00	\$300.00	\$30.00	\$330.00			
Netball Club - per season	\$225.00	\$209.09	\$20.91	\$230.00	Inclusive	Partial	
Other Organisations And Persons - per day	\$255.00	\$236.36	\$23.64	\$260.00	Inclusive	Partial	
Sports Shed - per day	\$72.00	\$68.18	\$6.82	\$75.00	Inclusive	Partial	

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
RESERVE RENTALS							
Travelling Shows - \$20m P/L Insurance - Circuses Or Similar Use - per day	\$155.00	\$159.09	\$15.91	\$175.00	Inclusive	Partial	Must have no less than \$20m P/L Insurance
Security Deposit - Refundable If Reserve Left In Tidy Condition	\$400.00	\$500.00		\$500.00	Exempt		
Camping Licence per day	\$11.00	\$10.91	\$1.09	\$12.00	Inclusive	Partial	
Race Meetings							
Per meeting	\$460.00	\$427.27	\$42.73	\$470.00	Inclusive	Partial	
Swimming Pool							
Entrance fees - All Users*	Free	Free		Free	Inclusive	Partial	Free Entry for 2020/21
Single*	Free	Free		Free	Inclusive	Partial	Free Entry for 2020/21
Family*	Free	Free		Free	Inclusive	Partial	Free Entry for 2020/21
Swimming Pool free use only applies to normal							
Lifeguard Service when available. Opening of Pool for School Events and lessons outside of normal Pool opening hours.		\$90.00 per hour	\$10.00	\$99.00 per hour	Inclusive		Schools or Clubs to provide a fully qualified lifeguard and supervision or Council fees will apply
PROPERTY RENTALS							
CARAVAN PARK							
Ensuite Cabins							
Deluxe River View Cabins 18 & 19	\$130.00	\$136.36 (inc. linen)	\$13.64	\$150.00 (inc. linen)	Inclusive	Partial	New Deluxe River View Cabins - Sleep up to 6
River View Cabins 14, 15, 16 & 17	\$110.00	\$118.18 (inc. linen)	\$11.82	\$130.00 (inc. linen)	Inclusive	Partial	River View Cabins - 2 People, Queen Bed with
Standard Ensuite Cabins 6, 7, 8, 9, 10, 11	\$90.00	\$100.00 (inc. linen)	\$10.00	\$110.00 (inc. linen)	Inclusive	Partial	Standard Ensuite Cabin - 2 people, Double Bed,
Basic Cabins							
Cabin 1, 2, 3, 4 & 5	\$70.00	\$81.82 (inc. linen)	\$8.18	\$90.00 (inc. linen)	Inclusive	Partial	Budget Cabin - 2 people, Double Bed, Linen, No

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
Site Fees (Per Night)							
With power for two	\$30.00 incl. GST Plus \$8.00 incl. GST for each extra Adult & \$5.00 incl. GST for each extra Child. \$28 Pensioner Rate	\$27.27 Plus \$7.27 for each extra Adult . Stay for 7 nights and pay for 6 nights	\$2.73 GST Plus \$0.73 GST for each extra Adult . Stay for 7 nights and pay for 6 nights	\$30.00 incl. GST Plus \$8.00 incl. GST for each extra Adult . Stay for 7 nights and pay for 6 nights	Inclusive		Children under 12 free
Without power for two	\$25.00 Plus \$6.00 for each extra Adult & \$5.00 incl. GST for each extra Child. \$25 incl. GST Pensioner Rate	\$22.73 Plus \$5.45 for each extra Adult . Rate Stay for 7 nights and pay for 6 nights	\$2.27 GST Plus \$0.55 GST for each extra Adult . Rate Stay for 7 nights and pay for 6 nights	\$25.00 incl. GST Plus \$6.00 incl. GST for each extra Adult . Rate Stay for 7 nights and pay for 6 nights	Inclusive		Children under 12 free
Aerodrome							
Landing fee - per landing	\$0.00	\$22.73	\$2.27	\$25.00	Inclusive		
Overnight Apron Parking	\$0.00	\$22.73	\$2.27	\$25.00	Inclusive		
Weekly Parking on Apron		\$45.45	\$4.55	\$50.00	Inclusive		
per week	\$51.25	\$47.27	\$4.73	\$52.00	Inclusive		
per month	\$205.00	\$204.55	\$20.45	\$225.00	Inclusive		
per year	\$2,460.00	\$2,454.55	\$245.45	\$2,700.00	Inclusive		
Library							
Overdue Books per day	\$0.25	\$0.23	\$0.02	\$0.25	Inclusive		
Lost Membership card	\$6.50	\$6.14	\$0.61	\$6.75	Inclusive		
Coffee	\$2.00	\$2.27	\$0.23	\$2.50	Inclusive		Per cup
Membership	Free	Free		Free			

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
WASTE MANAGEMENT							
240 litre bin	\$110.00	\$115.00		\$115.00	Exempt		
Domestic Waste Collection Balranald and Euston	\$338.00	\$313.64	\$31.36	\$345.00	Exempt		1 Collection per week per approved bin
Domestic Waste Collection Balranald and Euston	\$338.00	\$313.64	\$31.36	\$345.00	Exempt		For each extra approved bin collection
Commercial Waste Collection Euston	\$389.00			\$390.00	Exempt		1 Collection per week per approved bin
Commercial Waste Collection Balranald and Euston	\$389.00			\$490.00	Exempt		2 Collections per week per approved bin
Out of Hours Entry to Balranald Tip	\$110.00	\$109.09	\$10.91	\$120.00	Inclusive		
Sale of obsolete bins	\$40.00	\$40.91	\$4.09	\$45.00	Inclusive		
Domestic Waste Management Access Charge for Vacant Blocks	\$50.00	\$55.00		\$55.00	Exempt		
DrumMuster containers	FREE *	FREE *		FREE *	Inclusive	Partial	* By Appointment only
Balranald And Euston Tip Charges – Material Originating Within The Balranald Shire							
One axle trailer or utility	\$13.00	\$13.64	\$1.36	\$15.00	Inclusive		
Two axle trailer	\$25.00	\$24.00	\$1.00	\$25.00	Inclusive		
Tyres - Car Tyres	\$11.00	\$13.64	\$1.36	\$15.00	Inclusive		
Tyres - Truck or large machinery	\$21.00	\$23.81	\$1.19	\$25.00	Inclusive		
Mixed Waste Material – Non-compactable (e.g. White goods, and furniture) per tonne (weighbridge docket required)	\$130.00	\$129.00	\$1.00	\$130.00	Inclusive		
Green Waste Non-Contaminated	FREE	FREE		FREE	Exempt		
DrumMuster containers	FREE *	FREE *		FREE *	Inclusive	Partial	* By Appointment only
Asbestos	\$220 per cubic metre plus burial fee	\$200.00	\$20.00	\$220 per cubic metre plus burial fee	Inclusive	Full Cost	Maximum 10m ² in any wrapped parcel. See Council for further instruction
Illegal dumping	Actual cost plus 25%	\$130 per ton plus 125% of Clean Up costs		\$130 per ton plus 125% of Clean Up costs	Inclusive	Full cost	Cost includes retrieval

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
Balranald commoner fees - As per Schedule 2, Commons Management Regulations, 2018							
Application to be a commoner	\$50.00	\$50.00		\$50.00	Exempt	Legislation	(clause 7)
Copy of minutes of proceedings of meetings - minutes not exceeding 10 pages	\$20.00	\$20.00		\$20.00	Exempt	Legislation	(clause 31)
Each additional pages	\$1.00	\$1.00		\$1.00	Exempt	Legislation	
Inspection of book recording disclosure of pecuniary interest	\$20.00	\$20.00		\$20.00	Exempt	Legislation	(clause 34)
Agistment for sheep per head per day	\$0.25	\$0.25		\$0.25	Exempt	Legislation	
Agistment any other animals per head per day	\$1.50	\$1.50		\$1.50	Exempt	Legislation	
Agistment of animals in stock pound per head per day	\$1.50	\$1.50		\$1.50	Exempt	Legislation	
Stormwater Management Service Charge							
Residential /Business Service Charge	\$25.00	\$25.00		\$25.00	Exempt	Legislation	
*Water Charges							
* Raw (Balranald & Euston)							
20mm connection	\$291.00	\$315.00		\$315.00	Exempt		Base Charge
25mm connection	\$426.00	\$492.20		\$492.20	Exempt		
32mm connection	\$780.00	\$806.40		\$806.40	Exempt		
40mm connection	\$1,144.00	\$1,260.00		\$1,260.00	Exempt		
50mm connection	\$1,778.00	\$1,968.75		\$1,968.75	Exempt		
80mm connection	\$4,482.00	\$5,040.00		\$5,040.00	Exempt		
100mm connection	\$7,103.00	\$7,875.00		\$7,875.00	Exempt		

