

Ordinary Meeting of Council - 17 May 2023 Attachments

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ORDINARY MEETING OF BATHURST REGIONAL COUNCIL

10 May 2023

His Worship the Mayor & Councillors

Notice of Ordinary Meeting of Bathurst Regional Council – Wednesday 17 May 2023

I have to advise that an Ordinary Meeting of Bathurst Regional Council will be held in the Council Chambers on Wednesday 17 May 2023 commencing at 6:00 PM or immediately following the conclusion of the Public Forum session.

Public Forum will be held from 6.00 pm where there will be an opportunity for members of the public to raise matters with Council.



D J Sherley

GENERAL MANAGER

**MINUTES OF THE ORDINARY MEETING OF
BATHURST REGIONAL COUNCIL
HELD ON Wednesday 17 May 2023**

1 PUBLIC FORUM

MINUTE

Geoff Fry - Parking in the Bathurst CBD - Spoke to the lack of all day parking in Bathurst. There is no problem with general parking, however there is a problem with the parking for staff. Spoke to the parking in the Bathurst City Centre and then referred to Bathurst Council 2015 parking plan. Spoke to loss of all day parking spaces since 2015. Then noted in last 7 years, only extra additional parking is behind the Art Gallery. Then spoke to actions required from the study. Council needs to purchase land in the CBD for parking and referred to Hereford street parking proposal.

Stuart Pearson - Tremains Mill - Seeking clarification on the DA and referred to Council DA approval. Referred to cost of development quoted by developer as being \$60-\$80 million where DA says \$28 million. Queried whether this should be referred to State Planning Authority? General Manager took this matter on notice.

Ingrid Pearson - Developer interest in the Bathurst Area - Spoke to Developers interest in the Bathurst area and the requests occurring for variations to the LEP. Noted other proposals which are likely to ask for alterations. Will Council be amending the LEP and if so will there be public consultation.

Mayor - At this time Council is taking each development on its merits.

Gordon Crisp - Spoke to Council and the murder of his wife. She has a severe stroke, brought about by Council. They Mayor requested Mr Crisp stop his accusations and sit down. Mr Crisp did not stop with his accusations and Councillors left the chamber. Staff were then advised to leave. Mr Crisp eventually sat down at 6.25pm after numerous requests to cease his accusations and sit down.

Bob Trimming - Premises in William Street - Awaiting advice about the business putting a step into the shop. Requested planner contact him. Spoke to Machattie Lane requesting another light be put in at the carpark end of the laneway. Gave congratulations for the Proclamation day event. Spoke to safety upgrade at the Carillon, noted that he has sent in a letter and requests someone please reply.

Lorraine Sargent - Expressed disappointment that only one Councillor attended the bypass forum. Noted Councillors had received a briefing from the consultants. Objected to the \$750K upgrade to the Council Depot. Seeks clarification as to where the item is located in the previous year's budget. Ms Sargent spoke to expectations of Council that she has.

Director Engineering Services - Believes funds were included in the Budget and will provided in writing where the budget for the upgrade can be located.

2 RECORDING OF MEETINGS

3 MEETING COMMENCES

MINUTE

Meeting commenced at 6.35 pm.

Present: Cr W Aubin, Cr K Burke, Cr B Fry, Cr J Jennings, Cr G Hanger (teams), Cr M Hogan, Cr I North, Cr A Smith, Cr R Taylor

4 PRAYER AND ACKNOWLEDGEMENT OF COUNTRY

5 APOLOGIES OR ATTENDANCE BY AUDIO-VISUAL LINK

MINUTE

MOVED: Cr I North SECONDED: Cr K Burke

RESOLVED:

That the attendance via audio-visual link of Cr G Hanger be accepted.

6 MINUTES

6.1 CONFIRMATION OF MINUTES - ORDINARY COUNCIL MEETING 19 APRIL 2023

File No: 11.00005

RECOMMENDATION:

That the Minutes of the Ordinary Council Meeting of Bathurst Regional Council held on 19 April 2023 be adopted.

REPORT:

The Minutes of the Ordinary Council Meeting of Bathurst Regional Council held on 19 April 2023 are attached.

FINANCIAL IMPLICATIONS:

Nil

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 6: Community leadership and collaboration.

Strategy 6.4 Meet legislative and compliance requirements.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

1. 190423 Ordinary Minutes Only [6.1.1 - 32 pages]

MINUTE

RESOLUTION NUMBER: ORD2023-111

MOVED: Cr A Smith SECONDED: Cr K Burke

RESOLVED:

That the Minutes of the Ordinary Council Meeting of Bathurst Regional Council held on 19 April 2023 be adopted.

7 DECLARATION OF INTEREST

Declaration of Interest

MINUTE

RESOLUTION NUMBER: ORD2023-112

MOVED: Cr A Smith SECONDED: Cr I North

RESOLVED: That the Declaration of Interests be noted.

Director Corporate Services and Finance Mr Aaron Jones declared a pecuniary interest in item 13.1.7 of the DCSF Confidential Report.

Reason: His son is a former tenant of this residence, and may have been a tenant when the leak was present.

Cr Ben Fry declared a non-pecuniary interest in item 13.1.4 of the DCSF Confidential report.

Reason: Member of the Sydney Football Club.

Cr Ben Fry declared a non-pecuniary interest in item 11.1 of the Notice of Motion report.

Reason: Member of the Sydney Football Club.

8 MAYORAL MINUTE

8.1 DAMAGING INCREASE IN EMERGENCY SERVICES LEVY COSTS

File No: 18.00233

RECOMMENDATION:

That Council:

- (a) Write to the Treasurer, the Minister for Emergency Services, the Minister for Local Government and local State Member(s):
- (b)
 - (1) Expressing Council's strong opposition to the NSW Government's last minute decision to impose an enormous Emergency Services Levy (ESL) cost increase on councils for 2023/24 by scrapping the ESL subsidy for councils and at a time after Council has publicly advertised its Operational Plan and annual budget to the community;
 - (2) Noting that as a consequence of the unannounced 73% increase in the State Emergency Service budget and an 18% increase in the Fire and Rescue NSW budget, Council's 3.8% rate increase to provide essential community services and infrastructure has been significantly eroded.
 - (3) Advising that the Government's decision may/will lead to a reduction in important local services and/or the cancellation of necessary infrastructure projects;
 - (4) Calling on the NSW Government to take immediate action to:
 - (i) restore the ESL subsidy in 2023/24;
 - (ii) urgently introduce legislation to decouple the ESL from the rate peg to enable councils to recover the full cost; and
 - (iii) develop a fairer, more transparent and financially sustainable method of funding critically important emergency services in consultation with local government.
- (c) Write to the Chair of the Independent Pricing and Regulatory Tribunal (IPART) advising that Council's forced emergency services contribution is manifestly disproportionate to the 2023/24 rate cap, which has resulted in additional financial stress.
- (d)
- (e) Write to the President of LGNSW seeking the Association's ongoing advocacy to bring about a relief in the burden of Councils' emergency services contribution.

REPORT:

I am calling on Councillors to support representations to the NSW Government in response to the highly damaging increase in the Emergency Services Levy (ESL) imposed on all councils without warning for the 2023/24 financial year.

The ESL is a cost imposed on councils and insurance policy holders to fund the emergency services budget in NSW. The majority is paid as part of insurance premiums, with a further 11.7 per cent funded by councils and 14.6% by the NSW Government. The ESL represents cost shifting at its worse, as it is imposed on councils without any mechanism for councils to recover costs.

The levy increase for the State's 128 councils in 2023/24 amounts to almost \$77 million, with the total cost imposed on the local government sector increasing from \$143 million in the current financial year to \$219 million next year. This represents a 53.1% increase, completely dwarfing the IPART baseline rate peg of 3.7% for 2023/24, and Council's rate increase of 3.8%.

Reporting suggests that the increase in costs this year reflects a 73% increase in the State Emergency Service budget and an 18.5% funding increase to Fire and Rescue NSW. The impact of these large increases on councils' finances will be particularly severe in 2023/24 as a result of the NSW Government deciding to scrap the subsidy for council ESL payments.

For many councils, the unexpected cost hit will absorb almost all of their IPART approved rate rise for this year and in some cases absorb more than 100%. This is placing local government budgets under enormous pressure as they struggle from the combined impact of the pandemic, extreme weather events, high inflation and wage increases.

IPART approved rate rises are intended to compensate for the impacts of inflation and increases in council costs. Instead, the rate increase will have to be largely diverted to the significantly higher ESL payments this year. NSW councils will have no option other than to make cuts to infrastructure and services expenditure.

For Council, the ESL has increased by \$501,738 for 2023/24, bringing the total Council contribution to \$1,491,010. This amounts to 43.4% of the expected increase in rate income for 2023/24.

The timing of this development is particularly challenging for councils as it comes so late in the local government budgeting cycle, well after IPART's rate determination for the coming financial year.

All councils strongly support a well-funded emergency services sector and the critical contribution of emergency services workers and volunteers (many of whom are councillors and council staff). However, it is essential that these services be supported through an equitable, transparent and sustainable funding model.

Local Government NSW has raised the serious concerns of the local government sector with the NSW Government and is seeking the support of councils across NSW in amplifying this advocacy.

This Mayoral Minute recommends that Council call on the NSW Government to take

immediate action to:

- (i) restore the ESL subsidy;
- (ii) decouple the ESL from the rate peg to enable councils to recover the full cost; and
- (iii) develop a fairer, more transparent and financially sustainable method of funding critically important emergency services.

The Mayoral Minute also recommends that Council write to IPART advising of the financial sustainability impacts on of the ESL.

FINANCIAL IMPLICATIONS:

As Council's Draft 2023/2024 budget is already on exhibition, adjustments to Council's budget will need to be identified to fund this short-fall, either prior to the adoption of the budget, or at the first quarterly review.

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 4: Sustainable and balanced growth.

Strategy 4.3 Ensure services, facilities and infrastructure meet the changing needs of our region.

Objective 5: Community health, safety and well being.

Strategy 5.3 Help build resilient, inclusive communities.

Objective 6: Community leadership and collaboration.

Strategy 6.1 Communicate and engage with the community, government and business groups on important matters affecting the Bathurst region.

Strategy 6.6 Manage our money and our assets to be sustainable now and into the future.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

Nil

MINUTE

RESOLUTION NUMBER: ORD2023-113

MOVED: Cr R Taylor

RESOLVED:

That Council:

- (a) Write to the Treasurer, the Minister for Emergency Services, the Minister for Local Government and local State Member(s):
 - (1) Expressing Council's strong opposition to the NSW Government's last minute decision to impose an enormous Emergency Services Levy (ESL) cost increase on councils for 2023/24 by scrapping the ESL subsidy for councils and at a time after Council has publicly advertised its Operational Plan and annual budget to the community;
 - (2) Noting that as a consequence of the unannounced 73% increase in the State Emergency Service budget and an 18% increase in the Fire and Rescue NSW budget, Council's 3.8% rate increase to provide essential community services and infrastructure has been significantly eroded.
 - (3) Advising that the Government's decision may/will lead to a reduction in important local services and/or the cancellation of necessary infrastructure projects;
 - (4) Calling on the NSW Government to take immediate action to:
 - (i) restore the ESL subsidy in 2023/24;
 - (ii) urgently introduce legislation to decouple the ESL from the rate peg to enable councils to recover the full cost; and
 - (iii) develop a fairer, more transparent and financially sustainable method of funding critically important emergency services in consultation with local government.
- (b) Write to the Chair of the Independent Pricing and Regulatory Tribunal (IPART) advising that Council's forced emergency services contribution is manifestly disproportionate to the 2023/24 rate cap, which has resulted in additional financial stress.
- (c) Write to the President of LGNSW seeking the Association's ongoing advocacy to bring about a relief in the burden of Councils' emergency services contribution.

9 RECEIVE AND DEAL WITH GENERAL MANAGER'S AND DIRECTORS' REPORTS

9.1 DIRECTOR ENVIRONMENTAL PLANNING AND BUILDING SERVICES REPORT

9.1.1 GENERAL REPORT

File No: 03.00053

RECOMMENDATION:

That the information be noted.

REPORT:

The following reports are provided for Council's information.

- (a) Applications approved using authority delegated to the Director Environmental Planning & Building Services during April 2023 (**Attachment 1**).
- (b) Applications refused during April 2023 (**Attachment 2**).
- (c) Applications under assessment as at the date of compilation of this report (**Attachment 3**).
- (d) Applications pending determination for greater than 40 days as at the date of compilation of this report (**Attachment 4**).
- (e) Applications with variations to development standards under Clause 4.6 of Bathurst Regional LEP 2014 approved in April 2023 (**Attachment 5**).
- (f) No political disclosure statements have been received in relation to any "planning applications" being considered at this meeting.

FINANCIAL IMPLICATIONS:

Nil

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 4: Sustainable and balanced growth.

Strategy 4.6 Plan for, assess and regulate development activity.

Objective 6: Community leadership and collaboration.

Strategy 6.4 Meet legislative and compliance requirements.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

1. DAs approved [9.1.1.1 - 1 page]
2. DAs refused [9.1.1.2 - 1 page]
3. DAs pending [9.1.1.3 - 3 pages]
4. Over 40 days [9.1.1.4 - 2 pages]
5. Variations [9.1.1.5 - 1 page]

MINUTE

RESOLUTION NUMBER: ORD2023-114

MOVED: Cr K Burke SECONDED: Cr M Hogan

RESOLVED:

That the information be noted.

9.1.2 ECONOMIC DEVELOPMENT 2023 FIRST QUARTER REPORT

File No: 20.00323

RECOMMENDATION:

That the information be noted.

SUMMARY:

This report provides an overview of the Bathurst Economy for the first quarter of 2023 as well as summarising the activities and economic development programs undertaken by Council over the quarter.

REPORT:

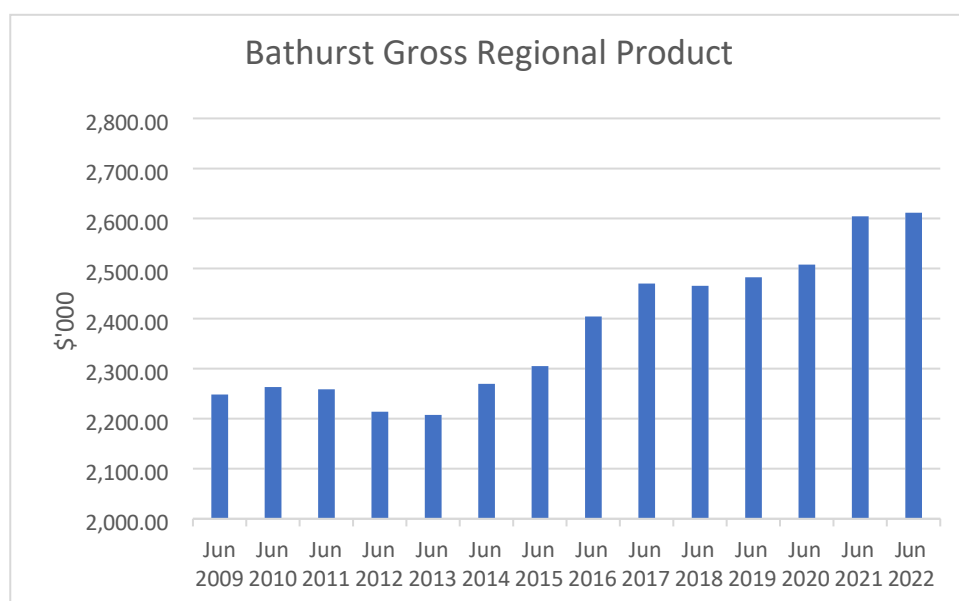
Economy

The Bathurst Region economy continues to perform well, as evident from the below data:

Gross Regional Product

Gross Regional Product measures the amount of the nation's wealth which is generated by businesses, organisations and individuals working in the Bathurst LGA.

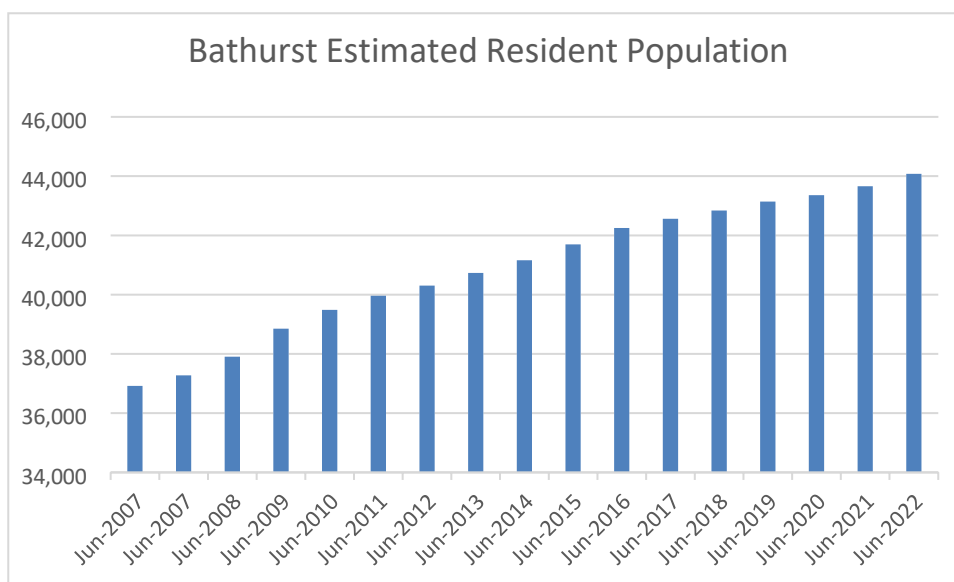
Bathurst's Gross Regional Product (GRP) as at 31 June 2022 was \$2.612 billion, an increase of 0.3% over the previous financial year (Source .id)



Population Growth

The ABS has just released their annual “Regional Population” dataset, which updates the current Estimated Resident Population (ERP) for all LGA’s in Australia.

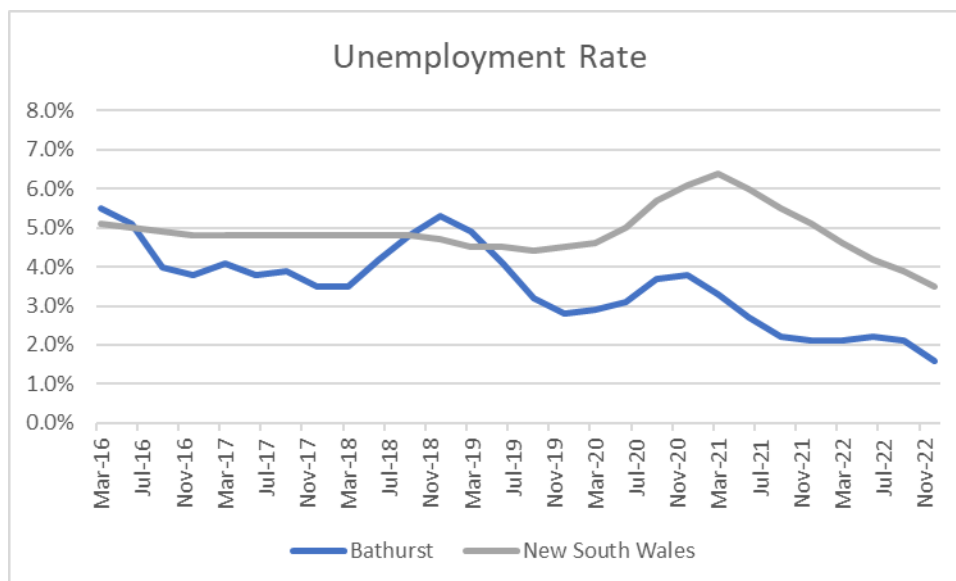
As at 30 June 2022 the Estimated Resident Population (ERP) of Bathurst was 44,074. This equates to 1.0% growth on 2021, or an additional 421 people added to the population (Source ABS).



Unemployment

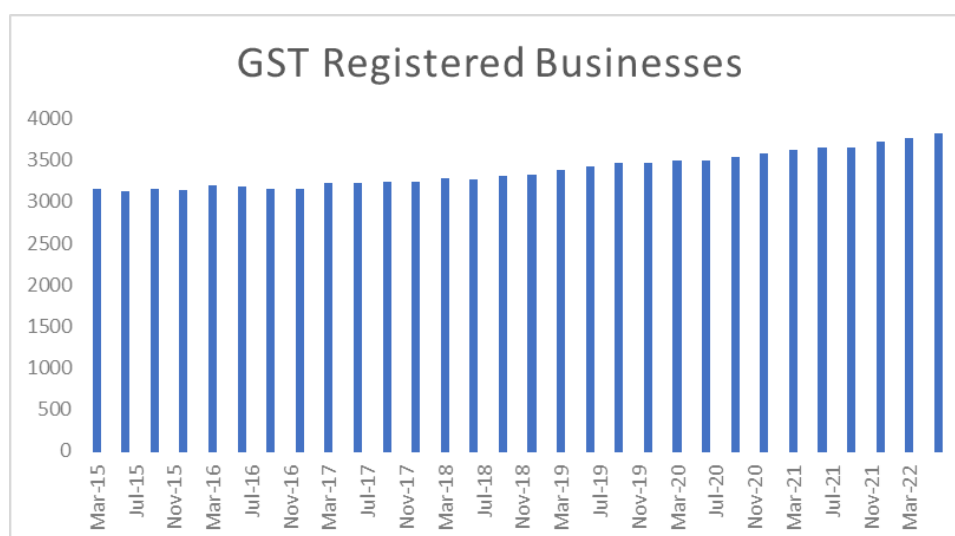
In the 2022 December quarter the unemployment rate in Bathurst was 1.6%, down from 2.1% in the September quarter. This compares to Regional NSW 3.5%, NSW 3.5% and Australia 3.7%.

In 2021/22 local jobs increased by 207 workers to 21,941. The five-year growth rate was 6.26% (2,184 jobs) driven by Health Care (681 jobs), Construction (493 jobs), Public Administration & Safety (373 jobs), Transport (234) and Education (196 jobs) (Source .id).



GST Registered Businesses

There were an estimated 3,801 total GST registered businesses in Bathurst Regional Council area in the Jun 2022 quarter, a net increase of 59 businesses (Source: ABR, compiled by .id).



Other Economic Data

- Median House Price: \$647,500, representing quarterly growth of +1.17% and annual growth of +15.63%. (Source: CoreLogic)
- Median Unit Price: \$415,000, representing quarterly growth of +0.00% and annual growth of +15.28%. (Source: CoreLogic)
- Rental vacancy rates: As of February 2023 the rental vacancy rate in Bathurst was 1.1% an increase on the February 2022 rate of 0.7%, suggesting a small increase in available properties for rent. (Source: SQM research)
- The strongest sectors by economic contribution and employment are Manufacturing, Construction, Education & Training, and Health Care Administration.

Events

Bathurst Welcome Lunch

The Welcome Wagon is a bi-annual event that aims to welcome new residents to Bathurst. During the event, new residents have the opportunity to meet the Mayor, Councillors, and other people who are new to the area. The Bathurst Business Chamber is a partner in this event.

The first lunch was held on Sunday, 29 March 2023, at the Bathurst Visitors Information Centre. Over 50 people attended, including representatives from several local community groups.

The objectives of the event are to welcome new residents to Bathurst, provide information about Bathurst and the surrounding area, introduce new residents to Council programs and events, and allow new residents to meet their elected representatives.

The next Welcome Lunch will be held on Sunday, 22 October 2023.

New Resident Guide Launch

The attraction of new residents to Bathurst is imperative if the city is to sustain growth in both existing and new businesses. In the past, little information has been available to potential residents highlighting the opportunities and benefits of living and working in Bathurst.

To address this, a new Resident Guide has been produced to assist businesses advertising for new staff outside the Bathurst region. The resource will also be useful in conjunction with the Economic Business Concierge program that Council undertakes when engaging with businesses looking to relocate or establish in Bathurst.

Additionally, a short video has been produced for social media campaigns. To officially launch the new Resident Guide, a morning tea was held at Upstairs on Wednesday, 16 March 2023. The event was attended by Councillors, the Bathurst Business Chamber, and local real estate agents.

Upcoming Events

Grant Writing Workshop:	Wednesday, 19 April 2023
Bathurst Careers Expo:	Wednesday, 2 August 2023
BizMonth Business Lunch:	Tuesday, 26 September 2023

CONCLUSION:

The Bathurst Economy continues to grow notwithstanding the pressures of rising interest rates and employee shortages.

FINANCIAL IMPLICATIONS:

There are no financial implications resulting from this report.

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 2: A smart and vibrant economy.

- Strategy 2.1 Support local business and industry.
 Grow local employment, investment and attract new businesses skills
Strategy 2.2 by nurturing and supporting entrepreneurs, partnerships and local skill
 development.
Strategy 2.4 Promote our City and Villages as an attractive place to live.

Objective 5: Community health, safety and well being.

- Strategy 5.3 Help build resilient, inclusive communities.

Objective 6: Community leadership and collaboration.

- Strategy 6.1 Communicate and engage with the community, government and
 business groups on important matters affecting the Bathurst region.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

Nil

MINUTE

RESOLUTION NUMBER: ORD2023-115

MOVED: Cr I North SECONDED: Cr B Fry

RESOLVED:

That the information be noted.

9.2 DIRECTOR CORPORATE SERVICES AND FINANCE'S REPORT

9.2.1 STATEMENT OF INVESTMENTS

File No: 16.00001

RECOMMENDATION:

That the information be noted.

REPORT:

\$99,350,000 was invested at 30th April 2023 in accordance with Council's investment policies, the Minister's Investment Order dated 12 January 2011, the Local Government Act 1993 and associated regulations. All investments have been reconciled with Council's general ledger and are listed below:

	<u>Rating</u>	<u>Balance</u>	<u>Average Return</u>
<u>Short Term 1 – 365 Days</u> (comprising Commercial Bills, Term Deposits, Debentures and Certificates of Deposits):			
National Australia Bank Limited	A-1+	16,500,000	1.00%
CBA	A-1+	28,500,000	3.69%
Suncorp	A-1	18,000,000	3.36%
AMP	A2	4,500,000	2.24%
Bank of Queensland Limited	A2	4,500,000	2.78%
Bendigo & Adelaide	A2	3,000,000	3.69%
Members Equity Bank	A2	1,500,000	2.15%
Maritime, Mining & Power Credit Union Ltd	ADI	1,500,000	3.93%
		78,000,000	2.88%

Long Term > 365 Days
(comprising Commercial Bills, Term Deposits, Debentures and Bonds):

Floating Rate Term Deposits

Westpac Coupon Select 2	AA-	1,500,000	4.50%
Westpac Fixed Term deposit	AA-	1,500,000	1.25%
Westpac Green Tailored Deposit	AA-	1,500,000	1.20%
Maritime Mining & Power Credit Union Ltd	ADI	350,000	1.45%
		4,850,000	2.25%

Floating Rate Notes

CBA Green	AA-	1,500,000	4.11%
Commonwealth Bank of Aust 2	AA-	500,000	4.40%
National Australia Bank	AA-	700,000	5.56%
National Australia Bank 1	AA-	1,200,000	3.92%
National Australia Bank 2	AA-	1,000,000	4.46%

HSBC Sydney	AA-	1,500,000	4.53%
HSBC Sydney 1	AA-	1,500,000	4.68%
Westpac	AA-	1,000,000	4.52%
Macquarie Bank	A+	1,500,000	4.12%
UBS AG Australian	A+	650,000	4.55%
Suncorp Metway Ltd	A+	500,000	3.96%
Suncorp Metway Ltd	A+	1,550,000	4.14%
Suncorp Metway Ltd	A+	500,000	4.45%
Sumitomo Mitsui Banking Corp	A	1,000,000	4.78%
Auswide Bank	BBB+	1,000,000	5.19%
Bendigo & Adelaide Ltd 4	BBB+	900,000	4.14%
		16,500,000	4.44%

Total Investments		\$99,350,000	3.11%
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These funds were held as follows:

Reserves Total (includes unexpended loan funds)	51,388,381
Grants held for specific purposes	1,198,308
Section 7.11 Funds held for specific purposes	46,763,311
Unrestricted Investments	0
Total Investments	\$99,350,000

Total Interest Revenue to 30 April 2023	\$2,281,676.17	3.11%
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A Jones
Responsible Accounting Officer

FINANCIAL IMPLICATIONS:

There are no financial implications resulting from this report.

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 6: Community leadership and collaboration.

- | | |
|--------------|--|
| Strategy 6.4 | Meet legislative and compliance requirements. |
| Strategy 6.6 | Manage our money and our assets to be sustainable now and into the future. |

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

1. 30 April 2023 Investments [9.2.1.1 - 2 pages]

MINUTE

RESOLUTION NUMBER: ORD2023-116

MOVED: Cr J Jennings SECONDED: Cr M Hogan

RESOLVED:

That the information be noted.

9.2.2

QUARTERLY REVIEW - 2022/2026 DELIVERY PLAN AND OPERATIONAL PLAN 2022/2023

File No: 16.00187

RECOMMENDATION:

That the information be noted and budget variations be approved.

REPORT:

Bathurst Regional Council has in place the Our Region Our Future Community Strategic Plan which aims to inform the community about the major directions and programs Council is undertaking in shaping the future of the Bathurst Region. These directions are summarised as objectives and strategies in the Community Strategic Plan which was adopted by Council on 15 June 2022. The Plan is available for viewing at the council offices at 158 Russell Street or can be downloaded from the Public Documents section of Council's website, www.bathurst.nsw.gov.au/council/plans-policies/community-strategic-plan. A listing of the Objectives and Strategies from the Community Strategic Plan can be found within the Plan commencing from page 18.

At **attachment 1** is an update of Council's progress towards achieving the Strategies and Objectives for the 2022-2026 Delivery Plan and the Annual Operational Plan 2022-2023.

Clause 203(1) of the Local Government (General) Regulation 2021 (the Regulation) requires a council's responsible accounting officer to prepare and submit a quarterly budget review statement to the governing body of council. The quarterly budget review statement must show, by reference to the estimated income and expenditure that is set out in the operational plan adopted by council for the relevant year, a revised estimate of income and expenditure for that year. It also requires the budget review statement to include a report by the responsible accounting officer as to whether or not they consider the statement indicates council to be in a satisfactory financial position (with regard to its original budget) and if not, to include recommendations for remedial action.

The Office of Local Government has set a prescribed format for the Quarterly Budget Review Statement (QBRS). The statement is in the same format as the requirements for the new Annual Operational Plan that replaced the Management Plan from 1 July 2012. The QBRS Report shown at **attachment 2** is in the format of a commercial Income and Expenditure Statement as per the Office of Local Government Guidelines.

The Local Government (General) Regulation 2021 clause 413A makes it the duty of the General Manager to give timely information to Councillors about any fines or penalty notices from agencies such as the Australian Taxation Office, the Roads and Maritime Services or the Environment Protection Authority, or where a court or tribunal makes a costs order against a council.

Fines or penalty notices this month - Refer to **attachment 1**.

FINANCIAL IMPLICATIONS:

Nil

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 6: Community leadership and collaboration.

Strategy 6.4 Meet legislative and compliance requirements.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

1. Operational Plan Review Apr 2023 [**9.2.2.1** - 72 pages]
2. QBRS Report Mar 23 [**9.2.2.2** - 17 pages]

MINUTE

RESOLUTION NUMBER: ORD2023-117

MOVED: Cr I North SECONDED: Cr A Smith

RESOLVED:

That the information be noted and budget variations be approved.

9.2.3 SUNDRY SECTION 356 DONATIONS, BATHURST MEMORIAL ENTERTAINMENT CENTRE COMMUNITY USE SUBSIDY AND MOUNT PANORAMA FEE SUBSIDY

File No: 18.00004

RECOMMENDATION:

That the information be noted and any additional expenditure be voted.

REPORT:

At **attachment 1** is a list of Sundry Section 356 Donations, Bathurst Memorial Entertainment Centre Community Use Subsidies and Mount Panorama Fee Subsidies granted by Council for the period ending 30 April 2023 including a report on annual Rental Subsidies granted by Council.

FINANCIAL IMPLICATIONS:

Council's Sundry Section 356 Donations and Bathurst Memorial Entertainment Centre Community Use Subsidies and Mount Panorama Fee Subsidies are included in the current budget, which currently have a balance as follows:

Section 356:	\$ 14,249.61 **
BMEC Community use:	\$ 0.00
Mount Panorama:	\$ 0.00

** The above amount includes donations already committed but not yet paid. After allowing for the committed donations the remaining balance is \$10,013.76.

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 6: Community leadership and collaboration.

Strategy 6.4 Meet legislative and compliance requirements.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

1. 356 Council Report Apr 2023 [**9.2.3.1** - 3 pages]

MINUTE

RESOLUTION NUMBER: ORD2023-118

MOVED: Cr I North SECONDED: Cr K Burke

RESOLVED:

That the information be noted and any additional expenditure be voted.

9.2.4 POWER OF ATTORNEY

File No: 11.00007

RECOMMENDATION:

That the information be noted.

REPORT:

That the General Manager's action in affixing the Power of Attorney to the following be noted.

Purchaser	Address	Lot & DP	Agreement Type
Bathurst Greyhound Racing	Lot 23 & Lot 24 Eric Sargent Drive	Lot 23 DP701345 Lot 24 DP811166	Licence Agreement

General Items

Nil

FINANCIAL IMPLICATIONS:

Nil

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 4: Sustainable and balanced growth.

Strategy 4.6 Plan for, assess and regulate development activity.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

Nil

MINUTE

RESOLUTION NUMBER: ORD2023-119

MOVED: Cr A Smith SECONDED: Cr M Hogan

RESOLVED:

That the information be noted.

9.2.5 COUNCIL POLICY REVIEW - POLICIES REVIEWED WITH NO OR MINIMAL CHANGES IDENTIFIED

File No: 11.00006

RECOMMENDATION:

That Council adopt the following Policies as amended:

- i) Friendship Agreement – Gwangju Council, Korea
- ii) Proclamation – New Bathurst Regional Council
- iii) Staff – Organisation Structure
- iv) Mount Panorama – Sale of Peter Brock Tribute Photos
- v) Sister City Agreement – Ohkuma
- vi) Mount Panorama - Stallholders

REPORT:

As part of Council's governance procedures, a program to review all Council policies every two years has been implemented.

Policies with no or minimal changes

The following Council Policies have recently been reviewed. As part of the review, it was identified there were no/or minimal changes to be made, and therefore the policies are not required to be placed on public display or formally readopted by Council.

Policy Reviewed	Action	New Renewal Date
Friendship Agreement – Gwangju Council, Korea	No updates required.	May 2025
Proclamation – New Bathurst Regional Council	Minor changes made relating to amendments to the Bathurst Regional Local Government Boundary from time-to-time.	May 2025
Staff – Organisation Structure	No updates required.	May 2025
Mount Panorama – Sale of Peter Brock Tribute Photos	No updates required.	May 2025
Sister City Agreement – Ohkuma	No updates required.	May 2025
Mount Panorama - Stallholders	No updates required.	May 2025

FINANCIAL IMPLICATIONS:

Nil

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 6: Community leadership and collaboration.

Strategy 6.4 Meet legislative and compliance requirements.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

1. Friendship Agreement Gwangju Council Korea Reviewed April 2021 REVI [9.2.5.1 - 6 pages]
2. Proclamation New Bathurst Regional Council REVIEWED MAY 2023 [9.2.5.2 - 9 pages]
3. Staff Organisation structure [9.2.5.3 - 2 pages]
4. Mount Panorama Sale of Peter Brock Tribute photos REVIEWED MAY 2023 [9.2.5.4 - 1 page]
5. Sister City Agreement Ohkuma [9.2.5.5 - 2 pages]
6. Mount Panorama Stallholders REVIEWED MAY 2023 [9.2.5.6 - 1 page]

MINUTE

RESOLUTION NUMBER: ORD2023-120

MOVED: Cr I North SECONDED: Cr A Smith

RESOLVED:

That Council adopt the following Policies as amended:

- i) Friendship Agreement – Gwangju Council, Korea
- ii) Proclamation – New Bathurst Regional Council
- iii) Staff – Organisation Structure
- iv) Mount Panorama – Sale of Peter Brock Tribute Photos
- v) Sister City Agreement – Ohkuma
- vi) Mount Panorama - Stallholders

9.2.6 REQUEST FOR FINANCIAL ASSISTANCE - 2023 ROTARY YOUTH DRIVER AWARENESS PROGRAM

File No: 28.00002

RECOMMENDATION:

That Council resolve in accordance with Option One, Option Two or Option Three as detailed in this report.

REPORT:

Council is in receipt of a request from representatives of the Rotary Club of Bathurst seeking a partial waiver of the hire charges associated with the 2023 Rotary Youth Driver Awareness (RYDA) Program which is scheduled to be held at the Mount Panorama complex in June. A copy of the completed application form is provided at **attachment 1**.

Councillors may recall that a similar request for their 2022 program was considered at Council's meeting of 15 June 2022. At this meeting Council resolved:

"That Council:

- 1) Waive 50% of the hire fees of Mount Panorama complex for the RYDA 2022 event, up to a value of \$5,000 (GST exclusive).
- 2) That funding be provided from the Mount Panorama fee waiver section 356 allocation.
- 3) Request Council to meet with RYDA in the near future to discuss sustainable future funding models".

For the 2022 event, the maximum waiver of \$5,000 was provided.

The Mayor and Council's staff met with representatives from the Rotary Club of Bathurst in September to discuss future RYDA events and their funding models. At this meeting a number of matters were discussed including (but not limited to):

- Rotary were continuing to approach potential sponsors for this event;
- Alternate venues were considered;
- The venue requirements of Mount Panorama;
- Development of a business plan/budget to ensure the future sustainability of the event; and
- Council's fee structure for the hiring of facilities at Mount Panorama.

In brief, the Rotary Club representatives have advised that the facilities at Mount Panorama are the only suitable facilities in Bathurst for the RYDA program to be undertaken. The representatives also commented that without corporate sponsorship, it was difficult for the event to be able to cover its costs.

With regards to Council's fee structure, the representatives have asked whether Council would consider applying a "community discount" to this event, similar to that which is

applied to BMEC.

Council's adopted Revenue Policy currently provides a discount to BMEC hirers that are a:

“Local Community Organisation – Not For Profit Organisations – where money raised is dispersed for the benefit of the community 20% discount of the scheduled LGA hire fee”.

It should be noted that this discount is only applied to venue hire fees, and not to any direct or ancillary costs that may arise as a result of the hire (eg staff, security, cleaning, etc).

At present, Council's policy does not contain a provision for community discounts for the hire of Mount Panorama.

The venue hire quotation for the proposed 2023 RYDA program is \$15,632 (including GST), which excludes any costs associated with cleaning.

Rotary have provided a copy of their event budget, which has been distributed to Councillors under a separate confidential memo.

In considering this request, there are potentially three options, which are each discussed as follows:

Option One

That Council resolve to not provide financial assistance to the 2023 RYDA program.

In reaching this outcome, Council could rely on the financial support that Council has already provided to the previous years running of this program, and that Council's funding was only ever initially provided as seed funding with the expectation that the event would be self funding after three years.

Option Two

That Council to provide a one-off contribution of \$5,000 to the 2023 RYDA program, with funding to be provided by Council's Section 356 General Donations allocation.

The amount proposed under this option is consistent with the amount provided last year, and will assist in reducing the budget short-fall for the event. The recommendation that the contribution be “one-off” is due to Rotary submitting an application for their 2024 RYDA program through Council's annual donation program, which is being considered separately as part of Council's 2023/2024 Budget process.

Option Three

That Council apply a community discount to the 2023 RYDA program consistent with the BMEC community discount, with funding to be provided by Council's Section 356 General Donations allocation.

Under this option, a 20% discount would be applied which equates to \$3,126.40 (including GST).

This option is able to be supported as the objectives of the organiser and the program

align with the eligibility criteria of this discount. Additional information could be requested from the organiser, post-event, to confirm that the program was attended by members of the Bathurst community, and if the event returns a profit, how those proceeds are to be dispersed for the benefit of the Bathurst community.

FINANCIAL IMPLICATIONS:

Should Council resolve in accordance with Option 2 or Option 3 of this report, funding will be provided by Council's Section 356 General Donations allocation.

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 5: Community health, safety and well being.

- Strategy 5.1 Provide opportunities for our community to be healthy and active.
- Strategy 5.3 Help build resilient, inclusive communities.

Objective 6: Community leadership and collaboration.

- Strategy 6.5 Be open and fair in our decisions and our dealings with people.

COMMUNITY ENGAGEMENT:

- 01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.
- 02 **Consult** - to obtain public feedback on alternatives and/or decisions

ATTACHMENTS:

- 1. 1 RYDA application form [9.2.6.1 - 5 pages]

MINUTE

RESOLUTION NUMBER: ORD2023-121

MOVED: Cr A Smith SECONDED: Cr M Hogan

RESOLVED:

That Council:

1. Provide a one-off contribution of \$5,000 to the 2023 RYDA program, with funding to be provided by Council's section 356 General Donations allocation, and
2. Receives a report on the introduction of a Community Discount provision for the venue hire at Mound Panorama, similar to that which is available at BMEC.

9.2.7

LONG TERM FINANCIAL PLAN 2023/2024 - 2032/2033

File No: 16.00192

RECOMMENDATION:

That Council place the Draft Long Term Financial Plan 2023-2033 on public exhibition and receive submissions until 14 June 2023.

REPORT:

Background

The Long-Term Financial Plan (LTFP) document (**attachment 1**) is developed under the NSW Government's Integrated Planning and Reporting (IP&R) Framework. The purpose of this framework is to encourage Councils and their communities to take a longer-term vision for their areas and plan accordingly.

This LTFP considers a range of economic factors likely to affect our performance and finances and also makes assumptions about how levels of service delivery to the community may change over time. The LTFP is where the community's long-term aspirations and goals are tested against financial realities. These plans are not set in concrete, but instead are a guide to future actions.

The LTFP is important because it:

1. Reflects our future financial position based on delivering service levels defined in the Delivery Program
2. Allows the costs of long-term strategic decisions to be quantified and debated
3. Assesses the financial sustainability of service levels
4. Determines the risk of future strategic directions
5. Allows scenario testing of different policies and service levels
6. Enables testing of sensitivity and robustness of key assumptions

IP&R Guidelines released in September 2021 (Circular 21-28) require that the LTFP must be exhibited for public submissions for a period of at least 28 days during which submissions may be made by the public, **the public submission period will run from 18 May 2023 to 14 June 2023**. The LTFP must then be adopted by Council after consideration of all submissions received and a copy of the adopted LTFP posted on Council's website.

Scenarios

Under the Integrated Planning and Reporting Framework guidelines Council is required to include financial modelling for different scenarios and sensitivity analysis in the Long-Term Financial Plan.

For this Long-Term Financial Plan three models have been produced:

- Planned Model
- Optimistic Model

- Conservative Model

Each of the Scenarios modelled uses the same base and assumptions, with only the Rate Peg income or CPI varied. The Independent Pricing and Regulatory Tribunal (IPART) have set the rate peg for 2023/2024 financial year for Bathurst Regional Council (BRC) at 3.8% (including population growth factor). Council currently does not have any Special Rates Variation (SRV) approved, but has modelled a SRV in the Optimistic Model to improve Council's financial sustainability.

Planned Model

This includes a Rate Peg for 2023/24 of 3.8%, 3.5% estimate for 2024/25, and then a Rate Peg of 2.5% for every year thereafter as recommended by NSW Treasury as best practice for LTFP's.

Optimistic Model

This "Best Case Scenario" includes a Rate Peg of 3.8% for 2023/24, then a permanent cumulative SRV of 9.5% pa (plus rate peg) for 5 years, from 2024/25 to 2028/29 and then 2.5% for each year thereafter. The additional income generated by this scenario is offset by additional Capital Expenditure to reduce the Infrastructure Backlog for the General Fund. Further investigations are being undertaken to determine the amount of SRV required to eliminate the Infrastructure Backlog whilst maintaining an operational surplus.

All other assumptions and parameters used are the same as Planned Model above.

Conservative Model

This "Worst Case Scenario" assumes the CPI will not reduce to the Reserve Bank of Australia's target range of between 2 and 3%. With the CPI currently at over 6% and world economies struggling to contain inflation, this scenario assumes the CPI will remain at 4% for the life of the LTFP. This higher CPI results in some additional income, but far greater additional expenses for goods and services, in Operating and Capital. With Council's General Fund reserves being reduced over past years to fund operations, and potential operating efficiencies already implemented, this scenario results in operating deficits for the General Fund, however the Sewer, Waste and Water Funds can fund their additional costs by a reduction in Transfer to Reserves.

All other assumptions and parameters used are the same as Planned Model above, including the Rate Peg.

For clarity, the Rate Peg and CPI used for each Scenario are:

		Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27	Year 5 2027/28	Year 6 2028/29	Year 7 2029/30	Year 8 2030/31	Year 9 2031/32	Year 10 2032/33
Rate Peg	Planned	3.8%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
	Conservative	3.8%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
	Optimistic	3.8%	13.0%	12.0%	12.0%	12.0%	12.0%	2.5%	2.5%	2.5%	2.5%
CPI	Planned	3.8%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
	Conservative	3.8%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
	Optimistic	3.8%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

Note - Red highlighted numbers indicate changes from Planned Scenario

Note - Optimistic Scenario Rate Peg - SRV of 9.5% pa for 5 years plus Rate Peg

All other income and payments, Capital and Operating, remain the same for each Scenario.

Assumptions

Council's Operational Plan for 2023/24 forms the first year of this LTFP, with the Delivery Program 2023-2027 forming the basis for the first 4 years.

The LTFP is based on a set of assumptions, which relate to those matters which are most likely to affect the overall outcome of the LTFP. The following assumptions have been considered, discussed and ultimately used as a basis to give Council a long-term financial forecast.

Below is a table of the major assumptions made for this LTFP, with further discussion of all assumptions continuing in the next section (see Scenario's above for the Rate Peg % used for each year/scenario):

Asumption	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27	Year 5 2027/28	Year 6 2028/29	Year 7 2029/30	Year 8 2030/31	Year 9 2031/32	Year 10 2032/33
Rates/Population Growth	0.1%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Domestic Waste Collection	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Water Charges	8.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Sewer Charges	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
User Fees & Charges	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Investment Interest	3.58%	3.58%	3.58%	3.58%	3.58%	3.58%	3.58%	3.58%	3.58%	3.58%
Borrowing Costs	7.50%	7.00%	5.00%	4.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Land Sales	\$27.3m	\$24.0m	\$5.1m	\$5.1m	\$5.0m	\$5.0m	\$5.0m	\$5.0m	\$5.0m	\$5.0m
Land Acquisition	\$4.0m	\$4.0m	\$4.0m	\$4.0m	\$4.0m	\$4.0m	\$4.0m	\$4.0m	\$4.0m	\$4.0m
Employee Costs	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%

CPI

The Consumer Price Index is an indicator of the inflation rate run by the Australian Bureau of Statistics. The Governor of the Reserve Bank of Australia (RBA) and the Federal Treasurer have agreed that the appropriate target for monetary policy in Australia is to achieve an inflation rate of 2–3 per cent, on average. However, the CPI is currently at over 6% and world economies are struggling to contain inflation, resulting in uncertainties about which direction the CPI is going, and how long it will remain at these high levels.

Unless otherwise stated below, all income and expenditure for this LTFP have been increased by 3.8% for 2023/24, 3.5% estimate for 2024/25, and then returning to 2.5% for every year thereafter, being a conservative figure at the middle of the RBA inflationary target, and the rate recommended by NSW Treasury for LTFP best practice. As mentioned above, the "Worst Case Scenario" assumes the CPI will not reduce to the Reserve Bank of Australia's target range, but assumes the CPI will remain at 4% for the life of the LTFP.

Rates Growth/Population Growth

Rates Growth based on the average population growth for Bathurst for the 10 years 2008-2018 as per the Australian Bureau of Statistics was 1.3%. For the 2023/24 Rate Peg IPART calculated the Rates Growth to be 0.1%. Conservatively, the LTFP assumes 0.5% as the Rates/Population growth for years 2 onwards.

Domestic Waste Collection

Domestic Waste Collection Charges are set in accordance with Section 504 of the Local Government Act. Council is required to charge the public the reasonable cost of providing the service, which includes all costs associated with the administration, collection, recycling, disposal, community education and the provision for future remediation works. The estimated increase in domestic waste collection charges is 4% each year due to waste collection being a labour intensive service, with associated Wages & Superannuation increases, and Electricity charges.

Water Charges

As part of Council's implementation of Best Practice Management for the provision of water supply services, Council has a two-part water pricing structure, being an Access Charge and Usage Charge. To recoup operating losses incurred during recent drought periods, and to deter higher usage after relaxing water restrictions, an increase of 8% has been applied to the 2023/24 water supply services. To ensure the continued financial sustainability of Council's water supply service an increase of 4% has been applied in the LTFP for all subsequent years, based on the expected expenditure required to maintain the Council water supply network and filtration facility. Usage Charges vary year to year depending on weather patterns (and resultant water used), but for the purposes of this LTFP have been assumed to remain stable.

Waste Water Charges

As part of Council's implementation of Best Practice Management for the provision of sewerage services, Council has developed its pricing structure to accommodate the service provided to its domestic customers and its business/commercial customers. To ensure sustainability, Waste Water Charges have been increased by 4% over all financial years in the model, based on the expected expenditure required to maintain the Council waste water network and treatment facility.

User Fees & Charges

A number of the services provided by Council are offered on a user pays basis. In preparing this LTFP, Council has considered possible future income from fees and charges, including opportunities to reduce reliance on other forms of income. User Fees & Charges have been increased by 4% over the periods of the model. Please refer to Council Revenue Policy for exact prices and increases in Council's fees and charges.

Grants

Council receives an annual Financial Assistance Grant allocation from the Commonwealth Government and also receives other grants for specific operating and capital programs. In preparing this LTFP Council has assumed that it will continue to receive a similar level of grants. Should these grants be reduced, Council's ability to provide the same level of service is likely to be impacted. Grants have been manually entered at the actual value to be received in the future years. Where grants are recurring CPI has been applied.

Operational grant funding is assumed to remain at current levels, but no extraordinary revenue has been forecast. Council should pursue funding with a preference for operational funding. Any new and upgrade proposals to service levels and asset infrastructure should be reviewed prior to lodging a funding submission and only pursued based on whole-of-life costing, community benefit and affordability in the long-term. Council's sustainability cannot be maintained should grant funding reduce. Over the

longer term, as assets which are currently in good condition deteriorate, Council will need to increase its investment in replacements and renewals and to do so, Council will need to draw on its operating income and its reserves unless additional grant funding can be sourced.

A danger to this LTFP is if Grants are pursued that require co-funding from Council – this would require re-allocation of existing funds from other programs to fund. Also, grant funding for new asset infrastructure, whilst improving Council's amenities for the community, new infrastructure incurs additional maintenance and operating costs - with limited Reserves and small Operating Profits, service levels would not be able to be maintained to maintain these additional assets.

Investment Interest

Council has an investment portfolio that varies in total from year to year, however it is forecast to be in the range \$80-\$100million over the period of this LTFP. These funds are a mixture of developer contributions, unspent loan and grant funds, and other restricted funds. Investment Interest is also subject to fluctuations in interest rates as they respond to economic conditions. The interest income on investments for this LTFP was conservatively based on our current 3.58% interest rate, despite interest rates forecast to continue to increase by RBA economists.

Net Gain from disposal of Assets

Council has been one of the main land developers in Bathurst for the past 20+ years. With average population growth of 1.7% over the past 10 years, demand for residential, commercial and industrial land remains high, particularly with more people and businesses relocating during and since COVID. At time of preparing this LTFP, Council has commenced works on some large land developments, with land sales expected from mid-2024. Income from land sales has been conservatively spread over the 2024 and 2025 years. For the remaining years of this LTFP we are forecasting \$5m sales per year. If these targets are not achieved every year, our Operating Result from Continuing Operations risks returning a deficit, which cannot be sustained over a long period due to Council's limited Reserves. The LTFP also includes \$4m per year for the acquisition of land for the development of future land release areas.

Employee Costs

Employee Costs include salaries/wages, annual leave, long service leave, superannuation and payroll tax (applicable to Water & Sewer only). Employee costs are one of Council's biggest expenses each year, and are increasing, on average, at a greater rate than the Rate Peg or CPI. Employee salaries and wages have been calculated to include estimated 2.0% Local Government Award increase plus 1.75% average wage elevation increase, for a total increase of 3.75%.

The Superannuation Guarantee Charge is increasing to
11.0% from 1/7/2023
11.5% from 1/7/2024
12.0% from 1/7/2025

These increases have been incorporated in the Budget and LTFP.

The 2023/24 Budget includes an extra 8.4 FTE staff, mostly funded from Revenue, resulting in additional income being identified or other costs reduced to balance this

increase. Apart from year 1, no further increases or decreases in employee numbers have been included.

Materials & Contractors

Materials and contractors increases have been based on the long term Rate Peg and CPI forecast of 3.8% for 2023/24, 3.5% for 2024/25 and then 2.5% for remaining years. The main determinant of the rate peg calculation is the Local Government Cost Index (LGCI) which calculates the percentage increase in a bundle of good & services used specifically by local government bodies (this is a better indicator rather than CPI, but best-practice uses same figure for both). All long term contracts, including Council's garbage, recycling and organics services have been increased in line with known contract terms.

Borrowing Costs

Borrowing costs have been calculated on all current loans based on the fixed terms of the loan. Further loans are required in years 1, 2 and 6 of this LTFP to fund inter-generational capital projects (capital assets expected to be "consumed" by future generations and therefore funded from future profits, in line with best practice). The interest rate on these future loans has been forecast at 7.5% for 2023/24, 7% for 2024/25 and then reducing to 2.5% for all future years. Whilst Council has the capacity to increase borrowing for new infrastructure assets, Council's forecast of small Operating Profits allow limited ability for additional loan repayments without affecting service levels.

Depreciation

Depreciation has been calculated in the LTFP based on the estimated remaining life of existing assets. Council's assets are revalued in accordance with Australian equivalents to International Financial Reporting Standards and the NSW Local Government Code of Accounting Practice. Depreciation is calculated on these revised values and adjusted for any new/disposed assets during the periods between revaluation cycles.

It is important to note that with the revaluation of existing assets as per revaluation cycles, depreciation is increasing every year, adversely affecting Council's Operating Result from Continuing Operations.

Other Expenses

Other expenses are general operational expenditure including the rural fire and other emergency services levies, electricity and street lighting and IT software expenses. The overall level of expenditure is predicted to remain constant with little opportunity to reduce costs due to the fixed and external nature of the charges. Therefore, all other expenses have been increased by CPI. Council is implementing various initiatives, such as solar power projects, but for this LTFP, apart from projects already implemented where costs/savings are known, it is assumed that all savings will be offset by additional maintenance/life cycle costs.

Sensitivity Analysis

Whilst this LTFP has considered all known factors, there are various factors/assumptions that can greatly impact the accuracy of this LTFP. In addition, forecasting over a 10 year period adds additional complexity. Apart from changes in Council's priorities which would

greatly affect forecast income and costs, the main factors are discussed below.

Rate Peg / CPI

This LTFP has been prepared, on the most part, using approved Rate Peg / CPI of 3.8% for 2023/24, estimated 3.5% for 2024/25 and 2.5% for future years. This is in line with Office of Local Government (OLG) and NSW Treasury guidelines for Best Practice, and in past years has proved a reliable long-term figure. However, given the IPART Rate Peg for 2023/24 of only 3.8%, and current CPI of over 6%, the use of these figures may be inadequate/unreliable if the CPI remains above 4% for an extended period.

This creates many uncertainties in preparing a LTFP, accordingly the Conservative Scenario attached has been prepared on the assumption that CPI declines from the current high levels, but remains at 4% from year 2 onwards (from 2024/25). Other possibilities cannot be covered adequately in scenario analysis, other than to say future Operating Result deficiencies would have to be covered by use of Reserves or reductions in service levels and/or services.

Grant Programs

Council relies on external funding for some of its operations (eg Library and Art Gallery) and capital works renewal programs. If such grants are reduced or discontinued, Council will have to generate considerably more revenues from other sources. It has been assumed that Government funding remains stable, however, should such funding decrease because of current economic stimulus spending, Council's operating result would significantly worsen. If Council embarked on adding new capital projects resulting in additional assets, not only will the reserves decrease, but operational costs will increase both for maintenance and depreciation.

Land Development - Net Gain from disposal of Assets

As discussed earlier, Council has been one of the main land developers in Bathurst for the past 20+ years, and has been using the income generated to develop more land, and to build new infrastructure assets. Whilst the demand for residential and industrial land remains high and the current supply is limited, there are no guarantees this will continue for the period of this LTFP, or that Council will be able to purchase and/or develop land for sale to meet the demand. Council is currently developing several areas for sales throughout 2024 and 2025, with over \$20m in sales forecast in each of these years. For the remaining years of this LTFP a forecast of \$5m sales per year has been included. If these targets are not achieved every year, our Operating Result will be negatively impacted, which cannot be sustained over a long period due to Council's limited Reserves.

Cost Shifting

Over the years other levels of government have shifted costs associated with, amongst other, weed management, food safety regulation, road safety programs and rural fire and emergency services to local government without commensurate funding. It is likely that this trend will continue, which will negatively affect Council's operating results. The biennial *Local Government NSW Cost Shifting Survey* shows that BRC now incurs over \$3.2m per year in additional costs "shifted" from other levels of government since 2005/06. The effect of council's taking over the Planning Portal in 2022 are still being quantified, and this is a further example of the ongoing cost shifting that Council must finance.

Energy Costs

Increased energy costs are occurring with Council continually looking at ways to minimise future costs. Council has invested in solar panels for Council buildings/facilities and LED street lighting which have resulted in over \$3m in cost savings from 2020 to 2022 with further projects being investigated. Further projects will eventuate, however for this LTFP it has been assumed that savings in energy costs will be offset by increased maintenance costs. Minor projects have commenced with the acquisition of Electric and Hybrid Vehicles however the cost/impact of replacing the whole Council fleet have not been quantified or included in this LTFP.

Insurance and Workers Compensation

Forecasting insurance premiums is difficult. Considerable increases in insurance premiums are possible, influenced by several issues, particularly the occurrence of natural disasters, economic uncertainty, and climate change. Workers' compensation premiums can increase at any time following a rise in claims or with major open cases. Council is committed to reducing premiums and claims through increased risk mitigation, awareness, and workplace safety programs.

Superannuation

Council is responsible to fund investment shortfalls in the Defined Benefits member scheme run by LGSS, until all staff in the scheme have retired. For 2023/24, this amount has been determined at \$180k. Due to uncertainties about the volatility of the scheme's investments in future years, no provision has been allowed for should this amount increase due to financial crises.

Spending over Budget

This LTFP has been prepared on the assumption that Council will achieve the Budgeted income and expenditure. If income is not received, such as lower population growth leading to reduced rates income or reductions to grant programs, expenses will have to be reduced/cut or service levels reduced to achieve the net budget result. Expenditure will also have to be monitored to ensure Departments do not overspend the budget, which would result in a decrease to the small Operating profits.

Results / Key Performance Indicators

The main KPI's are shown in the plan. Note these are on a Consolidated basis (including Water, Sewer, Waste and General funds) unless otherwise indicated.

Consolidated

Operating Result from Continuing Operations on a **Consolidated** basis for the Planned Scenario returns a surplus in each year, though getting smaller. The Conservative Scenario shows the surplus declining each year, and then a deficit of \$659,276 in year 10. The Optimistic scenario shows a surplus in every year.

General Fund only

Operating Result from Continuing Operations for the **General Fund** shows Planned and Conservative Scenario's reporting a deficit for every year of the LTFP, with the Optimistic Scenario returning to a surplus by year 6 (2029). This shows Council's current operations are unsustainable, which is why the Optimistic Scenario with a SRV of 9.5% for 5 years

has been included. Further analysis needs to be taken to review operating costs with a view to increasing our sustainable position.

Productivity Improvement and Cost Containment

The LTFP is reviewed each year in concert with the preparation of the annual budget. Council will always adopt a balanced budget which will be achieved through reviewing service levels, efficiency improvements and additional revenue streams where available.

Council has previously undertaken service reviews to determine whether the services being provided are what the community wants, however, these have been done on an ad hoc basis. Council has now commenced a program of service reviews and, as they progress, productivity improvement and cost containment measures will be implemented as the opportunity arises.

FINANCIAL IMPLICATIONS:

Nil at this stage.

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 6: Community leadership and collaboration.

	Communicate and engage with the community, government and
Strategy 6.1	
Strategy 6.3	Advocate for our community.
Strategy 6.4	Meet legislative and compliance requirements.
Strategy 6.6	Manage our money and our assets to be sustainable now and into the future.
Strategy 6.8	Implement opportunities for organisational improvement.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

02 **Consult** - to obtain public feedback on alternatives and/or decisions

ATTACHMENTS:

1. DRAFT BRC Long Term Financial Plan 2024 [9.2.7.1 - 65 pages]

MINUTE

RESOLUTION NUMBER: ORD2023-122

MOVED: Cr B Fry SECONDED: Cr K Burke

RESOLVED:

That Council place the Draft Long Term Financial Plan 2023-2033 on public exhibition and receive submissions until 14 June 2023.

9.3 DIRECTOR ENGINEERING SERVICES' REPORT

9.3.1 WASTE 2 ART EXHIBITION AND COMPETITION

File No: 23.00145

RECOMMENDATION:

That the information be noted.

Council held the annual Waste 2 Art competition and exhibition at the Cec English Pavilion, Bathurst Showground between Thursday 23 March and Sunday 26 March 2023, aligned with the Sustainable Living Expo.

Waste 2 Art, now in its eighteenth year, is a community art exhibition and competition that showcases creative works made from reused or recycled materials that would otherwise be considered as waste. Councils across the Central West that are members of NetWaste are encouraged to participate and this year Bathurst was one of twelve participating Councils.

The objectives of this event are to engage with various age groups around waste, have the community understand the theme waste and subsequent harm to the environment, and work within the budget to attain a high level of participation. The objectives were achieved through advertising on a range of platforms such as social media, newspaper, radio, flyers, and posters. Several workshops were provided to the community and schools prior to the competition with a total of 82 participants.

An exciting new venue was trialed this year to align with a reduced budget and tie-in with the Sustainable Living Expo to engage with a new audience who may not have been exposed to Waste 2 Art before. A walk-in workshop was held in the Pavilion on Saturday 25 March run by a local creative personality which allowed visitors to the expo and the exhibition to get involved and create a small artwork out of recycled materials to take home. Visitors to the exhibition were also given the opportunity to enter competitions to win an artwork by a local artist, and sustainable craft kits. Visual educational materials were hung around the pavilion and resources were available for community members to take.

The 2023 local exhibition and competition was managed by Council staff in collaboration with staff from the Bathurst Showground and local contractors to make the event a success.

One hundred and seven artworks, across four main categories with twelve subcategories were entered into the 2023 exhibition which was an amazing achievement. These artworks were judged by a panel of judges using a set of criteria.

The theme was "Textiles" and the quality of artworks entered the competition was extremely high, highlighting the importance of appropriately managing this growing problem waste.

The winners across each of the categories from the Bathurst exhibition will be entered into the annual Regional Exhibition to be held in Blayney at The Platform Arts Hub,

Blayney Railway Station between 22 July and 19 August 2023. During this exhibition, the 2024 Waste Theme and host Council of the Regional Exhibition will be announced. The Regional Exhibition is curated by NetWaste with input from the host Council staff.

The following list is the winners announced at the local opening night and awards ceremony at the Cec English Pavilion, Bathurst Showground on Thursday 23 March 2023:

Pre School

2 Dimensional: "Sticking Together" - Elizabeth Chifley Presbyterian Pre School

3 Dimensional: "Our Favourite Place" - The Bilbies Class – Elizabeth Chifley Presbyterian Pre School

Primary School

2 Dimensional: "My Scribbly Gum Artwork" - Charlotte Morris

3 Dimensional: "Stories of Eglinton" - Eglinton Public School

Functional: "PAX MAT (Peace, Productivity, Health & Happiness)" – Sofala Public School

High School

2 Dimensional: "Childhood Ambivalence"- Chelsea Stocks

3 Dimensional: "Tree of Growth and Renewing" – Skillset Senior College

Functional: "Trees Grow Anywhere" – Anneka Riepsamen

Community

2 Dimensional: "The Fabric of My Family" – Heather Rendell

3 Dimensional: "Belubula Futures" – River Yarners

Functional: "The Coat of Many Denims" – Vickie Osborne

Waste Theme Award (overall winner)

"Waste, So Serious" – Jody Lawson

Feedback from participants and visitors regarding Waste 2 Art 2023 has been positive even though there were changes in venue and timing for this year's event.

FINANCIAL IMPLICATIONS:

The cost of this year's event was \$25,533.29, with funding for this item contained within existing budgets.

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 3: Environmental stewardship.

Strategy 3.3 Minimise the City's environmental footprint, live more sustainably and use resources more wisely.

Objective 6: Community leadership and collaboration.

Strategy 6.2 Work with our partners and neighboring councils to share skills, knowledge and resources and find ways to deliver services more efficiently.

COMMUNITY ENGAGEMENT:

03 **Involve** - to work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered

MINUTE

RESOLUTION NUMBER: ORD2023-123

MOVED: Cr M Hogan SECONDED: Cr A Smith

RESOLVED:

That the information be noted.

9.3.2 WATER SUPPLY UPDATE

File No: 32.00017

RECOMMENDATION:

That the information be noted.

REPORT:

Council at its Ordinary Meeting held 16 March 2022 requested a monthly report regarding storage levels within Council's water supply dams.

As at Tuesday 2 May 2023, Chifley Dam was at 101%, with 30,407ML in storage. Refer to **attachment 1** for a graph of Chifley Dam storage levels. Chifley Dam has been at capacity or overflowing for almost 31 months.

Water release from Chifley Dam outlet pipework is currently 4.35ML/day.

Winburndale Dam was at 64.8% on Tuesday 2 May 2023. The level is 2.94m below the crest level and there is 1,101ML in storage.

The Winburndale Dam water level has been held artificially low to enable the dam wall strengthening project to be carried out in a safe manner noting that work is taking place at the base of the downstream face of the dam. This allows for a buffer should a rain event occur that would otherwise cause the dam to overtop, thus placing personnel and equipment at risk.

In Bathurst, the estimated residential water usage varies from week to week and whilst it rose over summer, it remains below the target for Level 5 water restrictions. Over the last 4 weeks, the average estimated residential water usage is 10.5ML/d. Refer to **attachment 2** for details of consumption.

FINANCIAL IMPLICATIONS:

Nil

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 3: Environmental stewardship.

Strategy 3.2 Develop Bathurst as a Smart City.

Strategy 3.3 Minimise the City's environmental footprint, live more sustainably and use resources more wisely.

Objective 4: Sustainable and balanced growth.

Strategy 4.3 Ensure services, facilities and infrastructure meet the changing needs of our region.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

1. Chifley Dam Monthly Storage Graph [9.3.2.1 - 1 page]
2. Estimated Residential Water Usage Graph [9.3.2.2 - 1 page]

MINUTE

RESOLUTION NUMBER: ORD2023-124

MOVED: Cr I North SECONDED: Cr K Burke

RESOLVED:

That the information be noted.

9.4 DIRECTOR CULTURAL AND COMMUNITY SERVICES' REPORT

9.4.1 YOUTH COUNCIL REVIEW

File No: 11.00020

RECOMMENDATION:

That the information be noted.

REPORT:

The Bathurst Regional Youth Council provides a key link between young people in the Bathurst region, Bathurst Regional Council and other youth service providers in the region.

A review of the Youth Council's structure and operating processes was undertaken in 2017, with updates implemented in 2018 following approval by Council at its meeting held 2 February 2018.

Since this review, Youth Council priorities and direction have shifted. There is now a greater focus on involvement in community initiatives, assisting community organisations with their activities and acting as a voice for young people in the region. This change in priorities and direction is reflected in the new Youth Council logo, which was developed in late 2022. The tagline "voice and connection" was created through consultation with the existing Youth Council.

Council has a commitment to becoming a Child Safe organisation following new legislation under the *Children's Guardian Amendment (Child Safe Scheme) Act 2021*. An emphasis of the scheme is to actively seek the opinions of children and young people, involve them in decision-making processes and have their concerns responded to. As Council evolves in this space, Youth Council will play an important role in expressing views and ideas regarding decisions that relate to young people. It is expected greater engagement with Council sections will occur.

As a result of the changes outlined above, some minor amendments to the Youth Council will occur.

AMENDMENTS

Meetings

Meetings will be held monthly on Mondays from 4:30pm until 6:00pm. Additional meetings can be scheduled if required. Previously meetings were held every two (2) months approximately two per school term, between 11:15am and 2:00pm.

Experience has demonstrated that attending meetings during school time is challenging for Youth Councillors as they attempt to balance their membership with school commitments. It is anticipated that this meeting time will also allow a larger number of

young people in paid employment to join the Youth Council and attend meetings.

Age of members

Young people aged 12 – 24 years will be recruited (as of 1 July of the year of application). Previously members were aged 15 – 18 years. While the age range was changed from 12 – 24 years during the 2018 review, recent experience has demonstrated that this amendment did not increase the commitment of Youth Councillors as expected. Any member who turns 20 during their term will be able to remain on the Youth Council for the duration of that term.

The 12 – 24 age range aligns with state grants and strategy. For example, the Regional NSW Youth Framework defines youth as aged 12 – 24 years. The Regional Youth Taskforce commenced in 2019 under the Office for Regional Youth. Members of this taskforce are also aged 12 – 24 years.

Youth Week is a NSW Government initiative whereby local governments are invited to jointly fund local activities. Youth Week targets young people aged 12 – 24. The Youth Council works on a Youth Week activity annually therefore it is appropriate that the target ages are consistent.

The Youth Council are considered a voice for young people. It is anticipated that the wider age range will ensure that the group is more representative of young people in the region.

Number of members

Council will determine the number of members based on applications received. It is recommended to have a minimum of fourteen (14) and maximum of twenty-two (22) young people. Youth Council previously consisted of 14 members. A report to Council will be prepared to endorse membership following each recruitment process.

Youth Councillors are balancing several commitments and are sometimes unable to attend meetings and other activities. By increasing the number of members, it is anticipated that the number of Youth Councillors participating at each meeting/activity will be greater. Recent experience has shown that a smaller number of members can be problematic when the group are required to make decisions at meetings or assist with community initiatives.

Young people will be required to submit a written application to join the Youth Council. Written applications will be assessed and selected through a merit-based process, with the highest scoring applicants being offered a position on the Youth Council. Previously, following applications, interviews were held with individual applicants to assess suitability for the role.

Length of membership

Youth Councillors can remain a member for an unlimited length of time while they fit within the age range of 12 – 24 years (previously the maximum was three years). Youth Councillors must reapply each year during the recruitment period and have their application assessed with all other applications.

Through discussions with other local governments, Council became aware of the benefits of allowing Youth Councillors to remain a member if they choose to do so. This allows ongoing consistency and provides an opportunity for younger members to be mentored by

existing Youth Councillors.

IMPLEMENTATION OF AMENDMENTS

The above amendments will commence from July 2023 as a 12-month trial period.

The 2023/2024 Youth Council will be recruited during May and June 2023.

FINANCIAL IMPLICATIONS:

There are no financial implications resulting from this report.

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 5: Community health, safety and well being.

- Strategy 5.1 Provide opportunities for our community to be healthy and active.
- Strategy 5.3 Help build resilient, inclusive communities.
- Strategy 5.5 Plan and respond to demographic changes in the community.

Objective 6: Community leadership and collaboration.

- Strategy 6.3 Advocate for our community.
- Strategy 6.7 Invest in our people.
- Strategy 6.9 Progressive Local Leadership.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

Nil

MINUTE

RESOLUTION NUMBER: ORD2023-125

MOVED: Cr B Fry SECONDED: Cr K Burke

RESOLVED:

That the information be noted.

9.4.2 COMMUNITY EVENTS 2023 (FEBRUARY-APRIL) - SENIORS FESTIVAL, INTERNATIONAL WOMEN'S DAY, HARMONY WEEK AND YOUTH WEEK

File No: 07.00016, 23.00155, 09.00032, 11.00020

RECOMMENDATION:

That the information be noted.

REPORT:

NSW Senior's Festival – 1 - 12 February 2023

The Seniors Festival Organising Committee were involved in planning the 31 free or low-cost events, which were held for seniors.

Council facilitated nine events for Seniors Festival 2023; two tours of the Central Tablelands Collections Facility, two tours of Chifley Home, Painting the Light – author talk with Ned Manning, Fraud Presentation in collaboration with NSW Police Fraud Squad, It Starts with You Dementia Friendly Community presentation in collaboration with Dementia Australia, Computer Coffee Club and Movie Matinee “The Healer” at the Bathurst Library.

Council also provided:

- Administration support to the Bathurst Seniors Festival Organising Committee
- Bathurst LGA promotion in senior travel publications
- Senior's concessions, which are offered through Council's cultural facilities

Other Seniors Festival activities included bowls, exercise classes, an afternoon at The Seymour Centre, scenic drives to Hassan's Walls and Millthorpe, The Everly Brothers and Buddy Holly Tribute Show, a memory morning to enjoy, aqua aerobics, outdoor games, morning tea in Miss Traill's Garden and New Horizons Open Day.

The events were well attended and positive feedback from participants and organisers was received.

International Women's Day – 8 March 2023

International Women's Day is celebrated across the globe on 8 March annually. The international theme for 2023 was “#EmbraceEquity”. In Bathurst each year, Council leads celebrations to acknowledge and celebrate achievements of women locally, regionally and internationally. This year Councillors Kirralee Burke and Margaret Hogan were invited to organise the event.

In 2023 a community celebration was held at the Bathurst Memorial Entertainment

Centre, Bathurst City Hall and courtyard, which included:

- A Warming to Country, by Aunty Gloria Rogers
- Guest speaker, Julie Fairley, IBM
- Entertainment by Smith & Jones and Harriet Fahey and members of Compareo
- Free BBQ, barista coffee, ice cream and photo booth

The key requirement, asked of local service providers, was that they provide interactive arts and crafts activities at their stands. which contributed to a strong sense of connection on the day.

The event was also supported by the Bathurst Regional Youth Councillors.

The event was very successful and well attended. It was evident that the event was also very inclusive with nearly every demographic of Bathurst being represented in the room.

Harmony Week – 20 - 26 March 2023

Harmony Week is celebrated during the week (Monday to Sunday) that includes 21 March, which is the United Nations International Day for the Elimination of Racial Discrimination.

Harmony Week is about inclusiveness, respect and belonging for all Australians, regardless of cultural or linguistic background, united by a set of core Australian values. Harmony Week is an opportunity for Australians to celebrate Australia as a successful multicultural country – a model based on integration and social cohesion.

Bathurst Regional Council, in conjunction with The Neighbourhood Centre sought individuals and families to participate in a local initiative to celebrate Harmony Week 2023.

Participants attended a local early childhood service and were asked questions by preschool aged children within the centre. The interaction between the children and participants was captured and collated into an educational resource video.

The educational resource video was launched at Bathurst Library on Wednesday 22 March 2023. Early childhood services, participants and community members were invited to attend.

The video is available on Council's YouTube channel. The aim of this Harmony Week project is to educate preschool children and the Bathurst community. It is hoped that the initiative will continue to raise awareness throughout the year about various cultures and allow multiculturalism within the Bathurst region to be celebrated. A link to the video is provided at: [Harmony Week 2023](#)

NSW Youth Week - 20 - 30 April 2023

NSW Youth Week is a celebration of young people, it is organised by young people, for young people. Youth Week is an opportunity for young people to express their ideas and views, act on issues that affect their lives and create and enjoy activities and events.

To celebrate Youth Week, the Bathurst Regional Youth Council collaborated with Creative

Community Concepts to host a Sports Day on Friday 21 April 2023 at Morse Park.

The Sports Day was a free event for young people aged 12 – 24 years. The event included:

- Laser Tag and League Tag competition,
- Sporting activities facilitated by local sporting clubs and organisations
- Guest Speaker Wayne Wigham from Black Dog Institute
- Live music from young people
- Headspace Bathurst Chillout Zone
- Lunch
- Prizes and giveaways

There were approximately 120 young people in attendance.

The Bathurst Regional Youth Council played a pivotal role in the development of the Sports Day and assisted with the event on the day.

FINANCIAL IMPLICATIONS:

Funding for the community events is contained within Council's budget to support these events.

Senior's Festival and Youth Week received additional funding through NSW Senior's Festival and NSW Youth Week grants, in addition to funding allocated in Council's budget.

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 1: Our sense of place and identity.

Strategy 1.3 Enhance the cultural vitality of the region.

Objective 4: Sustainable and balanced growth.

Strategy 4.1 Facilitate development in the region that considers the current and future needs of our community.

Objective 5: Community health, safety and well being.

Strategy 5.1 Provide opportunities for our community to be healthy and active.

Strategy 5.2 Help make the Bathurst CBD, neighbourhoods and the region's villages attractive and full of life.

Strategy 5.3 Help build resilient, inclusive communities.

Strategy 5.5 Plan and respond to demographic changes in the community.

Objective 6: Community leadership and collaboration.

Strategy 6.1 Communicate and engage with the community, government and business groups on important matters affecting the Bathurst region.

Strategy 6.2	Work with our partners and neighbouring councils to share skills, knowledge and resources and find ways to deliver services more efficiently.
Strategy 6.3	Advocate for our community.
Strategy 6.5	Be open and fair in our decisions and our dealings with people.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

Nil

MINUTE

RESOLUTION NUMBER: ORD2023-126

MOVED: Cr J Jennings SECONDED: Cr K Burke

RESOLVED:

That the information be noted.

9.4.3

BATHURST HERITAGE TRADES TRAIL 2023

File No: 23.00060

RECOMMENDATION:

That the information be noted.

Background

The inaugural 'Bathurst Artisan Trades Trail' was held in May 2017, with 597 paid attendees and a total visitation of 1,058 (children under 16 free). This event was intended to provide an opportunity for visitors and locals to rediscover traditional craftsmanship through a showcase of arts and trades demonstrations whilst activating Bathurst's iconic heritage venues.

In 2018 the name was changed to the 'Heritage Trades Trail' with 1,145 paid attendees and a total attendance of 1,413. A third event in May 2019 attracted 1,333 paid attendees with a total audience of 1,785. In 2020 the event was cancelled a week before it was scheduled to occur due to the COVID-19 outbreak. In 2021 the event returned with 1,484 paid attendees and a total attendance of 2,144. In 2022 there were 1,496 paid attendees and a total attendance of 2,306.

The 2023 Event

Initial events utilized multiple sites around Bathurst, dispersing artisans and requiring visitors to move between venues. This situation was refined in 2021 and 2022 to encompass only two sites which proved more successful and which simplified organisation and the running of the event. Reviewing this success, and taking into account visitor feedback, it was decided to host the 2023 Bathurst Heritage Trades Trail within a single heritage venue, the Bathurst Showground. A single venue was thought to offer advantages in simplicity of messaging, ease of access, high visibility and reduced operating costs allowing for increased event promotion.

149 exhibitors, including a strong local presence, presented at the event venue showcasing over 70 unique trades with new additions for 2023 including Aboriginal tool and weapon making provided by Milan Dhiyaan, fletching and button making. A number of special presentations, workshops and activities including whip cracking, circle drumming, dry stone walling, hands-on soap making, and wine making were also features of the event. An authentic Cobb & Co Coach provided the opportunity for rides all weekend, and there were a number of wandering costumed characters and children's games and activities.

Online ticket sales were offered through the Bathurst region tourism website via the embedded 'Bookeasy' booking engine. Children under 16 were once again provided free entry to encourage family attendance.

All event marketing, including digital, was planned and executed by the Bathurst Visitor Information Centre (BVIC) team with public relations (PR) generated through channels coordinated by BVIC in addition to employment of a specialist agency to drive media interest and engagement.

An original intent of the event was that it be used to raise awareness of Bathurst's heritage sites through their activation as event spaces. With the reduction of event spaces to the single heritage site in 2023, a new element was added to the event being the 'Heritage Trail'; the offering of incentivized discount entry at 6 of Bathurst's museums and historic Houses to all Trades Trail ticket holders. Two shuttle buses operated between the Bathurst Showground and these venues over the two days of the event. Heritage sites involved for 2023 were Chifley Home and Education Centre, Miss Trail's House and Garden, Bathurst District Historical Society Museum, Old Government Cottage, Bathurst Rail Museum and Abercrombie House.

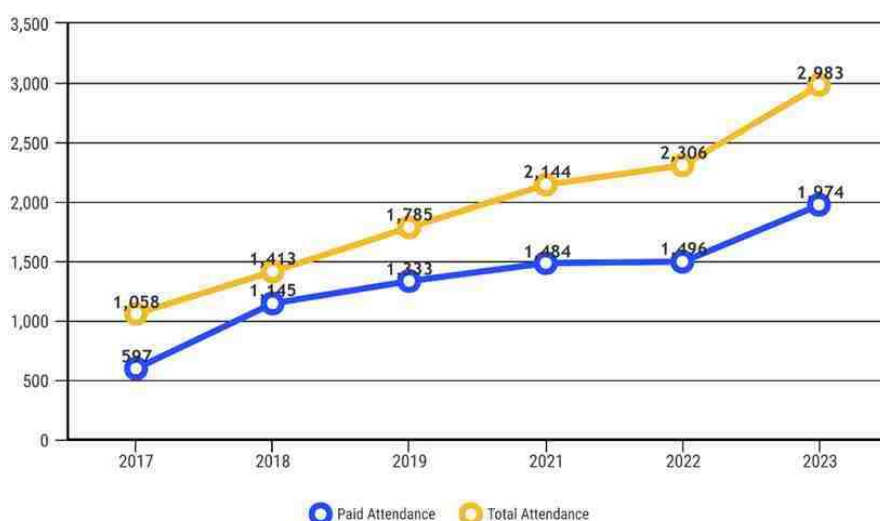
Attendance and Event Impact

A total of 1,974 tickets were sold for the event representing an increase of 32% over the 2022 result. An increased numbers of families attending saw an additional 1009 free entry passes issued to children under 16 and event volunteers, bringing total attendance over the weekend to 2,983 representing an overall attendance increase of 29.4%. This level of growth is considered satisfactory and shows the ongoing demand for quality cultural heritage tourism activities.

Heritage Trades Trail



Attendance



Ex GST ticketing revenue of \$41,452 was 81.9% over the 2022 result. 726 tickets were pre-sold online, consistent with 2022, with no external commission payable due to the use of BVIC's booking engine. A \$5,000 grant was also received from Destination NSW via regional support to the Central West Joint Organisation of Councils and was used to undertake targeted digital marketing to metropolitan Sydney. Overall event expenses

were contained below previous years' due to recycling of previously purchased items, reduced venue hire costs and increased use of in-house expertise at BVIC. Operational event costs, excluding all marketing and public relations activity, totaled \$39,467 making the event effectively self-funded.

The overall proportion of visitors to the event from beyond the Bathurst region grew from 50.9% in 2022 to 58.1% in 2023 according to geofenced point of origin data obtained through the Localis analytics platform used by the Bathurst Visitor Information Centre. Of these the majority were drawn from Sydney/Blue Mountains and the Central West though there was also significant growth in attendance from the Central Coast (5.4% of total). The increased attendance from outside the Bathurst region LGA is significant, particularly considering the overall increase in event attendance, and reflects targeted marketing particularly to Sydney areas and surrounds undertaken by BVIC in the leadup to the 2023 event.

Economic modelling from the National Institute of Economic and Industry Research (NEIR) via the *economy.id* platform utilised by Bathurst Regional Council based upon conservative assumptions and Tourism Research Australia figures for average visitor expenditure demonstrates that the event has an estimated positive economic impact of \$367,007 with a value add of \$169,209 to the Bathurst Regional Council area economy.

Members of the Heritage Trades Trail Committee, Bathurst District Historical Society, National Trust Bathurst Branch and other volunteers involved dedicated hundreds of hours towards the success of the Bathurst Heritage Trades Trail. Volunteers will be recognised, at a function to be held on Friday 26 May following the completion of all Autumn Colours heritage festival activities.

Attendance at Partner Attractions

The new 'Heritage Trail' operated over both days of the event. Chifley Home and Education Centre, Miss Traill's House and Garden, Bathurst District Historical Society Museum, Old Government Cottage, Bathurst Rail Museum and Abercrombie House all partnered through the Bathurst Visitor Information Centre to offer a 50% discount to Trades Trail ticket holders. The activity was promoted in all printed material and two complimentary shuttle buses were provided by Bathurst Tours to move between sites.

Attendance at these heritage attractions over the weekend saw a steep rise as a consequence of this initiative. An estimated 250-300 event attendees used the shuttle bus service, with many more choosing to self-drive the Heritage Trail. Additional weekend attendance at the participating heritage attractions attributable to the event was estimated variously as:

Chifley Home and Education Centre	51
Miss Traill's House and Garden	77
Bathurst District Historical Society Museum	32
Old Government Cottage	36
Bathurst Rail Museum	108
Abercrombie House	250

This new element to the event is considered to have been a success in dispersing event attendees, raising overall attendance, activating heritage sites across Bathurst and raising

general awareness of heritage as a key experience pillar of the Bathurst region destination.

Marketing and Promotion

Public relations activity generated media activity across print, digital, TV and radio including being featured in *Explore*, *ACM Holidays with Kids*, *Blue Mountains Life* and *Central West Mums*. A major achievement was the event attracting a three-day visit from *Australian Geographic Magazine* who have captured images and content for a planned 8–10-page feature article on the Bathurst Heritage Trades Trail, profiling of the artisans involved and also on the overall heritage features of the Bathurst region. Publication date of this article is not yet known, but the reach and earned media value of this will be substantial. This activity does not merely increase ticket sales, but also provides a substantial boost to Bathurst's profile and regional brand and provides content to be leveraged in future marketing and promotional activity. New high-resolution photographs were captured during the 2023 event for future promotion.

The event was promoted via a micro-site established by BVIC staff on the www.bathurstregion.com.au destination website. This website recorded its highest daily user rate in 2023 over the two days of the event with the event landing page being the fifth highest ranked page YTD with 7,003 views or 2.2% of website total, an increase of 107.9% on 2022. Pre-sales were available through the 'Bookeasy' online booking system embedded on the website with staff at BVIC providing assistance and also facilitating bookings to visitors to the Centre and via phone. Tickets were available at the venue and at BVIC over the weekend of the event.

All tours were promoted to local target audiences by BVIC via social media channels with paid targeted advertising and direct links to the ticketing site. Targeted BVIC Social Media activity had a combined reach of 193,818 with 3,308 link clicks to the microsite during the campaign period. An animated HTML Google display banner ad achieved 260,964 impressions and 2,027 clicks. For the first time, digital on-demand TV ads were trialled, targeting Sydney viewers, achieving 13,338 impressions. Online promotion was supported by a four-week TV Campaign on the Prime networks, a local radio campaign and by local print advertising and editorial. The targeted nature of this campaign activity is reflected in the growth of attendance particularly from Sydney/Blue Mountains and the Central Coast.

FINANCIAL IMPLICATIONS:

Funding for this item is contained within existing budgets.

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 1: Our sense of place and identity.

Strategy 1.3 Enhance the cultural vitality of the region.

Objective 2: A smart and vibrant economy.

Strategy 2.6 Promote our City and Villages as a tourist destination.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

Nil

MINUTE

RESOLUTION NUMBER: ORD2023-127

MOVED: Cr K Burke SECONDED: Cr M Hogan

RESOLVED:

That the information be noted.

9.4.4 BATHURST PUBLIC ART PROJECTS - UPDATE, MAY 2023

File No: 21.00152

RECOMMENDATION:

That the information be noted.

REPORT:

Since the inception of the Bathurst Public Art Policy (PAP) in 2019, public art projects have been installed throughout the city and region, with a focus on temporary digital programs and community participatory projects.

PAP activities for the period from April 2022 to April 2023 include:

- **Out There Bathurst Digital Platforms:**
 - SERVED, 2022 digital artwork commission: Orange based artists Sonny Day and Biddy Maroney were commissioned to create a foundation artwork for the Out There Bathurst digital screens on the old TAFE building. This commission was supported by funding through the Museums & Galleries of NSW Let's Get Digital grant program aimed at supporting new strategies of digital engagement.
 - *Ngumbaay Galang (One Belonging)*: a two-year portrait project commissioned by the Bathurst Local Aboriginal Lands Council to celebrate the cultural connections of the Bathurst ATSI community. Featuring portraits of 50 community members, Ngumbaay Galang was presented in conjunction with the Bathurst Winter Festival and NAIDOC Week 2022.
- **Streets As Shared Spaces Round 2: Public Art :**

Bespoke Furniture with Bubba & Kerry Kennedy: Three Rivers, Light Pillars installed in Machattie Lane (September 2022).
- **ReConnect Bathurst:**
 - A social-cohesion project that partnered socially engaged storytelling with community-based activations to create space for narratives around ageing, isolation, and reconnection.
 - BRAG and photographic agency And Then partnered with 12 community groups to nominate 16 seniors and Elders from the Bathurst community to participate. During the project, which commenced in August 2022, participants undertook workshops, interviews, portrait sittings, and intergenerational projects.
 - The resulting portraits and stories were exhibited in Pedrottas Lane in the Bathurst CBD during Social Cohesion Week (19 – 27 November 2022)

through until 27 January 2023. Funded by the Department of Premier & Cabinet's Local Government Social Cohesion Grant (\$63,500).

These projects exemplify Bathurst Regional Council's commitment to creating opportunities for art in public spaces that tell Bathurst's stories, provide opportunities for community participation, support economic opportunities for artists, celebrate Wiradjuri and First Nations art and culture, foster partnerships and connections, and maximise participation and social engagement.

FINANCIAL IMPLICATIONS:

Funding for public art projects in 2022 was supported by grant funding comprising:

- Streets As Shared Spaces (Round 2): \$35,000 supported installation of public art in Machattie Lane
- ReConnect Bathurst: \$63,500 Department of Premier & Cabinet's Local Government Social Cohesion Grant
- Served artwork commission: supported by Museums & Galleries of NSW Let's Get Digital grant (\$13,500)

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 1: Our sense of place and identity.

Strategy 1.3 Enhance the cultural vitality of the region.

Objective 2: A smart and vibrant economy.

Strategy 2.1 Support local business and industry.

Strategy 2.6 Promote our City and Villages as a tourist destination.

Objective 5: Community health, safety and well being.

Strategy 5.2 Help make the Bathurst CBD, neighbourhoods and the region's villages attractive and full of life.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

Nil

MINUTE

RESOLUTION NUMBER: ORD2023-128

MOVED: Cr B Fry SECONDED: Cr J Jennings

RESOLVED:

That the information be noted.

9.4.5 AUTUMN SCHOOL HOLIDAY ACTIVITIES, APRIL 2023

File No: **21.00039, 21.00054, 21.00060, 21.00106,
21.00144**

RECOMMENDATION:

That the information be noted.

REPORT:

During the April 2023 Autumn school holiday period, Council's facilities offered a variety of activities that were well attended.

This report provides a summary of the activities held during April School Holiday period.

Bathurst Museums

The April School Holiday period saw a combined total of **9,802** individual visitors to the Australian Fossil and Mineral Museum, National Motor Racing Museum, Chifley Home and Education Centre and the Bathurst Rail Museum from Friday 7 April to Monday 24 April 2023.

Australian Fossil and Mineral Museum saw 3,610 individuals come through the doors during these school holidays. The Dino-store exhibition continues to draw people to the museum. This exhibition contains three animatronic dinosaurs with information on what you would need if you were to have a dinosaur as a pet. The exhibition is proving very popular with families of young children from the Bathurst community, regional NSW and beyond engaging with the exhibition. The permanent exhibition continues to impress visitors to the museum and build on its reputation as a quality experience for visitors to Bathurst.

National Motor Racing Museum saw 3,162 visitors during this period. The 6 hour race on Mt Panorama was held on 7 to 9 April. During this period the museum was closed to the general public with only ticket holders to the race having access.

Bathurst Rail Museum was also busy during this school holiday period with 2,794 individuals visiting.

Chifley Home and Education Centre reopened in July 2022. The April school holiday period saw 236 visitors to the house museum that is celebrating 50 years of operations in 2023.

Bathurst Visitor Information Centre

The Bathurst Visitor Information Centre was open for the duration of the school holiday period to promote the experiences of the Bathurst region as well as to specifically promote all school holiday activities to both visitors and local residents. The Easter long weekend saw a 1.1% increase in visitation over 2022, with visitation for the overall holiday period a strong 2,754 though a decrease over the equivalent 2022 holiday period.

The destination website bathurstregion.com.au recorded 18,223 sessions over the holiday period, an 42.2% increase over the 2022 Easter school holiday period. BVIC staff were also engaged in coordinating the Autumn Colours program, including the Bathurst Heritage Trades Trail on 15-16 April 2023 which saw a record attendance of 2,983.

Facility	2022 Visitation	2023 Visitation	% Change
BVIC	3,440	2,754	-19.9%
NMRM	3,412	3,162	-7.3%
AFMM	5,773	3,610	-37.5%
Rail Museum	2,971	2,794	-5.9%

Table 1: Summary of visitation trends April School Holidays 2022/2023

Bathurst Library

The Library Autumn 2023 School Holiday Program offered diverse events catering to a breadth of ages with 163 attendees across the six programs.

Bathurst Library and Bathurst Regional Art Gallery collaborated for a special family Storytime with musicians Smith & Jones around the theme of 'homes'. Children between ages 0-6 and their families joined the singing and listened to stories during the morning, with an opportunity to participate in a special children's art exhibition displayed on the library windows.

Tutor Fiona Howle led two booked out Paper Making workshops, teaching children the process of paper making for recycling and sustainability, while community volunteer and Yoga teacher Miao Li taught a group of teens the basics of Yoga for relaxation.

Programs led by Library staff focuses on building skills with a special Lego Building Challenge and a Animal box building workshop. Imagination was the key and engineering skills of all kinds were put to the test during these two very popular programs.

All programs with space limits were fully booked across the two weeks.

AUTUMN SCHOOL HOLIDAY PROGRAM 2023



for Easter holiday period;
Friday 7th - Monday 10th April

Reopen from 10am Tues 11th

APRIL TUESDAY 11

NOOB VS PRO LEGO CHALLENGES

Are you a Noob or a Pro at Lego building? Join us and team-up to build a few challenges. There will be free building time as well.