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
* Raw (Balranald & Euston)							
Residential Flats, Units and Multiple Dwellings up to 10 Dwellings	Connection Charge + 50% of Base Connection per dwelling thereafter	Connection Charge + 50% of Base Connection per dwelling thereafter		Connection Charge + 50% of Base Connection per dwelling thereafter	Exempt		
Residential Flats, Units and Multiple Dwellings greater than 10 Dwellings	Connection Charge + 50% of Base Connection per dwelling thereafter	Connection Charge + 50% of Base Connection per dwelling thereafter		Connection Charge + 50% of Base Connection per dwelling thereafter	Exempt		
Raw Water Tariffs							
Tariff 1 - Up to 600kL	80cents/kL For the first 600kL/annum.	90cents/kL For the first 600kL/annum.		90cents/kL For the first 600kL/annum.	Exempt		
Tariff 2 - 601kL and above	\$1.20/kL for 601kL and above/ annum	\$1.30/kL for 601kL and above/ annum		\$1.30/kL for 601kL and above/ annum	Exempt		
Raw Water Parks & Gardens (Balranald & Euston)							
Raw Water Usage - Community Land (Parks & Gardens)	40 cents/kL Unlimited	40 cents/kL Unlimited		40 cents/kL Unlimited	Exempt		No kL tariff - flat rate
* Filtered (Balranald & Euston)							
20mm connection	\$291.00	\$315.00		\$315.00	Exempt		Base Charge
25mm connection	\$426.00	\$492.20		\$492.20	Exempt		
32mm connection	\$780.00	\$806.40		\$806.40	Exempt		
40mm connection	\$1,144.00	\$1,260.00		\$1,260.00	Exempt		
50mm connection	\$1,778.00	\$1,968.75		\$1,968.75	Exempt		
80mm connection	\$4,482.00	\$5,040.00		\$5,040.00	Exempt		
100mm connection	\$7,103.00	\$7,875.00		\$7,875.00	Exempt		

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
* Filtered (Balranald & Euston)							
Residential Flats, Units and Multiple Dwellings up to 10 Dwellings	Connection Charge + 50% of Base Connection per dwelling thereafter	Connection Charge + 50% of Base Connection per dwelling thereafter		Connection Charge + 50% of Base Connection per dwelling thereafter	Exempt		
Residential Flats, Units and Multiple Dwellings greater than 10 Dwellings	Connection Charge + 50% of Base Connection per dwelling thereafter	Connection Charge + 50% of Base Connection per dwelling thereafter		Connection Charge + 50% of Base Connection per dwelling thereafter	Exempt		
Filtered Water Tariff							
Tariff 1 - Up to 400kL	\$1.30cents/kL For the first 400kL/annum.	\$1.45cents/kL For the first 400kL/annum.		\$1.45cents/kL For the first 400kL/annum.	Exempt		
Tariff 2 - 401kL and above	\$2.00/kL for 401kL and above/ annum	\$2.20/kL for 401kL and above/ annum		\$2.20/kL for 401kL and above/ annum	Exempt		
*Sewerage charges							
*Sewerage rates Balranald & Euston							
Access Charge 20 mm connection	\$458.00	\$510.00		\$510.00	Exempt		Base Charge
25mm connection	\$702.00	\$796.85		\$796.85	Exempt		
32mm connection	\$1,135.00	\$1,305.60		\$1,305.60	Exempt		
40mm connection	\$1,757.00	\$2,040.00		\$2,040.00	Exempt		
50mm connection	\$2,733.00	\$3,187.50		\$3,187.50	Exempt		
80mm connection	\$6,940.00	\$8,160.00		\$8,160.00	Exempt		
100mm connection	\$10,814.00	\$12,750.00		\$12,750.00	Exempt		
*Commercial sewerage rates							
Charge Consumption	1.00 per kL	2.20 per kL		2.20 per kL	Exempt		
Access Charge per equivalent 20mm water connection	\$458.00	\$510.00		\$510.00	Exempt		
Access Charge per equivalent 25mm water connection	\$702.00	\$796.85		\$796.85	Exempt		
Access Charge per equivalent 32mm water connection	\$1,135.00	\$1,305.60		\$1,305.60	Exempt		
Access Charge per equivalent 40mm water connection	\$1,757.00	\$2,040.00		\$2,040.00	Exempt		
Access Charge per equivalent 50mm water connection	\$2,733.00	\$3,187.50		\$3,187.50	Exempt		
Access Charge per equivalent 80mm water connection	\$6,940.00	\$8,160.00		\$8,160.00	Exempt		

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
*Sewerage charges cont							
Access Charge per equivalent 100mm water connection	\$10,814.00	\$12,750.00		\$12,750.00	Exempt		
Pedestal Charge for Accommodation and Mining Camp	\$200.00	\$200.00		\$200.00	Exempt		Pedestal charge for accommodation and mining camps
Pedestal Charge Residential and Non-Residential with more than 2 Pedestals	\$100.00	\$100.00		\$100.00	Exempt		Pedestal charge for Residential and Non-Residential with more than 2 Pedestals
Residential Flats, Units and Multiple Dwellings up to 10 Dwellings	Connection Charge + 50% of Connection per dwelling thereafter	Connection Charge + 50% of Connection per dwelling thereafter		Connection Charge + 50% of Connection per dwelling thereafter	Exempt		
Residential Flats, Units and Multiple Dwellings greater than 10 Dwellings	Connection Charge + 50% of Connection per dwelling thereafter	Connection Charge + 50% of Connection per dwelling thereafter		Connection Charge + 50% of Connection per dwelling thereafter	Exempt		
Access Sewerage Charge per equivalent 20mm water connection for Granny Flats for residential purposes	50% of Sewer Access Charge	50% of Sewer Access Charge		50% of Sewer Access Charge	Exempt		Charge per Granny Flat for residential purposes
<p style="text-align: center;">Note: All units (whether strata or not) are levied the sewerage access charge in accordance with the fee above where a property has more than one occupancy (e.g. a granny flat) excluding non rateable properties, 50% of the normal access charge shall be levied per property. This complies with the requirements under best practice management of Water Supply and Sewerage Guidelines.</p>							
Sewerage service charges							
Septic Tank Inspections	\$160.00	\$170.00		\$170.00	Exempt		
Sewerage Connection Point – Extension per point	\$960.00	\$1,000.00		\$1,000.00	Exempt		

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
Balrarnald & Euston							
Connection Fee – House	\$685.00	\$725.00		\$725.00	Exempt		
Other Buildings – 1st Closet	\$685.00	\$725.00		\$725.00	Exempt		
Water service charges							
Connections – Standard 20mm Only							
Raw water	\$760.00	\$780.00		\$780.00	Exempt		
Filtered Water	\$760.00	\$780.00		\$780.00	Exempt		
Water from Council's Standpipe – Raw (per 1000 litres)	\$4.60	\$4.80		\$4.80	Exempt		
Water from Council's Standpipe – Filtered (per 1000 litres)	\$9.10	\$9.50		\$9.50	Exempt		
Water Supply System							
Water Supply Charges (Miscellaneous):							
Preparation of Water Pressure Letter	\$195.00	\$195.00		\$195.00	Exempt		
Disconnection Fee	\$615.00	\$625.00		\$625.00	Exempt		
Lower or Raise Services	\$615.00	Actual Cost plus 25%		Actual Cost plus 25%	Exempt		
Repair of Water Services including new Meter Cock	\$605.00	Actual Cost plus 25%		Actual Cost plus 25%	Exempt		
Repair of Water Services (20mm diameter)	\$605.00	Actual Cost plus 25%		Actual Cost plus 25%	Exempt		
Installation of Reduced capacity raw water supply to residential premises	\$175.00	\$180.00		\$180.00			
Water Meter Test Fee	\$285.00	\$125 per hour		\$125 per hour	Exempt		No Charge if Meter is Faulty
Water Back Flow Prevention:							
Initial Device Inspection & Registration (per Visit)	\$123.00	\$125.00		\$125.00	Exempt		
Purchase of Back flow Test and Maintenance Report Books (per bin)	Please Contact Council for Quote	Please Contact Council for Quote		Please Contact Council for Quote	Inclusive		
Reconnection Fee							
Normal Business Hours	\$585.00	\$500.00		\$500.00	Exempt		
After Business Hours	\$910.00	\$800.00		\$800.00	Exempt		
Purchase of PVC Meter Box and Install - 20mm Connection Only	\$155.00	\$165.00		\$165.00	Exempt		
NOTE: Special arrangement need to be made for large users and fire mains.							
Connections Larger Than 20mm By Arrangement							