PRIZES for the people's choice.
Which team will be chosen as the Pros?

TIME: 10:30am - 12noon
AGES: 6yrs +
FREE LIMIT: 30



APRIL WEDNESDAY 12

SLOW STITCHED SOFTIES

WITH FIONA HOWLE
Beginners can learn to thread a needle, select fabrics and stitch character into their own soft toy design. A great way to learn to sew.

TIME: 10:30am - 12:30pm
AGES: 12yrs - 18yrs
COST: \$10
LIMIT: 12



APRIL THURSDAY 13

ANIMAL BOXES

Come to the Library for a fun crafting session making cute animals out of boxes. Recreate your favourite animal or even your pet.



TIME: 2:30pm - 3:30pm
AGES: 6yrs+ **FREE LIMIT:** 12

APRIL MONDAY 17

STORYTIME WITH SMITH & JONES

Families join the fabulous Smith & Jones for this special edition of Storytime!! There will be stories and songs about what makes a 'Home'.

There will be an art activity that is to be displayed as part of BRAG's exhibition!



TIME: 10:30am - 11:30am
Family Groups FREE
LIMIT: 100

APRIL TUESDAY 18

YOGA FOR TEENS WITH MIAO LI

Join Yoga teacher and mum, Miao Li, in a special Yoga session for teens. Learn ways to calm and stretch the body for an overall feeling of Zen.

BYO mat or towel, but not essential.
Yoga is best before eating, so save your lunch for afterwards.

TIME: 1:30pm - 2:15pm
AGES: 12yrs-18yrs
FREE
LIMIT: 15



APRIL WEDNESDAY 19

PAPER MAKING WITH FIONA HOWLE

This workshop is a beginners' papermaking, experimental session and is a great way to recycle unwanted papers to create beautiful handmade paper.

Please bring 2 old towels with you.

TIME: 10:30am - 12:30pm
AGES: 8yrs - 12yrs
COST: \$10
LIMIT: 12



beanstack Reading App

GENRE CHALLENGE



Challenge yourself to read beyond what you can imagine! Stretch your reading skills and explore new genres.

Spark your imagination, read new books and complete activities to earn badges.

Pre-register for this challenge that will run during April.

Use the QR Code above to register.



See over page for bookings & further information, or please call 6333 6281. Join our email list to receive newsletters/info related to children's activities.

Bathurst Regional Art Gallery

The Bathurst Regional Art Gallery (BRAG) 2023 Autumn school holiday program provided a variety of events, workshops, and activities to target a diverse age range and interest levels. BRAG also collaborated with Bathurst Library on a program with local musicians Smith & Jones, and Sydney-based artist Todd Fuller.

Inspired by BRAG's *Bathurst Out There Digital Program* running concurrently (a projection in the Gallery/Library forecourt of Smith & Jones + Todd Fuller's new animated film clip coloured by community members "Home", and window drawing by Fuller), BRAG produced a range of colouring sheets for kids to draw and colour their idea of what 'Home' looks like or means to them. Forty-five children's artworks were then exhibited in the Library windows for a "Kids Window Exhibition" on display for the duration of the holidays.

BRAG ran three dedicated art-making workshops engaging a variety of art mediums: drawing and painting, 3D-look art, and sculpture. BRAG kicked off our re-vamped Kids Colour Club series with a workshop facilitated by local artist Fiona Howle, making bush-themed artworks to tie in with our current exhibition by Hill End-based artist Danelle Bergstrom. Gallery Assistants ran a "Cardboard Cockatoos" sculpture workshop inspired by the works of Kandos-based artist Leanne Wicks, who is currently exhibiting in the Foyer Space. Kids created flocks of native cockatoos and galahs, suspended on mobiles. Gallery Assistants also ran a 3D-look art making workshop exploring ways to 'animate' painted landscapes, inspired by animated works on display in the gallery by Bergstrom. BRAG also collaborated with the Library and Smith & Jones to host a fantastic 'home' themed storytime and colouring morning at the Library.

In conjunction with our current suite of exhibitions, BRAG also provided a kids activity trail booklet to increase engagement with the exhibitions, artwork, and the artists.

BRAG also hosted a visit by 'The Uncooperative' – a Cementia Initiative jointly funded by the Commonwealth, NSW Government and Mid Western Regional Council Youth Services.

Total Autumn School Holiday participation at BRAG: 324

Workshop attendees: 109

Kids Window Exhibition: 45 participants

Attendance at BRAG

Postcode 2795 165; NSW 41; National 2; International 3



Image: Cardboard Cockatoos workshop @ BRAG in Danelle Bergstrom, Afterglow, 2023. Photo courtesy Bathurst Regional Art Gallery.

FINANCIAL IMPLICATIONS:

Funding for this item is contained within existing budgets.

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 1: Our sense of place and identity.

Strategy 1.3 Enhance the cultural vitality of the region.

Objective 5: Community health, safety and well being.

Strategy 5.2 Help make the Bathurst CBD, neighbourhoods and the region's villages attractive and full of life.

Objective 6: Community leadership and collaboration.

Strategy 6.7 Invest in our people.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

Nil

MINUTE

RESOLUTION NUMBER: ORD2023-129

MOVED: Cr W Aubin SECONDED: Cr J Jennings

RESOLVED:

That the information be noted.

10 REPORTS OF OTHER COMMITTEES

10.1 TRAFFIC COMMITTEE REPORT - 2 MAY 2023

File No: 07.00006

MINUTE

RESOLUTION NUMBER: ORD2023-130

MOVED: Cr W Aubin SECONDED: Cr M Hogan

RESOLVED:

That the recommendations of the Traffic Committee Meeting of Bathurst Regional Council held on 2 May 2023 be adopted.

11 NOTICES OF MOTION

11.1 COUNCILLOR HOGAN - EXPLORING GROUNDWATER

File No: 11.00004

RECOMMENDATION:

That Council redirect \$165,000 currently allocated to the Western Wanderers, to extend groundwater exploration with an initial focus near the historic groundwater tunnel at the Water Filtration Plant.

REPORT:

The following Notice of Motion was submitted by Councillor Hogan

MOTION:

“That Council redirect \$165,000 currently allocated to the Western Wanderers, to extend groundwater exploration with an initial focus near the historic groundwater tunnel at the Water Filtration Plant.”

ATTACHMENTS:

Nil

Cr B Fry declared a non significant, non pecuniary interest, he stayed and took part in the discussion.

MINUTE

RESOLUTION NUMBER: ORD2023-131

MOVED: Cr M Hogan SECONDED: Cr K Burke

RESOLVED:

1. That Council redirect \$165,000 currently allocated to the Western Wanderers, to extend groundwater exploration with an initial focus near the historic groundwater tunnel at the Water Filtration Plant.
2. The work to commence within 12 months (given current staffing shortages).

On being **PUT** to the **VOTE** the **MOTION** was **LOST**

12 COUNCILLORS / DELEGATES REPORTS

12.1 MINUTES - COUNCILLORS MEETING WITH COMMUNITY GROUPS/REPRESENTATIVES - 26 APRIL 2023

File No: 11.00019

RECOMMENDATION:

That the information be noted.

REPORT:

Present: Mayor Taylor, Councillor Fry (via teams), Cr Jess Jennings, Councillor Hogan, Councillor Smith, Councillor Hanger, Councillor Ian North.

Apologies: Councillor Kiralee Burke, Councillor Warren Aubin

1. Bathurst Bypass Consultation – Able, Sam and Ashley (Consultants)

- Supporting Council to identify needs. Includes economic and opportunity costs.
- It needs analysis, triggers and value (\$30 million/year), will proceed to next stage of government process.
- Unpacked each: Heavy vehicles 1. Transported infrastructure, 2. socio-economic and 3. environmental and livability.
- About 2000 trucks per day through Bathurst
- About 34% of Bathurst (ages <14 and >65) vulnerable to heavy vehicle movements.
- 4000 Tonnes of greenhouse gas emissions per year.
- Described stakeholder engagement process.
- Infrastructure Australia under review under new government. But IA working with LG as part of planning.
- NSW Government support will be vital for submission to IA.
- The conference in Dubbo on Friday will have multiple government stakeholders.
- 'Placemaking'/livability becoming a central theme in planning (in state government).
- The first phase is to identify if the project is worth pursuing.

2. Biogas Consultant Presentation - Representatives from Egis Oceania: Mike Davis and Ken Davey, and representatives from Jemena's Renewable Gas team: Brent Davis

- First step is to engage with Council.
- Everything from industrial to residential is looking for a renewable gas source.
- Looking to leverage existing infrastructure.
- Renewable gas certification pending as a system.
- Optimal Renewable Gas. Circular economy, not new.
- Anaerobic digestion (AD) core of process. Works with photosynthesis in the

- digester together. All substrates track back to photosynthesis.
- 2 products: biogas and digestible.
- Biogas can decarbonise both the gas network and businesses attached to it.
- Digestible fully recyclable into the local agriculture and other products.
- Would like to access treated effluent, grow a crop to create silage for a biogas plant. Continuous cropping.
- Organic battery, timescale over years.
- High security substrate needed (effluent). Can then add a range of other substrates.
- Substrate supply chains right around the region.
- Local/regional carbon market
- Can vary within dry/wet years.
- Aware effluent is finite resource.
- Circular economy vital: Businesses need to decarbonise.
- Could grow maize without effluent, but becomes part of social license. Also goes to high security substrate.
- 2-3 years best case to be up and running.

FINANCIAL IMPLICATIONS:

N/A

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Objective 6: Community leadership and collaboration.

Strategy 6.4 Meet legislative and compliance requirements.

COMMUNITY ENGAGEMENT:

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

ATTACHMENTS:

Nil

MINUTE

RESOLUTION NUMBER: ORD2023-132

MOVED: Cr W Aubin SECONDED: Cr A Smith

RESOLVED:

That the information be noted.

13 RESOLVE INTO CONFIDENTIAL COMMITTEE OF THE WHOLE TO DEAL WITH CONFIDENTIAL REPORTS

13.0 RESOLVE INTO CONFIDENTIAL COMMITTEE OF THE WHOLE

13.0.1 Resolve into Confidential Committee of the Whole

MINUTE

RESOLUTION NUMBER: ORD2023-133

MOVED: Cr B Fry SECONDED: Cr J Jennings

The Mayor invited members of the public to make submissions on whether the matter/s should or should not be dealt with in Confidential Committee.

There were no representation from the public.

RESOLVED:

That:

Council resolve into closed Council to consider business identified, together with any late reports tabled at the meeting.

- (b) Pursuant to section 10A(1)-(3) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A(2) as outlined above.
- (c) Correspondence and reports relevant to the subject business be withheld from access.

In accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005:

1. In accordance with Section 9(2A) of the Local Government Act 1993, it is the opinion of the General Manager that the following business is of a kind as referred to in section 10A(2) of the Act and should be dealt with in a part of the meeting closed to the media and public.
2. In accordance with Section 10B(1) it is considered that discussion of the matter in open meeting, would on balance, be contrary to the public interest.
3. In accordance with Section 10A(4) members of the public are invited to make representations to the Council as to whether the matters should or should not be dealt with in Confidential Committee.

13.1 DIRECTOR CORPORATE SERVICES AND FINANCE'S REPORT

13.1.1 FINANCIAL STATEMENTS - 2022 BATHURST 12 HOUR

Reason: 10A (2) (d) (i) Contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it. Discussion of the matter in open council would, on balance, be contrary to the public interest as it would prejudice the commercial position of the person who supplied it.

This item discusses the financial statements of the 2022 Bathurst 12 Hour.

MINUTE

RESOLUTION NUMBER: CONF2023-26

MOVED: Cr A Smith SECONDED: Cr M Hogan

RESOLVED:

That the information be noted.

13.1.2 FINANCIAL STATEMENTS - 2022 CHALLENGE BATHURST

Reason: 10A (2) (d) (i) Contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it. Discussion of the matter in open council would, on balance, be contrary to the public interest as it would prejudice the commercial position of the person who supplied it.

This item discussed the financial statements of the 2022 Challenge Bathurst event.

MINUTE

RESOLUTION NUMBER: CONF2023-27

MOVED: Cr B Fry SECONDED: Cr M Hogan

RESOLVED:

That the information be noted.

13.1.3 BATHURST BIKE PARK LOAN

Reason: 10A (2) (d) (i) Contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it. Discussion of the matter in open council would, on balance, be contrary to the public interest as it would prejudice the commercial position of the person who supplied it.

This item relates to the proposal that the balance of the Community Loan to the Bathurst Bike Park Incorporated be written-off as detailed in the report.

MINUTE

RESOLUTION NUMBER: CONF2023-28

MOVED: Cr B Fry SECONDED: Cr A Smith

RESOLVED:

That the balance of the Community Loan to the Bathurst Bike Park Incorporated be written-off as detailed in the report.

13.1.4 WESTERN SYDNEY WANDERERS PROPOSAL

Reason: 10A (2) (d) (ii) Contains commercial information of a confidential nature that would, if disclosed, confer a commercial advantage on a competitor of the council. Discussion of the matter in open council would, on balance, be contrary to the public interest as it would prejudice the commercial position of the Council.

This item relates to the proposal to host a Western Sydney Wanderers event.

Cr B Fry declared a non-pecuniary, non-significant interest and stayed in the room.

MINUTE

RESOLUTION NUMBER: CONF2023-29

MOVED: Cr I North SECONDED: Cr J Jennings

RESOLVED

That Council accept the proposal to host a Western Sydney Wanderers Women's A-League fixture as detailed within this report.

13.1.5 EXTENSION OF FINANCIAL SUPPORT PERIOD

Reason: 10A (2) (d) (i) Contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it. Discussion of the matter in open council would, on balance, be contrary to the public interest as it would prejudice the commercial position of the person who supplied it.

This item relates to the proposal to extend financial support.

MINUTE

RESOLUTION NUMBER: CONF2023-30

MOVED: Cr B Fry SECONDED: Cr K Burke

RESOLVED:

That Council:

- a) Not agree to an extension of the financial support period; and
- b) Continue to offer in kind support through the BVIC.

13.1.6 REQUEST FOR REDUCTION IN WATER USAGE CHARGES - ROCKET STREET

Reason: 10A (2) (b) Contains advice concerning hardship of a resident or ratepayer, disclosure of which would not be in the public interest as it would prejudice the personal position of the individual concerned.

This item relates to the proposal to reduce water usages charges and that Council act in accordance with recommendations of the report.

MINUTE

RESOLUTION NUMBER: CONF2023-31

MOVED: Cr B Fry SECONDED: Cr M Hogan

RESOLVED:

That Council write-off the excess charge as detailed in the report.

13.1.7 REQUEST FOR REDUCTION IN WATER USAGE CHARGES - SEYMOUR STREET

Reason: 10A (2) (b) Contains advice concerning hardship of a resident or ratepayer, disclosure of which would not be in the public interest as it would prejudice the personal position of the individual concerned.

This item relates to the proposal to not adjust the outstanding water account for Seymour Street.

Director Corporate Services and Finance Mr Aaron Jones declared a pecuniary interest and left the room.

MINUTE

RESOLUTION NUMBER: CONF2023-32

MOVED: Cr B Fry SECONDED: Cr J Jennings

RESOLVED:

That Council write-off the excess outstanding water account at 74 Seymour Street, Bathurst, less the average usage amount charged.

13.1.8 REQUEST FOR WAIVER OF LANDING CHARGES

Reason: 10A (2) (c) Contains commercial information of a confidential nature that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business, and Commercial information of a confidential nature that would, if disclosed, (i) prejudice the commercial position of the person who supplied it, (ii) confer a commercial advantage on a competitor of the Council.

This item relates to the proposal that the request for the waiver of landing changes not be approved as detailed in the report.

MINUTE

RESOLUTION NUMBER: CONF2023-33

MOVED: Cr M Hogan SECONDED: Cr B Fry

RESOLVED:

That the request for the waiver of landing changes not be approved as detailed in the report.

13.2 DIRECTOR ENGINEERING SERVICES' REPORT

13.2.1 TENDER 36.00810 - DESIGN AND CONSTRUCTION OF EUSDALE CREEK BRIDGE GEMALLA

Reason: 10A (2) (d) (i) Contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it. Discussion of the matter in open council would, on balance, be contrary to the public interest as it would prejudice the commercial position of the person who supplied it.

This item relates to the proposal for the Design and Construction of Eusdale Creek Bridge, Gemalla.

MINUTE

RESOLUTION NUMBER: CONF2023-34

MOVED: Cr M Hogan SECONDED: Cr I North

RESOLVED:

That Council accepts the tender from Murray Constructions for the Design and Construction of Eusdale Creek Bridge Gemalla for the single span alternative in the amount of \$1,192,273.50 (incl. GST), subject to provisional items and variations.

13.2.2 TRUNK MAIN SEWER WORKS - CARDIFF PLACE, KELSO

Reason: 10A (2) (d) (i) Contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it. Discussion of the matter in open council would, on balance, be contrary to the public interest as it would prejudice the commercial position of the person who supplied it.

This item relates to the trunk main sewer works at Cardiff Place, Kelso.

MINUTE

RESOLUTION NUMBER: CONF2023-35

MOVED: Cr I North SECONDED: Cr A Smith

RESOLVED:

That Council:

- (a) due to extenuating circumstances, including complex high risk safety matters and an urgent need to re-establish sewerage services to numerous Industrial Park Properties, resolve that a satisfactory result would not be achieved by inviting tenders, and
- (b) act in accordance with the Director Engineering Services' report.

14 RESOLVE INTO OPEN COUNCIL

MINUTE

RESOLUTION NUMBER: CONF2023-36

MOVED: Cr K Burke SECONDED: Cr M Hogan

RESOLVED: That Council resume open Council.

15 ADOPT REPORT OF THE COMMITTEE OF THE WHOLE

MINUTE

RESOLUTION NUMBER: ORD2023-134

MOVED: Cr A Smith SECONDED: Cr M Hogan

RESOLVED:

That the Report of the Committee of the Whole, resolution numbers Conf2023-26, Conf2023-27, Conf2023-28, Conf2023-29, Conf2023-30, Conf2023-31, Conf2023-33, Conf2023-34, Conf2023-35 and Conf2023-36 be adopted.

Director Corporate Services and Finance Mr Aaron Jones declared a pecuniary interest on item 13.1.7 and left the room.

MINUTE

RESOLUTION NUMBER: ORD2023-135

MOVED: Cr B Fry SECONDED: Cr K Burke

RESOLVED:

That the Report of the Committee of a Whole, resolution numbers Conf2023-32 to be adopted.

16 MEETING CLOSE

MINUTE

The Meeting closed at 8.50 pm.

CHAIR:

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**MINUTES OF THE ORDINARY MEETING OF
BATHURST REGIONAL COUNCIL
HELD ON Wednesday 19 April 2023**

1 PUBLIC FORUM

MINUTE

Wayne Feebrey - Bathurst Branch National Trust -

1. Supports the continuation of the SaSS program. (DEPBS #8.2.3)
2. Supports the proposal for the Robin McLachlan award. (DEPBS #8.2.6)
3. Congratulated everyone on the heritage trades trail recently held.
4. Spoke to Tremains Mill DA (DEPBS #8.2.3) and concerns with the proposal. Issues such as; too bulky for the site, sight line problems. Raised future of Milling Museum. Notes proposed height reduction good, but should be limited to existing Keppel St heights. Concerns raised about parking. Concern that approving the concept plan will restrict councils future decisions in the matter.

A. Dunshea - Mt Panorama Residents (DCSF #8.3.8) - Here to speak about the resident access policy. He asks Council not accept it. Raised concerns about post event dates creep. Spoke to relevant motor racing legislation and that there needs to be a limit to the total time the road can be shut during the year. Raised issues about secondary access availability and not all have these, and also accessibility to school buses and tradesman's vehicles. Request Council not adopt the policy and put a limit in the number of the post event days.

V.Russell - Raglan Rate Payer -

1. Highway at Raglan is dangerous with works occurring, needs safety issues to be addressed e.g. at Eugenie St. Also problem at Napoleon St. Asks Council to look at the matter and take action.
2. Trees taken down between Napoleon St and the Service Station. Many of these trees should have been saved. Spoke about retaining of trees and that Council should review processes.

Ingrid Pearson - IWD Event and Tremains Mill (DEPBS #8.2.3)-

1. Thanked Councillor Burke and Councillor Hogan for the event.
2. Good to see the amended plans, but have concerns about car parking. Noted Bathurst is a regional area and public transport services are not at Sydney Levels. Also raised height issue and heritage concerns with the proposal.

Elizabeth Storeham - Tremains Mill (DEPBS #8.2.3)- Agrees with National Trust concerns. Spoke to parking concerns and the limitations of the parking plan provided with the DA. There will be a problem with Manilla St with vehicles. Spoke to the report provided, it is detailed and excellent. Needs a lot of work to understand it. Requests matter be deferred for Councillors to further review and digest the report.

Stuart Pearson - Tremains Mill (DEPBS #8.2.3) - Supportive of development for this area and applauds the changes made. However, major issues of parking has not been addressed. Referred to previous refusals of DA's on this site due to parking concerns. The proposed 47 parking spaces is inadequate. Where will staff, visitors, hotel and MEWS guests, customers and shop staff park? The solution puts more vehicles onto congested roads. The parking problem may strangle the railway precinct. Before approvals, parking must be resolved. Requests Council defer until parking is resolved.

Brian Little - Tremains Mill (DEPBS #8.2.3)- Applauds the concept DA proposal as gives an overall picture of the proposal. Spoke to the history and heritage nature of the site, it is a unique area. Pleased to see the changes to the proposed bulk, but it still dwarfs the area. Noted current 12 metre standard which was developed with the community. The concept plan should be limited to 12m. Raised concerns over parking. Council plans require parking to be provided on site, yet only 46 places are being provided. Notes proposal for angled parking. Havannah St already experiences heavy traffic flow levels. The developer needs to provide all parking spaces on site. Please adjourn the decision.

Jennifer Grey - Tremains Mill (DEPBS #8.2.3)- Spoke to existing council rules, these need to be adhered to. People are lining up to exceed council regulations. Council needs to decide if it will observe the Council's regulations. Asks Councillors to think of these aspects. The plans are an improvement, but there is a long way to go.

Ian MacPherson - National Trust, Tremains Mill (DEPBS #8.2.3)- This is a case of a "bright shining object" and "please come to our town". Then we are going away from the rules that the community has developed. We need to take on board the rules in place.

Gordon Crisp - Represents residents of Strata 47355 (including himself) - Wishes to complain about accounts he wishes to be rendered to him in accordance with Strata Act and haven't been. Then referred to the Local Government Act. Notes intention of Bathurst Regional Council to raise charges for water and referred to inclusion of the Strata scheme. Currently charges are not being legally made. The owners have nothing to do with the payment of the legal charges. Council must get a court order. Then spoke to the health issues of his wife which (he alleges) have been brought on by this Council.

Bob Trimming - Disability Access Advocate-

1. Tremains Mill (DEPBS #8.2.3) only allows one disability space. Parking is a concern. There will not be spaces for tourists to use the facilities around the area.
2. Spoke to SASS Round 1 (DEPBS #8.2.5). Pedestrian crossing George St. The proposal is welcomed and should be encouraged. When the pedestrian crossing is reviewed, please go back to the community for comment.
3. Spoke to Councillor Aubin's Notice of Motion. The sub-branch is supportive of the wording. Please remember those who served, includes ancillary persons. Supportive of the proposal.

Linda Gregariou (Developer of proposal) - Tremains Mill (DEPBS #8.2.3)- Thanked the community for their input into the proposal. Has listened to the community and varied proposed heights. As part of the plan, have done extensive traffic studies - spoke to usage levels and patterns of parking. Noted angle parking proposal. There are 47 spaces

on the site. This allows for heritage items to be saved. Committed to producing something that is excellent. Requests proposal be not deferred.

Lorraine Sargeant - Rate payer - Spoke to funding required for Egis consulting to undertake bypass study. Why isn't community input being sought, this is a missed opportunity. Then raised concerns at money wasted on consultants in the past. Raised query about the depot being knocked down, when was it first raised?

Director Engineering Services provided details of the proposal for a facility change at the depot. The proposal is in the 2022/2023 Budget.

General Manager noted there is no proposal to knock down the depot.

Director Environmental and Planning Services advised Council budgeted for \$100k, for the study noted prior to Council position to make approaches to infrastructure Australia about the proposal and future actions to be taken.

2 RECORDING OF MEETINGS

3 MEETING COMMENCES

MINUTE

Meeting commenced at 6.59pm.

Present: Cr W Aubin, Cr K Burke, Cr J Jennings (online), Cr G Hanger (online), Cr M Hogan, Cr I North, Cr A Smith, Cr R Taylor

4 PRAYER AND ACKNOWLEDGEMENT OF COUNTRY

5 APOLOGIES OR ATTENDANCE BY AUDIO-VISUAL LINK

MINUTE

MOVED: Cr I North SECONDED: Cr A Smith

RESOLVED:

That the apology of Cr B Fry be accepted and leave of absence granted.

That the attendance via audio-visual link of Cr J Jennings be accepted.

That the attendance via audio-visual link of Cr G Hanger be accepted.

6 MINUTES

6.1 CONFIRMATION OF MINUTES - ORDINARY MEETING OF COUNCIL - 15 MARCH 2023

File No: 11.00005

MINUTE

RESOLUTION NUMBER: ORD2023-78

MOVED: Cr I North SECONDED: Cr K Burke

RESOLVED:

That the Minutes of the Ordinary Meeting of Bathurst Regional Council held on 15 March 2023 be adopted.

7 DECLARATION OF INTEREST

Declaration of Interest

MINUTE

RESOLUTION NUMBER: ORD2023-79

MOVED: Cr A Smith SECONDED: Cr M Hogan

RESOLVED: That the Declaration of Interest be noted.

Cr J Jennings declared a significant non-pecuniary interest in item 8.2.3 of the DEPBS Report.

8 RECEIVE AND DEAL WITH GENERAL MANAGER'S AND DIRECTORS' REPORTS

8.1 GENERAL MANAGER'S REPORT

8.1.1 CENTRAL NSW JOINT ORGANISATION (CNSWJO) BOARD MEETING - 23 FEBRUARY 2023 - FORBES

File No: 07.00017

MINUTE

RESOLUTION NUMBER: ORD2023-80

MOVED: Cr I North SECONDED: Cr W Aubin

RESOLVED:

1. That the report on the Central NSW Joint Organisation Board Meeting held on 23 February 2023 be noted.
2. Note the changes to the Charter with the following additions and changes highlighted in yellow;

3.2 Associate Members

.....

The following organisations are Associate Members of the Organisation as at February 2023:

*Central Tablelands Water County Council;
Upper Macquarie County Council; and
Lithgow City Council.*

4.2 Non-Voting Representatives

.....

*iv. the Mayor of Lithgow City Council
v. the Chair of Upper Macquarie County Council
the General Managers of Member Councils [and of Central Tablelands Water County Council, Upper Macquarie Country Council and Lithgow City Council ...*

4.7 Chairperson and Deputy Chairperson

.....

Remuneration for the Chair of the Central NSW Joint Organisation is \$10,000 per annum and will increase in line with CPI and be paid quarterly in advance subsequent to Board meetings.

**8.2 DIRECTOR ENVIRONMENTAL PLANNING AND BUILDING
SERVICES REPORT**

**8.2.1 SECTION 4.15 OF THE ENVIRONMENTAL PLANNING
AND ASSESSMENT ACT 1979**

File No: 03.00053

MINUTE

RESOLUTION NUMBER: ORD2023-81

MOVED: Cr M Hogan SECONDED: Cr I North

RESOLVED:

That the information be noted.

8.2.2 GENERAL REPORT

File No: 03.00053

MINUTE

RESOLUTION NUMBER: ORD2023-82

MOVED: Cr W Aubin SECONDED: Cr A Smith

RESOLVED:

That the information be noted.

8.2.3 DEVELOPMENT APPLICATION 2022/523 – CONCEPT DA FOR REDEVELOPMENT OF TREMAIN MILL, LOT 11 DP1266801, AND LOT 12 DP1266801, 7 KEPPEL STREET BATHURST, 67 HAVANNAH STREET, BATHURST. OWNER: TRUE GREEN GROUP. APPLICANT: KARL WALLS DESIGN

File No: 2022/523

Councillor Jennings declared a significant non-pecuniary interest, left the meeting and took no part in the discussion.

MINUTE

RESOLUTION NUMBER: ORD2023-87

MOVED: Cr A Smith SECONDED: Cr I North

RESOLVED:

That Council:

(a) as the consent authority, grant consent pursuant to Section 4.16 of the *Environmental Planning and Assessment Act 1979* to Development Application No. 2022/523, subject to conditions able to be imposed pursuant to Section 4.17 of the *Environmental Planning and Assessment Act 1979*, as amended, including but not limited to:

- 1) This consent does not authorise the carrying out of any development works (including demolition) on any part of the site concerned unless consent is subsequently granted to carry out development on that part of the site following a further development application in respect of that part of the site (future DA).
- 2) Pursuant to Section 4.22 of the *Environmental Planning and Assessment Act 1979*, concept approval is granted for demolition of certain existing buildings and approval of new building envelopes and proposed land uses for the site including:

Hotel accommodation

- 51 room new hotel (Keppel Street)
- 52 room new hotel (Havannah Street)
- 10 room hotel in existing concrete silos

Commercial

- Hotel reception
- Guest library
- Exhibition Space /Art Gallery

- Farmers Market
- Event and function space
- Art House Cinema
- Commercial Kitchen

Residential

- 12 x 2 bedroom terraces
- 4 x 1 bedroom mews

Car parking

- 30 hotel on-site spaces
- 16 residential on-site spaces
- 1 accessible space
- Bicycle accommodation
- EV charging station

It is anticipated that the final number of hotel rooms and uses will be further refined during the development of subsequent stages. In this regard, they are to be treated as a maximum size of development only.

- 3) The development must be in accordance with the following plans electronically stamped by Council except as otherwise provided by the conditions of this consent:

Name	Plan no.	Revision/ Issue No	Plan Date (as amended)	Prepared by
Existing Site Plan	01	-	25/11/2022	Karl Walls Design
Proposed Removal and Relocation Plan	02	-	25/11/2022	Karl Walls Design
Proposed Site Plan	03	A/2	20/02/2023	Karl Walls Design
Proposed Open Space Strategy Plan	04	A/2	20/02/2023	Karl Walls Design
Proposed Parking and Access Plan	05	A/2	20/02/2023	Karl Walls Design
Proposed Staging Plan	06	A/2	20/02/2023	Karl Walls Design
Keppel Street Elevation	07	A/2	20/02/2023	Karl Walls Design
Manilla Street Elevation	08	A/2	20/02/2023	Karl Walls Design
Havannah Street Elevation	09	A/2	20/02/2023	Karl Walls Design
Eastern Elevation	10	A/2	20/02/2023	Karl Walls Design
Proposed Ground Floor – Space Usage Plan	16	A/2	20/02/2023	Karl Walls Design
Proposed Level 1 – Space Usage Plan	17	A/2	20/02/2023	Karl Walls Design
Proposed Level 2 – Space Usage Plan	18	A/2	20/02/2023	Karl Walls Design
Proposed Level 3 – Space Usage Plan	19	A/2	20/02/2023	Karl Walls Design
Proposed Level 4 – Space Usage Plan	20	A/2	20/02/2023	Karl Walls Design
Proposed Level 5 – Space Usage Plan	21	A/2	20/02/2023	Karl Walls Design
Proposed Level 6 – Space Usage Plan	22	A/2	20/02/2023	Karl Walls Design

Proposed Level 7 – Space Usage Plan	23	A/2	20/02/2023	Karl Walls Design
Adaptive Re-use Plan	33	A/2	20/02/2023	Karl Walls Design
Traffic Impact Assessment			25/11/2022	PDC Consultants
Addendum Traffic Impact Assessment			3/03/2023	Mecone
Landscape Report			25/11/2022	ASPECT Studios
Heritage Impact Statement			28/02/2023	Weir Phillips Heritage & Planning
Addendum to the Conservation Management Plan			28/02/2023	Weir Phillips Heritage & Planning

- 4) For the purposes of this consent, the development is to be undertaken in stages, generally in accordance with the below:
- Stage 1:
 - Alterations and additions to Victoria Stores building (subject to separate development consent 2022/384) – Building “B”.
 - Stage 2:
 - Construction of hotel fronting Keppel Street
 - Restoration of Mill Building
 - Restoration of Bedwells Barn
 - Landscaping
 - Construction of on-site car park
 - Relocation of ‘Invincible’ sign.
 - Stage 3:
 - Construction of new commercial and retail building ‘Mill Works’ Building
 - Construction of new retail and commercial development – ‘Mill Works Annex’. The existing timber silos are excluded from this stage.
 - Stage 4:
 - Restoration works to the ground floor silos
 - Restoration of Building 11 for the purpose of an arthouse cinema
 - Creation of hotel accommodation within the Concrete silos
 - Stage 5:
 - Construction of Havannah Street Hotel
 - Stage 6:
 - Construction of the Mews and Manilla Street Terraces
- 5) Future Development Applications shall demonstrate that buildings do not exceed the building envelope shown in the approved plans.
- 6) The proposed development is to be delivered with a cohesive and integrated street level treatment. Ground floor uses fronting Keppel Street and Havannah Street are to be active uses.

- 7) The pedestrian spaces and ancillary through-site links are to be publicly accessible. Future Development Applications shall include detailed landscape and architectural plans for the open space areas. These areas shall include high quality landscaping and paved areas.
- 8) For the purposes of this consent, the following buildings may exceed the Height of Buildings provision under BRLEP 2014 (i.e. 12m).

Building	Maximum Height (Above Existing Ground Level)
Building 'H' – Keppel Street Hotel	13.5m
Building 'J' – The 'Mill Works Annex'	15m
Building 'M' – Havannah Street Hotel	15m

It is anticipated that the final height of these building will be further refined during the development of design. In this regard they should be treated as a maximum height only.

- 9) Conditions requiring payment of developer contributions towards the provision or improvement of public amenities and services including water & sewer will be required for any future Development Applications. The amount of the development contributions shall be determined by Council in accordance with the applicable Bathurst Development Contributions Plans and Development Servicing Plan for Water Supply and Sewerage Services applied to the site at the time of lodgement for each future Development Application.
- 10) Parking is to be provided at the rates provided for under the Bathurst Regional Development Control Plan 2014 with the following exceptions:
- Hotel rooms may be provided at a ratio of 0.7 spaces per room.
 - Car parking is not required for the purposes of:
 - building 'C' Mill Building;
 - building 'D' Bedwells Feed Barn;
 - building 'E' Building 11 (the Chapel);
 - building 'F' Timber silos, and
 - Building 'G' Concrete silos
 - A Plan of Management is to be prepared during the periods where large scale events will increase occupancy rates.
 - Car parking may be reduced by 5% on the basis of proximity to public transport.
 - Car parking is not required for the purposes of ground floor retail for 'Building H' Keppel Street Hotel.
 - 16 spaces are to be provided on-site for the residential dwellings.
- 11) Additional on-street parking is to be provided generally in accordance with that described in the Addendum Traffic Impact Assessment prepared by Meccone dated 3 March 2023.

The final design of on-street parking will be subject to detailed design to accommodate issues such as existing infrastructure (including trees, services, driveways, verandah posts and the like), setbacks from intersections and roundabouts and the need to provide servicing areas of the accommodation (i.e. drop off and loading/unloading).

All costs associated with the implementation of on-street parking augmentation are to be borne by the development unless agreed otherwise with Council.

- 12) To the extent that there is any shortfall between the car parking rates outlined in condition 10 and the additional parking provided in condition 11, an offset strategy is to be provided. The offset strategy is to outline additional measures including:
 - a) Additional opportunities for on-street augmentation within the vicinity of the project;
 - b) Opportunities for provision of offsite car parking to accommodate additional parking;
 - c) Contributions or other arrangements under Council's adopted Section 7.11 Contributions Plan Bathurst CBD Car Parking;
 - d) Additional opportunities to reduce reliance upon vehicles.
- 13) Future Development Applications shall demonstrate compliance with the requirements of Chapter 4 of the SEPP (Resilience and Hazards) 2021 and are to include a detailed contamination assessment including detailed remedial action strategy, and incorporation of any necessary remediation as part of future Development Applications.
- 14) Future Development Applications shall demonstrate that the proposed development will maintain the stability of neighbouring properties.
- 15) Any future interpretation of the site should consider Aboriginal cultural heritage with appropriate consultation with Aboriginal groups.
- 16) Prior to the relocation of the 'Invincible Flour' sign, alternative strategies for the relocation to an appropriate location within the site are to be provided to Council for consideration and approval.
- 17) Prior to any full or partial demolition of any building on site, the applicant is required to submit to Council for approval a Collections Policy detailing the heritage items and objects of significance currently stored and/or found within the site and where these items will be stored during demolition.

The Collections Policy should consider the future stages of the development and develop a preliminary plan as to how and where the items/objects will be stored across the lifespan of the planned future developments. A contingency plan should be discussed in the event that archaeology or other items/objects are discovered.

NOTE 1: Council must approve the methodology within the Collections Policy before any demolition is carried out.

- 18) Prior to the commencement of the demolition, the developer is to submit to Council an electronic copy (.pdf) of the photographic record of the site. The photographic record is to be prepared in accordance with the Photographic Recording of Sites Guidelines, copy attached, for the site for which approval has been granted.

NOTE: Council will forward a copy of the photographic record to the Bathurst District Historical Society for their records.

- 19) Any future development of the site must be guided by the following design excellence principles:
- a) Development consent must not be granted to development to which this condition applies unless the consent authority has considered a visualisation of the proposed development in its real-world location within the NSW Spatial Services, Spatial Digital Twin developed for the central areas of the City of Bathurst 2022.
 - b) Development consent must not be granted for development to which this condition applies unless the consent authority considers that the development exhibits design excellence. In considering whether the development exhibits design excellence the consent authority must have regard to the following matters –
 - i. whether a high standard of architectural design, materials and detailing appropriate to the building types and location will be achieved, particularly upper-level setbacks,
 - ii. whether the form and external appearance of the development will improve the quality and amenity of the public domain,
 - iii. how the development addresses the desired future character for landmark sites within the Bathurst CBD (section 10.5.4) and new infill development (section 10.4) as set out in the provisions of Chapter 10 of DCP 2014.
 - iv. how the development addresses the guiding principles set out in the Council Policy “Futureproofing Our CBD – 2022 and Beyond”.
- (b) notify those that made submissions; and
- (c) call a division.

On being **PUT** to the **VOTE** the **MOTION** was **CARRIED**

The result of the division was:

In favour of the motion - Cr W Aubin, Cr K Burke, Cr G Hanger, Cr M Hogan, Cr I North, Cr A Smith and Cr R Taylor

Against the Motion - Nil

Absent - Cr B Fry and Cr J Jennings

Abstain - Nil

**8.2.4 ROAD NAMING - RENAMING OF DOUGHERTYS
JUNCTION ROAD TO OLD COACH ROAD**

File No: 20.00024

MINUTE

RESOLUTION NUMBER: ORD2023-84

MOVED: Cr I North SECONDED: Cr A Smith

RESOLVED:

That Council:

- a) give public notice, including individual notification to the two affected landowners in the Bathurst Local Government Area, of its intention to change the name of the subject road from Doughertys Junction Road to Old Coach Road consistent with the name recently applied by Mid Western Regional Council for the extension of the subject road in its Local Government Area; and
- b) direct the General Manager to undertake procedures pursuant to the requirements of the Roads Act 1993, to have the name gazetted, should no objections be received.

8.2.5 STREETS AS SHARED SPACES ROUND 1

File No: 16.00181

MINUTE

RESOLUTION NUMBER: ORD2023-85

MOVED: Cr M Hogan SECONDED: Cr K Burke

RESOLVED:

That Council:

- (a) Note the outcomes of the Streets as Shared Spaces Round 1 project as summarised in this report;
- (b) note the inclusion of assets from the Streets as Shared Spaces Round 1 project that can be made permanent to be passed into Council's asset management system for associated maintenance and operation within the relevant Council operational

division;

- (c) note that the Bathurst Regional Art Gallery will develop recommendations for the ongoing life of the public art locations or their decommissioning;
- (d) consider the future allocation of \$65,000 to develop detailed design and cost estimates for incorporating permanent tree plantings within the CBD (Central Business District) and permanent changes to Church Street (kerb extensions, median centre island and pedestrian ramps); and
- (e) consider a future capital project allocation to implement the findings of (c) above.
- (f) explore opportunities to remove the black bollards, tall black poles and sandstone blocks and replace them with a softer landscape solution that better integrates with the Bathurst Town Centre heritage streetscapes and parklands.

**8.2.6 RECOGNITION AND SUPPORT TO CELEBRATE
THE BATHURST REGION'S HERITAGE AND
HISTORY**

File No: 20.00123

MINUTE

RESOLUTION NUMBER: ORD2023-86

MOVED: Cr I North SECONDED: Cr K Burke

RESOLVED:

That Council establish the Dr Robin McLachlan Heritage Award as outlined in this report.

8.3 DIRECTOR CORPORATE SERVICES AND FINANCE'S REPORT

8.3.1 STATEMENT OF INVESTMENTS

File No: 16.00001

MINUTE

RESOLUTION NUMBER: ORD2023-88

MOVED: Cr K Burke SECONDED: Cr A Smith

RESOLVED:

That the information be noted.

8.3.2 MONTHLY REVIEW - 2022/2026 DELIVERY PLAN AND OPERATIONAL PLAN 2022/2023

File No: 16.00187

MINUTE

RESOLUTION NUMBER: ORD2023-89

MOVED: Cr W Aubin SECONDED: Cr M Hogan

RESOLVED:

That the information be noted.

**8.3.3 SUNDRY SECTION 356 DONATIONS, BATHURST
MEMORIAL ENTERTAINMENT CENTRE COMMUNITY
USE SUBSIDY AND MOUNT PANORAMA FEE SUBSIDY**

File No: 18.00004

MINUTE

RESOLUTION NUMBER: ORD2023-90

MOVED: Cr K Burke SECONDED: Cr A Smith

RESOLVED:

That the information be noted and any additional expenditure be voted.

8.3.4 POWER OF ATTORNEY

File No: 11.00007

MINUTE

RESOLUTION NUMBER: ORD2023-91

MOVED: Cr W Aubin SECONDED: Cr K Burke

RESOLVED:

That the information be noted.

**8.3.5 TRAFFIC MANAGEMENT AND PEDESTRIAN
WORKS TEMPORARY DELEGATION TO
COUNCILS**

File No: 41.00088-11, 18.00121-06

MINUTE

RESOLUTION NUMBER: ORD2023-92

MOVED: Cr I North SECONDED: Cr K Burke

RESOLVED:

That pursuant to Section 377 of the Local Government Act, Council delegate the functions of Local Traffic Management to the General Manager as outlined in the report.

**8.3.6 COUNCIL-RELATED DEVELOPMENT
APPLICATION CONFLICT OF INTEREST
POLICY**

File No: 02.00018

MINUTE

RESOLUTION NUMBER: ORD2023-93

MOVED: Cr I North SECONDED: Cr M Hogan

RESOLVED:

That Council adopt the draft Council-related Development Application Conflict of Interest Policy as outlined in the report.

**8.3.7 DRAFT 2023-2027 DELIVERY PROGRAM AND
2023/2024 OPERATIONAL PLAN**

File No: 16.00192

MINUTE

RESOLUTION NUMBER: ORD2023-94

MOVED: Cr W Aubin SECONDED: Cr A Smith

RESOLVED:

That Council

- a. place the Draft Bathurst Delivery Program 2023-2027 and Operational Plan 2023/2024, the Revenue Policy including the Fees and Charges for 2023/2024, on public exhibition and receive submissions until 19 May 2023,
- b. resolve to fix the annual fee paid to Councillors to the maximum determination made by the Remuneration Tribunal for the category Regional Centre,
- c. resolve that Councillors be paid superannuation at the prevailing rate, and
- d. note the organisation structure as detailed in the report.

**8.3.8 REVIEW OF MOUNT PANORAMA RESIDENTS'
ACCESS POLICY**

File No: 18.00150

MINUTE

RESOLUTION NUMBER: ORD2023-95

MOVED: Cr W Aubin SECONDED: Cr A Smith

RESOLVED:

That Council:

1. Adopt the draft Mount Panorama Motor Racing Circuit - Resident Access – Full Track Hire Policy, with the following amendments:
 - (a) Clause 6 be amended to prescribe that the track closures for Associated Event days shall not occur before 8:00 am and must be re-opened by no later than 5:30 pm, with a minimum of a one (1) hour lunch break for each Associated Event day;
 - (b) All references to “promoters” and “circuit hirers” be replaced with “event organisers”; and
 - (c) Clause 2 be amended to include a notation identifying Bathurst Regional Council as the promoter as designated by the Act.
2. Notify those who made a submission of Council’s decision.

**8.3.9 WAIVING OF HIRE FEES - KELSO COMMUNITY
HUB - WATTLE TREE HOUSE**

File No: 18.00004

MINUTE

RESOLUTION NUMBER: ORD2023-96

MOVED: Cr W Aubin SECONDED: Cr K Burke

RESOLVED:

That Council:

- (a) Waive the fees of \$170 (GST incl) for the use of the Kelso Community Hub by Wattle Tree House for the event held on 5 April 2023.
- (b) Fund fee waiver from Council's Section 356 allocation.

**8.3.10 REQUEST FOR WAIVER OF BMEC FEES -
EVANS ARTS COUNCIL ART SHOW**

File No: 21.00012

MINUTE

RESOLUTION NUMBER: ORD2023-97

MOVED: Cr K Burke SECONDED: Cr A Smith

RESOLVED:

That Evans Arts Council's request for an additional waiver of BMEC charges not be approved.

8.3.11 ST PATS RLFC SPORTING LICENCE

File No: 04.00146

MINUTE

RESOLUTION NUMBER: ORD2023-98

MOVED: Cr A Smith SECONDED: Cr M Hogan

RESOLVED:

That Council approves the renewal of the Sporting Licence Agreement for part Lot 1 DP194761 and part Lot 104 DP1073272, known as Jack Arrow Rugby League Complex, for a period of five (5) years as detailed in the report.

8.4 DIRECTOR ENGINEERING SERVICES' REPORT

8.4.1 WATER SUPPLY UPDATE

File No: 32.00017

MINUTE

RESOLUTION NUMBER: ORD2023-99

MOVED: Cr I North SECONDED: Cr A Smith

RESOLVED:

That the information be noted.

8.5 DIRECTOR CULTURAL AND COMMUNITY SERVICES' REPORT**8.5.1 2022/2023 BATHURST CCTV FUNDING
PROGRAM - ROUND 2****File No: 16.00145****MINUTE****RESOLUTION NUMBER: ORD2023-100****MOVED: Cr W Aubin SECONDED: Cr A Smith****RESOLVED:**

That Council provides \$1,000.00 under the Bathurst CCTV Funding Program 2022/2023, Round 2, as follows:

Business/Organisation	Amount of Funding
Veritas House	\$500 which is the maximum amount approved for funding.
Eglinton General Store	\$500 which is the maximum amount approved for funding.

**8.5.2 KELSO COMMUNITY HUB UPDATE - JANUARY
- MARCH 2023**

File No: 09.00026

MINUTE

RESOLUTION NUMBER: ORD2023-101

MOVED: Cr I North SECONDED: Cr K Burke

RESOLVED:

That the information be noted.