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
LIQUID TRADE WASTE							
<i>Excess Mass and Non-compliant Excess Mass Charges (for Category 3 Dischargers) are set annually by Council. The following table lists the category of charges.</i>							
Application Fee							
All Classifications	\$85.00	\$85.00		\$85.00	Inclusive		
Application Withdrawal or Modification Fee							
All Classifications	Based on work completed prior to withdrawal. (% of application fee)	Based on work completed prior to withdrawal. (% of application fee)		Based on work completed prior to withdrawal. (% of application fee)	Inclusive		
Annual Trade Waste Fee	Charge/Annum	Charge/Annum		Charge/Annum			
Category 1	\$117.00	\$106.36	\$10.64	\$117.00	Inclusive		
Category 2	\$117.00	\$106.36	\$10.64	\$117.00	Inclusive		
Category 3	\$528.00	\$480.00	\$48.00	\$528.00	Inclusive		
Food Waste Disposal Charge	Unit Charge/bed	Unit Charge/bed		Unit Charge/bed			
Nursing Home	\$22.00	\$20.00	\$2.00	\$22.00	Inclusive		
Hospital	\$22.00	\$20.00	\$2.00	\$22.00	Inclusive		
Trade Waste Usage Charge (Category 2 Dischargers)	Unit Charge/kl	Unit Charge/kl		Unit Charge/kl			
Compliant	\$2.00	\$1.82	\$0.18	\$2.00	Inclusive		
Non-compliant	\$15.00	\$13.64	\$1.36	\$15.00	Inclusive		
Re-inspection Fee	Charge/Inspection	Charge/Inspection		Charge/Inspection			
All Categories	\$80.00	\$72.73	\$7.27	\$80.00	Inclusive		
Approval Renewal Fee (5 Yearly)	Charge/Renewal	Charge/Renewal		Charge/Renewal			
All Categories	\$80.00	\$72.73	\$7.27	\$80.00	Inclusive		
Application for Exception of Installing Standard Pre-treatment Equipment	Charge/Exception	Charge/Exception		Charge/Exception			
All Categories	\$85.00	\$77.27	\$7.73	\$85.00	Inclusive		
Application for Trade Waste Discharge Factor Variation	Charge/Application	Charge/Application		Charge/Application			
All Categories	\$85.00	\$77.27	\$7.73	\$85.00	Inclusive		

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
EXCESS MASS & NON-COMPLIANT EXCESS MASS CHARGES Unit Charge \$/KG							
Substance DWE							
Aluminium	\$0.70	\$0.64	\$0.06	\$0.70	Inclusive		
Ammonia	\$1.85	\$1.68	\$0.17	\$1.85	Inclusive		
Arsenic	\$64.00	\$58.18	\$5.82	\$64.00	Inclusive		
Barium	\$32.00	\$29.09	\$2.91	\$32.00	Inclusive		
Biological Oxygen Demand (BOD)	\$0.70	\$0.64	\$0.06	\$0.70	Inclusive		
Boron	\$0.70	\$0.64	\$0.06	\$0.70	Inclusive		
Bromine	\$12.85	\$11.68	\$1.17	\$12.85	Inclusive		
Cadmium	\$295.00	\$268.18	\$26.82	\$295.00	Inclusive		
Chloride	\$0.00	\$0.00	\$0.00	\$0.00	Inclusive		
Chlorinated Hydrocarbons	\$32.00	\$29.09	\$2.91	\$32.00	Inclusive		
Chlorinated Phenolics	\$1,278.00	\$1,161.82	\$116.18	\$1,278.00	Inclusive		
Chlorine	\$1.35	\$1.23	\$0.12	\$1.35	Inclusive		
Chromium	\$22.80	\$20.73	\$2.07	\$22.80	Inclusive		
Cobalt	\$13.20	\$12.00	\$1.20	\$13.20	Inclusive		
Copper	\$13.20	\$12.00	\$1.20	\$13.20	Inclusive		
Cyanide	\$63.90	\$58.09	\$5.81	\$63.90	Inclusive		
Fluoride	\$3.25	\$2.95	\$0.30	\$3.25	Inclusive		
Formaldehyde	\$1.40	\$1.27	\$0.13	\$1.40	Inclusive		
Oil & Grease	\$1.20	\$1.09	\$0.11	\$1.20	Inclusive		
Herbicides/defoliant	\$638.80	\$580.73	\$58.07	\$638.80	Inclusive		
Iron	\$1.35	\$1.23	\$0.12	\$1.35	Inclusive		
Lead	\$32.00	\$29.09	\$2.91	\$32.00	Inclusive		
Lithium	\$6.40	\$5.82	\$0.58	\$6.40	Inclusive		
Manganese	\$6.40	\$5.82	\$0.58	\$6.40	Inclusive		
Mercaptans	\$63.90	\$58.09	\$5.81	\$63.90	Inclusive		
Mercury	\$2,124.00	\$1,930.91	\$193.09	\$2,124.00	Inclusive		
Methylene Blue Active Substance (MBAS)	\$0.70	\$0.64	\$0.06	\$0.70	Inclusive		
Molybdenum	\$0.70	\$0.64	\$0.06	\$0.70	Inclusive		
Nickel	\$21.75	\$19.77	\$1.98	\$21.75	Inclusive		
Nitrogen (Total Kjeldahl Nitrogen - TKN)	\$0.25	\$0.23	\$0.02	\$0.25	Inclusive		
Organic compounds	\$638.70	\$580.64	\$58.06	\$638.70	Inclusive		
Pesticides General (excludes organochlorines & organophosphates)	\$638.70	\$580.64	\$58.06	\$638.70	Inclusive		
Petroleum Hydrocarbons (non-flammable)	\$2.20	\$2.00	\$0.20	\$2.20	Inclusive		
pH Coefficient	\$0.40	\$0.36	\$0.04	\$0.40	Inclusive		

2020/21 Proposed Fees and Charges

ACTIVITY	ADOPTED TOTAL FEE/CHARGE 2019/2020 GST Inc.	PROPOSED FEES/CHARGES 2020/2021 GST Excl.	GST Applicable	PROPOSED FEES/CHARGES 2020/2021 GST Inc.	GST STATUS	PRICING POLICY	COMMENT
EXCESS MASS & NON-COMPLIANT EXCESS MASS CHARGES Unit Charge \$/KG (Continued)							
Phenolic Compounds (non-chlorinated)	\$6.45	\$5.86	\$0.59	\$6.45	Inclusive		
Total Phosphorus	\$1.35	\$1.23	\$0.12	\$1.35	Inclusive		
Poly Aromatic Hydrocarbons	\$13.10	\$11.91	\$1.19	\$13.10	Inclusive		
Selenium	\$45.40	\$41.27	\$4.13	\$45.40	Inclusive		
Silver	\$1.25	\$1.14	\$0.11	\$1.25	Inclusive		
Sulphate	\$0.20	\$0.18	\$0.02	\$0.20	Inclusive		
Sulphide	\$1.40	\$1.27	\$0.13	\$1.40	Inclusive		
Sulphite	\$1.45	\$1.32	\$0.13	\$1.45	Inclusive		
Suspended Solids	\$0.90	\$0.82	\$0.08	\$0.90	Inclusive		
Thiosulfate	\$0.30	\$0.27	\$0.03	\$0.30	Inclusive		
Tin	\$6.40	\$5.82	\$0.58	\$6.40	Inclusive		
Total Dissolved Solids	\$0.10	\$0.09	\$0.01	\$0.10	Inclusive		
Zinc	\$13.10	\$11.91	\$1.19	\$13.10	Inclusive		
PRIVATE WORKS							
Noxious Weeds							
Contract Spraying		As quoted		As quoted	Inclusive	Full Cost	If regulatory not GST exempt
Labour & Plant Hire							
Plant Hire							
* ONLY TO BE HIRED WHEN OPERATED BY A QUALIFIED SHIRE OPERATOR							
*Quotations to be obtained at time of work							