8.5.3 DRAFT COMMUNITY SAFETY PLAN 2023 - 2028

File No: 07.00107

MINUTE

RESOLUTION NUMBER: ORD2023-102

MOVED: Cr J Jennings SECONDED: Cr A Smith

RESOLVED:

That Council:

Endorse the placement of the Draft Bathurst Community Safety Plan 2023 – 2028 on public exhibition for the statutory 28-day period.

Prepare a further report following the conclusion of the public exhibition period, in preparation to adopt the Bathurst Community Safety Plan 2023 – 2028.

**8.5.4 POSITIVE AGEING STRATEGY 2021 – 2026
STATUS REPORT**

File No: 09.00057

MINUTE

RESOLUTION NUMBER: ORD2023-103

MOVED: Cr G Hanger SECONDED: Cr J Jennings

RESOLVED:

That the information be noted.

**8.5.5 BATHURST REGIONAL ART GALLERY - ARCHIE 100: A
CENTURY OF THE ARCHIBALD PRIZE EXHIBITION,
THURSDAY 26 JANUARY 2023 TO 26 MARCH 2023**

File No: 21.00002

MINUTE

RESOLUTION NUMBER: ORD2023-104

MOVED: Cr W Aubin SECONDED: Cr A Smith

RESOLVED:

That the information be noted.

9 REPORTS OF OTHER COMMITTEES

9.1 TRAFFIC COMMITTEE REPORT - 4 APRIL 2023

File No: 07.00006

MINUTE

RESOLUTION NUMBER: ORD2023-105

MOVED: Cr A Smith SECONDED: Cr M Hogan

RESOLVED:

That the recommendations of the Traffic Committee Meeting of Bathurst Regional Council held on 4 April 2023 be adopted.

10 NOTICES OF MOTION

10.1 COUNCILLOR AUBIN - ADDITION TO PRAYER AND ACKNOWLEDGEMENT OF COUNTRY

File No: 11.00051, 11.00004

MINUTE

RESOLUTION NUMBER: ORD2023-106

MOVED: Cr W Aubin SECONDED: Cr A Smith

MOVED:

That Council amend the code of meeting practice to include the following affirmation when undertaking the Prayer and acknowledgement of Country.

“To honour all who have served and continue to serve in the defence of our country.”

An AMENDEMENT was PUT and MOVED.

MOVED: Cr A Smith SECONDED: Cr M Hogan

RESOLVED:

That the proposal be referred to a working party of Council.

The **AMENDMENT** was **PUT** and **CARRIED** and **BECAME** the **MOTION**.

On being **PUT** to the **VOTE** the **MOTION** was **CARRIED**

11 COUNCILLORS / DELEGATES REPORTS

**11.1 MINUTES - BATHURST REGIONAL YOUTH COUNCIL -
21 MARCH 2023**

File No: 11.00020

MINUTE

RESOLUTION NUMBER: ORD2023-107

MOVED: Cr M Hogan SECONDED: Cr A Smith

RESOLVED:

RECOMMENDATION:

That the information be noted.

**11.2 MINUTES - BATHURST REGIONAL COMMUNITY
SAFETY COMMITTEE - 23 MARCH 2023**

File No: 07.00107

MINUTE

RESOLUTION NUMBER: ORD2023-108

MOVED: Cr M Hogan SECONDED: Cr A Smith

RESOLVED:

RECOMMENDATION:

That the information be noted.

**12 RESOLVE INTO CONFIDENTIAL COMMITTEE OF THE WHOLE TO
DEAL WITH CONFIDENTIAL REPORTS**

12.0 RESOLVE INTO CONFIDENTIAL COMMITTEE OF THE WHOLE

12.0.1 Resolve into Confidential Committee of the Whole

MINUTE

RESOLUTION NUMBER: ORD2023-109

MOVED: Cr K Burke SECONDED: Cr A Smith

The Mayor invited members of the public to make submissions on whether the matter/s should or should not be dealt with in Confidential Committee.

There were no representation from the public.

RESOLVED:

That:

Council resolve into closed Council to consider business identified, together with any late reports tabled at the meeting.

- (b) Pursuant to section 10A(1)-(3) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A(2) as outlined above.
- (c) Correspondence and reports relevant to the subject business be withheld from access.

In accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005:

1. In accordance with Section 9(2A) of the Local Government Act 1993, it is the opinion of the General Manager that the following business is of a kind as referred to in section 10A(2) of the Act and should be dealt with in a part of the meeting closed to the media and public.
2. In accordance with Section 10B(1) it is considered that discussion of the matter in open meeting, would on balance, be contrary to the public interest.

3. In accordance with Section 10A(4) members of the public are invited to make representations to the Council as to whether the matters should or should not be dealt with in Confidential Committee.

12.1 DIRECTOR CORPORATE SERVICES AND FINANCE'S REPORT

12.1.1 COMMUNITY LICENCE AGREEMENT - LOT 6 DP 608111, KNOWN AS 8 LIONS DRIVE, KELSO

Reason: 10A (2) (d) (i) Contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it. Discussion of the matter in open council would, on balance, be contrary to the public interest as it would prejudice the commercial position of the person who supplied it.

This item relates to the proposal for Council to enter into a community licence agreement for Lot 6 DP608111.

MINUTE

RESOLUTION NUMBER: CONF2023-21

MOVED: Cr R Taylor SECONDED: Cr A Smith

RESOLVED:

That Council

1. approves entering into a Community Licence Agreement for Lot 6 DP608111, known as 8 Lions Drive, Kelso for a period of five (5) years, as detailed in the report; and
2. seeks clarification of the Board make up of the community group.

12.1.2 CHALLENGE BATHURST 2023

Reason: 10A (2) (d) (i) Contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it. Discussion of the matter in open council would, on balance, be contrary to the public interest as it would prejudice the commercial position of the person who supplied it.

This item relates to the commercial agreement for the operation of the annual Challenge Bathurst event.

MINUTE

RESOLUTION NUMBER: CONF2023-22

MOVED: Cr W Aubin SECONDED: Cr A Smith

RESOLVED:

That Council act in accordance with option one of the recommendation of the report.

12.2 DIRECTOR ENGINEERING SERVICES' REPORT**12.2.1 TENDER 36.00808 - DESIGN, CONSTRUCTION & MAINTENANCE OF BIOGAS COLLECTION SYSTEM AT BATHURST WASTE MANAGEMENT CENTRE**

Reason: 10A (2) (d) (i) Contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it. Discussion of the matter in open council would, on balance, be contrary to the public interest as it would prejudice the commercial position of the person who supplied it.

This item relates to the proposal for the Design, Construction, Maintenance of a Biogas Collection System at Bathurst Waste Management Centre.

MINUTE

RESOLUTION NUMBER: CONF2023-23

MOVED: Cr M Hogan SECONDED: Cr A Smith

RESOLVED:

That Council accepts the tender from LGI Limited for the amount of \$1,577,106 .00 (incl. GST) subject to provisional items and variations.

**12.2.2 TENDER 36.00809 - RECONSTRUCTION OF CULVERT
ACROSS KELLOSHIEL CREEK ON FREEMANTLE ROAD**

Reason: 10A (2) (d) (i) Contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it. Discussion of the matter in open council would, on balance, be contrary to the public interest as it would prejudice the commercial position of the person who supplied it.

This item relates to the proposal to accept a tender for the reconstruction of culvert across Kelloshiel Creek on Freemantle Road.

MINUTE

RESOLUTION NUMBER: CONF2023-24

MOVED: Cr I North SECONDED: Cr W Aubin

RESOLVED:

That Council accepts the tender from Keech Constructions Pty Ltd for the Reconstruction of Culvert across Kelloshiel Creek on Freemantle Road in the amount of \$685,753.98 (incl GST) subject to provisional items and variations, for Contract No. 36.00809.

13 RESOLVE INTO OPEN COUNCIL

MINUTE

RESOLUTION NUMBER: CONF2023-25

MOVED: Cr M Hogan SECONDED: Cr A Smith

RESOLVED: That Council resume open Council.

14 ADOPT REPORT OF THE COMMITTEE OF THE WHOLE

MINUTE

RESOLUTION NUMBER: ORD2023-110

MOVED: Cr I North SECONDED: Cr K Burke

RESOLVED:

That the Report of the Committee of the Whole, resolution numbers Conf2023-21 to Conf2023-25 be adopted.

15 MEETING CLOSE

MINUTE

The Meeting closed at 8.50 pm.

CHAIR:

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Type	Year	No.	Value	Description	Address	Date Determine
10	2021	429	\$1,155,000	Six two-bedroom units & seven lot community title subdivision	38A Stanley Street BATHURST	11/04/2023
10	2022	317	\$240,000	Relocation of existing shed on block	4 Lee Street KELSO	4/04/2023
10	2022	436	\$0	Demolition, two storey alterations and additions to existing dwelling	168 George Street BATHURST	5/04/2023
10	2022	456	\$1,111,100	Four commercial units and two lot consolidation	32 Corporation Avenue ROBIN HILL	12/04/2023
10	2022	475	\$1,655,000	Industrial building	16A Kirkcaldy Street SOUTH BATHURST	12/04/2023
10	2022	478	\$0	6 lot residential subdivision	Campbell Close LLANARTH	14/04/2023
10	2022	482	\$585,000	Partial demolition, additions and alterations to existing industry	4 Eglinton Road LLANARTH	11/04/2023
10	2022	515	\$0	Use of an existing industrial building as a manufacturing facility	105 Sydney Road KELSO	5/04/2023
10	2022	538	\$0	8 lot strata subdivision and common property	32 Corporation Avenue ROBIN HILL	12/04/2023
10	2022	546	\$381,864	Alterations and additions to an existing dwelling	3 Park Street BATHURST	14/04/2023
10	2022	547	\$0	Two lot rural residential subdivision	439 Whalans Lane MOUNT RANKIN	4/04/2023
10	2022	548	\$3,848,366	Partial demolition, additions and alterations to existing industry	4 Eglinton Road LLANARTH	11/04/2023
10	2022	549	\$1,657,501	Demolish existing sheds, maintenance shed & container handling area	4 Eglinton Road LLANARTH	11/04/2023
10	2022	551	\$279,747	Installation of eight temporary buildings	4 Eglinton Road LLANARTH	21/04/2023
10	2022	552	\$8,585,615	Partial demolition, additions and alterations to existing industry	4 Eglinton Road LLANARTH	11/04/2023
10	2022	555	\$2,399,067	Partial demolition, additions and alterations to existing industry	4 Eglinton Road LLANARTH	11/04/2023
10	2023	11	\$5,507,521	Partial demolition, additions and alterations to existing industry	4 Eglinton Road LLANARTH	11/04/2023
10	2023	21	\$781,000	Demolition of an existing dwelling, construction of three single store	48 Stanley Street BATHURST	17/04/2023
10	2023	26	\$300,000	Dual occupancy (second dwelling) and two lot residential subdivision	17 Manilla Street BATHURST	14/04/2023
10	2023	46	\$89,000	Ancillary dwelling (employee accommodation)	1557 Rockley Road FOSTERS VALLEY	12/04/2023
10	2023	48	\$0	Three lot rural subdivision	612 Tarana Road BREWONGLE	14/04/2023
10	2023	53	\$20,000	Earthworks and retaining walls	15 Gell Place ABERCROMBIE	3/04/2023
10	2023	63	\$839,538	Single storey dwelling with attached garage	300 Mount Haven Way MEADOW FLAT	13/04/2023
10	2020	45	\$650,000	MOD - Change of use to transitional group home & business premises	61 Boyd Street KELSO	14/04/2023
10	2023	65	\$0	Concept plan for partial demo, additions & alterations to industry	4 Eglinton Road LLANARTH	13/04/2023
10	2023	70	\$15,000	Earthworks and retaining walls	Marsden Lane KELSO	4/04/2023
18	2023	17	\$50,000	Inground swimming pool and safety barrier	67 Duramana Road EGLINTON	18/04/2023
10	2023	73	\$26,538	Construction of a shed	15 Dovey Drive KELSO	3/04/2023
10	2023	82	\$941,424	Single storey replacement dwelling	2531 Sofala Road WIAGDON	13/04/2023
10	2016	444	\$70,000	MOD - Two lot subdivision & construction of 2 detached carports	108 Keppel Street BATHURST	13/04/2023
10	2023	90	\$12,000	Installation of a spa	7 Blacks Mill Lane O'CONNELL	5/04/2023
10	2023	96	\$98,790	Single storey dwelling	539 Curragh Road ABERCROMBIE RIVER	24/04/2023
18	2023	21	\$354,700	single storey dwelling with attached garage	6 Yellow Box Place GORMANS HILL	5/04/2023
18	2023	23	\$500,000	Two storey dwelling with attached garage	2-4 Mansfield Avenue ABERCROMBIE	24/04/2023

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Type	Year	No.	Value	Description	Address	Date Determine
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Type	Year	No.	Value	Description	Address
10	2022	519	\$327,433	Single storey dwelling with attached garage	Hamilton Street EGLINTON
10	2023	33	\$0	Four lot residential subdivision	37 Loren Street EGLINTON
10	2023	38	\$28,534,000	Demolition, Alterations & additions to existing educational facility	220 Bentinck Street BATHURST
18	2023	8	\$700,000	Alterations and additions to an existing educational establishment	158 Browning Street MITCHELL
10	2023	43	\$1,500,000	earthworks to an existing recreation facility	51 Eleven Mile Drive EGLINTON
10	2023	40	\$35,000	Construction of a garage	44 Currawong Street SOUTH BATHURST
10	2023	49	\$638,000	Demolition of an existing dwelling, construction of a dwelling and det	2171 Sofala Road PEEL
10	2023	50	\$0	Alterations and additions to an existing dwelling and garage	253 Keppel Street BATHURST
10	2023	51	\$0	Four lot residential subdivision including tree removal	51 Nelson Street RAGLAN
10	2023	27	\$1,925	Commercial signage	196 Howick Street BATHURST
10	2023	22	\$906,422	Demolition of existing dwelling, residential units, strata subdivision	169 Stewart Street BATHURST
10	2023	20	\$500,000	Industrial warehouse	5475 Great Western Highway RAGLAN
10	2023	62	\$682,000	Single storey dwelling	118 Samuel Way THE LAGOON
10	2023	66	\$10,000,000	Specialised Retail Premises	5 Ingersole Drive KELSO
10	2023	8	\$214,380	Dual occupancy (second dwelling) & two lot residential subdivision	2 High Street WEST BATHURST
10	2022	553	\$3,886,620	Motor vehicle showroom with service centre & basement carpark	180 Sydney Road KELSO
10	2022	554	\$0	Two lot rural subdivision	45 Napoleon Reef Road NAPOLEON REEF
10	2022	533	\$80,000	Construction of a carport and pergola	3 Kensington Place PERTHVILLE
10	2023	69	\$0	Three lot rural subdivision	1425 Tarana Road WAMBOOL
10	2022	543	\$75,000	Primitive campground, six decks and tents with facilities	2104 Turondale Road TURONDALE
10	2023	74	\$440,000	Alterations and additions to an existing dwelling	112 Hollis Lane PERTHVILLE
10	2022	464	\$0	Two lot residential subdivision	43 Wellington Street EGLINTON
10	2021	475	\$52,120	Enclosed Sun Room addition and Patio	17 Bathurst Street PERTHVILLE
10	2023	77	\$631,000	13 lot residential subdivision including new roads	Claremont Drive WHITE ROCK
10	2022	373	\$1,500,000	1.42 lot subdivision, bulk earthworks, drainage channel improvement	Marsden Lane KELSO
10	2022	350	\$1,300,000	Demolish existing dwelling, erect 6 new dwell, 6 lot strata subd	177 Seymour Street BATHURST
10	2023	79	\$230,000	Alterations and additions to existing dwelling and partial demolition	248 Russell Street BATHURST
10	2023	80	\$1,310,000	Alterations and additions to an existing dwelling, construction of 3 s	316 Stewart Street BATHURST
10	2022	528	\$504,200	Two storey dual occupancy and subdivision	13 Campbell Close LLANARTH
10	2023	84	\$739,458	Demolition and rebuilding of staff facilities	101 Peel Street BATHURST
10	2022	310	\$576,000	Two double storey residential units and three lot subdivision	185 Havannah Street BATHURST
10	2023	87	\$5,000	Change of use to specialised retail premises	300 Stewart Street BATHURST
10	2023	88	\$500,000	Dual occupancy and two lot residential subdivision	41 Macquarie Street WEST BATHURST
10	2023	89	\$498,350	Construction of single storey dwelling	17 River Street ROCKLEY
10	2023	91	\$650,000	Dual occupancy and two lot residential subdivision	10 Bradbury Drive KELSO
10	2023	92	\$15,000	Demolition and construction of a shed & associated earthworks	14 Esrom Street WEST BATHURST
10	2023	93	\$10,000	front fence	86 Russell Street BATHURST
10	2023	95	\$0	3 lot torrens subdivision & 4 lot strata subdivision	165 Keppel Street BATHURST
10	2022	252	\$150,000	Five lot subdivision	Toronto Street KELSO
10	2019	101	\$9,000	MOD - Two lot residential subdivision	24 Russell Street GORMANS HILL
18	2023	20	\$673,580	REJECTED - dwelling	4 Sunbright Road KELSO
10	2022	246	\$0	22 lot residential subdivision, drainage channel works and new road	3 Poplar Place KELSO
10	2023	99	\$338,972	Dual occupancy (second dwelling) and 2 lot residential subdivision	4 Hamilton Street EGLINTON
10	2023	100	\$781,455	Single storey dwelling	104 Yarras Lane FOREST GROVE
10	2021	21	\$320,000	Second storey extension to existing residential dwelling	208 Boundary Road ROBIN HILL
10	2023	101	\$850,000	Single storey dwelling with attached garage	183 Turondale Road DURAMANA
10	2023	49	\$638,000	Demolition of an existing dwelling, construction of a dwelling and det	2171 Sofala Road PEEL
18	2022	99	\$36,000	inground swimming pool with safety barrier	12 Sunbright Road KELSO
10	2023	103	\$55,000	Garage, carport and watertanks	68 Locke Street RAGLAN

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Type	Year	No.	Value	Description	Address
10	2007	225	\$0	REJECTED - MOD Seven Lot subdivision and new road	37 Loren Street EGLINTON
10	2023	105	\$673,580	Single storey dwelling with attached garage and retaining wall	4 Sunbright Road KELSO
10	2023	49	\$638,000	Demolition of an existing dwelling, construction of a dwelling and det	2171 Sofala Road PEEL
10	2023	107	\$491,000	Construction of amenities and changerooms	189A Browning Street BATHURST
10	2022	454	\$885,990	Relocatable dwelling and four tourist and visitor accommodation cabins	374 Clear Creek Road CLEAR CREEK
10	2023	49	\$638,000	Demolition of an existing dwelling, construction of a dwelling and det	2171 Sofala Road PEEL
10	2023	110	\$11,594	Construction of a carport	251 Piper Street BATHURST
10	2023	49	\$638,000	Demolition of an existing dwelling, construction of a dwelling and det	2171 Sofala Road PEEL
10	2023	113	\$282,100	Secondary dwelling	86 Gormans Hill Road GORMANS HILL
10	2023	114	\$0	Two lot residential subdivision (boundary adjustment)	141 Russell Street BATHURST
10	2023	115	\$75,000	Alterations and additions to an existing dwelling	186 Rankin Street BATHURST
10	2023	116	\$0	Two lot residential subdivision	1 Wellington Street EGLINTON
10	2023	117	\$50,000	Additions to an existing dwelling	210 Hope Street BATHURST
10	2022	454	\$885,990	Relocatable dwelling and four tourist and visitor accommodation cabins	374 Clear Creek Road CLEAR CREEK
10	2023	118	\$15,796	Construction of a shed	3 Georgia Place LLANARTH
10	2023	120	\$405,230	Demolition and replacement of the Erin Prior Pavilion	Kendall Avenue BATHURST
10	2022	454	\$885,990	Relocatable dwelling and four tourist and visitor accommodation cabins	374 Clear Creek Road CLEAR CREEK
10	2023	49	\$638,000	Demolition of an existing dwelling, construction of a dwelling and det	2171 Sofala Road PEEL
10	2023	121	\$3,200,000	Earth works, external driveway, minor demolition works. Residential	212 Piper Street BATHURST
10	2021	346	\$180,000	MOD - Additions and alterations to an existing dwelling	14 Wellington Street PEEL
10	2023	122	\$18,980	Pergola	19 McLennan Close ROBIN HILL
10	2023	123	\$20,000	Construction of retaining wall to back and side boundary	42 Brennan Drive KELSO
18	2023	26	\$38,000	Inground swimming pool and safety barrier	3 Newell Place KELSO
10	2023	124	\$2,900,000	Construction of a commercial premises	10 Ingersole Drive KELSO
10	2019	276	\$80,000	MOD - Detached habitable room and attached carport and demolition	38 Rankin Street BATHURST
10	2023	49	\$638,000	Demolition of an existing dwelling, construction of a dwelling and det	2171 Sofala Road PEEL
10	2023	125	\$44,924	Steel Framed Garage on Concrete slab	8 Dees Close GORMANS HILL
10	2023	43	\$1,500,000	earthworks to an existing recreation facility	Edgells Lane KELSO
10	2023	52	\$38,280	Retaining walls	68 Mendel Drive KELSO
10	2022	166	\$48,475	Two lot subdivision, demolition, tree removal and dividing fence	42 Lloyds Road SOUTH BATHURST
10	2021	75	\$10,000	Intensification of existing mining facility	Trunkey Road CALOOLA
10	2021	72	\$303,537	Single storey dwelling	7 Bolton Street KELSO
10	2020	314	\$15,000	Change of use from garage to habitable rooms	1336 Limekilns Road CLEAR CREEK
10	2023	69	\$0	Three lot rural subdivision	Tarana Road LOCKSLEY
10	2023	60	\$282,100	RETURNED - Detached habitable rooms	86 Gormans Hill Road GORMANS HILL
10	2023	81	\$0	Use of existing dwelling and Animal Boarding Establishment	Diamond Swamp Road MEADOW FLAT
10	2023	61	\$124,740	Second rural dwelling (relocatable)	374 Clear Creek Road CLEAR CREEK
10	2023	95	\$0	3 lot torrens subdivision & 4 lot strata subdivision	167 Keppel Street BATHURST
10	2023	101	\$850,000	Single storey dwelling with attached garage	183 Turondale Road DURAMANA
10	2023	102	\$38,587	Construction of a garage	94 Gilmour Street KELSO
10	2023	59	\$859,482	Demolition of an existing toilet block and construction of a toilet bl	William Street BATHURST
10	2023	106	\$5,000	Twenty additional sites to existing primitive caravan park.	167 Freemantle Road EGLINTON
10	2020	95	\$2,716,000	MOD - alterations & additions to existing hotel	170 William Street BATHURST
10	2023	117	\$50,000	Additions to an existing dwelling	210 Hope Street BATHURST
10	2022	70	\$16,000	MOD - shed	9 Press Court KELSO
10	2023	17	\$345,635	MOD Single storey dwelling	109 Briar Lane MOUNT RANKIN
10	2023	69	\$0	Three lot rural subdivision	1425 Tarana Road WAMBOOL
10	2015	171	\$0	MOD - 10 lot subdivision and new road	38 Gilmour Street KELSO
10	2023	75	\$80,000	Alterations and additions to dwelling 1 and swim spa	104 Marion Close WIMBLEDON

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Type	Year	No.	Value	Description	Address
10	2023	78	\$330,000	Use of existing dwelling and construction of a shed	1989 Tarana Road GEMALLA
10	2023	79	\$230,000	Alterations and additions to existing dwelling and partial demolition	248 Russell Street BATHURST
10	2022	519	\$327,433	Single storey dwelling with attached garage	Hamilton Street EGLINTON
10	2023	98	\$275,000	Dual occupancy (second dwelling) and 2 lot residential subdivision	317 Rankin Street BATHURST
10	2023	101	\$850,000	Single storey dwelling with attached garage	183 Turondale Road DURAMANA
10	2022	499	\$10,000	RETURNED - allow additional caravan sites at the Bathurst Soaring Club	167 Freemantle Road EGLINTON
10	2023	106	\$5,000	Twenty additional sites to existing primitive caravan park.	167 Freemantle Road EGLINTON
10	2023	109	\$80,000	Shed with attached carport	205 White Rock Road WHITE ROCK
10	2023	111	\$18,500	Alterations and additions to a existing dwelling	3 Oaklands Drive LLANARTH
10	2023	112	\$35,000	construction of a verandah and replacement of garage	7 Rosehill Street WEST BATHURST
18	2023	24	\$574,080	Construction of a single storey dwelling with attached garage	8 Lupp Place ABERCROMBIE
10	2022	433	\$0	Two lot rural boundary adjustment	145 Sinclairs Lane THE LAGOON
10	2022	302	\$10,000	Construction of a carport	21 Freeman Circuit LLANARTH
10	2022	228	\$2,656,500	6 two storey dwellings, 8 lot strata subdivision, 1 tree removal	135 Durham Street BATHURST
10	2023	72	\$14,110	Construction of a shed	Davis Street SOFALA
10	2020	469	\$620,000	MOD - Two storey dwelling with attached garage & swimming pool	1974 Limekilns Road LIMEKILNS
10	2023	104	\$0	Closure of road and 2 lot subdivision	62 Ardsley Lane LAFFING WATERS
10	2023	108	\$30,000	Construction of an attached carport	458 Freemantle Road MOUNT RANKIN
10	2022	517	\$29,648	construction of a garage	14 Munro Street WINDRADYNE

App Type	Year	No	Description	Address	Application Date	Days Open	Stop Days	Reason
10	2015	171	MOD - 10 lot subdivision and new road	38 Gilmour Street KELSO	16/03/2023	47	26	TfNSW request for additional information
10	2020	95	MOD - alterations & additions to existing hotel	170 William Street BATHURST	6/01/2023	116		Waiting on additional information
10	2020	314	Change of use from garage to habitable rooms	1336 Limekilns Road CLEAR CREEK	8/09/2020	966	960	Additional information requested
10	2020	469	MOD - Two storey dwelling with attached garage & pool	1974 Limekilns Road LIMEKILNS	22/03/2023	41		Under assessment
10	2021	75	Intensification of existing mining facility	Trunkey Road CALOOLA	24/02/2021	797	771	TfNSW request for additional information
10	2022	166	Two lot subdivision, demolition, tree removal and fence	42 Lloyds Road SOUTH BATHURST	6/04/2022	391	350	Additional information requested
10	2022	228	6 two storey dwellings, 8 lot strata subdivision etc	135 Durham Street BATHURST	9/06/2022	327	68	Waiting on additional information
10	2022	246	22 lot residential subdivision, drainage channel works	3 Poplar Place KELSO	3/06/2022	333	59	Additional Information requested
10	2022	252	Five lot subdivision	Toronto Street KELSO	22/07/2022	284	258	Prelim Contamination Report requested
10	2022	302	Construction of a carport	21 Freeman Circuit LLANARTH	7/07/2022	299	287	Waiting on additional information
10	2022	310	Two double storey residential units and subdivision	185 Havannah Street BATHURST	13/07/2022	293	252	Amended plans requested
10	2022	350	Demolish existing dwelling, erect 6 new dwell, 6 lot strata	177 Seymour Street BATHURST	11/08/2022	264	44	Waiting on additional information
10	2022	373	42 lot subdivision, bulk earthworks, drainage channel	Marsden Lane KELSO	12/09/2022	232		Waiting on response from DPE - Water
10	2022	433	Two lot rural boundary adjustment	145 Sinclairs Lane THE LAGOON	5/10/2022	209	182	Waiting on Department of Environment
10	2022	454	Relocatable dwelling and four tourist and visitor	374 Clear Creek Road CLEAR CREEK	17/10/2022	197		Waiting on additional information
10	2022	464	Two lot residential subdivision	43 Wellington Street EGLINTON	3/11/2022	180		Additional information requested
10	2022	517	Construction of a garage	14 Munro Street WINDRADYNE	6/12/2022	147	147	Waiting on amended plans
10	2022	519	Single storey dwelling with attached garage	Maxwell Drive EGLINTON	7/12/2022	146		Waiting on DPE concurrence
10	2022	528	Two storey dual occupancy and subdivision	13 Campbell Close LLANARTH	12/12/2022	141		Under Assessment
10	2022	533	Construction of a carport and pergola	3 Kensington Place PERTHVILLE	13/12/2022	140	140	Amended site plan needed
10	2022	543	Primitive campground, six decks and tents with facilities	2104 Turondale Road TURONDALE	20/12/2022	133		Waiting for RFS
10	2022	553	Motor vehicle showroom with service centre & basement	180 Sydney Road KELSO	9/01/2023	113		Under Assessment
10	2022	554	Two lot rural subdivision	45 Napoleon Reef Road NAPOLEON REEF	3/01/2023	119		Under Assessment
10	2023	8	Dual occupancy (second dwelling) & two lot residential	2 High Street WEST BATHURST	19/01/2023	103	68	Waiting on additional information
10	2023	20	Industrial warehouse	5475 Great Western Highway RAGLAN	31/01/2023	91	81	Amended plans requested
10	2023	22	Demolition of existing dwelling, residential units, strata	169 Stewart Street BATHURST	1/02/2023	90		Under Assessment
10	2023	27	Commercial signage	196 Howick Street BATHURST	6/02/2023	85	75	Amended plans requested
10	2023	33	Four lot residential subdivision	37 Loren Street EGLINTON	15/02/2023	76		Additional information requested

Attachment 9.1.1.4

10	2023	38	Demolition, Alterations & additions to existing	220 Bentinck Street BATHURST	16/02/2023	75	75	Additional information requested
10	2023	47	Four lot strata subdivision	189 Rocket Street BATHURST	22/02/2023	69		Under Assessment
10	2023	49	Demolition of an existing dwelling, construction of a	2171 Sofala Road PEEL	23/02/2023	68		Under Assessment
10	2023	50	Alterations and additions to existing dwelling and garage	253 Keppel Street BATHURST	24/02/2023	67	27	Waiting on additional information
10	2023	51	Four lot residential subdivision including tree removal	51 Nelson Street RAGLAN	24/02/2023	67	65	Waiting on additional information
10	2023	52	Retaining walls	68 Mendel Drive KELSO	28/02/2023	63	28	Additional Information requested
10	2023	59	Demolition of an existing toilet block and construction of	William Street BATHURST	9/03/2023	54	29	Under Assessment
10	2023	61	Second rural dwelling (relocatable)	374 Clear Creek Road CLEAR CREEK	20/03/2023	43		Under Assessment
10	2023	62	Single storey dwelling	118 Samuel Way THE LAGOON	6/03/2023	57		Under Assessment
10	2023	66	Specialised Retail Premises	1 Ingersole Drive KELSO	15/03/2023	48	11	Additional Information requested
10	2023	68	Farm building	151 Mountain Straight MOUNT PANORAMA	15/03/2023	48		Under Assessment
10	2023	69	Three lot rural subdivision	1425 Tarana Road WAMBOOL	17/03/2023	46		Under Assessment
10	2023	72	Construction of a shed	Davis Street SOFALA	17/03/2023	46	41	Additional information requested
10	2023	74	Alterations and additions to an existing dwelling	112 Hollis Lane PERTHVILLE	15/03/2023	48		To be finalised this week
10	2023	77	13 lot residential subdivision including new roads	Claremont Drive WHITE ROCK	16/03/2023	47		Further information requested
10	2023	80	Alterations and additions to an existing dwelling, construct	316 Stewart Street BATHURST	22/03/2023	41		Additional Information Requested
10	2023	81	Use of dwelling and Animal Boarding Establishment	Diamond Swamp Road MEADOW FLAT	21/03/2023	42		Discussion forum to be held

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Council	DA	Lot	DP	Street	Street Name	Suburb	Postcode	Category	Environmental Planning Instrument	Zoning Of Land	Development Standard To Be Varied	Justification Of Variation	Extent Of Variation	Concurring Authority	Date Determined
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NIL

BATHURST REGIONAL COUNCIL
INVESTMENT PERFORMANCE

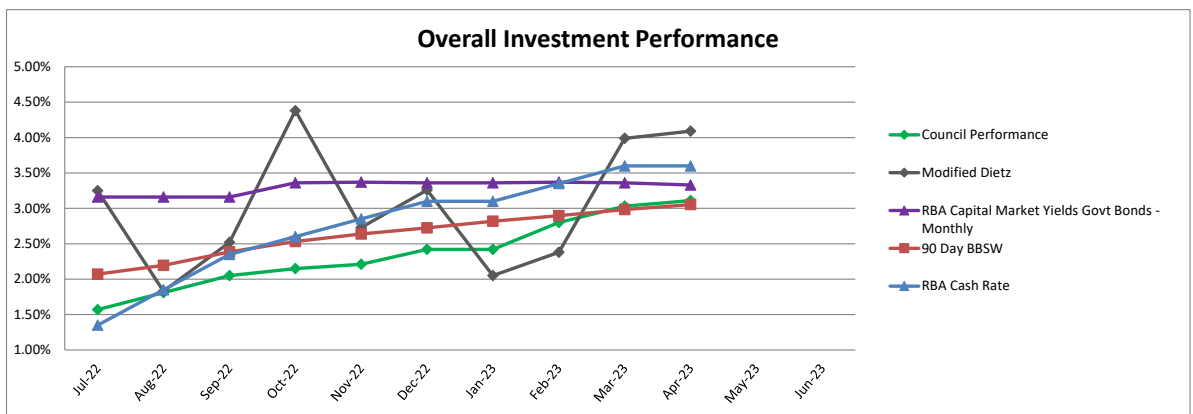
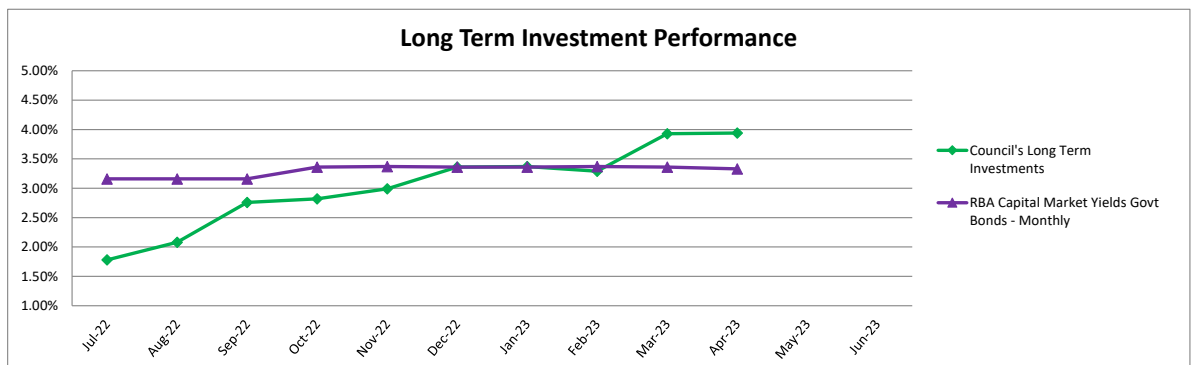
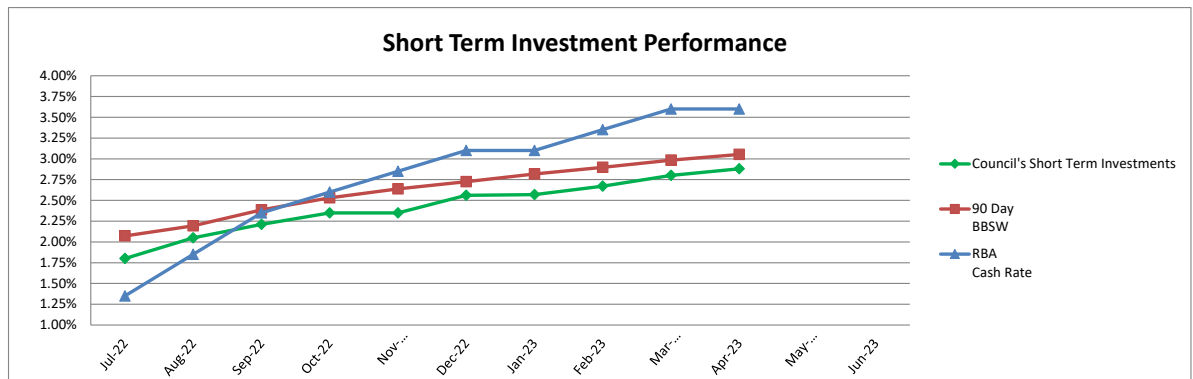
Investment Policy Benchmarks

Benchmark 1 - The performance of the portfolio shall be against the industry standard 90 Day Bank Bill Index or the official RBA Cash Rate

Council's current year to date performance compared to the two benchmarks is shown below. Council has not outperformed both benchmarks.

Reserve Bank of Australia - Cash Rate	3.60%
AFMA - 90 Day Bank Bill Swap Rate (BBSW) Avg Mid	3.053%
RBA Capital Market Yields Govt Bonds - Monthly	3.33%
Modified Dietz Calculation	4.09%

	Short Term			Long Term		Overall Performance	
	RBA Cash Rate	90 Day BBSW	Council's Short Term Investments	RBA Capital Market Yields Govt Bonds - Monthly	Council's Long Term Investments	Modified Dietz Calculation	Council Performance
Jul-22	1.35%	2.072%	1.80%	3.16%	1.78%	3.25%	1.57%
Aug-22	1.85%	2.194%	2.05%	3.16%	2.08%	1.83%	1.81%
Sep-22	2.35%	2.385%	2.21%	3.16%	2.76%	2.52%	2.05%
Oct-22	2.60%	2.531%	2.35%	3.36%	2.82%	4.38%	2.15%
Nov-22	2.85%	2.638%	2.35%	3.37%	2.99%	2.73%	2.21%
Dec-22	3.10%	2.725%	2.56%	3.36%	3.36%	3.26%	2.42%
Jan-23	3.10%	2.818%	2.57%	3.36%	3.37%	2.05%	2.42%
Feb-23	3.35%	2.898%	2.67%	3.37%	3.29%	2.38%	2.80%
Mar-23	3.60%	2.983%	2.80%	3.36%	3.93%	3.99%	3.03%
Apr-23	3.60%	3.053%	2.88%	3.33%	3.94%	4.09%	3.11%
May-23							
Jun-23							



**BATHURST REGIONAL COUNCIL
INVESTMENT PERFORMANCE**

2a - Overall Portfolio Credit Framework

To control the credit quality on the entire portfolio, the following credit framework limits the percentage of the portfolio exposed to any particular credit rating. Council has successfully met this criteria.

Short Term	Ratings	Maximum Holding %	Actual Holding %	
	A-1+	100	58%	Complies
	A-1	100	23%	Complies
	A-2	40	17%	Complies
	A-3 or unrated	Note*	2%	Complies
			100%	
Long Term				
	AAA	100	0%	Complies
	AA+ AA AA- A+ A	100	89%	Complies
	A-	40	0%	Complies
	BBB+ BBB	20	9%	Complies
	BBB- & unrated	Note *	2%	Complies
			100%	

*Note: For reasons of practicality the number of these investments should be kept to a minimum.

2b - Institutional Credit Framework

To limit single entity exposure each individual institution will be limited by their credit rating. Members Equity has recently merged with BOQ and as such all investments will be reviewed at maturity. Council will reinvest into a complying rated institution at the maturity of any investment that currently does not comply.

	Ratings	Maximum Holding %	Actual Holding %	
CBA	AA-	40	31%	Complies
National Australia Bank Limited	AA-	40	20%	Complies
Westpac	AA-	40	6%	Complies
HSBC	AA-	40	3%	Complies
Suncorp Metway Ltd	A+	30	21%	Complies
Macquarie Bank Limited	A+	30	1%	Complies
UBS AG Australia	A+	30	1%	Complies
Sumitomo Mitsui Banking Corp	A	30	1%	Complies
Bank of Queensland Limited	BBB+	5	4%	Complies
Bendigo & Adelaide Bank Ltd	BBB+	5	4%	Complies
IMB	BBB+	5	0%	Complies
AMP	BBB	5	4%	Complies
Newcastle Permanent	BBB	5	0%	Complies
Members Equity Bank	BBB	5	1%	Complies
Auswide Bank	BBB	5	1%	Complies
Maritime Mining & Power Credit Union	ADI	Note*	2%	
			100%	

*Note: For reasons of practicality the number of these investments should be kept to a minimum.

*Credit rating to Auswide Bank issued by Fitch Ratings, equivalent Rating by S & P shown

2c - Maturity Profile

The Investment Portfolio is to be invested within the following maturity constraints, Council has successfully met this criteria.

	Term Deposit	FRTD	TCD	FRN	Min %	Max %	Actual %	
Within one year	78,000,000	3,350,000	0	500,000	40	100	83%	Complies
One to three years	0	0	0	9,250,000	0	60	9%	Complies
Three to Five Years	0	1,500,000	0	6,750,000	0	30	8%	Complies
Over Five Years	0	0	0	0	0	15	0%	Complies
	78,000,000	4,850,000	0	16,500,000			100%	

Recommendation: That the report be noted.

Responsible Accounting Officer

.....
Aaron Jones
Director Corporate Services & Finance

.....
Prepared By Lesley Guy 2-May-23

.....
Reviewed By Tony Burgoyne

2022/23 Annual Operational Plan

Bathurst 2040 Community Strategic Plan

As at 30th April 2023

Council's Vision:

Bathurst: A vibrant and innovative region that values our heritage, culture, diversity and strong economy.

As a community it is important to have a plan that outlines what we want and need as a community now and as the region grows. The NSW Government also requires all councils to have such a plan. The Bathurst 2040 Community Strategic Plan (CSP) is the highest level forward planning document of Bathurst Regional Council. It identifies the community's priorities and guides the direction for the Bathurst region over the next 20 years.

Six key objectives have been established in the CSP:

1. Our Sense of place and identity
2. A smart and vibrant economy
3. Environmental stewardship
4. Enabling sustainable growth
5. Community health, safety and well-being
6. Community leadership and collaboration

These objectives are supported by strategies, shown below, aimed at identifying the importance of each objective.

As a 20 year plan, the CSP is not able to be wholly implemented in one term of Council. The Delivery Program represents actions that the Council expects to achieve during the current term of election for the Council, typically four years. This Annual Operational Plan identifies the individual activities and projects that will be completed within the current financial year of the Delivery Program.

OBJECTIVE 1: Our sense of place and identity

- 1.1 Respect, protect and promote the region's Aboriginal heritage assets
- 1.2 Protect, enhance and promote the region's European heritage assets and character
- 1.3 Enhance the cultural vitality of the region
- 1.4 Protect and improve the region's landscapes, views, vistas and open space
- 1.5 Promote good design in the built environment

OBJECTIVE 3: Environmental stewardship

- 3.1 Protect and improve our natural areas and ecosystems, including the Macquarie River and other waterways
- 3.2 Protect the City's water supply
- 3.3 Minimise the City's environmental footprint, live more sustainably and use resources more wisely
- 3.4 Protect and improve the region's biodiversity
- 3.5 Increase resilience to natural hazards and climate change

OBJECTIVE 5: Community health, safety and well being

- 5.1 Provide opportunities for our community to be healthy and active
- 5.2 Help make the Bathurst CBD, neighbourhoods and the region's villages attractive and full of life
- 5.3 Help build resilient, inclusive communities
- 5.4 Make our public places safe and welcoming
- 5.5 Plan and respond to demographic changes in the community

Bathurst 2040 Community Strategic Plan

OBJECTIVE 2: A smart and vibrant economy

- 2.1 Support local business and industry
- 2.2 Grow local employment, investment and attract new businesses by nurturing and supporting entrepreneurs, partnerships and local skill development
- 2.3 Develop Bathurst as a Smart City
- 2.4 Support agriculture, local manufacturing, food production and education as significant contributors to the region's economy
- 2.5 Support Mount Panorama as a premier motor sport and event precinct
- 2.6 Promote our City and Villages as a tourist destination

OBJECTIVE 4: Enabling sustainable growth

- 4.1 Facilitate development in the region that considers the current and future needs of our community
- 4.2 Provide safe and efficient road, cycleway and pathway networks to improve accessibility
- 4.3 Ensure services, facilities and infrastructure meet the changing needs of our region
- 4.4 Provide parking to meet the needs of the City
- 4.5 Work with partners to improve public transport, and passenger and freight transport connections to and from the region
- 4.6 Plan for, assess and regulate development activity

OBJECTIVE 6: Community leadership and collaboration

- 6.1 Communicate and engage with the community, government and business groups on important matters affecting the Bathurst Region
- 6.2 Work with our partners and neighbouring councils to share skills, knowledge and resources and find ways to deliver services more efficiently
- 6.3 Advocate for our community
- 6.4 Meet legislative and compliance requirements
- 6.5 Be open and fair in our decisions and our dealings with people
- 6.6 Manage our money and our assets to be sustainable now and into the future
- 6.7 Invest in our people
- 6.8 Implement opportunities for organisational improvement

Attachment 9.2.2.1

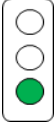

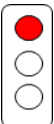
On the following pages, each of Council's principal activities is shown along with their four year Delivery Program actions and the Annual Operational Plan tasks that will be undertaken. These actions and tasks are linked back to the Bathurst 2040 CSP to show the community how its needs and wants are being delivered.

The table below is a guide to reading the Delivery Program and Annual Operational Plan.

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer
From the Objectives shown on Page 2	What actions will be delivered to achieve the objective	What specific projects will be undertaken this year to address the 4 year actions	Measurable KPI How we will know when we have achieved our plans	Position Title – Director, Manager, Team Leader

The Performance Measures in this Plan have been rated by the responsible Directors as to their status of completion.

Below is a summary of the Status of all Performance Measures:

<p>In progress – tracking as expected</p>  <p>164 / 174 94 %</p>	<p>Needs Attention</p>  <p>9 / 174 5 %</p>	<p>Urgent Attention</p>  <p>1 / 174 1 %</p>
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Engineering Services


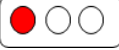
The key to developing a sound foundation for growth and prosperity of the Bathurst Region is by ensuring infrastructure needs are keeping pace with demand. The Engineering Services Department has the responsibility to ensure the current needs of the community are met and the capacity exists to cater for future growth. A clean and safe water supply, a quality local road network, and environmentally responsible waste management systems are all high priorities for engineering the future of the Bathurst Region.

Asset Management




Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
4.1 4.2 5.1	Improve pedestrian access within the urban area.	Completion of additional concrete footpaths/cycleways in accordance with the Bathurst Regional Community Access and Cycling Plan 2011.	500 lineal metres of footpath and/or cycleway completed.	Manager Works	Bant/Rocket intersection 100m Dean Street 200m complete Morrisett St Peel to Commonwealth 75% complete (650m)	
		Monitor condition of footpaths.	100% of urban footpath inspected	Manager Works	Level 1 (CBD) – 100% as at 26/10/20 Level 2 – 100% as at 23/7/20	
4.1 4.5	Maintain and improve the existing road infrastructure consistently throughout the network.	Improvement of road infrastructure to upgrade sub-standard sections of the sealed network.	Reconstruction and resealing works as per Council's 2022/2023 capital works and routine maintenance programs.	Manager Works	In progress/ongoing Caloola Rd Reconstruction underway but on hold due to extensive wet weather Bridle Track realignment complete	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
			Completion of 2022/2023 Roads to Recovery Program.			
		Renewal of gravel road surface throughout the network.	Completion of 2022/2023 Unsealed Roads Gravel Resheeting program.	Manager Works	In progress/ongoing	<div><div></div><div></div><div></div></div>
		Undertake maintenance program in accordance with allocated budget.	Greater than 90% of the urban road network remains at condition index 3 or above.	Manager Works	Complete (last assessment due 2023) <div>Percentage<div>Excellent35.0</div><div>Good38.9</div><div>Fair22.1</div><div>Poor3.9</div><div>Bad0.1</div></div> <div>Condition Rating<div>1</div><div>2</div><div>3</div><div>4</div><div>5</div></div> <div>96%</div> <div>4%</div>	<div><div></div><div></div><div></div></div>
4.1 4.3	Protection of urban areas on the Bathurst Floodplain	Completion of flood mitigation works as outlined in the Georges Plains Flood Management Plan.	Substantial Completion of Design and Environmental Assessment	Manager Technical Services	Funding Grant application through NSW Government Floodplain Management Program in 2020/21 unsuccessful. Further application has been made in 2021/22 program, decision pending.	<div><div></div><div></div><div></div></div>




Mount Panorama

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
6.4 6.5 6.8 2.5	Increase profile of Mount Panorama as the premier motor racing venue in Australia.	Construction of optic fibre communications loop	Installation of Optic fibre network to Mount Panorama Circuit as per 2022/2023 Capital Works Plan	Director Engineering Services	Current budget allocation will complete 1,700m of conduit. This will complete 5,640m of installation, leaving approx. 1,000m of conduit to be installed from future budgets.	
		Development of the second circuit	Development Consent obtained.	Director Engineering Services	Masterplan Complete. Preliminary Design Complete Aboriginal Cultural Heritage Assessment completed. Draft Environmental Impact Assessment completed, has been submitted to NSW Planning for adequacy review prior to lodgement. Community Consultation completed for EIS drafting. Detailed design and EIS completed Jan 2022. Ready for lodgement with EIS to NSW Planning. DA not able to be lodged.	



Water, Sewer and Waste






Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
3.2 3.3 3.5 4.3 6.2 6.6	Maintain and upgrade existing water and sewer infrastructure to meet the needs of all stakeholders into the future.	Operate, maintain, repair and upgrade Water Filtration Plant.	Achieve the Australian Drinking Water Standards 90% of the time.	Manager Water and Waste	Water Filtration Plant daily operations are ongoing, with maintenance and repairs conducted as required. The treatment processes are constantly monitored through a SCADA system and reviewed daily by staff. To <u>30 April 2023</u> , 2353 tests were undertaken (through NSW Health Laboratory plus Council monitoring for fluoride). There was 98.3% compliance with Australian Drinking Water Guidelines.	
		Operate, maintain, repair and upgrade water distribution system.	Customer complaints regarding flow and pressure are kept below 52 p.a.	Manager Water and Waste	Water distribution system operations are ongoing, with monitoring, maintenance and repairs conducted as required. The water main in Mountain Straight, Mount Panorama has been re-laid. Significant reservoir improvements have been completed, with further work planned, to continue to improve the integrity of the drinking water system around Bathurst. To <u>30 April 2023</u> , complaints regarding flow and pressure were 30 for the 2022/23 year.	
		Respond effectively to water quality complaints	100% of complaints investigated, actioned and resolved.	Manager Water and Waste	Complaints regarding discoloured water are investigated, actioned, and resolved as soon as possible. To <u>30 April</u> , 42 discoloured water complaints were received, and all have been resolved.	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
		Review, update and adhere to Drinking Water Management System (DWMS).	Australian Drinking Water Guidelines & DWMS compliance reported monthly.	Manager Water and Waste	A Drinking Water Management System (DWMS) document has been completed and is in effect. Details on addressing the actions to ensure continuous improvement are being documented. An internal review of the Drinking Water Management System's Critical Control Points (CCPs) is undertaken weekly and monthly. Continuous external monitoring of CCPs is undertaken externally by D2K Information Pty Ltd. CCP performance for the current financial year to end of February averaged 85%.	
		Winburndale Dam Flood Security Upgrade	Project is constructed and commissioned	Manager Water and Waste	Work on this Tendered Item is progressing with work on the dam crest drilling underway and over 94% of the varied contract price is complete as at the end of April 2023. A second project scope change request has been lodged, with a negative response being received and this is being followed up. Additional correspondence has been sent to DPIE. The project scope, cost & timeframe have all been extended as significantly different foundation rock was encountered (than was found during geotechnical investigations) along the dam toe once onsite work commenced. Additional work to enable outlet metering has been designed and will be installed in the coming months. The southern wing wall requires stabilisation following the November 2022 floods and this will be added to the scope of works	
		Stormwater Harvesting Project Stage 1	Project is constructed and commissioned	Manager Water and Waste	Survey, design reports and approvals are being progressed for this project, tenders have been advertised and have closed to selected contractors who are pricing the proposed works.	


Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
					<p>Tenders closed 27 July 2021 and have been reported to council. The appointed contractor and appointed project manager are reviewing the design and undertaking relevant site-specific plans and documentation. The contractor is planning to commence site works in January.</p> <p>Further meetings took place in December in Parramatta with DPE and NSW Health representatives to progress the project.</p> <p>Site work has commenced in a number of locations for the pipework installation. The Water Filtration Plants planned bulk earthworks are complete</p>	
		Review and update existing Best Practice Guidelines plans as required.	Best Practice Guidelines compliance reported quarterly.	Manager Water and Waste	In October 2021 DPIE has released their Roadmap to an improved regulatory framework for local water utilities, which will replace the Best Practice Management Framework. The implications and impacts on Council are being reviewed, and monitoring of this continues.	
		Continue implementation of Trade Waste Policy.	Maintain approvals at over 90% of active businesses	Manager Water and Waste	<p>Trade Waste Policy is current, has been approved by NSW Office of Water, and adopted by Council.</p> <p>As of 30 April 2023, there were 329 approvals in place, with 365 active businesses (90%). The recently released 2021 Liquid Trade Waste Management Guidelines from have been reviewed.</p>	
		Monitor and action developments from State Government regarding changes in the Best Practice Guidelines	Review Guidelines monthly, then action as required.	Manager Water and Waste	<p>The existing level of compliance with the previous Best Practice Guidelines is 100% for both Water and Sewer.</p> <p>In October 2021 DPIE has released their Roadmap to an improved regulatory framework</p>	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
					for local water utilities, which will replace the Best Practice Management Framework. The implications and impacts on Council are being reviewed, and monitoring of this continues. Furthermore, specific advice has been released as draft and is also being reviewed.	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
		Prepare reports and studies for Winburndale Dam and Chifley Dam to achieve compliance with Dams Safety NSW regulatory requirements	Compliance with Dams Safety NSW requirements reported annually.	Manager Water and Waste	<p>For both Chifley and Winburndale, a Dam Safety Emergency Plan is in place. Chifley Dam is safe to withstand a 1 in 1,000,000-year flood event. A surveillance inspection of Chifley Dam was undertaken in December 2021. Winburndale Dam surveillance inspections are on hold for the next 12 months during the construction period. Winburndale Dam is not yet safe to withstand a 1 in 100,000-year flood event, however detailed design is complete, the tender has been awarded and construction has commenced and is well advanced to significantly improve the dam safety.</p> <p>Grant funding was sought through the NSW Safe and Secure Water Program. Council has been successful in procuring \$2.225 million towards this project under the Program. A tender was awarded at the 3 July 2019 Council Meeting to EODO for Winburndale Dam Safety Upgrade. Work is currently over 94% of the varied contract price is complete for the project at the end of April 2023. Chifley Dam Dams Safety NSW requirements are in place for Chifley Dam except for one obligation that is nearing completion. Winburndale Dam requirements are either in place or will be updated in 2023 once the upgrade works are completed.</p>	
		Work with Central NSW Joint Organisation on Water Utilities Alliance goals	Meetings attended. Relevant projects supported. Goals delivered.	Manager Water and Waste	<p>Work is continuing, through meetings and projects. Alliance Business Plan has been developed and adopted. Bi-monthly meetings attended online, with other projects and correspondence dealt with as required.</p>	




Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
		Operate, maintain, repair and upgrade Waste Water Treatment Works to comply with licence conditions	Achieve over 90 % compliance with EPA licence conditions.	Manager Water and Waste	<p>Wastewater Treatment Works operations are ongoing, with maintenance and repairs conducted as required.</p> <p>A new biosolids contract commenced on 01 October 2021 and until 28 April 2023, 15,431.09 tonnes of biosolids have been delivered to site under the new contract.</p> <p>A trial to limit discharge odours from Sewer Pump Station no 2 commenced in November 2021 initial results indicate a positive result.</p> <p>Continued monitoring is on going</p> <p>Plans for minor upgrades are underway. Daily and weekly sampling and monitoring of the plant's performance are continuing, with internal and external testing performed.</p> <p>Ongoing testing of wastewater discharged to the Macquarie River as per EPA Licence 1647 for the period commencing 1 April each year continues. For the licence year commencing on 1 April 2023, 21 tests were completed till 19 April 2023, and 100% compliance achieved.</p>	
		Continue program of sewer main CCTV inspection, and lining if warranted	Mains where blockages or overflows occur are inspected	Manager Water and Waste	Identification of appropriate locations for CCTV pipe inspection is ongoing through customer issues, staff advice and development proposals. Any issues found are scheduled for repair or replacement as required.	
		Identify, plan and undertake water and sewer construction works.	Complete capital works program	Manager Water and Waste	<p>Liaison with Technical Services staff to obtain advice on road projects and / or developments is continuing.</p> <p>The aim is to ensure water and sewer services are relocated prior to TFNSW or BRC projects commencing.</p>	
		Replace waste collection vehicles on a 4 yearly cycle.	One waste collection vehicle replaced	Manager Water and Waste	The waste collection vehicle fleet is up to date.	
1.4 3.3 4.3 6.2	Maintain and upgrade existing waste infrastructure to meet	Replace waste collection vehicles on a 4 yearly cycle.	One waste collection vehicle replaced	Manager Water and Waste	The waste collection vehicle fleet is up to date.	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
6.6	stakeholder requirements.	Review Waste Management Centre filling plans to ensure the optimum long term strategy is delivered, and to enable future planning timelines to be developed.	Survey and monitor the remaining air space of the landfill annually. Air space reduction minimised.	Manager Water and Waste	A stormwater management audit of the WMC has been conducted by EPA staff. A review has been conducted by an independent consultant. The final report has been received and recommendations are being put into effect. Aerial survey was completed earlier this year, and this is done annually to monitor actual fill and the final fill plan. Several ongoing projects are supported, with bi-monthly meetings attended online. New projects or opportunities are assessed as they arise.	
2.2 3.3 6.1 6.2 6.6	Reduce waste to landfill.	Work with NetWaste on waste projects and opportunities, for greater diversion from landfill and increased efficiencies.	Meetings attended. Relevant projects supported and delivered.	Manager Water and Waste	Almost all options available to Bathurst Regional Council through NetWaste are supported. Examples include recycling of waste tyres, mattresses, Household Chemical Cleanout, Waste 2 Art and collection and recycling of scrap metal. Recycling and organics collection service started in April 2016. The contract is proceeding well. A textile recycling trial has been conducted. The 2022 Garage Sale Trail has been held over 2 weekends in November 2022, and as the contract is ending a review of this event has been concluded.	
		Council to continue education and promotion of appropriate WasteWise behaviours regarding green waste and recycling. Promote recycling to maximise diversion from landfill.	Recycling promotion and education programs run and reported annually. Monitor combined diversion and report annually.	Manager Water and Waste	For 2022/23 to the end of February 2023, food and garden tonnage is 3,485 and recycling is 1,318 giving a total of 4,803 tonnes. 29,257 tonnes of food and garden waste have been sent for composting in the first 83 months (April 2016 to February 2023) Combined with recycling, totals show a diversion from landfill of over 44,859 tonnes, or over 44.8 million kilograms over this time. Sustainability is one focus area where education works are continuing, and the recycling contract education strategies are also underway.	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
		Identify, assess and implement appropriate diversion opportunities.	Opportunities reviewed to determine cost/benefit and reported annually.	Manager Water and Waste	Council participates in 8 NetWaste Regional collection contracts being used - motor oil, wood/timber processing, landfill environmental monitoring, regional waste services, tyres, household chemical cleanup, and mattress recycling. Scrap metal and E-waste recycling is continuing with a separate Council contract arrangement.	

Recreation

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
1.4 5.1 5.5	Plan for increasing population and aging population in the provision of suitable recreational projects	Construct additional facilities as determined in budget.	Construction of multi sports court Ralph Cameron Park	Manager Recreation	Work completed April 2023. Works included Construction of concrete court, perimeter fencing, court surface painting and line marking, basketball hoop installation. The Multipurpose sports court is to form one element of a proposed future upgrade of the Ralph Cameron Playground.	
		Update sporting venues, including associated infrastructure.	Reconstruction of Court 6 Eglinton Tennis Centre	Manager Recreation	Investigation on court surface completed, which has identified significant works to be undertaken to repair 2 x damaged courts. Funding not sufficient to undertake the required works. Funds to be redirected to other upgrade project within 2022/23 financial year.	
		Update parks including associated infrastructure.	Acrylic resurfacing of 2 courts John Matthews Netball Complex	Manager Recreation	Painting of 2 netball courts at John Matthews Netball Complex completed. Painting of the rest of the rubber based courts at the Centre to be undertaken as funding becomes available in future budgets	
			Construct stage 1 of Centennial Park Masterplan	Manager Recreation	Tender awarded September 2022. All contract works completed in March 2023. Maintenance / establishment period expected to end September 2023. Stage 1 works included formal concrete axis path, park lighting, avenue tree planting, irrigation to trees and park bench installations.	
1.4 5.1 5.5	Maintain existing and future recreational areas.	Maintain existing levels of service to all parks, reserves, open space areas and other recreational facilities	Maintenance activities undertaken to all recreation Assets in accordance with adopted maintenance service levels in the Asset Management Plan.	Manager Recreation	Ongoing as part of adopted maintenance service levels and funding provisions of the current Council Operational Plan.	



Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
1.4 5.1 5.5	Continue environmental programs identified within the Bathurst Vegetation Management Plan	To ensure that appropriate Environmental Management Plans for the Bathurst Region are current, relevant and provide long term strategies for the Region	<p>Arrange for 11 Tree Planting and volunteer engagement activities.</p> <p>Weed Control Project Inner Track Mount Panorama</p>	<p>Manager Recreation</p> <p>Manager Recreation</p>	<p>Community and volunteer tree planting proposed commenced in August 2022</p> <p>10 planting days have been undertaken this financial year.</p> <p>Site spraying works commenced in October 2022.</p> <p>Contractor experiencing delays. Further weed spraying to be completed, before maintenance obligations under the contract commence. Some erosion control works completed, more to be undertaken in the following months.</p> <p>Concerns have been raised to contractor in respect to adequate performance to date. Extension of time to finish contract has been provided. Anticipate completion of all works by end June 2023.</p> <p>Weed control works completed.</p> <p>Due to extensive damage sustained to the work site following November 22 floods and other project priorities, the erosion control works of this project will commence in 2023/24.</p>	  

Corporate Services & Finance

Attracting, retaining & investing in the safety & wellbeing and ongoing development of our people, whilst supporting an open and transparent, customer focused workplace culture is the main priority at Bathurst Regional Council. Council employs approximately 492 full time equivalent staff in 20 locations to provide services to support our community needs.

Human Resources





Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
3.1 5.3 5.5 6.1 6.2 6.4 6.6 6.8 6.9	Ensure appropriate structure and resourcing is effectively supported & implemented to meet organisational needs.	Organisational Structure designed to ensure CSP can be adequately & appropriately supported. Resourcing prioritised to ensure Statutory & legislative requirements can be effectively supported and operational needs met.	Organisational structure supports a collaborative culture where Strategic objectives and community needs are achieved within budgetary constraints. Resourcing is appropriately allocated. Employee feedback is utilised to continually improve workplace culture and employee engagement.	Manager Human Resources	As part of the Manager to Leader program and with a longer-term view to ensure the organisational structure (roles, responsibilities and reporting lines) will ensure the effective delivery of the CSP has commenced in line with the recently endorsed Council Workforce Management Plan and supporting operational action plan. Feedback from recent climate and management styles, as well as employee connections surveys has been used to improve workplace culture and engagement as part of the Manager to Leader program. Employee engagement and satisfaction surveys to be rolled out to all staff Q1/Q2 2023. Feedback from the ageing workforce survey has also been used to better support older workers especially in the use of technology space.	
5.3 5.5 6.2 6.4	Promote and support a safe workplace in line with statutory and legislative requirements	Build and maintain a workplace culture that supports physical & mental	An effective WHS system is developed & effectively implemented.	Manager Human Resources	Targeted Manual handling training has now been completed across all areas of Council. Work to further improve the WHS related	



Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
6.5 6.7 6.8	with a focus on employee wellbeing.	health and wellbeing of our people. Council focuses on injury prevention, including discrimination, bullying and harassment & discrimination.	WHS related training programs focus on identified high priority areas (Manual handling, Mental health) as well as Compliance related training. A proactive and supportive approach is implemented to support injured workers recover at work.		<p>Policies, Procedures and Records has commenced.</p> <p>Compliance related safety training is prioritised, Improvements to ensure a psychologically safe workplace are ongoing. Council recently achieved an 88.1% score in the StateCover WHS Audit which is above average compared to other Councils.</p> <p>Additional resources to support the increasing legislative environment & support Council's commitment to staff safety have been approved.</p> <p>The Council RTW program has now been effectively implemented. A proactive and supportive approach to injured workers is followed, with an ongoing aim to improve safety and prevent further injuries as an outcome of investigations conducted.</p> <p><u>April update</u> A full time Health & Safety Support Officer has been appointed to the HR team.</p> <p>The WHS & RTW Coordinator and Training & WHS Support Officer are attending the StateCover Seminar on 2-3 May 2023.</p>	
1.1 6.1 6.2 6.4 6.7 6.8 6.9	Training and development is fairly & effectively supported for all Council employees with an aim to retain talent, develop current & future leaders, increase job	Training needs are identified and effectively implemented for all Council staff. Training focus is on ensuring compliance requirements (WHS, Skills based) are met but also on investing in the	<p>Training & Development is centrally co-ordinated.</p> <p>Training plan is developed, consulted on & effectively implemented and maintained.</p>	Manager Human Resources	<p>All Council learning & development, including budget is centrally controlled and coordinated through the HR function.</p> <p>Training plan is developed and reviewed every 2 years.</p>	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
	satisfaction and morale and improve productivity and safety.	ongoing development of our people.	90% of Council staff complete e-learning compliance modules in first 3 months of commencement. Manager to Leader Program is effectively implemented.		Completion of e-learning compliance modules for all new staff in first three months (ideally first month) of employment set as a Corporate KPI. The Manager to Leader Program has now completed Phase 4 which included bringing new and emerging leaders into the Program. Phase 5 will be rolled out Q1/Q2 2023. <u>April update</u> 25 of Council's new Supervisors have been enrolled in a two-day "Stepping into Supervisor" training session occurring in June 2023. Further training in the area is scheduled for later in the year. HR Business Partner will be attending an intensive Workforce Planning for Local Government workshop in May 2023.	<div><div></div><div></div><div></div></div>
1.1 2.2 5.3 5.5 6.1 6.4 6.6 6.8 6.8	Ensure Council complies with equal employment opportunity laws at every stage of the employee lifecycle and in line with the Council EEO policy. Promote an inclusive workforce representative of the community we support.	Council promotes an inclusive workplace and all stages of the employee lifecycle. Relevant policies, procedures and plans developed and implemented.	Council EEO policy developed and implemented. Acceptable behaviour & conduct in the workplace policy developed and implemented. Targeted training to improve the awareness and understanding of the benefits of a diverse workplace and the EEO laws are implemented.	Manager Human Resources	The Council EEO policy has been developed and implemented on Council's intranet and website. The Policy is discussed at Induction. Training and principles are covered as part of the compliance module suite every two years for all Councillors and staff. The Acceptable Behaviour & Conduct in the Workplace Policy has been developed and implemented. Toolbox talks have been held with all current staff. A copy of the policy is provided and discussed with all new staff as part of staff Induction. Current staff moving into a new position within Council are required to undertake the induction again if it has been more than two years since it was last completed.	<div><div></div><div></div><div></div></div>

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
					Targeted training to improve the awareness and understanding of the benefits of a diverse workplace, EEO laws and discrimination held for all Managers. Education at levels ongoing.	




Governance

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
6.4 6.5 6.8 6.9	Ensure Council policies reflect community needs and organisational requirements.	Regular review of Council's policies (Policy Manual).	Individual Policies reviewed for relevance and compliance with statutory requirements	Manager Corporate Governance	All Council policies are undergoing review. Policies are then forwarded to Council meetings for adoption. Program continuing.	
6.4 6.5	Implementation of the Government Information Public Access Act (GIPA Act)	Provision of Contract Register on Council's website.	Register updated monthly.	Manager Corporate Governance	Online Contract Register is available. We continue to review opportunities for improvement, including possible use of new RelianSys system.	
		Action requests for information under GIPA Act.	Information requests (formal and informal) actioned in accordance with statutory guidelines.	Manager Corporate Governance	<p>July 2022 - 6 applications received and 4 applications were finalised.</p> <p>August 2022 - 2 applications received and 4 applications were finalised.</p> <p>September 2022 - 5 applications received and 4 applications were finalised.</p> <p>October 2022 - 2 applications received and 5 applications were finalised.</p> <p>November 2022 - 2 applications received and 5 applications were finalised.</p> <p>January 2023 – 6 applications received, with 4 finalised.</p> <p>February 2023 – 1 application received, 1 finalised.</p> <p>March 2023 – 6 applications received, 2 finalised.</p> <p>April 2023 – 2 applications received, 2 finalised.</p> <p>Total of 32 applications received YTD, with 24 finalised.</p>	
4.3 6.4	Ensure Council's continuity of operations.	Review of Disaster Recovery Plan and Business Continuity Plan.	Plan reviews completed	Manager Corporate Governance	Information Services Disaster Recovery Plan testing has been delayed due to covid-19 restrictions. Testing has been deferred to a later date.	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
6.4 6.5 6.8 6.9	Ensure Audit and Risk Management Committee effective operation	Regular risk management reporting. Service delivery review program development.	Quarterly risk register updates. Program developed by 30 June 2023.	Manager Corporate Governance	Ongoing discussions between Dept Heads & MCG. Investigations underway for a software solution to manage the risk register, with RelianSys being trialled.	
6.4 6.5 6.6 6.8	Manage insurance claims in a timely, effective and efficient manner	Manage insurance claims and provide data to inform strategic decision making Coordinate participation in the Statewide Mutual Continuous Improvement Pathway (CIP) program.	Monthly insurance reports to Department Heads. Submission of completed CIP workbooks to Statewide Mutual	Manager Corporate Governance	Reporting framework finalised. Monthly reports now generated. Ongoing discussions between DCSF & MCG.	


Information Services

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
2.3 2.5 6.8	Improve long-term viability and availability of electronic data for both the current and long term.	Perform Penetration testing to ensure the security of Bathurst Regional Council Data	Engage Third Party to perform Penetration tests.	Manager Information Services	April update Penetration testing was performed on the week of the 16th of January. Council has received the testing report. This testing included external and internal penetration testing. Council's IT section is has created a plan to correct the issues identified and is currently working through it. Next round of testing is scheduled for January 2024.	
		Upgrade ERP (Civica Authority) to version 7.1	It is anticipated that this upgrade will occur in Calendar 2022	Manager Information Services	Civica Authority was upgraded to version 7.1 on the 11 th of November after extensive testing.	
		Continue regimen of cyber-Security training for all staff & Councillors at Bathurst Regional Council.	Microsoft Cyber Security training, Phishing simulation has been purchased, and training program implemented. Councillors & staff will continue to be provided with the opportunity to attend Cyber Security NSW training	Manager Information Services	Training has been purchased and a schedule has been developed. Training will now continue on a rolling basis.	
		Continuous upgrading of Cyber Security posture based upon recommendations from Penetration Testing.	This is a continuous process.	Manager Information Services	Cyber security framework and documents have been developed. The Framework was approved by the General Manager on 29th of June. Discussions are now on going with risk owners.	
		Upgrade GIS from GDA94 to GDA 2020.	Ensure that BRC GIS is current by implementing GDA2020 it is anticipated that this will be completed in 22-23 financial year.	Manager Information Services	In progress/ongoing. This project is progressing well. Much work has been completed and we have engaged the service of Chartis Technology to assist with the implementation.	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
		Implement cloud based VOIP telephone system.	Proof of Concept for Microsoft Teams calling is underway. This will allow staff to test the viability of this technology. It is then expected that the system will be implemented in 23-24	Manager Information Services	The new VOIP phone system has been pushed to fiscal year 23-24 as we proceed with the current proof of concept for teams calling and Mitel hosted system.	
		Perform Disaster Recover testing at Bathurst Regional Council's DR site.	It is anticipated that full test will be performed by end of August 2023.	Manager Information Services	Full DR testing is being rescheduled for fiscal 23-24 After testing a report will be written detailing the results obtained.	
2.2 2.3 2.6 5.2	Support the Smart Cities project.	Install fibre optic cable from Mt Panorama to Civic Centre via the Collections Facility.	Completed	Manager Information Services	Link has now been completed and is operational from Mt Panorama to the new Collections facility then on to the library and Civic centre.	

Finance

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
6.1 6.6 6.9	Ensure Council's long term financial sustainability.	Review need for special variation in rate income.	Long Term Financial Plan complete and adopted by Council. Special Rate Variation considered by Council.	Manager Financial Services	Long Term Financial Plan for 2022/23 adopted by Council on 29/06/2022. Council has not applied for a special rate variation for 2023/24 Operating/Delivery Plan.	
		Improve Council's cash flows.	Rates and Charges Outstanding Ratio less than 10%.	Manager Financial Services	As per 2021/22 Financial Statements achieved 5.82% (2020/21 6.29%) (2019/20 6.49%) (2018/19 6.22%) (2017/18 6.17%) (2016/17 5.68%) (2015/16 5.85%)	
		Ensure Council's level of debt is manageable.	Debt service cover ratio greater than 2.	Manager Financial Services	As per 2021/22 Financial Statements achieved 2.46 times (2020/21 1.71) (2019/20 1.06) (2018/19 2.17) (2017/18 3.66) (2016/17 4.12) (2015/16 3.95)	
		Maximise invested funds within prudential guidelines.	Outperform monthly 90 day bank bill swap rate.	Manager Financial Services	At 30 th April 2023 current year average: • Investment earnings – 3.11% (2021/22 average 1.06%) • 90 day Bank Bill Swap Rate – 3.053%	
		Monitor, review and update Long Term Financial Plan	Long Term Financial Plan 2022-2032 adopted	Manager Financial Services	Long Term Financial Plan for 2022/23 adopted by Council on 29/06/2022.	



Events	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
Bathurst CSP Objective reference 1.3 2.1 2.2 2.6 5.2 5.3 6.3	Coordinate and deliver events to enhance the cultural life of residents and promote the Bathurst Region	Deliver events including New Years Eve, Australia Day, NRL game, Bathurst 1000 off track events.	90% or more of residents attend an event.	Events Manager	<p>July</p> <ul style="list-style-type: none"> Successfully delivered the Bathurst winter festival with the out door ice rink, illuminations, food and wine events, music, entertainment, business engagement, rides and community spirit. The festival was back to its pre covid 19 interruptions and had its biggest year yet. The illuminations featured on; Bathurst Court House, All Saints Cathedral, Cathedral of St Michael & St John, Keystone, old Bathurst TAFE site and Tremain's mill Opening night had approx. 4,500 people through between 4pm – 9pm on Saturday 2 July Brew & Bite saw approx. 15,000 people pass through the event on Friday and Saturday of the middle weekend. More than 20,000 people went ice skating More than 50,000 tickets sold to the carnival rides These figures show an increase participation in the event from previous years <p>August</p> <ul style="list-style-type: none"> Planning an execution of Local Government Week. Coordinated; Coffee with Councillor at Rail museum, raised over \$1000 for Jeans 4 Genes Day, coordinated a staff competition and had a bake sale Wrapping up of Bathurst winter festival, reporting, paying invoices, coordinating thank you messages/emails/letters to all staff and stakeholders 	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
					<ul style="list-style-type: none"> Planning for Bathurst 1000; coordinating meetings with Supercars, emergency services, stakeholders, road closures, businesses and vendors Secured \$287,000 from the State government to increase event experiences for; Bathurst International, NYE, Inland Sea of Sound (BMEC) and a summer music program. Commenced work on Bathurst International and NYE Coordinated stakeholder meetings for next 6 months of events Advertising for Events Team Leader and Event Operations Office Role <p>September</p> <ul style="list-style-type: none"> Planning for Bathurst 1000 Off Track Events; Super Wednesday, Legends Dinner and Saturday Street Fair Planning for Garage Sale trail Planning for Bathurst International Working with event stakeholders such as; World Cross Country, Vanfest, Triumph 100 year anniversary, B2B variety bash Planning For NYE Party in the Park Organising grant funding for events such as, Saturday free concert, City 2 Circuit, NYE and summer beats Planning of Australia Day 2023 and community meetings 	


Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
					<p>October</p> <ul style="list-style-type: none"> Successfully delivered Repco Bathurst 1000 Off Track Events. Including B-Rock Super Wednesday, Legendary Moments Dinner and Saturday Street Fair. Planning for Bathurst International and the new Off Track Events including Circuit to City and Saturday Free Concert in Machattie Park. Planning for Challenge Bathurst. Planning for Garage Sale Trail. Planning for Christmas including staff Christmas party. Planning for New Year's Eve Party in the Park. Advertising for Events Assistant. Coordinated Spatial Services Digital Twin Launch Continued working with event stakeholders including; World Cross Country and Triumph 100 year anniversary <p>November</p> <ul style="list-style-type: none"> Successfully delivered the first Bathurst International event in partnership with ARG. Included; camping at the track, down town activations, weekend music event. Installed the Christmas tree in Kings Parade, street flags and lights on Council building Successfully delivered Challenge Bathurst event at Mount Panorama. Included Preparation for NYE Party in the park Working through the Reconnecting Regional NSW – Community Events program Grant 	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
					<p>December</p> <ul style="list-style-type: none"> Preparation and successful delivery of NYE Party in the Park. Included popular child's entertainer, Bluey and Bingo Delivered the all staff Council Christmas party Preparation underway for Australia Day 2023, Bathurst 12 Hour and World cross Country Championships city activation <p>January</p> <ul style="list-style-type: none"> Successful delivery of Australia Day; citizenship ceremony, awards ceremony, Australia Day by the pool, events in villages; Rockley, Sofala and Wattle Flat, entertainment at Ben Chifley Dam. Secured grant funding for the event. The Australia Day ambassador fell ill and was unable to attend Announced World Athletics Cross Country City Activations: Adopt a country business competition, live music in venues, Armada shopping centre activation and Street dressing Working on plans for Bathurst 12 Hour <p>February</p> <ul style="list-style-type: none"> Successfully ran the Track to Town event as part of the city activations for Bathurst 12 Hour. With Valentino Rossi in town, the event was a huge success with people packing out Kings Parade Added support to Mount Panorama social pages over 12 hour weekend 	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
					<ul style="list-style-type: none"> Planning and implementation of city activations for World Athletics Cross County Championships. Huge success with 72 businesses participating in Adopt A Country competition, Treadmill activation in Armada Shopping centre, attracting 100's of participants, Live music in venues through town and Kings Parade over for days and nights. Feedback from World Athletics has been overwhelmingly positive, and they wish to use Bathurst as a case study, to show future locations best practice. Planning and coordination of the Sustainable Living Expo with Waste and enviro sections. 	

Property	Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
1.5 6.4 6.5 6.8		Manage development of new residential land releases to ensure appropriate level of supply.	Complete development of residential land in accordance with Council plans.	Provision of land to meet demands	Property Manager	Sunnybright Stages 'A','B' and 'C' - all lots sold and settled. Windy 1100 - 205 lots - Tender for development approved by Council 19/10/2022. Expect Sales in early 2024.	
2.1 4.1 6.4		Manage development of new commercial and industrial land releases as required to meet the needs of new businesses.	Development in Bathurst Trade Centre and Kelso Industrial Park as required.	Provision of land to meet demands.	Property Manager	Kelso Industrial Park has 0 lots available. Tender for development of 9 lots in Stage 1b of Kelso Industrial Estate expansion (\$4.8M Drought Stimulus Fund) approved 19/10/2022. Bathurst Trade Centre has 0 lots available. Airport Stage 2 construction tenders close 15/11/2022.	

Corporate Communications

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
6.1	Communicate and engage with the community	Bathurst Regional Council Community Survey.	Overall satisfaction rating > 70%	Manager Corporate Communications	<p>2021 Community Survey completed. Survey result found that 75% of the community is somewhat satisfied or higher (ie satisfied or very satisfied) with Council.</p> <p>2023 Community Survey commissioned and survey questionnaire finalised.</p> <p><u>APRIL UPDATE:</u> Telephone survey completed</p>	



				<div><div><div></div><div></div><div></div><div></div></div></div>				
				<div><div><div>As 30 April 2022:</div><div>100% consultation projects on Your Say Bathurst Ongoing: (Irrigation portal, Lodging planning applications online, Bathurst town centre master plan, Streets as Shared spaces, Expressions of Interest former TAFE precinct, Bathurst Region Heritage Plan 2021-2025, Our Region Our Future, Pillars of Bathurst, Floodplain Management Plan, Water Harvesting, ,</div><div>Closed: Seniors Festival feedback; Rate Hardship Policy</div><div>New: Draft delivery program & operation plan, Road naming (Old Coach Road); Draft Community Safety Plan</div><div>Social media followers:</div><div>BRC Facebook Page: 18,888</div><div>BRC Twitter Page: 1,773</div><div>July: 17,153</div><div>August: 17,376</div><div>September 17,541</div><div>October: 17,993</div><div>November: 19,744</div><div>December: 19,922</div><div>January: 20,056</div><div>February: 20,298</div></div></div>	<div><div>Manager Corporate Communications</div></div>	<div><div>All consultation projects included on the "Your Say" platform</div><div>Followers on social media > 14,000</div><div>BRC Website visits > 40,000</div></div>	<div><div>Ensure community consultation occurs</div></div>	



Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
					<p>March: 20,435</p> <p><u>April: 20,661 (total FB & Twitter)</u></p> <p>Website visits</p> <p>July: 91,248</p> <p>August: Total: 49,695</p> <p>September: 62,337</p> <p>October: 124,355</p> <p>November: 67,491</p> <p>December: 41,291</p> <p>January: 52,835</p> <p>February: 67,035</p> <p>March: 43,349</p> <p><u>April: NO FIGURES AVAILABLE</u></p>	





Cultural & Community Services





Bathurst Regional Council supports a vibrant culture and community. Lifestyle in the Bathurst Region is enriched by providing a diverse range of cultural facilities and programs and by promoting cultural diversity. Community well-being is promoted through social planning, community development and ensuring access to community services.

Community Services

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
5.1 5.2 5.3 5.4 5.5	Work in partnership with key stakeholders to develop, administer and deliver community planning that reflects the strengths and needs of specific sectors and the community as a whole.	Undertake the actions identified in the Bathurst Community Safety Plan in partnership with the Bathurst Regional Community Safety Committee	Provide administrative support to four (4) meetings of the Bathurst Regional Community Safety Committee. Relevant campaigns /projects developed and implemented as per actions identified in the Bathurst Community Safety Plan.	Manager Community Services	No (0) meeting held in April. YTD five (5) Community Safety Committee Meetings held. April: Malicious damage to property and antisocial behaviour campaign launched. YTD three (3) campaigns undertaken in accordance with the Bathurst Community Safety Plan. - November 2022 Scams Awareness Week - February 2023 Seniors Week Fraud Presentation - April 2023 Malicious damage to property and antisocial behaviour campaign.	
6.3		Present draft Community Safety Plan	Research and draft new Community Safety Plan	Manager Community Services	April: Draft Community Safety Plan 2023 – 2028 placed on public exhibition.	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
		Implementation of the strategies and actions identified in the Disability Inclusion Action Plan (DIAP) that address each of the four focus areas of the plan 2022-2027.	Quarterly reviews undertaken to determine the number of actions in progress or complete.	Manager Community Services	10 of 35 actions incomplete 25 of 35 actions in progress No review was conducted in April 2023	
			Relevant Community Services initiatives/projects developed and implemented as per actions identified in the Disability Inclusion Action Plan (DIAP).	Manager Community Services	<p>April: World Autism Awareness Day campaign.</p> <p>April: International Day of People with Disability working group formed.</p> <p>April: Easy English version of the Draft Community Safety Plan 2023 – 2028 presented for public exhibition.</p> <p>YTD seven (7) community services initiatives/projects were developed and implemented.</p> <ul style="list-style-type: none"> - September 2022 Dementia Awareness - December 2022 International Day of People with Disability - February 2023 Dementia community workshop - March 2023 Dementia training held for Council customer service staff and local service providers and businesses - March 2023 World Down Syndrome Day campaign - April 2023 World Autism Awareness Day Campaign - April 2023: Easy English version of the Draft Community Safety Plan 2023 – 2028 presented for public exhibition. 	







Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
		Implement strategies and actions identified in the Positive Ageing Strategy	Quarterly reviews undertaken to determine the number of actions in progress or complete.	Manager Community Services	YTD thirty-eight (38) of fifty-nine (59) actions are in progress (49%). No review was conducted in April 2023	
			Relevant Community Services initiatives/projects developed and implemented as per actions identified in the Positive Ageing Strategy.	Manager Community Services	<p>April: Planning for an active ageing campaign continued.</p> <p>YTD six (6) initiatives/projects completed.</p> <ul style="list-style-type: none"> - September 2022: Dementia Awareness - February 2023: Dementia Community workshop - Seniors Festival 2023 included 31 events for seniors in Bathurst. - Aged care and retirement villages information placed on Council's website - Dementia training held for Council customer service staff and local service providers - March: Positive Ageing Committee established 	
		Collaborate with key stakeholders to develop and deliver programs/ activities to meet the needs of the indigenous community.	Aboriginal Commitment Strategy finalised	Manager Community Services	<p>YTD two (2) Working Group meetings held.</p> <p>YTD Aboriginal Commitment Strategy adopted in August 2022.</p>	
			Relevant Community Services initiatives/projects developed and implemented as per actions identified in the Aboriginal Commitment Strategy.	Manager Community Services	<p>April: One (1) initiative/project implemented.</p> <p>YTD eight (8) Community Services initiatives/projects were developed and implemented:</p> <ul style="list-style-type: none"> - September 2022 - Marang Connections Cooking Workshop - November 2022 - Marang Connections Sports Afternoon - November 2022 - Marang Connections Artefact Workshop 	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
					<ul style="list-style-type: none"> - December 2022 – Kelso Community Hub Christmas Party and Marang Connections Swim Safety Session - January 2023 – Marang Connections Music Video Workshops - February 2023 – Marang Connections Bike + Scooter Safety Workshop - March 2023 – Marang Connections Aboriginal Dance Workshop - April 2023 – Marang Connections Art and Mural Workshop 	
4.3 5.1 5.3 5.4 5.5 6.1 6.3		Encourage and facilitate the use of Kelso Community Hub to meet community needs	Quarterly update on usage of Kelso Community Hub by services/programs	Manager Community Services	One (1) update completed during April. YTD three (3) quarterly update reports completed.	
5.1 5.3 6.1 6.3 6.7	Value and support opportunities for young people to understand the processes of Local Government and be involved in relevant projects.	Continue to support the operations of the Bathurst Regional Youth Council	Facilitation of six (6) Bathurst Regional Youth Council meetings	Manager Community Services	April: No Main Meetings were held. YTD four (4) Youth Council Main Meetings held.	
			Undertake and/or participate in two (2) initiatives, activities, programs and events.	Manager Community Services	April: Youth Councilors partnered with Creative Community Concepts to deliver the Youth Week Sports Day on 21 April 2023. YTD nine (9) Youth Council activities completed.	
5.1 5.2 5.3 5.4	Provision of high quality child care facilities to cater for children aged 0-12 years in the Bathurst Community	Ensure policies and procedures align with industry, Education and Care legislation.	50% of policies reviewed.	Manager Community Services	April: Children's Services have updated their Sleep Policy and Transportation Policy to align with current changes to requirements. All policies align with industry legislation. Two (0) Policies were reviewed for April. YTD Six (8) Policies have been reviewed.	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
6.3 6.4 6.7	The provision of Council's Children's Services, setting a benchmark for education and care in the Bathurst LGA		Review and update current Service Self-Assessment Tool	Manager Community Services	<p>April: FDC and Scallywags self-assessment tool has continued to be added to by Children's Services Administration team, Educational Leader and Child Development Officers.</p> <p>YTD two (2) reviews have occurred on the service documents.</p>	
		Research and implement programs/projects reflecting industry and stakeholder needs	Research and develop programs based on industry needs.	Manager Community Services	<p>April: No research programs researched and developed.</p> <p>YTD zero (0) research programs researched and developed.</p>	
			Implementation of relevant programs	Manager Community Services	<p>April: No (0) programs were implemented.</p> <p>Continuation of Paint the town REaD and Bush Kindy are ongoing.</p> <p>YTD one (1) program has been implemented.</p>	
		Maintain high occupancy rates within Children's Services	% Occupancy rate for LDC	Manager Community Services	<p>April: The occupancy rate for LDC was 97.56%. Numbers calculated over a 4-week period.</p> <p>YTD the occupancy rate is 95.58%</p> <p>A slight decrease in occupancy rates due to a change in family care needs and staffing.</p>	
			% Occupancy rate of FDC	Manager Community Services	<p>April: The occupancy rate for FDC was 70.62%. Numbers calculated over a 3-week period.</p> <p>YTD the occupancy rate of FDC is 71.62%</p> <p>A decrease due to a change in family care needs and two (2) Educators leaving the scheme.</p>	
		Promotion of Children Services		Manager Community Services	<p>April: Zero (0) Promotions through Children's Services</p> <p>YTD four (4) promotions held.</p>	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
	Connect and collaborate with Children's Services networks locally to ensure service provision reflects strengths and needs of the sector.	Local networks investigated and developed	Stakeholder interest established for development of local networks.	Manager Community Services	April: Zero (0) collaborations occurred. YTD two (2) activities have occurred.	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>
			Facilitate (1) local network forum	Manager Community Services	April: No network forum occurred. YTD one (1) activity has occurred.	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>





Bathurst Library





Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
4.3 5.5	Develop a strategic approach to planning the next-practice library.	Evaluation of selected library services	Report to Council by June 2023	Manager Library Services	YTD: Subscription to Culture Counts, evaluation software, initiated. Consultation/training undertaken. Surveys in draft. Culture Counts post event survey trialled. April: Gathering data to evaluate collections, response to enquiries, online resources, and website usage.	
1.3 5.3	Maintain and improve community participation in the Library Services	Maintain and improve membership base	Membership is 26% or more of total population.	Manager Library Services	YTD the total active membership of Bathurst Library is 10,607 = 25% of Bathurst population. April: 125 new members	
		Maintain and improve visitations.	Yearly visitations are 80,000 or more (monthly average: 6,600)	Manager Library Services	YTD: 80,643 visitations April: 8,934 visitations	
		Maintain and improve program and event delivery.	Deliver 200 or more programs / events per year (monthly average: 16.6)	Manager Library Services	YTD: 209 programs delivered. April: 15 programs delivered	
		Maintain and improve attendance at programs and events	2,400 attendees or more to programs / events per year (monthly average: 200)	Manager Library Services	YTD: 5,393 attendees at programs and events April: 349 attendees at programs	
1.3 5.3	Maintain and improve access to information and life-long learning	Maintain and increase circulation of all library material	Loans exceed 200,000 per year (monthly average: 16,600)	Manager Library Services	YTD: 176,363 items borrowed. April: 16,407 items borrowed (3,052 electronically)	




Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
		Improve online information	Restructure of library website completed by June 2023	Manager Library Services	YTD: Design of the new home page underway. New Community services page added. Home page completed and live. Research into look/feel of library subsite. April: Webpage development underway for new website	
		Improve adult digital literacy skills	Provide at least 20 technology sessions/workshops for adults yearly	Manager Library Services	YTD: 24 digital literacy programs delivered April: 3 digital literacy programs delivered	
		Improve Readers Resources	Curate and provide access to 4 new subject specific reading lists per year	Manager Library Services	YTD: 7 reading lists completed and displayed April: No action this month	
			Promote "1,000 books before Kinder challenge" to at least 4 day-cares by June 2023.	Manager Library Services	YTD: Getting quotes for "1,000 books before school" bag. Bag design completed. Planning for launch underway. Project launched and promoted to all day care centres. April: Ongoing promotion to public and day cares	
		Promote Australian Indigenous history and content.	One (1) Wiradyuri or Australian Indigenous content highlight per month	Manager Library Services	YTD: 10 content highlights April: Monthly Wiradyuri history/culture Facebook post: 10 April 2023: 223 people reached.	
		Growth in followers on the library social media platform	More than 3,600 followers on Facebook	Manager Library Services	YTD: Facebook followers: 3885 April: + 34 followers	
6.1	Communicate and engage with the community					



Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
6.2		Monitor community satisfaction with Library Services, Programs and Collections	Launch biennial Library Customer Satisfaction survey by June 2023.	Manager Library Services	YTD: Survey in planning. April: Survey in draft	
		Reach out to the community beyond the walls of the facility	At least two (2) library pop-ups by June 2023.	Manager Library Services	YTD: Pop-up library at Hill End 150 Year Celebrations and monthly at the Kelso Hub April: No action this month	
	Maintain and create partnerships with local organisations and neighbouring councils.	Foster relationships with local schools	Deliver at least two (2) new activities to local schools by June 2023	Manager Library Services	YTD: Steven Herrick Poet/Author Talk delivered to 3 schools. Little Band Delivery Club sessions delivered to 2 day-care centres. April: No action this month	