Acronyms and Abbreviations

The following acronyms and abbreviations are used within this document

BLALC	Balranald Local Aboriginal Land Council
BIG	Balranald Interagency Group
BEAR	Business Expansion and Retention Program
CDO	Community Development Officer
DCCD	Director of Corporate and Community Services
DID	Director of Infrastructure and Development
ETO	Engineering Technical Officer
GM	General Manager
ICAS	Indigenous Capital Assistance Scheme
IFP	Indigenous Funding Program
MADEC	Mildura and District Educational Council
MMT	Murray Mallee Training
NAIDOC	National Aborigines and Islander Day Observance Committee
NBB	National Broadband
NEIS	New Enterprise Incentives Scheme
NPWS	NSW National Parks and Wildlife Service
OE	Operations Engineer
TO	Tourism Officer
WC	Works Coordinator

6.2 DRAFT ANNUAL STATEMENT OF REVENUE 2020-21**Record Number:** D20.34266**Authorising Officer:** Terri Bilske, Director Corporate & Community Services**Operational Plan Objective:** Pillar 6: Our Leadership – A community that values and fosters leadership, lifelong learning, innovation and good governance.**OFFICER RECOMMENDATION**

That Council give notice of its intention to:

1. Make and levy an ordinary rate to comprise of a base rate and an ad valorem rating structure for Farmland, Residential and Business under Section 534, 535 and 537 of the Local Government Act 1993 as recommended below for 2020-21 as follows:

CATEGORY	BASE AMOUNT	AD VALOREM RATE (Cents in the \$)
Farmland – General	\$550.00	0.16364
Farmland – Intense	\$550.00	0.64866
Farmland – Irrigable – Horticulture	\$550.00	0.57352
Residential – Balranald	\$180.00	0.46339
Residential – Euston	\$180.00	0.25915
Residential – Oxley	\$100.00	4.13119
Residential – General – Rural (0-2 Ha)	\$190.00	0.43174
Residential – Rural (2-40 Ha)	\$200.00	0.26862
Business – Balranald	\$450.00	2.48237
Business – Euston	\$450.00	1.77594
Business – Rural	\$190.00	1.38157
Business – Mining (Gavel & Sand)	\$100.00	3.00000
Business – Parishes of Paika, Woolpagerie, Majenta – Mining Gypsum Extraction	\$420.00	4.61752
Business – Parishes of Willibah, Bidura, Solferina – Mineral Sands	\$2,050.00	6.61855
Business – Parishes of Pitapunga, Crokee, Muckee & Lawrence – Mineral Sands Mine	\$3,300.00	14.5750
Business – Solar Farms	\$825.00	3.00170

2. Increase the Notional Yield between 0% and the maximum 10% as approved through the Special Rate Variation which includes the rate pegged amount of 2.6% as determined by the Independent Pricing and Regulatory Tribunal of NSW (IPART).
3. Make and levy the non-residential sewerage charges as per item 5.1 of Extraordinary Council Meeting Resolution (2020/99).
4. Increase the residential Sewer Access charge for a 20mm connection from \$458.00 to \$510.00 per annum. Larger connections will increase as listed in the proposed Schedule of Fees and Charges.
5. Increase the Raw and Filtered water access and Usage charges as per the proposed Schedule of Fees and Charges. Access charges for both raw and filtered water will increase from \$291.00 to \$315.00 per annum for both. Raw water usage charges will increase from 80 cents to 90 cents for the first 600 kilolitres and \$1.20 to \$1.30 per kilolitre for usage over 600 kilolitres.
6. Filtered water usage charges will increase from \$1.30 per kilolitre to \$1.45 per kilolitre up to 400 kilolitres and will increase from \$2.00 to \$2.20 per kilolitre for usage over 400 kilolitres.
7. Water usage on Community Land such as Parks and Gardens will be charged at 40 cents per kilolitre.
8. Increase domestic waste collection charges from \$338.00 per annum to \$345.00 per annum. The domestic waste access charge for vacant land will increase from \$50 per annum to \$55 per annum.
9. Tip fees will continue to apply as per the proposed Schedule of Fees and Charges.
10. Fix the fees and charges schedule for the 2020/21 year as set out in the Draft Annual Statement of Revenue.
11. To charge interest on overdue debtors at the maximum rate as determined by the Minister for Local Government.
12. That pursuant to Sections 405 and 406 of the Local Government Act, 1993, the Draft Annual Statement of Revenue 2020-2021 incorporating Council's Revenue Policy and Schedule of Fees and Charges be endorsed by Council and placed on public exhibition for a period of 28 days.
13. Increase all other Water and Sewer rates as listed in Fees and Charges.
14. Consider all submissions received during the public consultation period prior to the adoption of the Operational Plan for 2020/21.
15. Adopt the detailed Structure for General Rates & Charges below:

- a. **FARMLAND – GENERAL** rate of zero point one six three six (0.1636) cents in the dollar on the land value of all rateable land in the area which has been categorised by the Council as **Farmland General** with dominant use being generally cropping or grazing over significant land area pursuant to Section 515 of the Local Government Act 1993, subject to a base amount of five hundred and fifty dollars (\$550.00) in respect of each separate parcel with the base amount producing sixteen point four one (16.41%) of the total amount of the rate levy for the Farmland General rate sub-category; and
- b. **FARMLAND – IRRIGABLE - HORTICULTURE** rate of zero point five seven three five (0.5735) cents in the dollar on the land value of all rateable land in the area which has been categorised by the Council as **Farmland – Irrigable - Horticulture** to include nut farms and other irrigable intensive horticulture land use and has significant and substantial commercial purpose or character pursuant to Section 515 of the Local Government Act 1993, subject to a base amount of five hundred and fifty dollars (\$550) in respect of each separate parcel with the base amount producing two point seven eight percent (2.78%) of the total amount of the rate levy for the Farmland – Irrigable - Horticulture rate sub-category; and
- c. **FARMLAND – INTENSE** rate of zero point six four eight seven (0.6487) cents in the dollar on the land value of all rateable land in the area which has been categorised by the Council as **Farmland Intense** to have medium to high intensity of land use and an intermediate to major economic benefit pursuant to Section 515 of the Local Government Act 1993, subject to a base amount of five hundred and fifty dollars (\$550.00) in respect of each separate parcel with the base amount producing twenty four point zero six (24.06%) of the total amount of the rate levy for the Farmland Intense rate sub-category; and
- d. **RESIDENTIAL – BALRANALD** rate of zero point four six three four (0.4634) cents in the dollar on the land value of all rateable land in the centre of the population being the Balranald Village Zone, being land which has been sub-categorised by the Council as **Balranald Residential** pursuant to Section 516 and 529 of the Local Government Act 1993, subject to a base amount of one hundred and eighty dollars (\$180.00) in respect of each separate parcel with the base amount producing forty six point nine three (46.93%) of the total amount of the rate levy for the Residential Balranald rate sub-category; and
- e. **RESIDENTIAL – EUSTON** rate of zero point two five nine two (0.2592) cents in the dollar on the land value of all rateable land in the centre of the population being the Euston Village Zone, being land which has been sub-categorised by the Council as **Euston Residential** pursuant to Section 516 and 529 of the Local Government Act 1993, subject to a base amount of one hundred and eighty dollars (\$180.00) in respect of each separate parcel with the base amount producing forty six point five two percent (46.52%) of the total amount of the rate levy for the Residential Euston rate sub-category; and
- f. **RESIDENTIAL – OXLEY** rate of four point one three one two (4.1312) cents in the dollar on the land value of all rateable land in the centre of the population being the Oxley Village Zone, being land which has been sub-categorised by the Council as **Oxley Residential** pursuant to Section 516 and 529 of the Local Government Act 1993, subject to a base amount of one hundred dollars (\$100.00) in respect of