Bathurst Regional Art Gallery






Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
1.3	Provide a focus on the visual arts for the community by providing education and public programs that challenge thinking and stimulate creativity, and promote cultural vitality in the region through the development and care of the permanent collection, temporary exhibitions and research facilities.	Increase community participation and engagement through public programs and events.	Minimum four (4) public programs delivered per exhibition slot.	Art Gallery Director	YTD: Five (5) exhibition slots, 77 programs; participants: 2,551 April: Exhibition opening: Danelle Bergstrom Afterglow / Leanne Wicks Birds Like Us (87); Artist talk Danelle Bergstrom (22); Smith & Jones Single Launch (130); Colour Club (9); School Holiday workshops x2 (19); Sunday Sketch Sessions (14)	
		Increase student and teacher engagement through education programs and outreach.	5% increase in school engagement on 2021/2022.	Art Gallery Director	21/22: 32 schools, 279 students 22/23 Target: 34 schools, 293 students 22/23 YTD: 86 schools, 1728 students April: 2 schools, 27 students	
		Provide opportunities for the professional development of regionally based artists.	Staging of four (4) regional artist projects with at least 3,250 attendees	Art Gallery Director	YTD: Six (6) regional artist projects; Attendance: 98,296 1. Luke Sciberras: Side of the Sky (Gallery & Foyer) - 21,169 2. Linda Jackson: Romance of the Swag (Gallery & foyer) - 28,438 3. Hui Selwood: Cubi & Other Passages (Foyer): 17,707 4. John Daly: reCLAYm (foyer) 16,799 (Jan-Mar) 5. Danelle Bergstrom: Afterglow 2,249 (April – June) 6. Leanne Wicks: Birds Like Us (Foyer) 8,934 (April-June)	
		Develop community access to and understanding of contemporary indigenous art.	Stage two (2) programs/exhibitions/community projects of contemporary Aboriginal art.	Art Gallery Director	YTD: Three (3) contemporary Aboriginal art projects undertaken Attendance: 5,000 1. Ngumbaay Galang (One Belonging) 'Out There Bathurst' projections and digital screens. 2. HOME: DET, AGNSW workshops and incursions 3. HOME artworks by schools installed in foyer cabinets. April: No activity	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
		Develop activities for Bathurst 2024 Remembrance.	Develop partnerships with three (3) key stakeholder groups.	Art Gallery Director	<p>YTD: seven (7) partnerships developed.</p> <ol style="list-style-type: none"> 1. And Then: ReConnect Bathurst with community Stakeholders: CWA, The Neighbourhood Centre Bathurst, Bathurst RSL Subbranch. Woodies, Bathurst Business Chamber, BRC Community Services, Seymour Centre 2. Arts OutWest: Wambuul Sculpture Walk 3. Bathurst Local Aboriginal Lands Council Ngumbaay Galang (One Belonging) 4. HOME: DET, AGNSW 5. Sydney Piano Festival: BRAG collection, Out West Piano Fest 6. Paul Crennan legal- Archie 100 sponsorship 7. MCA: C3West Bathurst (2024) project in development 	
		Develop community access to the permanent collection.	Develop online access to permanent collection through BRAG website.	Art Gallery Director	Website launched January 2023, will include access to Collection through Emu database.	
		Redevelop BRAG Store as public access space	Seek funding opportunities	Art Gallery Director	<p>Action Complete</p> <p>Nov: Create NSW Creative Capital grant for Art Store refurb successful (\$250,000)</p>	
6.1 2.6	Communicate and engage with the community	Increase community engagement on social media platforms.	Increase followers across social media platforms by 5% on 2020/2021 figures.	Art Gallery Director	<p>April: increase of 95 followers since March.</p> <p>YTD: 11,1676 5% increase on 2020/2021.</p> <p>Target: 10,970.</p>	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
5.2	Promote cultural activity in the Bathurst CBD, neighbourhoods and the region's villages through the development of inclusive and accessible satellite programs and events, and the promotion of Hill End as a significant site of contemporary and historic Australian art and culture.	Ensure sustainability of BRAG artist in residence activities	Develop three programs/opportunities for artists in residence.	Art Gallery Director	<p>YTD: Six (6) activities</p> <ol style="list-style-type: none"> 1. July 26: met with TNSW staff regarding capital works program for Bathurst Stores Building (AIR studio/gallery space, Rail Precinct) 2. July 18: EOI additional information submitted for Hill End AIR leases 3. September: Negotiation of Lease Contract signed with NPWS 4. November: NPWS waiting for maintenance schedule before commencing formal lease negotiations 5. February: Negotiation with NPWS commenced 6. Developing Creative residency to support the Hill End Analogue Festival 	
		Develop Community understanding of the Hill End Artists in Residence (AIR) Program	Staging of at least two (2) Hill End projects or partnerships.	Art Gallery Director	<p>YTD: Three (3) Hill End projects/partnership projects</p> <ol style="list-style-type: none"> 1. Holtermann 150 exhibition – Sacred Heart Catholic Church, October 2022 2. Support for Drawing Marathon event, August 2022 3. Developing Creative residency to support the Hill End Analogue Festival 	
		Develop activities within the Public Art Policy as resources permit.	Develop and deliver three (3) programs for <i>Out There Bathurst</i> platforms.	Art Gallery Director	<p>YTD: four (4) programs developed and delivered:</p> <ol style="list-style-type: none"> 1. July: \$63,500 funding for ReConnect Bathurst (Social Cohesion Grant) 2. July (Winter Festival/NAIDOC): Ngumbaay Galang (One Belonging): Out There Bathurst Outdoor projector and screens 3. HOME Program: digitisation of student artworks for exhibition on digital platforms over summer 4. ReConnect Bathurst digital exhibition – TAFE screens (Jan/Feb/March 2023) 5. Smith & Jones Single 'Home' projected nightly from 20 April 	


Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
1.3 6.6	Increase in revenue generated from gallery retail outlet and programs.	An increase on 2020/2021 total revenue generated from gallery retail and sales.	5% increase in revenue	Art Gallery Director	March: \$5,318.29 2021-2022 total: \$61,302.67 2022-2023 YTD: \$84,656.76	
		An increase on 2020/2021 online shop sales	5% increase in online shop sales	Art Gallery Director	March online sales: \$0 2021-2022 online sales: \$6,679.00 2022-2023 YTD: \$9,047.98	



Bathurst Memorial Entertainment Centre


Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
1.3 1.5 2.4 4.1 4.3	Implement a strategic approach to the maintenance and upgrade of the existing BMEC facility until new facilities can be developed.	Upgrades recommended by NPPAF consultants prioritised and funding sought	Funding applications made as suitable opportunities arise	Manager BMEC	Funding sources are being investigated to address urgent maintenance issues.	
1.3 1.5 2.4 4.1 4.3	Implement a strategic approach to planning the Next-Practice Performing Arts range of facilities.	Consultants report adopted by Council and range of facilities prioritised.	Decisions made regarding Residency facility, intimate performance space and Creative Development facility location	Manager BMEC	Apart from progressing the BARN facility the urgent need is to upgrade the existing BMEC facility to allow it to function effectively for the medium term.	
2.4 5.1 5.2 5.3 5.5	Maintain and improve community participation in BMEC services and activities	Maintain and improve venue attendance	Attendances return to pre Covid levels of 50,000 plus within 2 years.	Manager BMEC	April: 3470 YTD 43,338	
		Maintain and improve program and event delivery	Deliver approximately 14 Annual Season events, with associated participatory engagement where possible.	Manager BMEC	April: On by Circa, The Alphabet of Awesome Science, YTD 12 Season shows presented.	
			Deliver a Local Stages Program supporting local skill development and the creation of new, contemporary performing arts events.	Manager BMEC	April: <ul style="list-style-type: none"> Weekly Compareo workshops Songmakers Workshop 	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
			Deliver the Inland Sea of Sound Festival	Manager BMEC	Planning underway for 2024.	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>
			Deliver the Bathurst Writers' & Readers Festival	Manager BMEC	Full program now announced – 29 events in total	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>
		Strive to diversify attendance at programs and events.	Devise strategies to engage with diverse sectors of the community.	Manager BMEC	New strategies in place to raise awareness of BMEC and our activities. This includes increased radio presence, promotion through advertising and increased signage.	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>
4.3 6.8	Measure and increase customer satisfaction within BMEC, as well as identify areas to improve customer experience for users of the venue.	Achieve a minimum Net Promoter Score of +50 over the next year. QR codes set up in the building foyers as well as paper surveys available. All hirers sent an NPS survey at the end of their venue hire. Random surveys to audience members who have agreed to received contact emailed survey.	NPS results reviewed in real time, to be analysed on a monthly basis. Tracked via Microsoft forms.	Manager BMEC	Net Promotor Score result for April: <ul style="list-style-type: none"> Score for customers attending events has remained at +76, Venue hirers score remains at +52. Both scores are above target.	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>
1.3 4.3	Communicate and engage with the community	Growth in community engagement	At least one (1) intrinsic impact study per year. 2% growth in social media followers over 2021/2022	Manager BMEC	April <ul style="list-style-type: none"> Facebook Likes 4860, Followers 4,857 Instagram Followers 1,134 	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>






Museums

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
1.1 1.2 1.3 2.4 2.5 2.6 5.1 5.2 5.4	Provide opportunities for locals and visitors to Bathurst to engage with our stories and objects through the operation of museum Bathurst	Facilitate engagement with museums Bathurst through the provision of exhibitions, public programs, lifelong education and other activities	80,000 annual visitors to museums Bathurst Provision of exhibitions, public programs, and educational opportunities across all museums Bathurst sites	Manager Museums	<p>In April 2023 a total of 13,330 individuals visited the Australian Fossil and Mineral Museum (AFMM), National Motor Racing Museum (NMRM), Bathurst Rail Museum (BRM), Chifley Home (CH) and the Central Tablelands Collections Facility (CTCF)</p> <p>Year to date (YTD) total visitors to Council Museums is 101,555.</p> <p>In April the following occurred:</p> <p><u>Exhibitions</u></p> <p>AFMM - The Dino-store - ongoing</p> <p>AFMM – 'Local Schools, Local Stories' cabinet – The Story of Ralph Entwistle curated by Bathurst Public School (closed 27 April)</p> <p>AFMM – The Earth is Changing (opened 28 April)</p> <p>Chifley Home – Gallery and interpretation - ongoing</p> <p>BRM – Temporary Exhibition - Before and After: How the Railway changed Bathurst – opened 7 April</p> <p><u>Public programs:</u></p> <ul style="list-style-type: none"> • AFMM – Dinosaur Egg Hunt activity for school holidays – 485 participants over the school holidays • Market Day on BRM tennis court – 2 April <p><u>Educational Tours (schools)</u></p> <p>A total of 2 tours with 91 students visited the following museum:</p> <p>AFMM – 2 tours total 91 students</p>	



Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
					<p>Adult Tours</p> <p>A total of 5 tours with 139 visitors to the following museums:</p> <p>Chifley Home – 2 tours total 48 seniors BRM – 1 tour total 21 seniors NMRM – 1 tour total 21 seniors CTCF – 1 Probus group tour 18 April – 49 seniors</p>	
5.1 5.3 5.4 5.5	Provide a range of opportunities and mechanism for visitors to museums Bathurst that encourage access for all and celebrates diversity	Identify, plan and provide a range of targeted activities and interpretation tools across museums Bathurst that encourage inclusiveness for locals and visitors to Bathurst	Continue to grow volunteer opportunities across museums Bathurst. Work with organisations and groups to provide opportunities for their clients and the broader community to access museums, programs, and activities.	Manager Museums	<p>In April the following occurred:</p> <ul style="list-style-type: none"> 15 volunteers assisted at BRM with the operation of the layout for April. After hours maintenance session during school holidays with a total of 230 collective hours. All museums provide free entry to carers and welcome support animals. AFMM - 10 visitors from disability group 17 April The Earth is Changing – Local Schools, Local Stories Cabinet exhibition dioramas curated by Year 9 students of MacKillop College. 	
3.3 5.3	Strive for environmental stewardship through improved operations and the provision of opportunities for museums Bathurst visitors	Review and implement strategies to reduce museums Bathurst environmental footprint and provide educational opportunities for visitors and the broader Bathurst community	Identify and target areas to reduce consumption in the operations of each facility. Provide educational information, activities, programs and resources for visitors to museums Bathurst and the broader community on environmental sustainability and	Manager Museums	<p>In April Museums Bathurst have undertaken the following environmental strategies:</p> <ul style="list-style-type: none"> Monitoring and reducing, where possible, energy use including turning off appliances and equipment including air-conditioning when spaces are not in use. Recycling of packaging and paper Recycling of coffee cups at BRM (1262 cups recycled for month) Ongoing provision of solar panels at BRM and NMRM 	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
			practical actions that can be implemented.		<ul style="list-style-type: none"> Ongoing provision of EV charging stations at BRM and NMIRM CTCF building designed for energy efficiency including quality insulation and compartmentalised spaces to ensure efficiency from air conditioning. Ongoing provision of EV charger and solar panels at CTCF Replacement of old air conditioning units in the mineral gallery with a more efficient system (up to 30% reduction in energy consumption) and with a refrigerant with lower greenhouse warming potential (R32) than the existing system. 	
1.1 1.2 6.2	Provide a range of collection storage and learning opportunities in the operations of the Central Tablelands Collections Facility (CTCF)	Transfer Bathurst Regional Council's collections to CTCF Work with external bodies to develop partnerships for storage and learning opportunities at CTCF	Complete transfer of Bathurst Regional Council's collections to CTCF Identify, develop and manage key partnerships that will result in storage and facility hire and regional educational opportunities.	Manager Museums	<p>In April at the Central Tablelands Collection Facility:</p> <ul style="list-style-type: none"> BRAG collection transfer continuing with all framed and large dock works relocated, pest inspection and locations updated. 12% collection items have now been relocated into the facility. Australian Museum has purchased new compactus and awaiting delivery and install. Commencement May/June 2023. 6 x Grimwade students visit to assess collection project activities on 17 April. Probus club tour on 18 April - 49 people. 	





Tourism

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
2.1 2.2	Grow the total number and engagement of businesses associated with the Visitor Economy	Work with local operators in the provision of visitor services and destination experiences	Ten (10) new packages, products or experiences developed	Manager Tourism & Visitor Services	<p>April: 'Heritage Self-Drive Tour' reviewed and redeveloped</p> <p>YTD six () new package developed.</p> <ul style="list-style-type: none"> • "Ultimate Bathurst Region Experience" • Cycling experiences & Routes • BX Marks the Spot packages & merchandise • Autumn Colours program 2023 – 18 new tours • Heritage Trail • Heritage Self-Drive Tour 	
		Grow Regional Tourism Partnership program.	Number of tourism partners increased by 5%	Manager Tourism & Visitor Services	<p>April: One new partner</p> <p>YTD 125 paid tourism partners. Full year target of 150. Campaign to attract new retail partners underway.</p>	
		Increase stakeholder advertising in Destination Guide	Advertising revenue increased 5%	Manager Tourism & Visitor Services	All advertising revenue for current year's publication printed in July 2022 was captured in 2021/22 financial year. Advertising for next edition not to commence prior to new financial year.	
1.3 2.6	Provide visitors and prospective visitors to the area with quality inspiration, information and services.	Develop new engaging content for Bathurst Step Beyond App	One (1) new tour product added and promoted	Manager Tourism & Visitor Services	<p>April: No new tours added</p> <p>YTD one (1) new products developed.</p> <ul style="list-style-type: none"> • New St Joseph's Convent & Heritage Centre Tour released on Bathurst 'Step Beyond' app 16 July. 	
		Increase volume of online tour, event and accommodation bookings	Increase of 10% total bookings through online portal	Manager Tourism & Visitor Services	<p>April: \$17,686 revenue from 728 bookings.</p> <p>YTD: 28.9% increase against 2020/2021 figures to total \$96,460. No bookings in September/October 2021 due to COVID lockdown</p>	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
2.6		Develop annual Destination Guide	2023 Destination Planner published	Manager Tourism & Visitor Services	2023 Destination Planner published.	
		Develop new Bathurst region touring itineraries and inter-region itineraries based on shared thematic elements	Six (6) new itineraries created and published on website/available at BVIC.	Manager Tourism & Visitor Services	April: No new itineraries YTD five (5) in total new itineraries developed: Two new itineraries developed for DNSW 'Feel New' campaign July 2022. Romantic couples and connected families. 'Artistic Bathurst Region', for inclusion in PR activity for upcoming Archie 100 exhibition at BRAG. VFRs over Summer, 4 day – 3-night Family Escape.	
		Increase local range of retail products and souvenirs at BVIC and develop e-commerce facility.	Retail sales at BVIC increase by 5% over previous year. Sales of local produce increase 10%	Manager Tourism & Visitor Services	April: \$8,424 gross sales from 429 customers YTD 58% increase to \$92,439 Lockdowns in 2021 negatively impacted comparative sales period.	
		Implement 2021-2023 marketing plan	50% of total actions completed or underway	Manager Tourism & Visitor Services	YTD 32 of 39 action items (82%) completed or underway as of 30 April.	
		Implement online content strategy.	Destination website page views increase 15% Total social media following (includes Facebook, Instagram and YouTube) increase 10%	Manager Tourism & Visitor Services	April: 50,514 pageviews, +5.9% against April 2022 153 new social media followers in April. Pageviews: YTD 4.32% increase on 2021/2022 to 323,060 Social Media: YTD of 11.3% increase total social media to total 23,758 followers	
		Work with industry and specialist agencies as required to generate brand building earned	120 media articles generated (across all platforms).	Manager Tourism & Visitor Services	April: Thirteen (13) articles generated. YTD 92 media articles generated across all platforms including Weekend Sunrise coverage of Winter Festival	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
		media coverage through public relations activity			July 2022, Today Show filming at AFMM September 2022 and exposure via NRMA Open Road Magazine.	
2.6	Increase total number of visitors and overnight stays in the Bathurst region	Promote Bathurst region to niche and specialist markets as identified in Destination Management Plan and 2021 Marketing Plan	Overnight visitors increase by 5% Total annual visitors increase by 3% Measurement based on Tourism Research Australia annual data and Localis data analytics	Manager Tourism & Visitor Services	Annual Tourism Research Australia figures released October 2020 (most recent) YTD 6.1% increase overnight visitor nights, average length of stay steady at average three nights. YTD 5.21% increase in overall occupancy to 55.22% as shown by 'Localis' analytics platform	
		Promote BVIC as essential step off point for Bathurst region.	Annual visitation to BVIC increases by 3%	Manager Tourism & Visitor Services	April: 4,121 Visitors to BVIC. YTD visitations increase of 65.8% on 2021/2022 with a total of 37,628 visitors to BVIC. (Lockdowns in place September/October 2021).	


Destination Management

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
2.6	Utilise the Destination Management Plan as a basis for marketing, promotion and tourism development.	Implement the Strategic priorities of the 2019 DMP	50% of actions completed or underway	Manager Tourism & Visitor Services	YTD 53% or 55 of the 104 priority actions completed or underway as of 30 April 2023.	
2.2 2.6	Support and develop the regional tourism industry	Implement the Tourism Industry Engagement Strategy	Hold at least: <ul style="list-style-type: none"> four (4) targeted meetings with industry segments four (4) industry capacity building workshops 	Manager Tourism & Visitor Services	YTD five (5) industry meetings held: <ul style="list-style-type: none"> Tourism Wayfinding & Signage development Tourism product development – Bridle Track (three meetings YTD). Meeting with Bathurst Region Vignerons 9 February April: Five (5) meetings held between Manager Tourism & Visitor Services and tourism industry partners	
2.2 2.6	Connect with industry and consult with a cross section of industry representatives	Continue monthly industry eDM. Host industry gatherings Increase online engagement with industry	Minimum of 12 industry eDMs issued. Hold at least four (4) industry networking events. Pageviews of industry website increase 20%	Manager Tourism & Visitor Services	YTD: 22 EDMs Issued. 0 issued in April Industry Events: Hosted Bathurst region tourism partner networking evenings. Two (2) YTD. Pageviews: April – 33 pageviews 26% increase in pageviews YTD	
2.6	Set and measure benchmarks	Publish annual market intelligence report to strengthen knowledge and guide investment.	Annual market intelligence report produced. Accommodation benchmarking maintained by use of analytics platform	Manager Tourism & Visitor Services	Market intelligence now includes data drawn from 309 accommodation properties. Benchmarking achieved through Localis analytics platform.	

Environmental, Planning & Building Services

Council will manage growth and development in alignment with Council's and the NSW Government's planning instruments and controls, and continue forward planning through reviews of the Housing Strategy, Open Space Strategy and Transport and Parking Strategy. Adoption of a new Economic Development Strategy will identify opportunities for continued growth, mindful of Council's obligations to environmental stewardship, heritage conservation and good urban design.


Environmental


Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
6.4 5.2 5.4	Meet Council's responsibilities under the Companion Animals Act 1998 by continuing to provide community programs relating to responsible pet ownership	Complete Responsible Pet Ownership community programs Maintain and enhance areas for off-leash recreation for dogs	Two Community desexing programs conducted Pet Education event held Educational radio interviews conducted weekly Educational social media posts conducted monthly	Manager Environment	The first community desexing program was held between 7 and 18 November 2022. The next program will be held from 5 to 16 June 2023. Pets Day was held on 16 July 2022 in conjunction with Bathurst Winter Festival activities. Activities included a pet parade and dress-up competition. Prizes were awarded in various categories including for photographs of the cutest animals adopted from the Pound. A similar event is planned for the 2023 Winter Festival event. Weekly radio interviews were undertaken in the period July to October 2022. The radio interviews continue to be a valuable source of education and promotion for companion animals matters. Radio interviews will recommence later in 2023. Educational Facebook posts were made in March 2023 regarding updating your contact details in	


Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
			Maintain fenced Off Leash areas monthly		NSW Pet Registry and use of off leash areas in April 2023. Off leash areas maintained by contractors when necessary.	
6.4 5.4	Meet Council's responsibilities under the Companion Animals Act 1998 and Impounding Act 1993 by promptly responding to customer requests and implementing enforcement action for breaches	Investigate animal related complaints, including matters reported after hours Undertake regulatory action consistent with Council's Enforcement Policy for identified breaches	95% of customer requests responded to within adopted corporate standards 100% response to customer requests reported out of hours	Manager Environment	98.68% of customer requests responded to within adopted corporate standards for the period 1 July 2022 to 30 April 2023. 109 customer requests were investigated during the period 1 April 2023 to 30 April 2023. 100% of customer requests responded to out of hours.	
6.4	Meet Council's responsibilities under the Prevention of Cruelty to Animals Act 1979 and the Impounding Act 1993 in the operation of the Small and Large Animal Impounding Facilities	Operate Bathurst Animal Rehoming Centre	Implement social media program to promote rehoming of impounded dogs and cats Increase the % of impounded dogs returned to owner or sold or released to welfare organisations Increase the % of impounded cats returned to owner or sold or released to welfare organisations	Manager Environment	A minimum of one adoption post was made each month during the review period. "Help we are lost" posts were made regularly during the review period, trying to reunite impounded pets with their owners. Visits to the adoption page on Council's website averaged 1,746 views per month between 1 July 2022 and 28 February 2022. 89.96% of dogs were returned to owner, sold, or released to welfare organisations in the period between 1 July and 31 March 2023. 82.35% of cats were returned to owner, sold, or released to welfare organisations in the period between 1 July and 31 March 2023.	
		Decommission Small Animal Pound at Vale Road site	Decommissioning and transfer of all functions complete by 30 November 2022	Manager Environment	Not yet commenced. Construction delays means that this process will not commence until later in 2023. Works re-commenced in mid-January 2023 after the Christmas/New Year break.	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
6.4 4.4 5.2 5.4	Meet Council's responsibilities under the Road Rules 2014 and Fines Act 1996	Monitor and enforce parking regulations on public roads Implement a community education program regarding the Australian Road Rules	Daily monitoring undertaken Educational social media posts conducted monthly 100% compliance with contractual obligations	Manager Environment	Frequency of monitoring increasing but not yet back to pre-covid activities. One social media post on parking enforcement made during the review period.	
6.4 5.2	Meet Council's contractual obligations under the Local Government Act 1993 in monitoring and enforcing parking regulations in public car parks	Monitor and enforce parking regulations in public car parks in accordance with contractual obligations		Manager Environment	A return to pre-covid enforcement commenced in a staged manner in late September 2022 and continued in April 2023.	
3.1 3.2 3.3 3.4 6.4 1.4	Meet Council's responsibilities under the Protection of the Environment Operations Act	Investigate customer requests and pollution incidents Undertake regulatory action consistent with Council's Enforcement Policy for identified breaches	95% of customer requests responded to within adopted corporate standards	Manager Environment	100.0% of customer requests responded to within adopted corporate standards for the period 1 July 2022 to 30 April 2023. 24 customer requests were registered with Council in the period 1 April 2023 to 30 April 2023.	
		Undertake educational programs to enhance community knowledge	Implement the project activities identified in the Banishing Bathurst Butts project by March 2023	Manager Environment	Project is now complete and has been acquitted by NSW EPA. The project was successful in significantly reducing butt litter and in raising awareness of available butt infrastructure.	
3.3 3.5 6.1	Continue to improve the community's awareness and capacity regarding environmental sustainability	Communicate sustainability messages via a range of on-line and traditional media sources Conduct sustainability education programs	Weekly posts on the @sustainablebathurst Facebook page Conduct Sustainable Living Week in March 2023 Implement the River Connections program targeting primary	Manager Environment	Posts were made a minimum of weekly on various sustainability themes during the period 1 July 2022 to 31 March 2023. Average monthly "reach" was 3,337 and "post engagement" was 630. Reach is a measure of how many people see content, and engagement how many people like/comment/share/save the posts. The 2023 SLE event was successfully held on 25 March 2023. The Sustainability quiz and features such as the Waste to Art exhibition were popular features of the event.	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
			school aged students by December 2022		<p>The 2022 Sustainable Schools Grant program will commence in February 2023 after consultation with local schools.</p> <p>The term 1 2023 River Connections program is completed with Bathurst Public School. The cultural emersion and teacher training sessions were completed in February and the "Big River Days" were held in March 2023.</p>	
3.1 3.2 6.4	Implement Council's Onsite Sewage Management Strategy and meet Council's obligations under the Local Government Act 1993	Conduct inspections and issue approvals for existing onsite sewage management systems without approvals or requiring renewal	Increase the number of onsite sewage management systems with a current approval to operate	Manager Environment	<p>Inspection program is ongoing with a focus on high-risk systems and systems where the ownership is changing due to sale of the property.</p> <p>213 approvals to operate have been issued for the period 1 July 2022 to 31 January 2022.</p>	
3.1 3.4 3.5 1.4	Meet Council's obligations under the Local Government Act 1993 and community expectations to manage, restore, enhance, and conserve the natural environment	<p>Implement the Urban Waterways Management Plan</p> <p>Implement the Biodiversity Management Plan</p> <p>Implement the Pest Bird Management Plan</p> <p>Implement the Roadside Vegetation Management Plan</p>	<p>Implement a priority project identified in the Urban Waterways Management Plan.</p> <p>Implement a priority project identified in the Biodiversity Management Plan.</p> <p>Implement a priority project identified in the Pest Bird Management Plan</p> <p>Implement a priority project in the Roadside Vegetation Management Plan</p>	Manager Environment	<p>2022/23 UWMP project activities will focus on the Brick pit wetlands.</p> <p>The Backyard Bird Count in association with Birdlife Australia was completed between 17 and 23 October 2022.</p> <p>A guided bird walk was held at Mt Panorama on 19 March 2023 as a part of the Sustainable Living week activities. 30 participants enjoyed the walk and there was a waiting list of attendees.</p> <p>Project activities will focus on Indian Myna removal in Winter/Spring 2022.</p> <p>Installation of signage and guideposts for high conservation value sections of roadway identified in the RVMP took place January and May 2022,</p>	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
3.5 3.3 6.6	Implement energy efficiency and renewable energy projects at Council facilities	Implement the Renewable Energy Action Plan	Implement a priority project identified in the Renewable Energy Action Plan	Energy Strategy Officer	<p>focussing on priority areas in Napoleon Reef and Yetholme.</p> <p>Installation of a 100kW system on the new Central Tablelands Collections Facility was completed in September 2022. Since commissioning the system has covered ~40% of the site's power needs.</p> <p>Council in partnership with the Central NSW Joint Organisation has entered into a Renewable Energy Power Purchase Agreement which commenced on 1 January 2023. This supplies 100% renewable energy for large sites and streetlighting.</p> <p>The detailed design of a new large scale solar array for the Wastewater Treatment Plant was 90% complete in June 2022, with the tender documentation finalised in July 2022. The project is temporarily on hold to allow for other critical infrastructure works to commence.</p>	
3.1 3.4 6.4 1.4 4.6	<p>Meet Council's obligations under the Biodiversity Conservation Act 2016, Fisheries Management Act 1994, and Water Management Act 2000</p> <p>Meet Council's obligations under SEPP55 and related planning policies</p>	<p>Ensure the assessment of development applications meets all of the requirements of the Biodiversity Conservation Act 2016, Fisheries Management Act 1994, Vegetation SEPP, and Koala SEPP</p> <p>Ensure that Council activities are compliant with the requirements of the Biodiversity Conservation Act 2016</p> <p>Ensure the assessment of development applications meets all of the requirements of SEPP55 and Council's Contaminated Land Policy</p>	<p>Number of development applications assessed and professional advice provided.</p> <p>Council policies and plans are reviewed and updated where required to ensure consistency with current legislation</p> <p>Assess vegetation removal applications in urban zones in accordance with the Vegetation SEPP in Council's DCP.</p>	Manager Environment	<p>27 development applications were assigned for environmental assessment in during the period 1 March to 31 March 2023.</p> <p>Advice was provided throughout the review period for many Council activities and their implications under the Biodiversity Conservation Act.</p> <p>Advice was given and applications for vegetation removal were assessed throughout the review period.</p> <p>Advice provided on a regular basis at pre-lodgement stage and as a part of the assessment process. The Council capacity building program for contaminated land has been extended to 30 June</p>	


Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
			Professional advice provided including pre-DA advice on contaminated land matters		2023 and assistance from the project officer is ongoing. A revised version of the Contaminated Land Policy was adopted in August 2022.	
2.3 3.3 5.2	Contribute to the development of Bathurst region as a Smart Community	Implement the Electric Vehicle Transition Plan	Implement a priority project identified in the Electric Vehicle Transition plan	Manager Environment	Two hybrid vehicles for the passenger fleet were delivered in February 2023. An electric vehicle was delivered in March 2023 and will be used to undertake parking enforcement activities. Investigation of options to procure an electric vehicle for garbage collection is ongoing. Options for an electric medium sized truck are also being explored. An MOU was signed with a company to investigate options for conversion of landfill gas into Hydrogen to power vehicles.	
3.3 3.5 6.4 3.1	Meet Council's statutory reporting obligations under the Local Government Act 1993	Monitor the operational footprint of Council's operations and report on trends identified. Measure and collate the trends in environmental condition across the Local Government Area	Collate data and prepare reports on Environmental data on an annual basis	Manager Environment	Trends in Council's operational footprint included in the monthly report prepared for internal review, with annual data included in the State of Environment (SOE) reporting. The Regional and BRC SOE reports were reported to Council at it's ordinary meeting in December 2022. The 2022 and all previous reports are available on Council's website.	
6.4 5.4	Meet Council's obligations in the Food Regulation Partnership and the Food Act 2003	Conduct a program of inspections of food premises including home-based food premises to ensure compliance with regulations	Conduct an inspection of all high and medium risk food premises by June 2023 Implement a risk-based inspection program for home-based food premises Prepare and distribute educational material on	Manager Environment	The food inspection program was ongoing throughout the review period and all of Council's inspection obligations under the Food Regulation Partnership were met. The Annual Food Regulation Report was submitted to the NSW Food Authority in late July 2022. No food related customer requests was registered with Council in the period 1 April 2023 to 30 April 2023.	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
			<p>food safety three times annually</p> <p>95% of customer requests responded to within adopted corporate standards</p>		<p>100% of customer requests responded to within adopted corporate standards for the period 1 July 2022 to 31 March 2023.</p>	
6.4 5.4	Meet Council's obligations under the Public Health Act 2010 and associated regulations	Conduct a program of inspections of skin penetration premises, public swimming and spa pools and cooling towers	<p>Conduct an inspection of all skin penetration premises</p> <p>Conduct an inspection of all public swimming pools and spa pools</p> <p>Implement the activities identified as Council's role in Legionella management and the inspection of cooling towers</p> <p>95% of customer requests responded to within adopted corporate standards</p>	Manager Environment	<p>Inspections of skin penetration premises commenced in August 2022.</p> <p>Public swimming pool inspections will recommence later in 2023.</p> <p>Legionella Management Plan was adopted by Council in February 2022. Implementation is ongoing with inspections undertaken, as necessary.</p> <p>100% responded to within adopted corporate standards between 1 July 2022 and 30 April 2023.</p> <p>One customer request was registered with Council during the period 1 April 2023 to 30 April 2023.</p>	





Development Assessment

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date				Status
1.5 4.1 4.6 6.4	Ensure the assessment of development and other applications, in accordance with planning instruments, development instrument control plans and policies, occurs within appropriate timeframes.	To be at or below the state average for determination times of development applications	Comparative data provided as part of annual Local Development Performance Management (LDPM) to DPIE	Manager Development Assessment	NSW State Average 2020-21	Bathurst Regional Council Apr 2023	Bathurst Regional Council year to date average	<div><div></div><div></div><div></div></div>	
					90	98.53	64.69		
					Average gross days taken to determine a DA				
					48	71.56	49.27		
					NSW State Average 2020-21	Bathurst Regional Council Apr 2023	Bathurst Regional Council year to date average	<div><div></div><div></div><div></div></div>	
					17	2.67	6.40		
					Average days taken to determine a CDC				

Planning



Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
1.5 2.1 3.3 4.1 4.3 4.6 5.5 6.4	Prepare relevant planning proposals to ensure Council's planning controls remain relevant and up to date.	Prepare draft LEP and DCP amendments	Planning proposals referred to NSW Department of Planning & Environment for gazettal	Manager Strategic Planning	<p>1. Laffing Waters Planning Proposal and DCP Amendment – Gateway determination received. Public exhibition completed. Planning proposal adopted by Council – awaiting gazettal. DCP provisions being finalised. Exhibition anticipated in May.</p> <p>2. Bathurst Integrated Medical Centre – height and FSR – Gateway determination received. Adopted by Council at its December meeting. Awaiting finalisation (inclusive of traffic matters) and then gazettal.</p> <p>3. Heritage Planning Proposal 2022 – update schedule 5. to list 39 new heritage items – gazetted in February 2023.</p> <p>4. North St Perthville Planning Proposal – Reinstate Residential zone – Gateway determination requested.</p> <p>5. Review of Community Participation Plan – updates required identified and draft amendments being prepared.</p> <p>6. Ashworth Drive DCP amendment – reduction in landuse buffer. Council resolved not to proceed with the amendment at its August meeting.</p> <p>7. Perthville Levee DCP amendment – insert new DCP map to include lands behind the Perthville levee as flood protected lands under the DCP – DCP amendment adopted by Council at its October meeting.</p> <p>8. Schedule 1 Review of Bathurst Regional LEP. Review commenced.</p> <p>9. Removal of Kerb and Gutter deposit requirements from Complying Development conditions in LEP. Planning Proposal documentation referred to DPE seeking consideration as minor LEP amendment.</p> <p>10. Review and update Aboriginal Heritage Provisions in the DCP – updated provisions being drafted.</p>	


Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
1.5 2.1 3.3 4.1 4.3 4.6 5.5 6.4	Investigate relevant land use and planning issues of the Bathurst Region.	Prepare studies and plans.	Draft studies/plans completed or commenced by 30 June 2023.	Manager Strategic Planning	1. Bathurst Region Active Transport Strategy – Visioning consultation completed. Project plan/discussion paper for 2023 being developed. 2. Southern Distributor Road Investigations – Consultants appointed to prepare the Submission to support application to Infrastructure Australia. Project underway. Community engagement undertaken in April. 3. Urban Expansion investigations – Engineering have engaged consultants to examine water and sewer infrastructure requirements. Planning staff supporting consultant's investigations of private lands.	
1.5 4.1 4.3 4.6 5.2 5.5 6.4	Undertake urban design and place management investigations.	Prepare studies and plans.	Draft studies/plans completed or commenced by 30 June 2023.	Manager Strategic Planning	1. Bathurst Town Centre Master Plan – adopted by Council at its July meeting as a reference document. 2. Draft Policy "Future Proofing Our CBD – 2022 and Beyond" – adopted by Council at September meeting. 3. Streets as Shared Space Round 2 project – Machattie Lane to Parrish Lane – concept plans being finalised and negotiated. Procurement and implementation underway. Awaiting completion of George St raised crossing. 4. Village Plans – visioning consultation with Rockley, Peel and Sofala completed. 5. Former TAFE precinct – Council resolved at its August meeting to cease the EOI process. Opportunities for staged development process being investigated. 6. CBD Night Lights – possible opportunities for festive lighting in the CBD identified. 7. Machattie Park/King's Parade precinct – options for staged improvements identified for future budget considerations.	
4.1 4.3 4.6 6.4	Review and update Council's section 7.11 plans.	Review existing or prepare new s7.11 Plans	Contributions plans requiring review identified by June 2023.	Manager Strategic Planning	1. Investigations underway to determine if stormwater plan should be moved to section 64 of LGA 1993. 2. Laffing Waters Contribution Plan – funding support received from DPE. Consultants brief prepared. Quotations sought and assessed. Consultants to be appointed in early May.	



Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
1.1 1.2 1.5 4.6 5.5 6.1 6.4	Implement the Bathurst Regional Heritage Plan.	Provide a Heritage Advisory Service.	Number of site visits undertaken by the heritage advisory service.	Manager Strategic Planning	<ol style="list-style-type: none"> 2022/23 site visits (to date): 86 Heritage workshop to be held on 9 May 2023 focusing on heritage interpretation. –invitations to attend sent. 	
		Provide heritage incentive funding programs to protect, maintain, enhance and promote the regions heritage assets.	Value of works generated from Council's incentive funds.	Manager Strategic Planning	<ol style="list-style-type: none"> Bathurst Region Local Heritage Fund – Applications for funding under 2022/23 program called and assessed. Grant offers made to 39 projects. Projects nearing completion. Applications for 2023/24 program being called. Bathurst Region Conservation and Interpretation Fund – Applications for funding under 2022/23 program called and assessed. Grant offers made to 5 projects. Projects nearing completion. Applications for 2023/24 program being called. Bathurst CBD Main Street Improvement Fund – Applications for funding under 2022/23 program called and assessed. Grant offers made to 8 projects. Projects nearing completion. Applications for 2023/24 program being called. 	
		Prepare and implement projects for the interpretation and display of cultural heritage and history information.	New interpretative/promotional information made available.	Manager Strategic Planning	<ol style="list-style-type: none"> Pillars of Bathurst Project handed over to Bathurst Library to convert to future digital biography. Final update of booklet and brochure and additional sign being considered. CBD Wayfinding Project – sign structures manufactured. Interpretation and wayfinding panels being developed. Heritage Interpretation Plan for Macquarie View Tennis Club – consultation completed. Draft plan being prepared. Wiradjuri Resistance & declaration of Martial Law in 1824 – An Interpretation Project – funding application lodged under the NSW Community Heritage Grants 2023-25. Pillars of Bathurst Book – final edition being prepared inclusive of special plaque for Dr Robin McLachlan. 	
		Prepare research/studies into the region's heritage values	Studies/plans considered and adopted by Council.	Manager Strategic Planning	<ol style="list-style-type: none"> Condition Assessment and Maintenance Plan for the Street and Park Lamp Standards – NSW Heritage grant accepted. Project underway. 	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
			Number of local heritage items included in the Local Environmental Plan.			

Economic Development

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
2.1 2.2 2.3 2.4 2.6 4.1 4.5 5.5 6.3	Implementation of the Economic Development Strategy 2018-2022 and associated actions.	Nurture economic infrastructure development by supporting the development of the aerodrome, industrial precincts, new residential developments and telecommunication.	Seek funding for economic infrastructure projects.	Manager Economic Development	<ul style="list-style-type: none"> - Aerodrome promotional prospectus completed. New website copy complete for airport. Aerodrome land use study commenced in Nov 22 with an expected completion date of Apr 23. Draft situation analysis report provided Dec 22. - DA approved for Stage 1 of Kelso Industrial Estate expansion (\$4.8M Drought Stimulus Fund). Tender awarded Jan 23. - Aerodrome scope finalised with grant authority (Growing Local Economies Fund \$2.9M). - Lease signed for Leading Edge data centre - Early stages of Funding proposal for better NBN connection for Raglan and parts of Kelso underway. Grant not available at this time. - nbn fibre has been installed to the Airport boundary. - Working with Telstra on funding proposal for better connectivity at Hill End. Grant not available at this time. 	
		Market-leading promotional campaigns to increase residential relocations and a sense of place.	<p>Continued support for joint regional relocation campaigns.</p> <p>All 4 entrance billboards and welcome signs updated/maintained as required.</p> <p>Lifestyle promotional content created/updated, including the Bathurst Region website/new Live Invest site.</p>	Manager Economic Development	<ul style="list-style-type: none"> - Contributed to Move to More Campaign. - Joined the Regional Activators Alliance. - Listed Bathurst and villages on Pointer Remote. - New Resident Guide launched 16 Mar 23 at Upstairs. Includes video. Both publications have been provided to Real Estate agents who attended the launch. - Reinstated process for responding to Evo City enquiries. - Highway billboards to be reskinned April 2023. - Website has changed to bathurstliveinvest.com.au. 	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
			Annually updated New Resident Guide.		<ul style="list-style-type: none"> - Four new resident interviews and photography sessions undertaken. Uploaded onto website. 	
		Support local businesses and start-ups through engagement, support and economic programs.	<p>12 eNewsletters</p> <p>Regularly posting on social media channels, including Facebook and Linked In.</p> <p>Respond to business@bathurst and live@bathurst email enquiries.</p> <p>Run business support programs including but not limited to BizMonth, Buy Local Gift Card, workshops and presentations.</p> <p>Business Support section on the Live Invest website updated and maintained.</p> <p>Attendance with Mayor / Councillors at 75% of Business Chamber board meetings.</p> <p>Attendance at 90% of Business Chamber After-Hours events.</p>	Manager Economic Development	<ul style="list-style-type: none"> - All eNewsletters sent to date. - Cluster Strategy complete. - Events/engagements around cluster groups planned. - September 2022 BizMonth held. A very successful lunch with Layne Beachley with 218 people attending. - MED meets with Business Chamber Board monthly meeting along with Mayor. Representation at all Business Chamber events to date. - All Upstairs Startup hub board meetings attended to date. - Redesign Bathurst Business Hub website. - Update to Forecast id population projections. - Spendmapp used to track impact of COVID on economy. - Successfully lobbied to have NSW Government population projections adjusted upwards. - First 2022 Bathurst Young Professionals event sponsored by Economic Development held in Nov. Attended by 50+ young professionals. - Two grant writing seminars held in 2022 to assist business and community groups in applying for grants. Next seminar 16 April 2023. One attendee Perthville Progress Association successful with a \$146,000 grant - Business Chamber Christmas function held Dec 22 	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
			Representation at all “Upstairs Start-up Hub” board meetings. Promote resources to businesses including the ID websites and Spendmapp. Assist businesses and community groups in finding and securing grants.			
		Grow local employment, investment and attract new businesses	Organise the Bathurst Careers Expo with minimum 40 stalls and 1,500 attendees. Minimum of 60 new local jobs promoted each month via EVO Cities. Develop relocation proposals, relocation materials and support the relocation of new businesses through the Business Concierge Service.	Manager Economic Development	<ul style="list-style-type: none"> - Continued posting of EvoJobs. - Ongoing support for the relocation of numerous businesses, particular interest from manufacturing and IT businesses. - Invest Bathurst campaign being developed including social media/TVC ad, new brochure and updated website. - 2023 Careers Expo 02 August 2023. CSU main sponsor. - Planning has started to prepare an Investment Attraction Toolkit in conjunction with the Office of Regional Economic Development. 	
		Develop Bathurst into a Smart Community of national significance. Support innovative practices from industry.	Bi-monthly Project Group meetings held. Seek funding and roll out Smart Community priority projects. Promote Bathurst as a Smart Community.	Manager Economic Development	<ul style="list-style-type: none"> - Collaboration with Environment team to install 100 sensors in street lighting to monitor temperature. - Smart benches installed. - Investigations into various new Smart projects. - Bathurst Digital Twin launched in Oct 22, the first regional centre to have a digital twin of its CBD. This was a collaboration project with Spatial Services. 	

Bathurst CSP Objective reference	Deliverable Actions over the next 4 years	Operational Plan – 2022/2023 Projects / Tasks	Tracking our Progress	Responsible Officer	Action Year to Date	Status
					- Continue to work with Upstairs Start Up Hub to ensure its ongoing success. Recently provided support to a grant application.	

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

The Quarterly Budget Review Statement (QBRs) is the mechanism whereby councillors and the community are informed of Council's financial position at the end of each quarter, allowing Council's progress and performance against the annual budget to be monitored.

Council's Responsible Accounting Officer is required to prepare and submit a Quarterly Budget Review Statement (QBRs) to the governing body of council in accordance with clause 203(1) of the *Local Government (General) Regulation 2021*.

The Local Government Code of Accounting Practice and Financial Reporting requires the QBRs to contain the following components:

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In accordance with Council's charter at section 8 of the Act, Councillors need to have regard for long term and cumulative effects of their decisions, so it is therefore important to understand the impacts of any significant changes that are proposed, including anything that will impact Council's ability to achieve our objectives and goals.

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

1. Statement by Responsible Accounting Officer on Council's Financial Position

The following statement is made in accordance with Clause 203(2) of the *Local Government (General) Regulation 2021*.

It is my opinion that the Quarterly Budget Review Statement for Bathurst Regional Council for the quarter ended 31/03/2023 indicates that Council's projected financial position at 30/06/2023 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: _____
Aaron Jones
Responsible Accounting Officer

Date: ____ / ____ / ____

2. Recommended Budget Variations

Council has the opportunity to review and approve variances to the original budget for the year in the QBRs. Any changes to the budget must be approved by Council and councillors need to be aware by resolving to accept this QBRs they are approving the proposed changes.

The following budget variations are recommended:

Income	\$
Decrease Income - Transfer from Sec 7.11 - Water - Eglinton Village expansion	(2,269,729)
Decrease Income - Transfer from Sec 7.11 - Water - Wentworth Estate/Robin Hill water reservoir	(1,800,000)
Decrease Income - Transfer from Reserves - Water	(1,054,000)
Increase Income - Transfer from Sec 7.11 - Water - Kellosheil Estate	984,447
Increase Income - Grant - SCCF Rd 5 - Centennial Park upgrade	887,580
Increase Income - Grant - Urban Roads - Fixing Local Roads Round 4 Grant - Howick St	703,500
Decrease Income - Transfer from Loan - Urban Roads	(600,000)
Increase Income - Transfer from Loan - Aerodrome	500,000
Increase Income - Grant - SCCF Rd 5 - Ralph Cameron Oval playground embellishment	447,581
Increase Income - Grant TfNSW - Flood damage	446,584
Increase Income - Transfer from Loan - Rural Roads	350,000
Increase Income - Transfer from Sec 7.11 - Urban Roads	250,000
Increase Income - Grant - Strategic Planning - Master Planning Proposal	250,000
Increase Income - Transfer from Grant Reserves - Art Gallery - various grants	170,514
Increase Income - Grant - SCCF Rd 5 - Perthville Village Square fitness stations	146,450
Increase Income - Transfer from Grant Reserves - BMEC - various grants	135,883
Decrease Income - Grants and Contributions - Art Gallery - various grants	(119,305)
Increase Income - Contributions - Central NSW JO	80,000
Increase Income - Grant - BMEC - Inland Sea of Sound	70,000
Increase Income - Transfer from Sec 7.11 - Water - Lawrence Drive	60,000
Increase Income - Transfer from Reserves - Cultural & Community Services	58,692
Decrease Income - Grants and Contributions - BMEC - various grants	(55,494)
Increase Income - Grant - CBP - Cousins Park picnic shelter and seating	42,000
Increase Income - Internal Contributions - AFMM	35,000
Increase Income - Transfer from Reserves - Childrens Services	31,350
Increase Income - Grant - CBP - replace Eglinton Oval fence	25,000
Increase Income - Transfer from Reserves - Waste	15,000
Increase Income - Transfer from Reserve - Environmental - REF - AFMM	35,000
Increase Income - Various < \$5,000	10,048
Decrease Income - Various < \$5,000	(7,000)
	(170,899)
Expenditure	\$
Decrease Expenditure - Water Mains - Eglinton Village expansion	(2,269,729)
Decrease Expenditure - Water Reservoirs - Wentworth Estate/Robin Hill	(1,800,000)
Increase Expenditure - Water Mains - Kellosheil Estate	984,447
Increase Expenditure - Land Improvement - Centennial Park upgrade	887,580
Increase Expenditure - Urban Roads - Howick St	703,500
Increase Expenditure - Sewer - Buildings - Changing Places Facility, Macquarie Playground Park	594,977
Decrease Expenditure - Sewer - Buildings - Public Amenities Block	(594,977)
Increase Expenditure - Land Improvement - Aerodrome hangar space	500,000
Decrease Expenditure - Urban Roads - Lagoon Road - Contractors	(450,000)
Increase Expenditure - Structure - Ralph Cameron Oval playground embellishment	447,581
Increase Expenditure - Flood Damage grant	446,584
Decrease Expenditure - Water Mains	(304,962)
Decrease Expenditure - Water Mains - roadworks	(273,806)
Increase Expenditure - Rural Roads - Bridle Track	250,000
Increase Expenditure - Strategic Planning - Master Planning Proposal consultants	250,000
Increase Expenditure - Water - Transfer to Reserve	232,000
Decrease Expenditure - Water - Drinking Water Management System	(162,000)
Decrease Expenditure - Urban Roads - Lagoon Road - Employee Costs	(150,000)
Increase Expenditure - Urban Roads - Eglinton Road - Employee Costs	150,000
Decrease Expenditure - Water Filtration Plant - Staff Amenities	(150,000)
Decrease Expenditure - Water Meters	(150,000)
Increase Expenditure - Structures - Perthville Village Square fitness stations	146,450
Increase Expenditure - Waste - WHS consultants	125,000
Decrease Expenditure - Waste - Transfer to Reserve	(125,000)
Decrease Expenditure - Water Mains - Winburndale Pipeline renewal	(120,232)
Increase Expenditure - Rural Roads - Limekilns Road	100,000
Increase Expenditure - Urban Roads - Eglinton Road - Contractors	100,000

Attachment 9.2.2.2

Increase Expenditure - Office Equipment - Council Chambers AV upgrade	100,000
Increase Expenditure - Corporate Communications - Consultants new website	99,000
Decrease Expenditure - HR - Workers Compensation premium	(99,000)
Increase Expenditure - Central NSW JO - Employee Costs	80,000
Decrease Expenditure - Water - Best Practice Guidelines Maintenance	(70,000)
Increase Expenditure - BMEC - Inland Sea of Sound	70,000
Increase Expenditure - BMEC - Community Programs	64,500
Increase Expenditure - Water Mains - Lawrence Drive	60,000
Increase Expenditure - Cultural and Community Services - contractors	58,692
Decrease Expenditure - Records - Employee Costs	(50,000)
Decrease Expenditure - Finance - Employee Costs	(50,000)
Increase Expenditure - Finance - Financial Sustainability Review	50,000
Increase Expenditure - Art Gallery - grant expenditure	48,921
Increase Expenditure - Buildings - AFMM replace air conditioning	45,000
Increase Expenditure - Structure - Cousins Park picnic shelter and seating	42,000
Decrease Expenditure - Water - Buildings - Chifley Dam	(40,000)
Increase Expenditure - Environmental - Internal Contribution (REF)	35,000
Increase Expenditure - Children Services - Employee Costs	31,350
Decrease Expenditure - Events - food and catering	(30,000)
Increase Expenditure - Land Improvement - replace Eglinton Oval fence	25,000
Decrease Expenditure - Councillors - food and catering	(25,000)
Increase Expenditure - Waste - Waste Education Program	15,000
Decrease Expenditure - Water - Land Improvements	(15,000)
Increase Expenditure - BMEC - BMEC Theatre Season	14,628
Decrease Expenditure - AFMM - Somerville Exhibitions	(10,000)
Increase Expenditure - CTCF - operating expenditure	8,916
Decrease Expenditure - Buildings - CTCF fitout	(8,916)
Increase Expenditure - Various < \$5,000	14,597
Decrease Expenditure - Various < \$5,000	(3,000)
	<u>(170,899)</u>
Total	<u><u>0</u></u>

The above variations are referred to in the 'Budget Review Income & Expenditure Statement (Consolidated)', 'Budget Review Capital Budget' and 'Budget Review Cash and Investment Position' as recommended changes for Council. The anticipated effect of these variations is displayed in the projected year end results.

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

3. Budget Review Income & Expenditure Statement (Consolidated)

	Original Budget 2022/2023	Approved Changes			Revised Budget 2022/2023	Recommended Changes for Council	Projected Year End Result	Actual YTD
		Carry Forwards	September Review	December Review				
\$'000								
Income from Continuing Operations								
Revenue:								
Rates & Annual Charges	52,557				52,557		52,557	40,226
User Charges & Fees	29,246		10	(54)	29,202		29,202	22,176
Other Revenues	2,707				2,707		2,707	1,325
Grants & Contributions provided for Operating Purposes	12,272	1,128	89	2,428	15,916	671	16,588	11,241
Grants & Contributions provided for Capital Purposes	21,707	64,985	2,701	484	89,878	(773)	89,104	7,491
Interest & Investments Revenue	1,304				1,304		1,304	1,017
Other Income:	2,454	32		2	2,488		2,488	1,866
Other Income:								
Net gains from the disposal of assets	2,666	709			3,375		3,375	2,179
Fair value increment on investment properties	245				245		245	184
Total Income from Continuing Operations	125,157	66,854	2,799	2,861	197,671	(102)	197,569	87,705
Expenses from Continuing Operations								
Employee Benefits & On-Costs	33,010	108		110	33,228	(88)	33,141	27,425
Materials & Contracts	35,737	3,302	857	2,620	42,516	980	43,496	38,651
Borrowing Costs	998				998		998	903
Depreciation, Amortisation & Impairment	35,347				35,347		35,347	29,703
Other Expenses	12,300	2		17	12,319	11	12,330	2,128
Total Expenses from Continuing Operations	117,392	3,413	857	2,746	124,408	903	125,312	98,810
Net Operating Result from Continuing Operations	7,765	63,441	1,942	114	73,263	(1,005)	72,258	(11,105)
Net Operating Result Before Grants & Contributions Provided for Capital Purposes	(13,942)	(1,544)	(759)	(370)	(16,615)	(232)	(16,847)	(18,596)

Notes:

Original budget +/- approved budget changes in previous quarters = Revised Budget

Revised Budget +/- recommended changes this quarter = Projected Year End Result

Interest on unexpended loans is not calculated until the end of financial year, as it is assumed that all loan funds will be used in the period in which they are taken out.

Salaries and wages capital oncost is not calculated until the end of financial year.

This section forms part of Bathurst Regional Council's Quarterly Budget Review Statement for the quarter ending 31/03/2023 and should be read in conjunction with the other sections in the QBRS. Recommended changes in this section are listed in section 2. Recommended Budget Variations.

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

4. Budget Review Capital Budget

	Original Budget 2022/2023	Approved Changes			Revised Budget 2022/2023	Recommended Changes for Council	Projected Year End Result	Actual YTD
\$'000		Carry Forwards	September Review	December Review				
Capital Expenditure								
Plant & Equipment	2,611	3,066		130	5,807		5,807	5,032
Office Equipment	35				35	100	135	131
Land	150				150		150	-
Land Improvements	180	2,118	700	(563)	2,435	1,415	3,850	1,033
Buildings	8,985	3,830	500	854	14,170	(4)	14,166	2,407
Structures	2,535	3,486	(315)	26	5,732	619	6,351	680
Roads, Bridges, Footpaths	5,703	59,811	1,002	250	66,766	704	67,470	6,426
Bulk Earthworks	85		125		210		210	161
Stormwater	455	700	50		1,205		1,205	304
Water Supply	16,853	11,735	1,749		30,337	(4,024)	26,313	8,637
Sewerage Network	2,050	2,128			4,178		4,178	1,232
Other Assets	299	12			311		311	261
Real Estate	7,615	391			8,006		8,006	114
Total Capital Expenditure	47,556	87,278	3,810	697	139,341	(1,191)	138,150	26,419
Funded by								
Loans	10,950				10,950		10,950	1,265
Asset Sales	716	709			1,424	-	1,424	727
Reserves - Internal	15,906	4,642	-	33	20,581	(744)	19,837	8,518
Reserves - External	1,652	7,805	1,358		10,815	(3,085)	7,729	2,455
Reserves - Loans	60	7,532		30	7,621	250	7,871	2,948
Grants & Contributions	16,679	64,470	3,201	525	84,875	2,287	87,162	7,491
Recurrent revenue	1,594	2,120	(749)	109	3,075	101	3,176	3,016
Total	47,556	87,278	3,810	697	139,341	(1,191)	138,150	26,419

Note:

Loans are generally not drawn down until close to the end of the financial year when known for certain if projects will proceed and funds are needed. However 2023 loans have been drawn down in anticipation that interest rates will continue to increase.

Salaries and wages capital oncost is not calculated until the end of financial year.

Original budget +/- approved budget changes in previous quarters = Revised Budget

Revised Budget +/- recommended changes this quarter = Projected Year End Result

This section forms part of Bathurst Regional Council's Quarterly Budget Review Statement for the quarter ending 31/03/2023 and should be read in conjunction with the other sections in the QBRS. Recommended changes in this section are listed in section 2 of the QBRS Recommended Budget Variations.

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

5. Budget Review Cash and Investments Position

	Original Budget 2022/2023	Carry Forwards	Approved Changes September Review	December Review	Revised Budget 2022/2023	Recommended Changes for Council	Projected Year End Result	Actual YTD
\$'000								
External Restrictions - Included in Liabilities								
Specific Purpose Unexpended Loans - General Fund (1)	-				-		-	7,312
Specific Purpose Unexpended Loans - Water Fund (1)	-				-		-	-
External Restrictions - Included in Liabilities	-	-	-	-	-	-	-	7,312
External Restrictions								
General Fund								
Developer Contributions - General (2)	12,953		(70)		12,883	(250)	12,633	13,118
Specific Purpose Unexpended Grants (3)	2,947	-			2,947	(302)	2,644	1,157
Water Fund								
Developer Contributions - Water (2)	7,922		(1,749)		6,173	3,025	9,199	10,563
Specific Purpose Unexpended Grants - Water (3)	7				7		7	7
Water Supplies - Reserves (4)	712				712	1,286	1,998	14,629
Sewer Funds								
Developer Contributions - Sewer (2)	21,220				21,220		21,220	21,120
Sewerage Services - Reserves (4)	19,806				19,806		19,806	4,848
Domestic Waste Management								
Specific Purpose Unexpended Grants - Waste (3)	3				3		3	3
Domestic Waste Management - Reserves (4)	2,180				2,180		2,180	2,591
External Restrictions	67,750	-	(1,819)	-	65,931	3,759	69,690	68,037
Total Externally Restricted	67,750	-	(1,819)	-	65,931	3,759	69,690	75,349
Internal Restrictions - Waste Services								
Waste Services - Reserves	3,776		-	(495)	3,281	(15)	3,266	6,897
Waste Services - Internal Restrictions	19,361		-		19,361	125	19,486	20,062
Internal Restrictions - Waste Services	23,137	-	-	(495)	22,642	110	22,752	26,959
Internal Restrictions - Ordinary Services								
Corporate Services & Finance	525				525		525	2,374
Cultural & Community Services	392		-	(47)	345	(103)	242	366
Engineering Services	1,775		-		1,775	-	1,775	1,905
Environmental, Planning & Building Services	8				8		8	55
Internal Restrictions - Ordinary Services	2,700	-	-	(47)	2,653	(103)	2,550	4,700
Total Internally Restricted	25,837	-	-	(542)	25,295	7	25,302	31,659
Total Restricted	93,586	-	(1,819)	(542)	91,226	3,766	94,992	107,008
Total Cash and Investments	93,626	-	(1,819)	(542)	91,266	3,766	95,032	107,549
Available Cash	40	-	-	-	40	-	40	540

Investments

All funds have been invested in accordance with Council's investment policy, the Minister's Order dated 12th January 2011, the *Local Government Act 1993*, and associated regulations.

Cash

This Cash at Bank amount has been reconciled to Council's physical Bank Statements. The date of completion of this bank reconciliation is 31/03/2023.
"Cash" includes cash and funds held in Cash on Call accounts.

Reconciliation of Cash & Investments

The below reconciliation displays how the above mentioned funds are held and invested:

Cash	3,699
Short Term -Term Deposits	82,500
Long Term -Term Deposits	4,850
Floating Rate Notes	16,500
Total Cash and Investments	107,549

Notes:

The **Available Cash** position excludes restricted funds. External restrictions are funds that must be spent for a specific purpose and cannot be used by Council for general operations. Internal restrictions are funds that Council has determined will be used for a specific future purpose.

- (1) Loans money must be applied for the purpose for which the loans were raised.
- (2) Development contributions which are not yet expended for the provision of services and amenities in accordance with contribution plans.
- (3) Grants which are not yet expended for the purpose for which the grants were obtained.
- (4) Water, Sewer & Domestic Waste Management are externally restricted assets and must be applied for the purpose for which they were raised.

Original budget +/- approved budget changes in previous quarters = Revised Budget

Revised Budget +/- recommended changes this quarter = Projected Year End Result

This section forms part of Bathurst Regional Council's Quarterly Budget Review Statement for the quarter ending 31/03/2023 and should be read in conjunction with the other sections in the QBRs. Recommended changes in this section are listed in section 2 of the QBRs Recommended Budget Variations.

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

6. Budget Review Key Performance Indicators

	September		December		March		June		Prior Years		
	Amounts	Indicator	Amounts	Indicator	Amounts	Indicator	Amounts	Indicator	2022	2021	2020
1. Building & Infrastructure Renewal Ratio											
Asset Renewal [Building & Infrastructure]	437	4.94%	5,529	27.33%	6,787	22.85%			45.60%	46.85%	75.58%
Depreciation, Amortisation & Impairment (Building & Infrastructure Assets)	8,837		20,234		29,703						

This section is still under development, with more KPI ratio's to be added.

Notes:

Capitalisation of Interest on unexpended loans is not calculated until the end of financial year, as it is assumed that all loan funds will be used in the period in which they are taken out.

This section forms part of Bathurst Regional Council's Quarterly Budget Review Statement for the quarter ending 31/03/2023 and should be read in conjunction with the other sections in the QBRS. Recommended changes in this section are listed in section 2 of the QBRS Recommended Budget Variations.

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

7. Budget Review Contractors and Other Expenses Part A - Contractors Listing

Date	Order Number	Company	Contract details	Amount \$	Total Amount \$	Explanation (If not Budgeted)
3/01/2023	183032	Pelican Airlines Pty Limited	Operating Cost At The Bathurst Aerodrome January 2023	75,000.00	75,000.00	Budget to be amended
4/01/2023	183065	IXOM Operations Pty Ltd	Supply 25T Loads Of 25% Sodium Hydroxide	98,000.00	98,000.00	
5/01/2023	183083	Colas NSW Pty Ltd	Seal Patch On O'Connell Rd (Flood Damage)	10,250.16		
			Reseal Turndale Rd, Tarana Rd, Sunny Corner Rd	441,005.77		
			Reseal Urban Streets	109,356.17	560,612.10	
6/01/2023	183125	Omega Chemicals	Supply And Delivery Of 10 Loads Of Liquid Alum To	80,000.00	80,000.00	
9/01/2023	183167	Kelso Electrical	George Street Pedestrian Crossing - Service Locati	1,836.12		
			George Street Pedestrian Crossing - Traffic Permit	1,324.84		
			George Street Pedestrian Crossing - Barricading /	15,234.33		
			George Street Pedestrian Crossing - Hydro-Vac / Un	15,165.92		
			George Street Pedestrian Crossing - Lighting Desig	2,873.78		
			George Street Lighting Installation	23,957.16		
			George Street Pedestrian Crossing - Main Switch Bo	8,729.39		
			George Street Pedestrian Crossing - Service Mains	3,806.44		
			George Street Pedestrian Crossing - Concrete Re-In	5,760.92		
			George Street Pedestrian Crossing - Management	2,566.08		
13/01/2023	183347	Downer EDI Works Pty Ltd	Heavy Patch And Stabilise O'Connell Rd	173,000.00	81,254.98	
			Heavy Patch O'Connell Rd	14,641.56	187,641.56	
16/01/2023	183414	Lowes Petroleum Service	Diesel	74,204.00		
			Petrol Unleaded	3,422.00	77,626.00	
17/01/2023	183441	Motorsport Australia	Permit Fee For 2023 Liqui Moly Bathurst 12 Hour	60,000.00	60,000.00	
19/01/2023	183571	Data#3 Limited	Veeam Backup For Microsoft Office	22,779.84		
			Annual Basic Maintenance Renewal	22,601.90		
			Monthly Basic Maintenance Renewal	13,186.41	58,568.15	
20/01/2023	183616	Custom Earthworx	Raised Pedestrian Crossing Construction	63,398.50	63,398.50	
23/01/2023	183695	ESEM Projects	2023 Bathurst Winter Festival Illuminations	220,000.00	220,000.00	
31/01/2023	183994	Pelican Airlines Pty Limited	Operating Cost At Bathurst Aerodrome up to 19/02/2023	102,080.00	102,080.00	Budget to be amended
1/02/2023	184061	Belgravia Health & Leisure Group	Reimbursement For November & December 2022 Gas Consumption	67,474.08	67,474.08	
2/02/2023	184152	Nowra Chemicals	Supply Liquid Aluminium Sulphate	350,000.00	350,000.00	Budget exceeded - budget to be amended
2/02/2023	184153	IXOM Operations Pty Ltd	Supply 25% Sodium Hydroxide	98,000.00	98,000.00	
6/02/2023	184212	Colas NSW Pty Ltd	Reseal Urban Streets	363,589.69		
			Reseal Rural Roads	92,457.77		
			Reseal Hill End Rd 6.5 To 7.6 Km	67,648.53		
10/02/2023	184469	Gracey's Earthmoving & Excavations Pty Ltd	Seal Bridge Approaches Tarana Rd Saltwater Creek	10,983.66	534,679.65	
10/02/2023	184470	Gracey's Earthmoving & Excavations Pty Ltd	Maintenance And Repairs On The Bridle Track	106,335.90	106,335.90	
13/02/2023	184518	Downer EDI Works Pty Ltd	Maintenance And Repairs On The Bridle Track	137,570.40	137,570.40	
			Supply And Lay Asphalt George St	146,524.32		
			Supply And Lay Asphalt On Mitre St	247,286.18		
16/02/2023	184700	Oilplus Holdings Australia	Supply And Lay Asphalt Eleven Mile Dr At Saltram Creek	116,422.65	510,233.15	
24/02/2023	185024	Oberon Quarries Pty Ltd	Diesel	73,180.00	73,180.00	
			Dgb 20Mm Road Base To The Saleyards	61,600.00	61,600.00	

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

7. Budget Review Contractors and Other Expenses Part A - Contractors Listing

Date	Order Number	Company	Contract details	Amount \$	Total Amount \$	Explanation (If not Budgeted)
24/02/2023	185048	J R Richards & Sons	Recycling Collection 31 Dec 22- 27 Jan 23	102,950.80		
			Organics Collection 31 Dec 22- 27 Jan 23	147,743.91	250,694.71	
28/02/2023	185146	Omega Chemicals	Supply And Delivery Of 10 Loads Of Liquid Alum	80,000.00	80,000.00	
2/03/2023	185253	Dunbar Hire Pty Ltd	All Scaffolding And Decking For Bathurst NRL	75,735.00	75,735.00	
6/03/2023	185365	Downer EDI Works Pty Ltd	Supply And Lay Ac On Vale Rd	55,935.19		
			Supply And Lay Ac In Commonwealth Street	119,153.75	175,088.94	
7/03/2023	185435	Tracserv Pty Ltd	Supply One (1) Isuzu Frr 110/260 Crew/Cab	162,589.00	162,589.00	
7/03/2023	185436	Tracserv Pty Ltd	Supply One (1) Isuzu Frr 110/260 Crew/Cab	162,589.00	162,589.00	
7/03/2023	185453	Morrison Low Consultants	Financial Sustainability Review	105,325.00	105,325.00	
8/03/2023	185460	Egis Oceania Pty Limited	Bathurst Bypass Investigations	52,580.00	52,580.00	
9/03/2023	185514	IXOM Operations Pty Ltd	Supply 25% Sodium Hydroxide	98,000.00	98,000.00	
9/03/2023	185553	JCB Construction Equipment Australia	F3646 - Supply One (1) Jcb 3Ts-8W Teleskid	191,520.00	191,520.00	
9/03/2023	185554	JCB Construction Equipment Australia	F3547 - Supply One (1) Jcb 3Ts-8W Teleskid	191,520.00	191,520.00	
10/03/2023	185573	TPG Network Pty Ltd	Wide Area Network (Wan) Charges - Feb 2023 To June 2023	108,488.30	108,488.30	
13/03/2023	185613	Pelican Airlines Pty Limited	Operating Cost At Bathurst Aerodrome up to 19/03/2023	102,080.00	102,080.00	Budget to be amended
13/03/2023	185619	Interflow Pty Ltd	Clean And Assess Package For Sewer Mains.	53,964.82	53,964.82	
13/03/2023	185654	Lowes Petroleum Service	Diesel	74,336.00	74,336.00	
14/03/2023	185699	Essential Energy	Led Zhaga Upgrade (As Per Essential Energy Offer 1)	157,994.11	157,994.11	
15/03/2023	185742	J R Richards & Sons	Recycling Waste Collection 28 Jan - 24 Feb 23	100,239.40		
			Organics Collection 28 Jan 23 - 24 Feb 23	145,259.42	245,498.82	
15/03/2023	185770	Speeds Landscaping	Construction Of Gorman'S Hill Park Play Space Upgr	220,954.00	220,954.00	
22/03/2023	186002	Pelican Airlines Pty Limited	Operating Cost At Bathurst Aerodrome up to 16/04/2023	102,080.00	102,080.00	Budget to be amended
23/03/2023	186096	TFH Hire Services Pty Ltd	2023 Hi-Tec Oils Bathurst 6 Hour - Temporary Fencing	52,393.00	52,393.00	
28/03/2023	186218	Bathurst Toyota & Bathurst Volkswagen	Supply One (1) Toyota Kluger Hybrid Awd	81,460.00	81,460.00	
28/03/2023	186220	Colas NSW Pty Ltd	Reseal Hill End Rd 7.8 To 10.27 Km	115,016.25	115,016.25	
29/03/2023	186276	Downer EDI Works Pty Ltd	Heavy Patching Trunkway Rd	521,216.87	521,216.87	
30/03/2023	186346	Audit Office of NSW	Audit Fees For 2023	95,485.50	95,485.50	
				7,079,864		

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations or \$50,000, whichever is the lesser.
2. Contractors to be listed are those entered into during the quarter.
3. Contracts for employment are not required to be included.
4. Where a contract for a service etc. was not included in the budget, an explanation is to be given.
5. Above amounts are GST inclusive (where applicable).

This section forms part of Bathurst Regional Council's Quarterly Budget Review Statement for the quarter ending 31/03/2023 and should be read in conjunction with the other sections in the QBRS.

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

7. Budget Review Contractors and Other Expenses

Part B - Consultancy and Legal Expenses

Expense	Budgeted \$	Expenditure YTD \$
Consultancies	3,796,518	2,237,473
Engineering	2,062,030	1,516,307
Water Drought Management		778,324
Water Best Practice Guidelines Compliance		196,309
Chifley Dam Maintenance		132,099
Go Kart Track		52,546
Aerodrome Master Plan		40,500
Water Supply implementation		39,460
Drinking Water Management System		37,322
Waste Management - Rural Transfer Station Management review		34,885
Sewer Best Practice Guidelines Compliance		29,350
Chifley Dam flood damage Nov 2022		27,500
Water Best Practice Guidelines Maintenance		22,106
Llanarth Open Space landscaping design		16,776
Flood Model update		15,307
Winburndale Dam operating		14,151
Sewer - Solar Panels for WWTW		13,001
Sewer - minor improvements		12,460
Recruitment costs		12,385
Stormwater Detention Basin - Marsden Lane		11,284
Waste Management - water sampling		10,340
Centennial Park Upgrade		6,400
Other minor consultancies costs (Pool of cost under \$5,000)		13,802
Corporate Services and Finance	646,332	441,986
Financial Sustainability Review		111,853
Design & Construct RFS Station Yetholme		83,451
Corporate Communications - new website		70,000
HR Consultants		68,617
IT Consultants		52,752
Community Survey		31,350
HR Safety & Wellbeing Incentive program		8,040
HR Employee Assistance Program		7,354
GM performance review		6,970
Other minor consultancies costs (Pool of cost under \$5,000)		1,600
Cultural & Community Services	65,945	46,021
Art Gallery - accessible public toilets		20,000
Aboriginal commitment strategy		10,000
BARN Residency Project		9,100
Art Gallery - various consultancies (under \$5,000 each)		6,445
Other minor consultancies costs (Pool of cost under \$5,000)		476

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

7. Budget Review Contractors and Other Expenses

Part B - Consultancy and Legal Expenses

Expense	Budgeted \$	Expenditure YTD \$
Development and Environmental Services	1,022,211	233,160
Bathurst Bypass Study		47,800
Bathurst Animal Rehoming Centre		31,161
Accelerated Infrastructure Fund - Laffing Waters OPC		29,560
Evo Cities		22,614
Master Plan for Duramana Road Development		14,750
Cultural Review		13,309
River Connections - knowing & caring for the Wambool/Macquarie		12,020
Hereford Street Duplication Investigations		11,400
Streets as Shared Spaces - round 2		11,125
State of Environment Reports		10,570
Streets as Shared Spaces - round 1		8,830
BizMonth		8,528
Other minor consultancies costs (Pool of cost under \$5,000)		11,493

Explanation - Actual expenditure for the year is in line with Budget overall.

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

7. Budget Review Contractors and Other Expenses

Part B - Consultancy and Legal Expenses

Expense	Budgeted \$	Expenditure YTD \$
External Legal Fees	518,943	486,721
Engineering	166,672	145,990
Drought Management		57,067
Mt Panorama Section 10 application		37,903
Property Acquisition for Roads		30,866
Water Best Practice Guidelines Maintenance		6,935
Other minor legal costs (Pool of cost under \$5,000)		13,220
Corporate Services and Finance	293,000	286,388
Debt collection services		131,114
Legal costs - public liability claims		65,998
Aboriginal claims		32,894
Regis pipeline		11,520
Corporate Services - General Legal Expenses		20,585
Corporate Services - General Legal Expenses Strata Plan 47355		6,120
Former TAFE building		5,843
Other minor legal costs (Pool of cost under \$5,000)		12,314
Cultural & Community Services	3,171	3,152
Other minor legal costs (Pool of cost under \$5,000)		3,152
Development and Environmental Services	56,100	51,192
Legal costs - various DA		51,192

Explanation - Actual expenditure for the year is very close to Budget.

Notes:

Definition of consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

This section forms part of Bathurst Regional Council's Quarterly Budget Review Statement for the quarter ending 31/03/2023 and should be read in conjunction with the other sections in the QBRs.

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

8. Budget Review by Department in Funding Format

	2022/23 Original Budget	2022/23 Revised Budget	Mar YTD Actuals
Engineering			
Engineering Works			
Income	(19,536,849)	(34,132,855)	(14,190,013)
Expenditure	25,257,971	39,853,977	25,504,445
Engineering Works	5,721,122	5,721,122	11,314,432
Recreation			
Income	(7,081,399)	(20,960,063)	(3,553,537)
Expenditure	15,111,680	28,990,344	8,140,373
Recreation	8,030,281	8,030,281	4,586,837
Technical Services			
Income	(5,079,344)	(7,574,541)	(413,761)
Expenditure	6,027,837	8,523,034	1,718,587
Technical Services	948,493	948,493	1,304,826
Water			
Income	(39,119,737)	(48,524,280)	(26,925,929)
Expenditure	38,531,524	47,936,067	26,400,610
Water	(588,213)	(588,213)	(525,319)
Wastewater			
Income	(17,456,507)	(22,071,547)	(13,900,363)
Expenditure	16,909,402	21,524,442	13,377,874
Wastewater	(547,105)	(547,105)	(522,489)
Waste Management			
Income	(16,454,037)	(17,273,202)	(12,999,130)
Expenditure	16,454,037	17,273,202	12,999,130
Waste Management	0	0	(0)
Engineering Office			
Income	(2,967,807)	(2,967,807)	(2,110,429)
Expenditure	5,015,287	5,015,287	3,884,738
Engineering Office	2,047,480	2,047,480	1,774,310
Mount Panorama			
Income	(4,276,141)	(50,722,705)	(2,747,138)
Expenditure	4,426,444	50,873,008	4,335,114
Mount Panorama	150,303	150,303	1,587,977
Total Engineering	15,762,361	15,762,361	19,520,572

Notes:

1. Section 8 is in funding format, which includes capital expenditure & all sources of funds.
2. Section 8 does not include depreciation expense.
3. Section 8 includes internal transactions.

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

8. Budget Review by Department in Funding Format

	2022/23 Original Budget	2022/23 Revised Budget	Mar YTD Actuals
Corporate Services and Finance			
Governance			
Income	(66,080)	(66,080)	(499)
Expenditure	1,501,545	1,576,545	1,145,069
Governance	1,435,465	1,510,465	1,144,570
Administration			
Income	(12,185,260)	(12,427,693)	(9,202,621)
Expenditure	18,449,042	18,613,278	13,699,215
Administration	6,263,782	6,185,585	4,496,594
Contribution to Other Organisations			
Income	(496,999)	(576,999)	(415,675)
Expenditure	1,812,455	1,892,455	1,675,957
Contribution to Other Organisations	1,315,456	1,315,456	1,260,281
Land & Buildings			
Income	(15,523,376)	(16,028,234)	(2,175,032)
Expenditure	14,740,608	15,245,466	2,470,096
Land & Buildings	(782,768)	(782,768)	295,063
Funding Operations			
Income	(40,530,464)	(40,530,464)	(33,029,450)
Expenditure	5,570,819	5,570,819	5,440,826
Funding Operations	(34,959,645)	(34,959,645)	(27,588,624)
Total Corporate Services and Finance	(26,727,710)	(26,730,907)	(20,392,116)

Notes:

1. Section 8 is in funding format, which includes capital expenditure & all sources of funds.
2. Section 8 does not include depreciation expense.
3. Section 8 includes internal transactions.

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

8. Budget Review by Department in Funding Format

	2022/23 Original Budget	2022/23 Revised Budget	Mar YTD Actuals
Cultural & Community Services			
Community & Children Services			
Income	(3,082,695)	(3,226,363)	(2,425,517)
Expenditure	3,318,107	3,461,775	2,376,722
Community & Children Services	235,412	235,412	(48,795)
Cultural & Community Services Office			
Income	(148,331)	(230,823)	(111,248)
Expenditure	1,178,078	1,260,570	900,516
Cultural & Community Services Office	1,029,747	1,029,747	789,268
Library Services			
Income	(204,708)	(574,968)	(278,101)
Expenditure	1,879,849	2,253,306	1,483,156
Library Services	1,675,141	1,678,338	1,205,055
Tourism			
Income	(316,390)	(318,790)	(194,319)
Expenditure	1,248,809	1,251,209	1,048,400
Tourism	932,419	932,419	854,081
Art Galleries			
Income	(316,183)	(580,941)	(242,342)
Expenditure	1,177,838	1,442,596	854,970
Art Galleries	861,655	861,655	612,628
Entertainment Centres			
Income	(1,209,193)	(1,994,530)	(1,168,121)
Expenditure	2,252,026	3,037,363	1,637,924
Entertainment Centres	1,042,833	1,042,833	469,803
Museums			
Income	(1,745,688)	(2,486,087)	(1,900,399)
Expenditure	3,074,930	3,815,329	2,891,403
Museums	1,329,242	1,329,242	991,004
Total Cultural & Community Services	7,106,449	7,109,646	4,873,043

Notes:

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2. Section 8 does not include depreciation expense.
3. Section 8 includes internal transactions.

Bathurst Regional Council

Budget review for the quarter ended - 31 March 2023

8. Budget Review by Department in Funding Format

	2022/23 Original Budget	2022/23 Revised Budget	Mar YTD Actuals
Development and Environmental Services			
Environmental Services			
Income	(1,956,855)	(4,229,638)	(2,692,304)
Expenditure	2,895,112	5,167,895	3,275,833
Environmental Services	938,257	938,257	583,530
Planning Services			
Income	(386,525)	(1,371,777)	(848,829)
Expenditure	2,176,682	3,161,934	1,501,216
Planning Services	1,790,157	1,790,157	652,387
Building Services			
Income	(1,606,881)	(1,606,881)	(1,183,041)
Expenditure	2,087,998	2,087,998	1,511,690
Building Services	481,117	481,117	328,648
Economic Development			
Income	(60,434)	(66,537)	(28,735)
Expenditure	694,238	700,341	366,793
Economic Development	633,804	633,804	338,058
Total Development and Environmental Services	3,843,335	3,843,335	1,902,622
Grand Total	(15,565)	(15,565)	5,904,122

Notes:

1. Section 8 is in funding format, which includes capital expenditure & all sources of funds.
2. Section 8 does not include depreciation expense.
3. Section 8 includes internal transactions.

Attachment 9.2.3.1

2022-2023 Section 356 Donations Report as at 30 April 2023

Details	Reference	Date	Donations approved in Budget	Mt Pan Fee Waived	BMEC Donations	Sundry Donations	TOTAL
			\$	\$	\$	\$	\$
Annual Budget			105,421.00	30,000.00	65,000.00	20,385.00	220,806.00
Spent to date:							
Bathurst Rugby Club/Mr A Hart	S356 Policy	13/07/2022				-1,756.48	-1,756.48
WRAS Annual Subscription/donation	Operation Plan	15/07/2022	-2,617.00				-2,617.00
Evans Art Council	Operation Plan	26/07/2022	-3,000.00				-3,000.00
Bathurst Gardener's Club Inc	Operation Plan	26/07/2022	-500.00				-500.00
Bathurst Men's Shed Incorporated	Operation Plan	26/07/2022	-500.00				-500.00
Lions Club of Bathurst Inc	Operation Plan	26/07/2022	-2,000.00				-2,000.00
Quota Bathurst Inc	Operation Plan	26/07/2022	-1,500.00				-1,500.00
Festival of Bells	Operation Plan	26/07/2022	-1,000.00				-1,000.00
Lifeline Central West	Operation Plan	26/07/2022	-2,500.00				-2,500.00
Monkey Hill UHF Repeater	Operation Plan	26/07/2022	-1,000.00				-1,000.00
Sofala Progress Association	Operation Plan	26/07/2022	-2,000.00				-2,000.00
BMEC - CPSA Monthly Meetings -balance 02/06/2022	Operation Plan	28/07/2022			-371.36		-371.36
BMEC - CPSA Monthly Meetings - 07/07/2022	Operation Plan	28/07/2022			-721.82		-721.82
Bathurst Junior Sports Awards	Operation Plan	29/07/2022	-5,000.00				-5,000.00
Bathurst Seymour Centre Inc	Operation Plan	3/08/2022	-1,500.00				-1,500.00
Sydney International Piano Competition	Operation Plan	3/08/2022	-2,000.00				-2,000.00
BMEC - CPSA Monthly Meetings - 04/08/2022	Operation Plan	19/08/2022			-472.73		-472.73
Bathurst Refugee Support Group Inc. (BRSG)	Operation Plan	30/08/2022	-2,000.00				-2,000.00
Sofala & District AH&P Association	Operation Plan	8/09/2022	-350.00				-350.00
Bathurst City Colts Water Account	Operation Plan	14/09/2022	-2,971.85				-2,971.85
Bathurst Remembers / AVAMS / Communications and Resources Project	Operation Plan	15/09/2022	-1,000.00				-1,000.00
Bathurst City & RSL Band Association Inc	Operation Plan	20/09/2022	-5,000.00				-5,000.00
Mount Panorama Lions Club Inc	S356 Policy	7/10/2022				-35.00	-35.00
Architects OutWest Learning Group	21/09/22 Item 9.3.10	12/10/2022				-600.00	-600.00
Mitchell Conservatorium - BMEC Concerts	Operation Plan	14/10/2022			-758.18		-758.18
BMEC - CPSA Monthly Meetings - 06/10/2022	Operation Plan	14/10/2022			-850.55		-850.55
BMEC - Bathurst Eisteddfod Sep 2022	Operation Plan	14/10/2022			-30,000.00		-30,000.00
BMEC - Bathurst Eisteddfod Sep 2022	S356 Policy	14/10/2022			-8,373.27		-8,373.27
Mitchell Conservatorium - support 2022 Carols by Candlelight	Operation Plan	30/11/2022			-7,000.00		-7,000.00
Rockley Public School - presentation award	S356 Policy	30/11/2022				-60.00	-60.00
Bathurst West Public School - presentation award	S356 Policy	30/11/2022				-50.00	-50.00
The Friends of the Bathurst War Memorial Carillon Inc	Operation Plan	9/12/2022	-1,000.00				-1,000.00
Scots All Saints College - presentation day	S356 Policy	20/12/2022			-359.64		-359.64
BMEC - CPSA Monthly Meetings - 03/11/2022	Operation Plan	20/12/2022			-768.73		-768.73
BMEC - CPSA Monthly Meetings - 01/12/2022	Operation Plan	20/12/2022			-850.55		-850.55
Mackillop College - end of year presentation	S356 Policy	20/12/2022			-200.73		-200.73
Bathurst Public School - school concert	S356 Policy	20/12/2022			-1,572.00		-1,572.00
O'Connell Public School - presentation night	S356 Policy	20/12/2022			-496.00		-496.00
Bathurst Public School - presentation day	S356 Policy	20/12/2022			-301.45		-301.45
IAAF World Cross Country Championships test event	14/12/22 Item 12.1.3	21/12/2022				-2,980.27	-2,980.27
BMEC - CPSA Monthly Meetings - 01/02/2023	Operation Plan	9/02/2023			-1,193.18		-1,193.18
Denison College Bathurst Campus - Swing Factor Ball 2022	S356 Policy	16/02/2023			-154.40		-154.40
BDRSC grant - Bathurst Pony Club	Operation Plan	22/02/2023	-2,600.00				-2,600.00
BDRSC grant - Bushrangers ARFC	Operation Plan	22/02/2023	-1,000.00				-1,000.00
BDRSC grant - Bathurst Giants ARFC	Operation Plan	22/02/2023	-2,915.00				-2,915.00
BDRSC grant - Bathurst Hockey Association	Operation Plan	22/02/2023	-4,200.00				-4,200.00
BDRSC grant - Bathurst City Croquet Club Inc	Operation Plan	22/02/2023	-4,396.00				-4,396.00
Bathurst & District National Trust and Wiradyuri Elders	21/09/22 Item 9.3.8	16/03/2023			-437.27		-437.27
Russell St Closure - Triumph Owners 18/03/2023	Operation Plan	28/03/2023	-2,500.00				-2,500.00
Bathurst Edgell Jog (2022 event)	Operation Plan	28/03/2023	-3,000.00				-3,000.00
CSU Foundation Trust (Gordon Bullock Scholarship)	Operation Plan	30/03/2023	-3,000.00				-3,000.00
CSU Foundation Trust	Operation Plan	30/03/2023	-5,000.00				-5,000.00
Bathurst District Historical Society	15/02/23 Item 11.1.2	31/03/2023				-499.09	-499.09
IAAF World Cross Country Championships event	14/12/22 Item 12.1.3	31/03/2023		-30,000.00			-30,000.00
St Vincent de Paul - Assumption Conference	Operation Plan	18/04/2023	-1,000.00				-1,000.00
Wattle Tree House	19/04/23 Item 8.3.9	30/04/2023				-154.55	-154.55
Amount Spent			-67,049.85	-30,000.00	-54,881.86	-6,135.39	-158,067.10
Available Balance before commitments			38,371.15	0.00	10,118.14	14,249.61	62,738.90

Attachment 9.2.3.1

2022-2023 Section 356 Donations Report as at 30 April 2023

Details	Reference	Date	Donations approved in Budget \$	Mt Pan Fee Waived \$	BMEC Donations \$	Sundry Donations \$	TOTAL \$
Committed:							
Bathurst AH&P Association	Operation Plan		-8,244.00				-8,244.00
Macquarie Philharmonia - Platinum Donation	Operation Plan		-2,000.00				-2,000.00
The Neighbourhood Centre (formerly BINC)	Operation Plan		-900.00				-900.00
Bathurst City Colts Water Account	Operation Plan		-4,238.15				-4,238.15
Bathurst District Sport & Rec (BDRSC) grants	Operation Plan		-4,889.00				-4,889.00
Western Sydney University Medical Scholarship	Operation Plan		-10,000.00				-10,000.00
BMEC - Bathurst Youth Council	Operation Plan				-2,000.00		-2,000.00
BMEC - CPSA Monthly Meetings	Operation Plan				-5,771.08		-5,771.08
Russell St Road Closures	Operation Plan		-7,500.00				-7,500.00
Country Women's Association of NSW - Central Western Group (CWA)	Operation Plan		-300.00				-300.00
Bathurst Filipino Australian Community Inc	Operation Plan		-300.00				-300.00
Country Women's Association of NSW - Central Western Group (CWA)	Operation Plan				-1,000.00		-1,000.00
Carillon Theatrical Society	Operation Plan				-5,000.00		-5,000.00
Bathurst Primary School GRIP Leadership Conference	15/03/23 Item 08.02.6				-582.91		-582.91
Amount Committed			-38,371.15	0.00	-14,353.99	0.00	-52,725.14
Adjustment between Funds			0.00		4,235.85	-4,235.85	
Available Balance			-0.00	0.00	-0.00	10,013.76	10,013.76

Summary Remaining Budget	\$
Donations approved in Budget	-0.00
Mt Pan Fee Waived	0.00
BMEC Donations	-0.00
Sundry Donations	10,013.76
Total Remaining	10,013.76

Summary	\$
Total Budget	220,806.00
Less: Amount Spent	-158,067.10
Less: Amount Committed	-52,725.14
Total Remaining	10,013.76

Market Rental Subsidies for 2022/23

NAME OF TENANT	LOCATION	Current Rent PA	Estimated Market Rent	BRC Rental Subsidy
Mitchell Conservatorium	Machattie Park Cott	575.00	17,569.00	16,994.00
Central Tablelands Woodcraft	Il Learmonth Park	603.00	16,349.00	15,746.00
Community Opportunity Shop	Ir 8 Lions Club Drive	1,150.00	21,798.00	20,648.00
Community Opportunity Shop	Ir Veggie Patch Church	1.00	16,349.00	16,348.00
Air Services Australia	Aerodrome - Comm	1.00	19,617.00	19,616.00
Taxi Cabs of Bathurst Co-opera	Communication tow	1,341.00	19,617.00	18,276.00
Master Communications & Elec	Communication tow	4,661.00	19,617.00	14,956.00
Bathurst City & RSL Band Asso	Walmer Park	239.00	21,798.00	21,559.00
Bathurst Lions Club Inc	Short St	1.10	16,349.00	16,347.90
Evans Arts Council Inc	Lee Street	500.00	5,450.00	4,950.00
Bathurst District Historical Socie	Mitre Street	1.00	10,900.00	10,899.00
Bathurst District Historical Socie	16 Stanley Street	1.00	10,900.00	10,899.00
Bathurst Meals on Wheels Inc	4 Watt Drive	1.00	54,483.00	54,482.00
Department of Defence (Air Car	Aerodrome - Lot 25	90.91	13,989.00	13,898.09
Department of Defence (Air Car	Aerodrome - Lot 36	90.91	40,402.00	40,311.09
				295,930.08

POLICY:	FRIENDSHIP AGREEMENT – GWANGJU COUNCIL, KOREA
DATE ADOPTED:	Director Corporate Services & Finance's Report #8. Council 17 May 2023 Resolution No. Director Corporate Services & Finance's Report #8.3.7 Council 21 April 2021 Resolution No. ORD2021-111 Council 19 May 2021 Resolution No. ORD2021-133 Director Corporate Services & Finance's Report #1 Policy 5 December 2012 Council 6 February 2013 Minute Book No. 11477
ORIGINAL ADOPTION:	Director Corporate Services Report #1 Policy 1 December 2004, Council 8 December 2004 Minute Book No. 9416
FILE REFERENCE:	23.00011
OBJECTIVE:	To explore opportunities for the collaboration between the two parties.

That the Bathurst Regional Council and the Gwangju Council being under a city administrated in Gyunggi-do, South Republic of Korea enter a Memorandum of Understanding to explore opportunities for the collaborative development of research, the organisation of joint academic and scientific, technical activities, cultural and artistic activities, the exchange of research and teaching personnel and students, the exchange of publications and other materials of common interest, the exchange of business and commercial interest and such other collaborative activities that may be agreed between the parties.

Following is a copy of the Memorandum of Understanding.

MEMORANDUM OF UNDERSTANDING FOR FRIENDSHIP CITY COOPERATION

BETWEEN

Bathurst Regional Council being under Administration as a result of State Government changes to the boundaries of the central west of New South Wales, Australia (hereafter 'BRC')

AND

Gwangju Council being under a city administrated in Gyunggi-do, South Republic of Korea. (hereafter 'GJC')

BACKGROUND

- A. BRC and GJC recognise the mutual benefits that can be gained through a cooperative program promoting exchange activities and international understanding.
- B. The parties accordingly wish to enter a Memorandum of Understanding to explore opportunities for the collaborative development of research, the organisation of joint academic and scientific, technical activities, cultural and artistic activities, the exchange of research and teaching personnel and students, the exchange of publications and other materials of common interest, the exchange of business and commercial interest and such other collaborative activities that may be agreed between the parties.
- C. It is the intention of the parties that this memorandum provides a framework for the creation of future agreements or contracts between the parties in the areas of collaboration identified by the parties as being of mutual benefit.
- D. The parties expressly acknowledge the necessity to, and will, comply with the laws in place in their respective jurisdictions and agree that this Memorandum, and any rights or obligations arising under any separate agreement, will be subject to the laws in place in their respective jurisdictions from time to time.
- E. The parties agree that any agreement to collaborate in relation to specific activities will be documented separately and that this Memorandum should not give rise to any legal obligations on either party.

UNDERSTANDING**1. OBJECTIVES**

- 1.1 The parties aim to facilitate cooperation and collaboration in the following areas:
- a) the promotion of artistic and cultural activities;
 - b) the promotion of business and commercial technology;
 - c) the exchange of publications and other materials of common interest;
 - d) programs to improve awareness of international development in higher education
 - e) such other areas of collaboration as may be agreed between the parties.
- 1.2 Cooperative activities under this Memorandum may include any of the administrative department of BRC and GJC.

2. FACILITATION OF COLLABORATION

- 2.1 In order to carry out and fulfil the aims of this Memorandum, BRC and the GJC will each appoint a Coordinator, as set out in Item 3 of Schedule 1 to this Memorandum, who will negotiate and manage the development of any collaborative activities.
- 2.2 Either party may initiate proposals for activities under this Memorandum at any time.
- 2.3 Specific details of any activity will be documented in a separate contract or agreement and will be executed in accordance with the policies and procedures in place at each council from time to time.
- 2.4 The Coordinators will be responsible for the evaluation of any future collaboration.