- each separate parcel with the base amount producing thirty nine point six three percent (39.63%) of the total amount of the rate levy for the Residential Oxley rate sub-category; and
- g. **RESIDENTIAL – GENERAL – RURAL (0-2 hectares)** rate of zero point four three one seven (0.4317) cents in the dollar on the land value of all rateable land used for residential purposes and not located within the Balranald and Euston or Oxley Village Zones, being land which has been sub-categorised by the Council as **Residential General – Rural (0-2 hectares)** pursuant to Section 516 and 529 of the Local Government Act 1993, subject to a base amount of one hundred and ninety dollars (\$190.00) in respect of each separate parcel with the base amount producing forty seven point five three percent (47.53%) of the total amount of the rate levy for the Residential General – Rural (0-2 hectares) rate sub-category; and
- h. **RESIDENTIAL – RURAL (2-40 hectares)** rate of zero point two six eight six (0.2686) cents in the dollar on the land value of all rateable land used for residential purposes and not located within the Balranald and Euston or Oxley Village Zones, being land which has been sub-categorised by the Council as **Residential General – Rural (2-40 hectares)** pursuant to Section 516 and 529 of the Local Government Act 1993, subject to a base amount of two hundred dollars (\$200.00) in respect of each separate parcel with the base amount producing thirty six point two five percent (36.25%) of the total amount of the rate levy for the Residential General – Rural (2-40 hectares) rate sub-category; and
- i. **BUSINESS – BALRANALD** rate of two point four eight two four (2.4824) cents in the dollar on the land value of all rateable land in the Balranald Business Area, being land which has been sub-categorised by the Council as **Business Balranald** pursuant to Section 518 and 529 of the Local Government Act 1993, subject to a base amount of four hundred and fifty dollars (\$450.00) in respect of each separate parcel with the base amount producing twenty four point seven one percent (24.71%) of the total amount of the rate levy for the Business Balranald rate sub-category; and
- j. **BUSINESS – EUSTON** rate of one point seven seven five nine (1.7759) cents in the dollar on the land value of all rateable land in the Euston Business Area, being land which has been sub-categorised by the Council as **Business Euston** pursuant to Section 518 and 529 of the Local Government Act 1993, subject to a base amount of four hundred and fifty dollars (\$450.00) in respect of each separate parcel with the base amount producing thirteen point three five percent (13.35%) of the total amount of the rate levy for the Business Euston rate sub-category; and
- k. **BUSINESS – RURAL** rate of one point three eight one six (1.3816) cents in the dollar on the land value of all rateable land outside of any of the Shires Residential Village Zones, being land which has been sub-categorised by the Council as **Business - Rural** pursuant to Section 515 and 529 of the Local Government Act 1993, subject to a base amount of one hundred and ninety dollars (\$190.00) in respect of each separate parcel with the base amount producing thirty four point three four (34.34%) of the total amount of the rate levy for the Business Rural rate sub-category; and

- l. **BUSINESS – MINING (GRAVEL & SAND) EXTRACTION** rate of one point four six one four (1.4614) cents in the dollar on the land value of all rateable land in the area which has been sub-categorised by the Council as **Business - Mining (Gravel & Sand) Extraction** (excluding mineral sands and gypsum extraction) pursuant to Section 515 and 529 of the Local Government Act 1993, subject to a base amount of one hundred dollars (\$100.00) in respect of each separate parcel with the base amount producing thirty two point eight three percent (43.83%) of the total amount of the rate levy for the Business – Mining (Gravel & Sand) Extraction sub-category; and
- m. **BUSINESS – PARISHES OF PAIKA, PENARIE, WOOLPAGERIE & MAJENTA – MINING GYPSUM EXTRACTION** rate of four point six one seven five (04.6175) cents in the dollar on the land value of all rateable land in the area which has been sub-categorised by the Council as **Business – Parishes of Paika, Penarie, Woolpageri & Majenta – Mining Gypsum Extraction** (excluding mineral sands, gravel and sand extraction) pursuant to Section 515 and 529 of the Local Government Act 1993, subject to a base amount of four hundred and twenty dollars (\$420.00) in respect of each separate parcel with the base amount producing three point two four zero percent (3.24%) of the total amount of the rate levy for the Business – Parishes of Paika, Penarie, Woolpagerie & Majenta – Mining Gypsum Extraction sub-category; and
- n. **BUSINESS – PARISHES OF WILLILBAH, BIDURA, SOLFERINA – MINERAL SANDS MINES** rate of six point six one eight five (6.6185) cents in the dollar on the land value of all rateable land within the Balranald Shire area which will be sub-categorised by the Council as **Business – Parishes of Willilbah, Bidura, Solferina – Mineral Sands Mines** pursuant to Section 515 and 529 of the Local Government Act 1993, subject to a base amount of two thousand, and fifty dollars (\$2,050.00) in respect of each separate parcel with the base amount percentage producing zero point three six percent (0.36%) of the total amount of the rate levy for the Business – Parishes of Willilbah, Bidura, Solferina – Mineral Sands Mines sub-category; and
- o. **BUSINESS – PARISHES OF PITAPUNGA, CROKEE, MUCKEE & LAWRENCE – MINERAL SANDS MINES** rate of fourteen point five seven five zero (14.5750) cents in the dollar on the land value of all rateable land within the Balranald Shire area which will be sub-categorised by the Council as **Business – Parishes of Pitapunga, Crokee, Muckee & Lawrence – Mineral Sands Mines** pursuant to Section 515 and 529 of the Local Government Act 1993, subject to a base amount of three thousand three hundred dollars (\$3,300.00) in respect of each separate parcel with the base amount percentage producing point four five percent (0.45%) of the total amount of the rate levy for the Business – Parishes of Pitapunga, Crokee, Muckee & Lawrence – Mineral Sands Mines sub-category; and
- p. **BUSINESS – PARISH OF CHADWICK – SOLAR FARMS** rate of three zero zero one seven (3.0017) cents in the dollar on the land value of all rateable land within the Balranald Shire area which will be sub-categorised by the Council as **Business – Parish of Chadwick – Solar Farms** pursuant to Section 515 and 529 of the Local Government Act 1993, subject to a base amount of eight hundred and twenty five dollars (\$825.00) in respect of each separate parcel with the base amount percentage producing one point eight seven percent (1.87%) of the total amount of

the rate levy for the Business – Parish of Chadwick – Solar Farms sub category;
and

- q. **BALRANALD RAW WATER** fixed annual access charge for each property having access to the **BALRANALD RAW WATER SUPPLY SYSTEM**, and a **EUSTON RAW WATER** fixed annual access charge for each property having access to the **Euston Raw Water Supply System**:

All Access and Water Usage charges have been calculated in accordance with the following scale, subject to the proviso that where a property has more than one connection each connection shall be charged separately:

Raw Water Access Charges

Connection Size	Annual Charge
20 mm connection	\$ 315.00
25 mm connection	\$ 492.20
32 mm connection	\$ 806.40
40 mm connection	\$ 1,260.00
50 mm connection	\$ 1,968.75
80 mm connection	\$ 5,040.00
100 mm connection	\$ 7,875.00

Usage Charges for Raw water will be \$0.90 per kilolitre up to 600 kilolitre usage then \$1.30 per kilolitre for usage over 600 kilolitres.

Note:- that Flats, Units, Multiple Dwellings will be charged with a Connection Charge plus 50% of the connection charge for each additional dwelling thereafter.

- r. **BALRANALD FILTERED WATER** fixed annual access charge for each property having access to the **Balranald Filtered Water Supply System** and a **EUSTON FILTERED WATER** fixed annual access charge for each property having access to the **Euston Filtered Water Supply System**:

All Access and Water Usage charges have been calculated in accordance with the following scale, subject to the proviso that where a property has more than one connection each connection shall be charged separately:

Filtered Water Access Charges

Connection Size	Annual Charge
20 mm connection	\$ 315.00
25 mm connection	\$ 492.20
32 mm connection	\$ 806.40
40 mm connection	\$ 1,260.00
50 mm connection	\$ 1,968.75
80 mm connection	\$ 5,040.00
100 mm connection	\$ 7,875.00

Usage Charges for Filtered water will be \$1.45 per kilolitre up to 400 kilolitre usage then \$2.20 per kilolitre for usage over 400 kilolitres.

Note:- that Flats, Units, Multiple Dwellings will be charged with a Connection Charge plus 50% of the connection charge for each additional dwelling thereafter.

All other Water Fees are listed in the Fees and Charges document and incorporated into Council's Operational Plan.

- s. **BALRANALD DOMESTIC SEWERAGE** fixed annual access charge for each **Residential Property** having access to the **BALRANALD SEWERAGE** reticulation mains, and a **EUSTON DOMESTIC SEWERAGE** fixed annual access charge for each **Residential Property** having access to the **Euston Sewerage** reticulation mains.

Such charges being calculated in accordance with the following scale based on the size of the potable (filtered) water supply connection to the property, subject to the proviso that where a property has more than one sewer connection each connection shall be charged separately and provided further that in the event a residential property having access to the Balranald and Euston Sewerage Reticulation Mains that only has a raw water connection, the following scale of charges shall apply accordingly:

Sewer Access Charges

Connection Size	Annual Charge
20 mm connection	\$ 510.00
25 mm connection	\$ 796.85
32 mm connection	\$1,305.60
40 mm connection	\$2,040.00
50 mm connection	\$3,187.50
80 mm connection	\$8,160.00
100mm connection	\$12,750.00

Note:- that Flats, Units, Multiple Dwellings will be charged with a Connection Charge plus 50% of the Connection charge for each additional dwelling thereafter.

- t. **BALRANALD NON-RESIDENTIAL SEWERAGE** fixed annual access charge for each **Non-Residential Property** having access to the **BALRANALD SEWERAGE** reticulation mains, and a **EUSTON NON-RESIDENTIAL SEWERAGE** fixed annual access charge for each **Non-Residential Property** having access to the **Euston Sewerage** reticulation mains such charges being calculated in accordance with the following scale based on the size of the potable (filtered) water supply connection to the property, subject to the proviso that where a property has more than one sewer connection each connection shall be charged separately and provided further that in the event a non-residential property connected to the Balranald and Euston Sewerage Reticulation mains only has a raw water connection the Non-Residential Sewerage Charge shall apply. The Volumetric Sewer Discharge usage charges of \$2.20 per kilolitre shall also apply to which a SDF (Sewer Discharge Factor) has been applied. The SDF is determined by the Office of Water according to each type of industry.

Non-residential Sewer Access Charge

Connection Size	Annual Charge
20 mm connection	\$510.00
25 mm connection	\$796.85
32mm connection	\$1,305.60
40 mm connection	\$2,040.00

50 mm connection	\$3,187.50
80 mm connection	\$8,160.00
100 mm connection	\$12,750.00

It is proposed that the Pedestal Charge for all Non-Residential will also include Non-Rateable community facilities, including schools, hospitals, community halls and sporting facilities. Properties with more than two Pedestals will be levied at \$100.00 per Pedestal. (Refer item 5.1 of this Agenda, Extraordinary Council Meeting Resolution 2020/99)

A Pedestal charge of \$200.00 per Pedestal will apply to all Accommodation Camps with the exception of the first two Pedestals.

- u. **DOMESTIC WASTE MANAGEMENT ACCESS CHARGE** of fifty dollars (\$55.00) per assessment for all rateable, unoccupied residential land to which the weekly collection service is available to, and a **DOMESTIC WASTE MANAGEMENT SERVICE CHARGE** of three hundred and forty five eight dollars (\$345.00) for all assessments which are rateable occupied residential land to which the weekly collection service is available provided that where more than one weekly bin collection service is provided to a property that charge shall be three hundred and forty five dollars (\$345.00) for each bin collection after the first.
- v. **COMMERCIAL WASTE MANAGEMENT SERVICE CHARGE** as scheduled hereunder

Commercial & other waste management charges	Annual Charge \$ per bin
Commercial Waste Management On the basis of one weekly lift per 240litre MGB (mobile garbage bin)	\$400.00
Subsequent bins - one weekly lift per bin per week	\$400.00

- w. **INTEREST CHARGE ON OVERDUE RATES AND CHARGES**

INTEREST ON OVERDUE RATES AND CHARGES – Section 566, *Local Government Act, 1993*

In accordance with the provisions of Section 566 of the *Local Government Act, 1993*, the proposed **interest rate** to apply to overdue rates and charges for the period **1st July 2020 to 30th June 2021** will be the maximum rate as set by the Minister of Local Government. The rate has not been announced for the 2020/21 financial year.

INTEREST ON OVERDUE DEBTORS

The proposed **interest rate** to apply to overdue **DEBTORS** for the period **1st July 2020 to 30th June 2021**, will be the maximum rate as set by the Minister of Local Government. The rate has not been announced for the 2020/21 financial year.

PURPOSE OF REPORT

Under Section 405 of the Local Government Act 1993, Council is required to adopt an annual statement of revenue prior to the end of each financial year for the following financial year.

It is proposed that the Draft Annual Statement of Revenue 2020-21 be advertised for public exhibition commencing on Wednesday, 27 May 2020 with a closing date for submissions being 5.00pm, Thursday, 25 June 2020.

All submissions will be considered prior to adoption of Annual Statement of Revenue 2019-2020 at the Extraordinary Meeting of Council Tuesday 30 June 2020.

REPORT

Balranald Shire council has been subject to several years of oversight by the Office Local Government due to concerns in relation to council's compliance with fit for the future guidelines, governance practices and sustainability. Further to the concerns in relation to the financial position of Balranald Shire Council, the performance of the elected governing body resulted in a loss of community confidence. Consequently, on the 29 January 2020 the Governor of NSW declared all civic offices vacant with the appointment of Mr Mike Colreavy as Administrator for the period 29 January 2020 through to September 2024.

In making the recommendation to place the Balranald Shire Council into Administration the Commissioner specifically highlighted that her decision to make the recommendation is made with the best interests of the residents and ratepayers of the Shire and the staff of the Council firmly in my mind. In order to maintain the positive work towards long term financial stability for the Council, and to protect the interests of the constituents and staff of the Council, a clean break is required. The plans which have been adopted need time to be properly implemented without being watered down or abandoned.

6.12 The NSW Government commits to ensuring that the term of any Administrator appointed under the *Local Government Act 1993* is as brief as possible, with a view to quickly returning the council to democratically elected representatives."

Background

The Council was elected to office on 17 September 2016. Of the eight councillors elected, five were members of the previous council.

In February 2016, the NSW Treasury Corporation (TCorp) produced a financial update on the Council. A review by OLG of TCorp's financial update and the Council's recent financial statements indicated that the Council was suffering from significant and present financial risks. This included inadequate forward planning and difficulty working within and providing for a surplus budget.

In August 2016, the OLG visited the Council to conduct preliminary enquiries. The evidence indicated that the Council had insufficient controls over financial transactions and poor financial management practices. This was exacerbated by the absence of a current long-term financial plan and coherent asset management plan. Further, the evidence indicated that the Council's corporate governance practices were ineffective and/or inconsistent with its legislative obligations and that the Council's failure to meet those obligations had been occurring for some time.

The preliminary enquiries report highlighted significant concerns about the performance of the Council and contained 13 recommendations aimed at assisting the Council to improve its performance.

In November 2016, the Minister for Local Government, considered that action must be taken to improve the Council's performance and sent the Council a Notice of Intention to Issue a Performance Improvement Order (PIO).

In April 2017, the Minister for Local Government issued a PIO and appointed a temporary adviser to the Council. The PIO required the Council to prepare and implement, with the assistance of the temporary adviser, a plan to improve its performance.

Following consideration of the Council's final compliance report and the temporary adviser's report, it was apparent to the OLG that there were ongoing and new issues of concern that needed to be addressed. The OLG considered that the evidence indicated that the Council was continuing to fail to meet the reasonable expectations of the Minister and the community. In particular, the OLG was concerned that the governing body of the Council appeared to be unable or unwilling to understand and fulfil its role. The OLG considered that the community and the Council would benefit from a public inquiry and a report from an independent commissioner.

Proposed Rating Categories and Land Valuations (2020)

The Valuer General of New South Wales provided Council with new general re- valuations (which occurs every three years) for all rating assessments which will be applied to all rating categories from 1 July 2020. There has been a significant increase in valuations of land in every category within the Balranald Shire Council as follows: -

Category	Old Valuation	New Valuation	\$ Variation	% Variation
Farmland	\$201,057,030	\$504,527,000	\$303,469,970	150.94%
Residential	\$40,746,260	\$54,526,499	\$13,780,239	33.82%
Business	\$18,453,820	\$27,426,900	\$8,973,080	48.62%
Total	\$260,257,110	\$586,480,399	\$326,223,289	125.35%

The Draft Annual Statement of Revenue 2020-2021 includes:

1. A statement with respect to each ordinary rate to be levied including the ad valorem amount (the amount in the dollar) of the rate.
- 2.1 Whether the rate is to have a base amount and, if so the amount in dollars of the base amount.
 - a) The percentage, in conformity with Section 500 of the Act,
 - i. of the total amount payable by the levying of the rate, or

- ii. in the case of the rate, the rate for the category or sub-category concerned of the ordinary rate, that the levying of the base amount will produce;
- b) the estimated yield of the rate; and
- c) the categories or sub-categories of land in respect of which council proposes to levy the rate.

Council proposes to levy an ordinary rate for the following categories and sub-categories:

- Farmland – General
- Farmland – Irrigable – Horticulture
- Farmland – Intense
- Residential – Balranald
- Residential – Euston
- Residential – Oxley
- Residential – General – Rural (0-2 hectares)
- Residential – Rural (over 2-40 hectares)
- Business - Balranald
- Business – Euston
- Business – Rural
- Business – Mining (Gravel & Sand)

- Business – Parishes of Paika, Woolpagerie, Penarie & Majenta – Mining Gypsum Extraction.
- Business – Parishes of Willibah, Bidura, Solferina – Mineral Sands
- Business – Parishes of Pitapunga, Crokee, Muckee & Lawrence – Mineral Sands
- Business – Solar Farms

Council is required to make and levy its ordinary rates and annual charges each year on land in the Balranald Shire area.

Conclusion

Under section 405 of the Local Government Act 1993, Council is required to adopt a Revenue Policy for the following financial year by 30 June each year.

Council is required to prepare and adopt a Revenue Policy, which outlines the proposed 2020/21 rates, annual charges, and fees and charges. The Revenue Policy is required to be advertised for a period of 28 days before Council can adopt the final documents. The Revenue Policy will be advertised along with Council's Four Year Delivery Program, 2020/21 Operational Plan & Budget and the Ten Year Long Term Financial Plan.

Under section 405 of the Local Government Act 1993, Council is required to adopt a Revenue Policy for the following financial year by 30 June each year. As part of the

2020/21 budget process, Council has reviewed all Categories of rates, particularly analysing the impact on ratepayers through the Valuer General's new valuations which will commence on 1 July 2020. The Proposed rating structure was deemed to be the fair and equitable. Valuations have risen across the Balranald Shire Council area by 125% overall which will impact on ratepayers within each Category even though the maximum allowable increase overall is 10% inclusive of the 2.6% rate peg, as per the approved Special Rate Variation which commenced on 1 July 2018 for a period of seven years.

A detailed review of Sewerage Charges has identified that the Sewer Charges need to increase over a number of years to enable Council to maintain and operate the Sewer Infrastructure for Balranald and Euston. The Sewer Fund should not be cross subsidised internally between residential and non-residential, from the General Fund or the Water Fund and should aim to reach a positive economic real rate of return to maintain a sustainable level of service. This will impact on Sewer Charges over the next 10 years with necessary increases between 10-15% on a yearly basis.

A review of fees and charges has seen, on average, an increase of between 2.00% to 3.00%. Fees and charges are a combination of statutory, partial cost recovery and full cost recovery:

- Statutory fees are set by government legislation and cannot be amended by Council.
- Partial cost recovery fees are those fees where every resident can access the service and Council only charges a partial fee to enable fair, affordable and equitable access for all residents.
- Full cost recovery fees are charged at the cost to Council and are based on a user pays system.

FINANCIAL IMPLICATION

The adoption of the 2020/21 Revenue Policy, including rates, annual charges and fees and charges allows Council to levy rates and annual charges in accordance with budget expectations.

LEGISLATIVE IMPLICATION

Local Government Act Sections (404,494,496,501,515,516,518,533-535)

POLICY IMPLICATION

Nil

ATTACHMENTS

Nil

7 INFRASTRUCTURE & DEVELOPMENT REPORTS**7.1 WATER SUPPLY TO OPEN SPACE RECREATIONAL AREAS**

Record Number: D20.34265

Authorising Officer: Ray Davy, Director Infrastructure & Development

Operational Plan Objective: Pillar 5: Our Infrastructure – A community that maintains and strengthens its natural and built environment.

OFFICER RECOMMENDATION

That Council:

1. in accordance with the terms and conditions outlined in the lease, Council commences charging for all services including water consumption on all leases from 1 July 2020;
2. provide a 50% rebate of water consumption charges on recreational area leases for the year 2020-21, with that percentage to be reviewed annually;
3. work proactively with lessees of recreational areas to explore measures to reduce water consumption without significant detriment to amenity; and
4. incorporate the outcomes of this process in watering other open space areas across the Shire

PURPOSE OF REPORT

Council currently incurs significant costs associated with the supply of water to areas of Crown land utilised as recreational land, including those under lease to sporting clubs. Despite it being a standard condition of such leases that the Lessee meet all service charges, Council has historically never charged for the supply services or water to these lessees. Of these, the Balranald Golf Course and the Greenham Park football grounds (including the racetrack) and the Euston Robinvale Football Club are the largest users.

This report proposes a dual strategy for a staged transition to full cost recovery in conjunction with reduced water consumption on these and other areas.

REPORT

It has been the historic practice of Council not to charge recreational lessees such as the Balranald Golf Club and the Balranald Football Club for the use of water on their leased land, notwithstanding that it is a standard condition of all leases over Crown land that the lessee meet all fees and charges including for utilities. This has not only imposed a significant unrecovered cost on the ratepayers at large, but has also failed to provide any incentive to these groups to conserve water.

Balranald and Euston are fortunate that they are located on rivers that are capable of supplying as much water as the community needs (albeit with limitations as to quality in the case of Balranald) and that the community therefore has the luxury of being able to maintain well grassed sporting facilities, unlike most other Western communities. This has a real value in terms of both community resilience and the attraction of the area to tourists. For example, Balranald racecourse is the only turf track in the Far West and Balranald Golf Course is one of the few in the western region with well grassed fairways, which gives the area a competitive advantage in relation to visitors.

However, it is legitimate to question whether the community at large gets value for the cost of keeping these private facilities in such condition, while at the same time it is incumbent on Council to pursue water efficiency initiatives across its area. Making unlimited volumes of water available for free removes an important price signal for users, who otherwise would be expected to curtail their water use as a cost-saving measure.

At the same time, Council should be looking more closely at water consumption on areas such as the Euston recreation reserve, which is rarely utilised (in terms of organised sport) and to other selected locations where there is limited general public benefit.

In recognition that moving to full cost recovery in a single step could impose an impossible financial burden on these clubs, it is recommended that Council instigate the following approach:

1. From 1 July 2020, commence charging for water consumption on all leases, in line with the lease terms,
2. Notify the lessees that for the year 2020-21 Council will rebate 50% of water consumption charges, with that percentage to be reviewed annually,
3. Provide lessees with advice and assistance at no cost to them to explore measures to reduce water consumption without significant detriment to amenity (such measures might include changing the hours of watering to reduce evaporation, aerating grassed areas to increase the efficiency of water absorption, progressive introduction of less water-hungry grass species, etc),
4. Consultation with lessees on other appropriate forms of incentive to reduce water consumption, and
5. Incorporate the outcomes of this process in watering other non-leased open space areas across the Shire.

FINANCIAL IMPLICATION

The full financial implication of this strategy will depend on its success of achieving reduction in consumption.

LEGISLATIVE IMPLICATION

Local Government Act 1993

Crown Lands Management act 2016

POLICY IMPLICATION

Access to Town Water Supply Policy

Recreation areas Policy

RISK RATING

Low

ATTACHMENTS

Nil

PART B – ITEMS FOR INFORMATION**8 INFRASTRUCTURE & DEVELOPMENT REPORTS****8.1 INFRASTRUCTURE AND DEVELOPMENT REPORT**

Record Number: D20.32715

Authorising Officer: Ray Davy, Director Infrastructure & Development

Operational Plan Objective: Pillar 5: Our Infrastructure – A community that maintains and strengthens its natural and built environment.

OFFICERS RECOMMENDATION

That the monthly update of infrastructure projects be received and noted.

PURPOSE OF REPORT

This is a monthly report to update Council on infrastructure works currently in hand and in planning, updated to 22 May 2020.

REPORT**1. Road Construction and maintenance****1.1 Construction**

The pavement and sealing extension on MR514 (Oxley Road) is nearing completion, with cement/lime stabilisation works completed and bitumen sealing to be completed next week.

Reconstruction of the 4.5km “missing link” section of MR67 (Ivanhoe Road), is also nearing completion, with cement/lime stabilisation works completed and bitumen sealing to be completed next week. Although the pavement widening and strengthening will be completed, a short section of formation widening across swampy ground will not be completed until drier conditions return.

Work has commenced on reconstruction and resheeting of approximately 1km in a sandhill section of the Ivanhoe-Mildura Road that has been a recurring maintenance problem. Reconstruction of the same road across the Lake Leaghur lakebed was delayed by recent wet conditions but has now commenced although further rain in the area may make plant operation impossible. At this stage the road surface across the worst section will be raised and given a gravel surface to minimise future maintenance and road safety issues. A more extensive reconstruction and bitumen sealing will be treated as a priority in future funding applications.

No announcement has yet been made on the Council's application under the State's Fixing Local Roads programme for approximately \$5.3 million over 3 years to reconstruct and seal the remainder of the Weimby-Kyalite Road, to extend the bitumen on Marma – Box Creek to the Iona corner, and to seal a section of the Ivanhoe-Mildura Road. Weimby-Kyalite Road has also been

identified as Council's highest priority for any Commonwealth funding for local roads.

Proposals have been received from engineering consultants for the design works and preliminary costings for the reconstruction of approximately 1km of MR296 (Kyalite – Moulamein Road) from the Kyalite Hotel to the Shire boundary. This has been identified as Council's priority project for the 2020-21 "REPAIR" round of Transport for NSW funding, followed by the widening, culvert extension and realignment of MR514 (Oxley Road) at approximately 15km from Oxley.

1.2 Unsealed road maintenance

Contractors are currently undertaking 15 separate formation recovery and maintenance grading programmes under Round 1 of the Commonwealth Drought Communities Programme (DCP), involving some 360km of roads. A further tender for additional works under Round 2 of the DCP will be issued later in the year. Applications are being lodged through agreements with pastoral leaseholders for additional bores to extend the Council's capacity to maintain its network, also under Round 1 of the DCP.

A programme of grid cleaning and duplication of single lane grids is progressively being rolled out across the network, funded in part under Round 2 of the DCP.

With the works currently in hand, Council will have achieved a milestone of having every part of its 1230km network of unsealed roads having been graded since the beginning of 2019.

1.3 Sealed road maintenance

A programme of heavy patching on MR67 is under way, together with various culvert extension projects to improve safety. The annual bitumen reseal programme is also under way.

Heavy patching on at various locations on MR694 between Balranald and Kyalite has been carried out on Council's behalf by Murray River Council (MRC).

1.4 Bridge maintenance

A report on the structural assessment of Tarwong Bridge over Box Creek on the Oxley – Clare Road was expected to be received in 15 May 2020 but is not yet available. However, the consultants have verbally advised that the structural damage is limited and that no major repairs will be required at this stage. The bridge will be closely monitored for any further signs of deterioration before seeking funding for any remedial works.

2. Water, sewerage and drainage

2.1 Balranald Sewerage Program

The year's programmed works are now complete.

2.2 Balranald Water Network

Work is progressing on the Integrated Water Cycle Management (IWCM) Plan by Public Works Advisory. An interim report addressing the need for an upgrading or replacement of the water treatment plant (WTP) was expected to be available by the end of April but is now unlikely to be ready before June due to restrictions on travel for site inspections. While that means the Council's ambition to have a new or upgraded WTP operational ahead of the 2020-21 summer will not be realised, the climate forecast for the coming winter and subsequent months is such that this is no longer considered as critical as was previously believed.

The final report from consultants regarding the scheduled refurbishment of the filtered water reservoir has been received and will provide a valuable strategic guide to these works once the situation regarding the WTP is resolved

Scheduled works on the water network for 2019-20 have either been completed or have been deferred pending the outcome of the IWCM Plan and potential WTP replacement.

2.3 Euston Sewerage Program

Programmed upgrading of pumps and switchboards has been completed.

2.4 Euston Water Network

As previously reported to Council, a preliminary study has been undertaken of the potential to connect Euston to the Robinvale filtered water network via an under-river pipeline, as a possible alternative to further investment in expanding the existing plant. Discussions are in hand with Lower Murray Water (LMW) aimed at progressing the investigation to a more formal business case for the approval of Council and the LMW Board.

3. Civic enhancement projects

3.1 Market Street upgrade

Tree planting and soft landscaping has been completed. Installation of shade structures should be complete within the next couple of weeks.

3.2 Riverfront precinct

A formal development application for the proposed swing bridge is in preparation, including detailed investigations of environmental and cultural heritage matters. Planning is in hand to progress the construction of the walking trail.

4. Buildings and Facilities

4.1 Football/Netball Club

Pavilion upgrading works are now complete, with minor additional items being addressed using unspent grant funds.

Planning and concept design of the new change rooms is being driven at this stage by Balranald Football Club, with assistance from an architect appointed by Council. Council will take over the procurement process once the Club has finalised the concept. However work is currently stalled.

4.2 Swimming Pool

No new works to report.

4.3 Bidgee Haven Hostel

Tenders for the detailed design and construction of the proposed 15-bed high dependency extension were put on hold due to the pandemic situation which would make it difficult to proceed with construction. An application has been lodged with funding authorities to defer the required completion date from 31 December 2020 to 30 April 2021.

Council is currently consulting with its specialist consultants with a view to recommencing the tender process.

4.4 Aerodrome

No new works to report. Early stage consideration of a runway extension is in hand, but this will involve discussions with adjoining landowners.

4.5 Visitor Centre/Discovery Centre

Preliminary work to conceptualise the integration of the three existing pavilions with a new common foyer and display space has been undertaken, and will now be used as a basis for community consultation.

4.6 Balranald Landfill

Work continues at the landfill to clean up historic uncontrolled tipping, to better control specialist waste and to clean up and reconfigure the main entry.

Discussions regarding a transition of site management from Cleanaway Ltd have been suspended due to the pandemic. It is proposed to retain the current arrangements for the time being, but an audit of revenues and costs under the Cleanaway arrangement can still proceed. Funding will be sought in the 2020-21 budget for funds needed to provide acceptable security fencing and access control.

The EPA has also recommended that Council engage a suitable qualified expert to undertake a review of the landfill operation to assess consistency with the requirements of the NSW EPA Environmental Guidelines: Solid Waste Landfills 2016. A suitable consultant has been identified for this task.

The Engineering and Transport Committee of the Far West JO, comprising the four engineering directors, has accepted a proposal from Public Works Advisory to prepare a Regional Waste Strategy, which will include the above works.

4.7 Euston Landfill

No items to report. Management of this facility is outsourced to Robinvale Waste for a further 3 years. The contractor has informally requested that Council consider bringing forward the tender process for the next phase in order to provide commercial certainty to underpin necessary investment in the facility. This will be the subject of a future report to Council

4.8 Balranald Cemetery

As previously reported, a master plan of the cemetery is required to identify an appropriate site for an "open air chapel" or similar public space for graveside funerals and memorial services, with a view to potentially locating a toilet nearby. This will be considered in the context of the 2010-21 budget.

4.9 Euston Cemetery

Proposals have been invited for the Installation of a toilet under the current budget. Local Land Services is proposing to rabbit-proof the perimeter fence prior to the planting of trees that are specifically chosen to attract regent parrots. Perimeter irrigation works have been deferred so as to integrate with the proposed plantings.

4.10 Euston Recreation Reserve

Repairs have been carried out to rectify a drainage problem causing failure of the netball courts surfacing, and the resurfacing of the affected area is to be arranged.

4.11 Euston Riverfront Reserve

Improvements to the riverfront parking area are in hand. A footbridge on the riverside walking track has been fabricated and is currently being installed.

4.12 Ben Scott Memorial Bird Walk

Funding has been received under the Round 2 of the Drought Communities Programme to restore the Ben Scott Memorial Bird Walk. Planning is in hand to progress this project as a means of providing casual employment for locals laid off as a consequence of the pandemic. This work is required to be completed by 31 December 2020.

4.13 Community Facilities Upgrades

Funding has been received under the Round 2 of the Drought Communities Programme for installation and/or upgrading of community facilities in the smaller communities of the Shire. Council adopted a procedure at the March OCM to invite submissions to a maximum of \$10,000 in the first instance and these will be assessed progressively. These projects are required to be completed by 31 December 2020.

5. Town Maintenance Works

5.1 Balranald town maintenance

The Operations team continue to carry out routine town maintenance tasks and specific works as required from time to time. This includes an elevated level of cleaning and disinfection of street furniture, public toilets, etc which is now being progressively wound back as COVID-19 restrictions are eased.

5.2 Euston town maintenance

A short-term contract has been let to supplement the Council's own town maintenance resources, which has shown immediate improvements in the presentation of the main public spaces. Options for longer-term arrangements are under consideration.

6. Policy development

Policy reviews for Sealed and Unsealed Roads and Grids, all of which are overdue, are in hand. A consultation process will be implemented regarding grid replacement and road fencing prior to presentation of a settled policy to Council.

7. Forward planning

The review of the Asset Management Plan (AMP) and preparation of a draft 5-year Infrastructure Plan have been placed on hold due to more pressing issues with the pandemic.

FINANCIAL IMPLICATION

As per budgeted works program unless otherwise noted in this Report.

LEGISLATIVE IMPLICATION

Nil.

POLICY IMPLICATION

Access to Town Water Supply Policy
Contaminated Lands Policy
Footpath Policy
Grids Policy
Nature Strip Landscaping Policy
Pool Inspection Policy
Recreation Areas Policy
Road Class Maintenance Policy
Roads Policy
Signs Policy

RISK RATING

Project based risks have been individually assessed

ATTACHMENTS

Nil

9 CLOSURE OF MEETING