4. TERM AND TERMINATION

- 4.1 This Memorandum commences on the date specified in Item 1 of Schedule 1 to this Agreement and will remain in force for a period of three (3) years from that date.
- 4.2 Either party may terminate this Memorandum at any time and for any reason with immediate effect by giving written notice to the other party.
- 4.3 The termination of the Memorandum will not affect any rights or obligations under any Agreement entered between the parties pursuant to this Memorandum or otherwise.

5. NOTICES

- 5.1 A Notice under this Memorandum will be in writing and sent by e-mail, mail or facsimile to the respective address in Item 2 of Schedule 1, or such revised address notified in accordance with clause 5.2.
- 5.2 A party which changes its address or facsimile number for the purpose of Notices under this Memorandum will endeavour to give notice of that change to the other party by both facsimile and electronic mail within (7) days of the change.

6. VARIATION

- 6.1 This Memorandum may only be altered in writing to the address provided in Item 2 of Schedule 1 and which is signed by the officer of both parties authorised by their respective councils to sign this agreement.

7. GOVERNING LAW

- 7.1 This Memorandum is governed by and construed in accordance with the law in force in the state of New South Wales, Australia and South Republic of Korea and will be subject to the jurisdiction of the courts of that state.

8. STATUS OF PARTIES

- 8.1 Nothing in this Memorandum will be interpreted to create or imply a relationship between the parties of partner, agent or employee nor will any party hold itself out as being, a partner, employee or agent of the other party.
- 8.2 Neither party will be liable for acts or omissions of the other, and the parties agree to hold each other indemnified for the acts or omissions of the other.

9. AUTHORITY

- 9.1 The signatories hereby personally warrant that they have express and sufficient authority to sign this Memorandum on behalf of the party on whose behalf they have signed.

EXECUTED AS A MEMORANDUM OF UNDERSTANDING ON

2nd OF NOVEMBER 2004.

SIGNED for
Bathurst Regional Council

Kath Knowles

Cr Kath Knowles
Administrator

DAVID SHERLEY
Signature of witness

DAVID SHERLEY
Name/Position of witness (print)
GENERAL MANAGER

Gwangju Council

김용규

Mr Yong-Gyu Kim
Mayor

이경
Signature of witness

이경
Name/Position of witness (print)
광주시 기획국장

SCHEDULE 1.

Item 1. This Memorandum of Understanding commences the
 day of, 2004

Item 2. The respective addresses and correspondences are as follows;

Bathurst Regional Council
 Cnr of Russell and William Streets
 Bathurst NSW 2795
 Australia

Ph. + 61 2 6333 6205.
 Fax +61 2 6331 7211
 E-mail: council@bathurst.nsw.gov.au

Gwangju Council
 120-8 Songjeong-dong
 Gwangju City, Gyunggi-do
 South Korea

Ph. +82 31
 Fax +82 31
 E-mail:

Item 3 Appointed coordinator of each council

Bathurst Regional Council

Ms Victoria Jackson

Ph. +61 2 6333 6182

Fax. +61 2 6331 7211

E-mail: victoria.jackson@bathurst.nsw.gov.au

Gwangju Council

Mr/Ms/Dr.....

Ph.....

Fax.....

E-mail.....

POLICY:	PROCLAMATION – NEW BATHURST REGIONAL COUNCIL
DATE ADOPTED:	Director Corporate Services & Finance's Report #8. Council 17 May 2023 Resolution No. Director Corporate Services & Finance's Report #8.3.7 Council 21 April 2021 Resolution No. ORD2021-111 Council 19 May 2021 Resolution No. ORD2021-133 Director Corporate Services & Finance's Report #1 Policy 5 December 2012 Council 6 February 2013 Minute Book No. 11477
ORIGINAL ADOPTION:	General Manager's Report #1 Council 16 June 2004 Minute Book No. 9252
FILE REFERENCE:	11.00001
OBJECTIVE:	To document the origins of Bathurst Regional Council

Both Bathurst City Council and Evans Shire Council have been involved in an amalgamation to form the new Bathurst Regional Council. This change occurred on 26 May 2004 when an Administrator was appointed by the State Government. The Bathurst Regional Local Government Boundary may be altered from time-to-time through subsequent government gazettal's.

The proclamation governed the operations of Council, in the short term, under the appointment of an Administrator.

Following is a copy of the Proclamation.

LOCAL GOVERNMENT ACT 1993 - PROCLAMATION

MARIE BASHIR, Governor

I, Professor MARIE BASHIR, A.C., Governor of the State of New South Wales, with the advice of the Executive Council, and in pursuance of Part 1, Chapter 9 and Part 5, Chapter 12 of the Local Government Act 1993, do, by this my Proclamation declare that:

- (a) on 26 May 2004, the Areas of the City of Bathurst, City of Lithgow, Evans, Merriwa, Mudgee, Oberon, Rylstone and Upper Hunter Shire are amalgamated so as to constitute new Areas having the names of the Bathurst Regional, City of Lithgow, Oberon, Mid-Western Regional and Upper Hunter Shire as described in Schedules A to E hereto;
- (b) on 26 November 2004, the Area of Coolah is amalgamated with the Area of Mid-Western Regional so as to constitute the new Area of Mid-Western Regional as described in Schedule D hereto;
- (c) on 26 May 2004, the Proclamations in force constituting or varying the constitution of the Mid-Western County Council are amended by omitting the former Mudgee Shire Council and Rylstone Shire Council as constituent Councils of the County Council and by inserting the new Mid-Western Regional Council as a constituent Council of the County Council;
- (d) on 26 November 2004, the Mid-Western County Council is dissolved with its operations subsumed into the new Area of Mid-Western Regional in accordance with the provisions set out in Schedule D hereto;
- (e) on 26 May 2004, the Proclamations in force constituting or varying the constitution of the Upper Macquarie County Council are amended by:
 - (i) omitting the former Bathurst City Council, Evans Shire Council, Lithgow City Council and Oberon Council as constituent Councils of the County Council and by inserting the new Bathurst Regional Council, Lithgow City Council and Oberon Council as constituent Councils of the County Council; and
 - (ii) providing that there are 10 members on the County Council's governing body to be elected by the constituent Councils following the declaration of the first election as follows:

Bathurst Regional Council	4 members
Blayney Shire Council	2 members
Lithgow City Council	2 members
Oberon Council	2 members
- (f) on 26 May 2004, the Proclamations in force constituting or varying the constitution of the Upper Hunter County Council are amended by:
 - (i) excluding the former Upper Hunter Shire Council as a constituent Council of the County Council and by including the new Upper Hunter Shire Council as a constituent Council of the County Council; and
 - (ii) the County Council's area of operations increases to include those parts of the former Area of Merriwa that is included in the new Council as described in Schedule E hereto; and
 - (iii) providing that two persons are to be elected as members by the Upper Hunter Shire Council to the County Council's governing body following the declaration of the first election.
- (g) the provisions set out in Schedules A, B, C, D and E hereto apply on and from 26 May 2004 (unless another date is stated), to the new Areas effected by this Proclamation, where applicable.

Signed and sealed at Sydney, this 26th day of May 2004.

By Her Excellency's Command,

TONY KELLY, M.L.C.,
Minister for Local Government

GOD SAVE THE QUEEN!

SCHEDULE A

Land included in the Bathurst Regional Local Government Area

Area about 3815.01 square kilometres. Commencing at the confluence of the Macquarie River and Tambaroora Creek, Parish of Aberfoil, County of Bathurst; and bounded thence by that river downwards to the northernmost north-eastern corner of Portion 25; by the generally eastern boundary of that portion and Portion 26 and the generally north-eastern and part of the eastern boundaries of Portion 30 generally southerly, generally south-easterly and southerly to the south-western corner of Portion 29; by part of the southernmost southern boundary of that portion easterly to the north-western corner of Portion 39; Parish of St David; by the generally western boundary of the Parish of St David; by the generally western boundary of the Parish of St David generally southerly to the easternmost south-eastern corner of Portion 35, Parish of Lennox; by the generally southern boundary of that portion generally westerly to Lucky Swamp Creek; by that creek upwards to the south-western corner of Portion 57, Parish of Freemantle; by the generally south-western boundary of Portions 84 and 85 generally south-easterly to the westernmost corner of Portion 79, Parish of Byng; by the range forming the generally south-western boundary of that portion and the generally south-eastern boundary of Portions 64, 29 and 62

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generally south-easterly and generally south-westerly to the northern boundary of Portion 94; by part of that boundary and a line along the eastern boundary of that portion and Portion 96 easterly and southerly to the northeastern corner of Portion 105, Parish of Colville; by the eastern and part of the southern boundaries of that portion southerly and westerly to the easternmost north-eastern corner of Portion 180; by the easternmost eastern boundary of that portion southerly to the road from Bathurst to Orange; by that road generally westerly to the easternmost north-eastern corner of portion 128; by the eastern boundary of that portion southerly; by a line south-easterly to the north-eastern corner of Portion 135; by the eastern boundary of that portion and portion 96 southerly; by a line along part of the northern boundary of Portion 91 and the northern boundary of Portions 88, 89 and 132 easterly to the north-western corner of Portion 112; by State Highway No. 7 (Mitchell Highway) generally easterly to the north-western corner of Portion 41, Parish of Vittoria; by the western boundary of that portion and the western and part of the southern boundaries of Portion 45 southerly and easterly to its intersection with a line along the westernmost western boundary of Portion 141; by that line, the southern boundary of that portion, part of the southern boundary of Portion 129 and the generally southern boundary of Portion 161 southerly and generally easterly; by a line easterly to the westernmost south-western corner of Portion 164; by the generally southern boundary of that portion generally easterly; by a line easterly to the westernmost south-western corner of portion 163; by the southern and south-western boundaries of that portion easterly and south-easterly; by part of the generally eastern boundary of the Parish of Torrens generally southerly to the northernmost north-western corner of Portion 139, Parish of Galbraith; by the northernmost northern and part of the easternmost eastern boundaries of that portion and southerly to its intersection with a line parallel to 174.1 metres rectangularly distant northerly from the northern boundary of portion 76; by that line easterly to its intersection with a line along the western boundary of the said portion 76; by that line southerly to the north-western corner of the said portion 76; by a line along the northern boundary of that portion easterly to the western boundary of Portion 125; by part of the generally northern and the generally eastern boundaries of the Parish of Galbraith generally easterly and generally southerly to the south-eastern corner of Portion 120, Parish of Galbraith; by part of the generally northern, the generally eastern and the generally south-eastern boundaries of the Parish of Three Brothers and part of the generally southern boundary of the Parish of Neville generally easterly, generally southerly and generally south-westerly to Graingers Creek; by that creek and Rocky Bridge Creek downwards and the Abercrombie River upwards to the generally western boundary of the Parish of Thompson, County of Georgiana; by part of that boundary, northerly, the eastern and generally north-eastern boundaries of Lot 90, DP 753018, northerly and generally north-westerly, the eastern boundary of Lot 91, DP 753018, northerly, part of the southern, the eastern and the generally north-eastern boundaries of Lot 63, DP 753032, easterly, northerly and generally north-westerly, the generally north-western boundary of Lot Pt 1, DP 547757, generally north-easterly, a line easterly, the generally north-western boundary of Lot A, DP 401130, generally north-easterly, the generally western, the generally northern and the eastern boundaries of Lot Pt 1, DP 547757, generally northerly, generally easterly and southerly, the generally western and southern boundaries of Lot B, DP 401130, generally southerly and easterly, the southern and part of the eastern boundaries of Lot 2, DP 1025922, easterly and northerly, the southern boundary of Lot 123, DP 753032, easterly, part of the western, the southern and the north-eastern boundaries of Lot 76, DP 753032, southerly, easterly and north-westerly, the generally eastern boundary of Lot 135, DP 753032, generally northerly, a line easterly and the generally northern boundary of Lot 106, DP 655269, generally easterly to the generally south-western side of Schumachers Road; by that side of that road, generally north-westerly to the western prolongation of the generally south-eastern boundary of Lot 2, DP 818313; by that prolongation and boundary, generally north-easterly, a line, the eastern boundary of Lot 892, DP 815567, northerly, part of the southern and the eastern boundaries of Lot 2, DP 791440, easterly and northerly, the eastern boundary of Lot 130, DP 753052, northerly, the generally eastern boundary of Lot Pt 32, DP 753052, generally northerly, a line northerly, part of the generally eastern boundary of Lot Pt 142, DP 752052, generally northerly, the northern boundary of Lot 9, DP 389174, easterly, the northern and the north-eastern boundaries of Lot 1, DP 389174 and its prolongation, easterly and south-easterly to Triangle Creek; by that creek, downwards, to the western boundary of Lot F, DP 159858; by part of that boundary and the northern boundary of that lot, northerly and easterly, the generally northern boundary of Lot 1, DP 655744 and its prolongation, generally easterly to the eastern side of Burraga Road; by that side of that road, north-easterly to the generally south-western boundary of Lot 7, DP 258535; by that boundary, generally south-easterly, part of the southern boundary of Lot 5, DP 111813, westerly to the Campbells River; by that River downwards to the southern boundary of Lot 6, DP 581791; by part of that boundary, the generally western and the generally north-western boundaries of that lot, westerly, generally northerly and generally north-easterly, the generally north-western boundary of Lot 7, DP 591246, generally north-easterly, the generally south-western boundary of Lot 12, DP 608801, generally south-easterly, the south-western and eastern boundaries of Lot 5, DP 231859, south-westerly and northerly, the generally southern boundary of Lot 3, DP 235777, generally easterly, the southern boundaries of Lot 2, DP 235777 and Lot 81, DP 757039 and their prolongation easterly to Sewells Creek; by that creek and Campbells River, downwards to the southern prolongation of the generally north-eastern boundaries of DP 859300; by that prolongation, boundaries and the generally north-eastern boundaries of DP 632418 and their prolongation, generally north-westerly, generally westerly and generally south-westerly to, again, Campbells River; by that river, downwards and Fish River, upwards to the southern prolongation of the western boundary of Portion 5, Parish of Eusdale, County of Roxburgh; by that prolongation, boundary and the northern boundary of that portion, northerly and westerly, part of the western and northern boundaries of Lot 1 DP 798788, northerly and easterly, the eastern boundary of portion 4, parish of Eusdale, County of Roxburgh, northerly to the southernmost southern boundary of Portion 408, Parish of Thornshope; by part of that boundary and the western, generally north-western and northern boundaries of that portion westerly, northerly, generally north-easterly and easterly; by the generally south-eastern and easternmost northern boundaries of Portion 124 generally north-easterly and westerly to the eastern boundary of Portion 58; by part of that boundary, the northern boundary of that portion and the northernmost northern boundary of the said Portion 124 northerly and westerly to the eastern boundary of Portion 2, Parish of Eusdale; by part of that boundary, the eastern and northern boundaries of portion 3 and part of the eastern boundary of Portion 6 northerly, westerly and again northerly to the north-eastern corner of the said Portion 6; by a line northerly to the south-

NEW SOUTH WALES GOVERNMENT GAZETTE No. 90

eastern corner of Portion 28, Parish of Castleton; by a line along the eastern boundary of that portion northerly to the westernmost southern boundary of Portion 83, Parish of Falnash; by part of that boundary and the westernmost western and part of the northernmost northern boundaries of that portion westerly, northerly and easterly to the south-western corner of Portion 40; by a line along the western boundary of that portion northerly to the southernmost southern boundary of Portion 82; by part of that boundary and part of the generally western boundary of that portion westerly and generally northerly to the southern side of the road forming part of the southern boundary of Portion 64, Parish of Castleton; by a line north to the said southern boundary of Portion 64; by part of that boundary and part of the northernmost northern boundary of Portion 236 westerly to the southernmost southern-eastern corner of Portion 248; by the generally eastern boundary of that portion and part of the western boundary of Portion 228 generally northerly to the south-western corner of portion 62; by the southern and eastern boundaries of that portion easterly and northerly; by the road forming the generally northern boundary of Portion 86, parish of Falnash, north-easterly to its intersection with a line along the eastern boundary of Portion 74, Parish of Castleton; by that line northerly to the southern boundary of portion 241; by part of that boundary and the western and part of the northern boundaries of that portion westerly, northerly and easterly to its intersection with the said line along the eastern boundary of portion 74; by that line northerly to the north-eastern corner of the said portion 74; by part of the generally eastern and part of the generally north-eastern boundaries of the Parish of Castleton, generally northerly and generally north-westerly to the westernmost north-western corner of Portion 57, Parish of Turon; by the westernmost northern and western boundaries of that portion, the generally western boundary of Portion 55, the westernmost western boundary of Portion 39 and part of the western boundary of Portion 16 easterly and generally northerly to the south-eastern corner of Portion 70; by the southern boundary of that portion and the southernmost southern boundary of Portion 77 westerly to Palmers Oak Creek; by that creek downwards to the south-eastern corner of Portion 159, Parish of Jesse; by the eastern and generally northern boundaries of that portion and part of the north-eastern boundary of Portion 166 northerly, generally westerly and north-westerly to a point south of the easternmost south-eastern corner of Portion 165; by a line north to that corner; by the generally northern boundary of the said Portion 165 and Portion 134 and the northernmost northern boundary of Portion 138 generally westerly; by a line westerly to the easternmost north-eastern corner of Portion 155; by the generally north-eastern boundary of that portion generally north-westerly to the northernmost corner of that portion; by the prolongation north-westerly of the northernmost north-eastern boundary of that portion north-westerly to the south-eastern boundary of Portion 62; by part of that boundary and the generally eastern boundary and the northern boundary of that portion north-easterly, generally northerly and westerly to the road from Bathurst to Upper Turon; by that road generally northerly to the Turon River; by that river downwards and Cunninghams or Crudine Creek upwards to the generally northern boundary of the Parish of Cunningham, County of Wellington; by that boundary, generally westerly to Green Valley Creek; by that creek, downwards to the generally south-eastern side of the road from Hill End to Hargraves; by that side of that road, generally south-westerly to the north-eastern prolongation of the north-western boundary of Lot 78, DP 756873; by that prolongation, boundary and part of the south-western boundary of that lot, south-westerly and south-easterly to a point 50 metres offset on the south-western side of Dixons Long Point Road; by that 50 metres offset generally north-westerly to the northern boundary of Hill End - Tambaroora Common; by that boundary and the generally western boundary of that Common westerly and generally southerly to Tambaroora Creek, aforesaid, and by that creek downwards to the point of commencement.

1 Definitions

In this Schedule:

clause means a clause in this schedule.

Director General means the Director General of the Department of Local Government.

former Area means any or all of the following:

- that part of the former Area of the City of Bathurst which, by this Proclamation, is constituted as the Bathurst Regional Council
- that part of the former Area of Evans Shire which, by this Proclamation, is constituted as the Bathurst Regional Council

former Council means any of the former Councils of the City of Bathurst or Evans Shire.

Minister means the Minister for Local Government.

new Area means the Area of Bathurst Regional.

new Council means the Bathurst Regional Council.

proclamation date means 26 May 2004.

the Act means the Local Government Act 1993.

2 First election

- (1) The date of the first election of the Councillors of the new Council is 24 September 2005.
- (2) Unless otherwise required by the Act or the context, the provisions relating to ordinary elections shall be taken to apply to the first election of the Councillors.

26 May 2004

SPECIAL SUPPLEMENT

3187

- (3) For the purposes of:
- (a) the entitlements of persons to be enrolled as electors for the new Area and to vote at the election, and
 - (b) the entitlements of persons to be nominated for election as Councillors for the new Area at the election, and
 - (c) the conduct of the election by the State Electoral Commissioner, and
 - (d) any other matter relating to the election,
- the new Area is taken to have been constituted on the date of publication of this proclamation.

3 Administration of new Council for interim period

- (1) For the interim period between 26 May 2004 and the declaration of the first election, one Administrator is appointed and is Ms Kath Knowles (former Mayor of former Bathurst City Council) to direct and control the affairs of the new Council.
- (2) If Ms Kath Knowles declines to be appointed as the Administrator, then the Minister may appoint an alternate person as the Administrator.
- (3) The Administrator will be paid \$82,000 per annum on a pro-rata basis for the interim period.
- (4) Any matters before the new Council with respect to the local development process or any other matter in which the Administrator has a pecuniary interest within the meaning of the Local Government Act 1993 is to be determined by a substitute Administrator appointed by the Minister for that limited purpose.
- (5) The Administrator is to complete and lodge with the Acting General Manager within 21 days, a disclosure of interests written return in accordance with Division 2, Part 2, Chapter 14 of the Act in the form prescribed by the regulations.
- (6) For the purposes of the Local Government Act 1993, the Administrator does not hold an office or a position of profit under the new Council.

4 Appointment of Acting General Manager

- (1) The Acting General Manager of the new Area shall be Mr David Sherley (former Acting General Manager of the former Bathurst City Council) commencing on 26 May 2004 until the first meeting of the new Council held after the first election.
- (2) The Acting General Manager of the new Council may be confirmed as the General Manager at the first meeting following the first election, or otherwise recruitment processes commenced.
- (3) If the new Council resolves to commence recruitment processes for a General Manager, the term of the Acting General Manager named in subclause (1) is extended until the General Manager commences with the new Council.

5 Number of Councillors

- (1) The number of Councillors to be elected to the new Council at its first election is nine (9).
- (2) Subclause (1) does not limit the power of the new Council to re-determine, after the first election the number of its Councillors under section 224 of the Act.

6 Ward Structure

- (1) The new Council shall not be divided into wards for the first election.
- (2) Nothing in subclause (1) limits the power of the new Council following the first election to hold a constitutional referendum to obtain approval to divide its Area into wards in accordance with Division 1 of Part 1 of Chapter 9 of the Act.

7 Election of Mayor following the first election

- (1) The Mayor of the new Council is to be elected by the Councillors as referred to in sections 227(a), 282 and 290 (1) (c) of the Act at the new Council's first meeting following the first election.
- (2) Nothing in subclause (1) limits the power of the new Council following the first election to hold a constitutional referendum to determine the basis on which the Mayor attains office in accordance with Division 2 of Part 2 of Chapter 9 of the Act.

8 Appointment of the General Manager and other senior staff

The operation of this clause and clause 4 is not to be regarded as a breach of contract between a former Council or the new Council and a senior staff member (including a General Manager).

NEW SOUTH WALES GOVERNMENT GAZETTE No. 90

9 Activities of former Councils

- (1) Anything that was done or omitted to be done by a former Council and that had effect immediately before the proclamation date continues to have effect as if it had been done or omitted to be done by the new Council.
- (2) Anything that was commenced by a former Council may be completed by the new Council as if it had been commenced by the new Council.
- (3) Without limiting subclause (1) any approval, order or notice that was given or made by a former Council, and that had effect immediately before the proclamation date, continues to have effect as if it had been done or made by the new Council.

10 Delegations

- (1) Any delegation from a former Council that was in force immediately before the proclamation date is taken to be a delegation from the new Council and may be revoked or amended accordingly.
- (2) Subclause (1) ceases to have effect when the new Council adopts new delegations under the relevant provisions of the Act.

11 Codes, policies and plans

- (1) The following policies and plan of the new Council are, as far as practicable, to be a composite of the corresponding policies and plans of each of the former Councils:
 - (a) local policies for approvals and orders (Part 3 of Chapter 7).
 - (b) management plan (Part 2 of Chapter 13).
 - (c) social or community plan (clause 30 of the Local Government (General) Regulation 1999).
- (2) Where the former councils do not have a current social or community plan as referred to in subclause (1)(c), the new Council shall adopt a new plan in accordance with the Guidelines, within a reasonable period determined by the Director General.
- (3) Each of the following codes, policies and plans of the former Bathurst City Council apply, as far as practicable, to the new Council:
 - (a) code of conduct (section 440).
 - (b) code of meeting practice (Division 1 of Part 2 of Chapter 12).
 - (c) expenses and facilities policy (Division 5 of Part 2 of Chapter 9).
 - (d) EEO management plan (Part 4 of Chapter 11).
- (4) Subclauses (1) & (3) cease to have effect in relation to a code, policy or plan of the new Council when the new Council adopts a new code, policy or plan under the relevant provisions of the Act.

12 Fees

- (1) The annual fee paid to each Councillor of the new Council and the annual fee paid to the Mayor of the new Council is to be equal to the highest of the corresponding fees paid by the former Councils.
- (2) Subclause (1) ceases to have effect in relation to an annual fee when the new Council fixes the annual fee in accordance with the appropriate determination of the Local Government Remuneration Tribunal.

13 Organisation Structure

The initial organisation structure of the new Council is, as far as practicable, to be a composite of the organisation structures of each of the former Councils.

14 Transfer of Senior Staff

- (1) Any position that, immediately before the proclamation date, was a senior staff position of:
 - (a) the former Bathurst City Council is transferred to the Council of the Area of Bathurst Regional.
 - (b) the former Evans Shire Council is transferred to the Council of the Area of Bathurst Regional.
- (2) The senior staff of each former Council are taken to be the senior staff of the new Council.
- (3) This clause ceases to have effect when a new organisation structure is determined by the new Council under Part 1 of Chapter 11 of the Act.
- (4) A senior staff member of a former Council can be confirmed in a senior staff position in the new Council, that has an equivalent level of responsibility and remuneration, when the organisation structure is determined by the new Council in accordance with subclause (3), or otherwise recruitment processes commenced.

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15 Transfer and maintenance of other staff

- (1) It is intended that the making of any determinations as to the transfer of staff (other than senior staff) by virtue of the constitution of the new Areas made in this proclamation is to be in accordance with this clause:
- (a) Each member of staff of the former Bathurst City Council (a transferred staff member) is transferred to the Council of the Area of Bathurst Regional.
 - (b) Each member of staff of the former Evans Shire Council (a transferred staff member) is transferred to the Council of the Area of Bathurst Regional.
- (2) Section 218CA (maintenance of staff numbers in rural centres) and Part 6, Chapter 11 of the Act (employment protection) applies to the employment of a transferred staff member.

16 Transfer of assets, rights and liabilities

- (1) It is intended that the making of any determinations as to the transfer of assets, rights and liabilities of the former Councils by virtue of the constitution of the new Area made in this proclamation is to be in accordance with this clause:
- (a) The assets, rights and liabilities of the former Bathurst City Council are transferred to the Council of the Area of Bathurst Regional.
 - (b) The assets, rights and liabilities of the former Evans Shire Council are transferred to the Council of the Area of Bathurst Regional or the City of Lithgow as determined by agreement between the new Councils of the Areas of Bathurst Regional and City of Lithgow.
- (2) The following provisions have effect in relation to any assets, rights or liabilities that are transferred by operation of subclause (1):
- (a) The assets of the former Councils vest in the new Council by virtue of this clause and without the need for any further conveyance, transfer, assignment or assurance.
 - (b) The rights or liabilities of the former Councils become, by virtue of this clause, the rights and liabilities of the new Council.
 - (c) All proceedings relating to the assets, rights or liabilities commenced before the transfer by or against the former Councils or a predecessor of any of the former Councils, and pending immediately before the transfer, are taken to be proceedings pending by or against the new Council.
 - (d) Any act, matter or thing done or omitted to be done in relation to the assets, rights or liabilities before the transfer by, to or in respect of the former Councils or a predecessor of any of the former Councils (to the extent to which that act, matter or thing has any force or effect) is taken to have been done or omitted by, to or in respect of the new Council.
 - (e) Anything that was commenced by a former Council and uncompleted at the proclamation date may be completed by the new Council as if it had been commenced by the new Council. This includes but is not limited to any application for approval or consent under the Act or any other Act.
 - (f) In so doing, the new Council must make any determinations required to be made in accordance with any relevant code, policy or plan of the relevant former Council, until such time as the new Council makes a new code, policy or plan in relation to that matter in accordance with the Act or any other Act.
 - (g) Anything that was done by a former Council, and that had effect immediately before the proclamation date, or that was commenced by a former Council and completed by the new Council as a result of this proclamation, continues to have effect and may be enforced by the new Council as if it had been done by the new Council.
 - (h) Without limiting subclause (2)(g) any approval, order or notice that was given or made by a former Council, and that had effect immediately before the proclamation date, continues to have effect and for all the purposes of the Act or any other Act shall be deemed to have been given or made by the new Council.
 - (i) Any decision of the Land and Environment Court in an appeal from a decision of a former Council, determined by the Court after the proclamation date, shall be deemed to be a decision of the new Council.
- (3) In this clause:

Assets means any legal or equitable estate or interest (whether present or future and whether vested or contingent) in real or personal property of any description (including money), and includes securities, streams of income, choses in action and documents.

Liabilities means any liabilities, debts or obligations (whether present or future and whether vested or contingent) and includes liabilities relating to criminal acts.

Rights means any rights, powers, privileges or immunities (whether present or future and whether vested or contingent).

NEW SOUTH WALES GOVERNMENT GAZETTE No. 90

17 General provisions with respect to transfers

- (1) A transfer affected by this Schedule takes effect on the proclamation date.
- (2) The Minister may, by notice in writing, confirm a transfer affected by this Schedule.
- (3) Such a notice is conclusive evidence of the transfer.

18 Effect of transfer on third party rights

- (1) The operation of clause 16 (Transfer of assets, rights and liabilities) is not to be regarded:
 - (a) as an event of default under any contract or other instrument, or
 - (b) as a breach of contract or confidence or otherwise as a civil wrong, or
 - (c) as a breach of a contractual provision prohibiting, restricting or regulating the assignment or transfer of assets, rights or liabilities, or
 - (d) as giving rise to any remedy by a party to an instrument, or as causing or permitting the termination of any instrument, because of a change in the beneficial or legal ownership of any asset, right or liability.
- (2) No attornment to the new Council by a lessee from a former Council is required in relation to a transfer affected by clause 16.
- (3) No compensation is payable to any person or body in connection with a transfer affected by clause 16.
- (4) Subclause (3) does not affect the rights of any person or body in connection with the early termination of a contract between a former Council and that person or body.

19 Reports and reviews of the new Council

- (1) A duty of the new Council under any Act, including a duty to report or review, which relates to a period before the proclamation date, is to be performed by reference to the former Areas and the former Councils as appropriate.
- (2) Until 30 June 2004 the records and statutory reporting of the new Council are to be kept as a continuation of the records and statutory reports of each of the former Councils and the new Council's financial transactions are to be apportioned between the various accounting records in such a manner as the new Council determines.
- (3) The new Council's financial and statutory reports for the year ended 30 June 2004 are to be prepared in the form of separate reports for each set of records of the former Councils for the whole of that year.

20 Auditor

The Auditor, Alan Morse & Company will be the Auditor of the new Council unless the new Council appoints another Auditor in accordance with Division 3, Part 3, Chapter 13 of the Act.

21 References to former Areas and Councils

In any Act, in any instrument made under any Act or in any document of any kind:

- (1) A reference to any of the former Areas, or to a predecessor of any of the former Areas, is taken to include a reference to the new Area and is to be read as a reference to the new Area, and
- (2) A reference to any of the former Councils, or to a predecessor of any of the former Councils, is to be taken as a reference to the new Council and is to be read as a reference to the new Council.

22 Rating Structures

- (1) The new Council's maximum general income for 2004/05 is to be determined by estimating the proportionate amount of general income for 2003/04 from land in the former Areas included in the new Area.
- (2) The new Council is to determine its rating structure taking into consideration subclause (1).
- (3) The rating structure is to be reviewed within the first year of the new Council.

23 Upper Macquarie County Council

For the interim period between 26 May 2004 and the election of members of the County Council by the Bathurst Regional Council following the declaration of the first election, the Administrator of the Bathurst Regional Council is entitled to four votes at meetings of the County Council.

24 Matters to be determined by Minister

- (1) In order to give effect to this proclamation, the Minister may determine from time to time any matter or thing, including, without limitation, the content of the matters set out in clause 11.

26 May 2004

SPECIAL SUPPLEMENT

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- (2) In pursuance of this clause, any matter or thing requiring determination may be referred to the Minister by the new Council or Lithgow City Council.
- (3) The Minister may also determine any matter or thing that has not been referred to him by the new Council if the Minister concludes that the matter or thing cannot be determined by agreement between the new Council and Lithgow City Council or if the Minister is not satisfied with any agreement reached between the aforementioned new Council and Lithgow City Council, including in relation to subclauses (2) and (4) herein.
- (4) A matter to be determined by the Minister may be referred to the Director General, and/or another person or persons nominated by the Minister, for advice and recommendation, as appropriate.
- (5) The Director General and/or another person or persons nominated by the Minister, shall, if required by the Minister, convene a meeting between the new Council and Lithgow City Council to assist in the determination of the matter.
- (6) The Director General and/or any person or persons nominated by the Minister under this clause, shall have regard to the Statement of Intent herein and any other principles or guidelines considered appropriate in the circumstances.

25 Statement of Intent

- (1) The Minister will consider an application made by the new Council for a Special Variation to increase its General Income.
- (2) There will be meaningful cooperation between the Councils of the Areas of the Bathurst Regional and the City of Lithgow in the sharing of information and agreement of all matters necessary to facilitate the provisions of this proclamation.
- (3) The Councillors of the new Council are to exercise community leadership for the whole local government area as set out in the Act.

POLICY:	STAFF - ORGANISATION STRUCTURE
DATE ADOPTED:	Director Corporate Services & Finance Report #8. Council 17 May 2023 Resolution No. Director Corporate Services & Finance Report #7.1.2 Council 23 June 2021 Resolution No. ORD2021-226 Council 21 July 2021 Resolution No. ORD2021-234 Director Corporate Services & Finance Report #1 Policy 5 December 2012 Council 6 February 2013 Minute Book No. 11477
ORIGINAL ADOPTION:	General Manager's Report #2 Council 16 June 2004 Minute Book No. 9252
FILE REFERENCE:	11.00002
OBJECTIVE:	To provide an operating structure for the Bathurst Regional Council.

Organisation Structure

The organisation structure is based on:

1. Facilitating an organisation structure that will meet the current and future needs of Council and the community.
2. Ensuring stability and certainty within the organisation
3. Delivering an efficient, sustainable ongoing structure
4. Providing improved outcomes for the citizens of the area ensuring properly delivered services.

The existing organisation structure has been reviewed during the planning process and consists of the General Manager and the following Department Structure:

- Corporate Services & Finance
- Engineering Services
- Environmental, Planning & Building Services
- Cultural & Community Services

The organisation structure and associated functions are as follows:

Director Corporate Services & Finance

Payroll, Administration, Governance, Stores/Purchasing, Information Services, Geographic Information Systems, Records, Human Resources, Risk Management/Insurance, Rates, Creditors/Debtors, Business Papers, Government Information (Public Access), Public Interest Disclosures, Work Health & Safety, Internal Audit, Annual Report, Delivery & Operational Plan, Financial Management, Committee Secretariat, Switchboard, Customer Request Management System, Customer Service, State Emergency Service, Rural Fire Service, Emergency Management, Marketing, Property Development & Management, Mount Panorama Business/Conferencing & Events, Sister City, Corporate Communications.

Director Engineering Services

Water, Sewer, Waste & Recycling Collection, Waste Management Centre, Parks & Gardens, Manning Aquatic Centre, Depot, Plant (Workshop), Floodplain, Management, Mount Panorama Operations, Maintenance (roads, bridges, kerb & guttering), Construction (roads, bridges), Contract Management, Design Works, Disaster Planning & Response, Aerodrome, Asset Management, Project Management, Forward Planning: Environment, Recreation & Infrastructure, Rural Works, Indoor Sports Stadium, Tennis Courts, Netball Courts, Bathurst Bike Park, Traffic Management, Buildings Maintenance, Subdivision Design & Construction, Vegetation Management Plan, Cemeteries, Drainage/Stormwater, Private Works.

Director Environmental, Planning & Building Services

Land Use Planning, Environmental Planning, Building Control, Health, Pollution Control, Development Control & Applications, Parking Rangers, Stock Impounding, Heritage & Conservation, Regulatory Functions, Animal Control, Companion Animals, Food/Health Inspections, State of Environment, Septic Tanks, Strategic Planning, Subdivision Planning, Section 94 Contributions, Plumbing & Drainage, Environmental Management, Contamination, Economic Development, Sustainability.

Director Cultural & Community Services

Art Gallery, Library, Chifley Home and Education Centre, Australian Fossil & Mineral Museum – home of the Somerville Collection, Bathurst Memorial Entertainment Centre, Scallywags Childcare, Family Day Care, Vacation Care, Community Services, Cultural Planning, Access and Inclusion, Community Social and Strategic Planning, Community Development, Historical Society, Youth Council, Community Safety, Community Facilities, Community Halls/Groups: Eglinton, Raglan, & Perthville, Community Organisations: Rockley, Hill End, Sofala, Eglinton, Wattle Flat, Trunkey Creek, The Neighbourhood Centre, Home & Community Care Centre & Kelso Community Hub, Club Grants, Community Interagencies, Senior Citizens Centre, National Motor Racing Museum, Bathurst Rail Museum, Tourism, Destination Management, Central Tablelands Collection Facility.

POLICY:	MOUNT PANORAMA – SALE OF PETER BROCK TRIBUTE PHOTOS
DATE ADOPTED:	Director Corporate Services & Finance Report #8. Council 17 May 2023 Resolution No. Director Corporate Services & Finance's Report #8.3.7 Council 21 April 2021 Resolution No. ORD2021-111 Council 19 May 2021 Resolution No. ORD2021-133 Director Corporate Services & Finance's Report #1 Policy 5 December 2012 Council 6 February 2013 Minute Book No. 11477
ORIGINAL ADOPTION:	Director Business & Economic Development's Report #2 Council 18 July 2007 Minute Book No. 10182
FILE REFERENCE:	23.00122
OBJECTIVE:	To identify use of any funds received from sales of photographic images of the written tributes to Peter Brock

Background

Resulting from the untimely death of Peter Brock in September 2006, Mount Panorama became a pilgrimage for Brock's fans. In particular Brock's Skyline was the focal point for many of his fans to pay their respects. In late 2006 Council commissioned local photographer, Peter Gumpert to capture the thoughts and memories of Peter Brock's fans who had left their messages on Brock's Skyline.

Policy

- (a) the profits that result from any sales of the photographic images of the written tributes to Peter Brock be used to assist funding of the Peter Brock memorial statue; and
- (b) upon the costs of the memorial statue being funded, that future profits be split 50% to each of the Brock Foundation and the operations of the National Motor Racing Museum Brock Wing.

POLICY:	SISTER CITY AGREEMENT – OHKUMA
DATE ADOPTED:	Director Corporate Services & Finance Report #8. Council 17 May 2023 Resolution No. Director Corporate Services & Finance's Report #8.2.5 Council 19 May 2021 Resolution No: ORD2021-151 Council 16 June 2021 Resolution No: ORD2021/169 Director Corporate Services & Finance's Report #1 Policy 5 December 2012 Council 6 February 2013 Minute Book No. 11477
ORIGINAL ADOPTION:	Director Corporate Services Report #1 Policy 1 December 2004, Council 8 December 2004 Minute Book No. 9416 (former BCC Policy)
FILE REFERENCE:	23.00011
OBJECTIVE:	To foster the development of friendly relations and co-operation between the two communities.

That the City of Bathurst and the Town of Ohkuma agree to establish a Sister City affiliation for the promotion of a wide range of exchange activities in such fields as culture, education, sport and technology.



SISTER CITY AGREEMENT

The City of Bathurst and the Town of Ohkuma believe that the development of friendly relations and co-operation between the two communities on a people to people basis and the promotion of mutual understanding and goodwill between the citizens of both communities will enhance the quality of life within our communities and will greatly contribute to the development of friendly relations between Australia and Japan.

In order to foster the Friendship Agreement already existing between our two communities it is agreed that the City of Bathurst and the Town of Ohkuma hereby agree to establish a Sister City affiliation for the promotion of a wide range of exchange activities in such fields as culture, education, sport and technology.

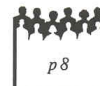
It is for confirmation of the above that both Mayors hereby affix their signatures to this agreement on 25 March 1991.



Alderman Ann Ashwood
Mayor of Bathurst
Australia



Mr Shurou Shiga
Mayor of Ohkuma
Japan



POLICY: MOUNT PANORAMA STALLHOLDERS

- (a) RIGHTS TRANSFER
- (b) FUTURE OPERATIONS

DATE ADOPTED: Director Corporate Services & Finance Report #8.
Council 17 May 2023
Resolution No.

Director Corporate Services & Finance Report #8.2.7
Council 19 May 2021
Resolution No: ORD2021-153
Council 16 June 2021
Resolution No: ORD2021-169

Director Corporate Services & Finance Report #1
Policy 5 December 2012
Council 6 February 2013
Minute Book No. 11477

ORIGINAL ADOPTION: Director Corporate Services & Finance Report #1
Policy 1 December 2004, Council 8 December 2004
Minute Book No. 9416
(former BCC Policy)

FILE REFERENCE: 04.00016

OBJECTIVE: To establish Council's position with respect to the transfer of rights of stallholder operations at Mount Panorama

(a) That as rights to stalls at Mount Panorama are given up, the stall is demolished and the rights are not transferred.

(b) That Council:

- (1) allow the following stallholders to continue to operate at Mount Panorama subject to each organisation complying with the required health and building standards and the payment of the fee set in Council's Revenue Policy to Bathurst Regional Council:

- (i) Bathurst Cycling Club;
- (ii) City Red Tops Soccer Club.



Civic Centre
158 Russell Street
BATHURST NSW 2795

Telephone 02 6333 6111
Facsimile 02 6331 7211
council@bathurst.nsw.gov.au
www.bathurst.nsw.gov.au
www.bathurstregion.com.au

Correspondence to:
Private Mail Bag 17
BATHURST NSW 2795

APPLICATION/PROPOSAL FOR FUNDING UNDER SECTION 356 OF THE LOCAL GOVERNMENT ACT 1993 BY COUNCIL IN THE YEAR ENDING 30 JUNE 2024

Note: Applications must be submitted by 4.00 pm on Tuesday, 7 February 2023

1. Applicant/recipient organisation:
ROTARY CLUB OF BATHURST
2. Location/address:
3. Date of establishment or inauguration:
—1—1— OVER FIFTY YEARS
4. Please quote your organisation's ABN (if applicable):
29 356 636 475
5. Is your organisation registered for GST?
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> (refer to Note 1)
6. Amount of funding requested:
\$5000 - \$6000 <input type="checkbox"/> including GST <input checked="" type="checkbox"/> not including GST
7. Brief description of nature and objectives of applicant/recipient organisation:
PLEASE ATTACHED DOCUMENT
8. Purpose for which assistance is sought and how it will benefit the Bathurst Community:
TO HELP LOCAL YEAR 11 STUDENT TO PARTICIPATE IN THE ROTARY YOUTH DRIVING AWARENESS PROGRAM. TO PROMOTE BETTER DRIVERS AND MAKE LOCAL ROADS SAFER

<p>9. Outline how your request aligns with the "Our Region Our Future – Bathurst Community Strategic Plan 2022"? (copy of the Plan is available on Council's website).</p>
<p>10. Financial details of project or programme for which assistance is sought. If funding is for an event please provide a complete budget for the event:</p> <p>PLEASE SEE ATTACHED BUDGET</p>
<p>TOTAL COST OF PROJECT/PROGRAM:</p> <p>\$ 21 560.00</p>
<p>11. Details of other financial assistance sought or obtained in relation to this project:</p> <p>ROTARY HAS RAISED FUNDS THROUGH LOCAL DUCK RACE \$5000</p>
<p>12. Financial position of applicant/recipient organisation:</p> <p>Attach audited financial statements and balance sheets for the past financial year, if applicable. If a new organisation – supply copy of budget for ensuing year, together with a statement from the organisation's bank as to arrangements made for the opening and operation of banking accounts.</p> <p>Failure to submit the above financial information will result in the rejection of this application.</p>
<p>13. Details of any previous funding provided by Council to the applicant/organisation:</p> <p>BATHURST COUNCIL HAS ASSISTED IN PREVIOUS YEARS</p>

14. Details of how Council funding is to be acknowledged:
ALL FUNDING WILL BE PROMOTED THROUGH PAPER AND RADIO
15. Details of Office Bearers, etc:
JEFF MUIR - PRESIDENT JAIN MCKEAN - YOUTH DIRECTOR AND INCOMING PRESIDENT CAREL GRIFFITH - TREASURER
16. Payment details (if successful)
Bank/Institution : _____ BSB : _____ Account No : _____ Account Name : _____
Signed for and on behalf of the applicant/recipient organisation:
Signed: <u>JEFF MUIR</u> Date: <u>16/4/2023</u> Name: <u>JAIN MCKEAN</u> Office Held: <u>YOUTH DIRECTOR</u> Postal Address: _____ Telephone No: _____ Email address: _____

Note 1:

If your organisation has an ABN and is registered for GST then Council MUST receive a tax invoice prior to payment being made. The invoice must be for the grossed up amount inclusive of the GST component.

Privacy Statement:

Bathurst Regional Council will only use any personal information collected on this form for the purpose of assessing the Section 356 funding application, reporting to Council and in accordance with the authority granted under this form.

Council will not use this personal information for any other reason without first seeking the express permission of the person supplying the information.

The information on this form is being collected to allow Council to process your application and/or carry out its statutory obligations. All information collected will be held by Council and will only be used for the purpose for which it was collected. An individual may view their personal information and may correct any errors.

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Council's Vision:

Bathurst: A vibrant and innovative region that values our heritage, culture, diversity and strong economy.

The Our Region Our Future - Bathurst Community Strategic Plan 2022 (CSP) is the highest level forward planning document of Bathurst Regional Council. It identifies the community's priorities and guides the direction for the Bathurst region over the next 20 years.

Six key objectives have been established in the CSP, with each objective supported by strategies, shown below, aimed at identifying the importance of each objective.

PLEASE INDICATE BELOW WHICH STRATEGIES THIS DONATION WOULD ACHIEVE BY TICKING ALL APPLICABLE BOXES

OBJECTIVE 1: Our sense of place and identity

- ☐ 1.1 Respect, protect and promote the Region's Indigenous heritage assets and character
- ☐ 1.2 Protect, enhance and promote the region's Non-Indigenous heritage assets and character
- ☐ 1.3 Enhance the cultural vitality of the region
- ☐ 1.4 Protect and improve the region's landscapes, views, vistas and open space
- ☐ 1.5 Promote good design in the built environment

OBJECTIVE 2: A smart and vibrant economy

- ☐ 2.1 Support local business and industry
- ☐ 2.2 Grow local employment, investment and attract new businesses and skills by nurturing and supporting entrepreneurs, partnerships and local skills development
- ☐ 2.3 Develop Bathurst as a Smart City
- ☐ 2.4 Promote our City and Villages as an attractive place to live
- ☒ 2.5 Support Mount Panorama-Wahluu as a premier motor sport and event precinct
- ☐ 2.6 Promote our City and Villages as a tourist destination

OBJECTIVE 3: Environmental stewardship

- ☐ 3.1 Protect and improve natural areas and ecosystems, including the Macquarie River-Wambo and other waterways
- ☐ 3.2 Improve water security
- ☐ 3.3 Minimise the City's environmental footprint, live more sustainably and use resources more wisely
- ☐ 3.4 Protect and improve the region's biodiversity
- ☐ 3.5 Increase resilience to natural hazards and climate change

OBJECTIVE 4: Sustainable and balanced growth

- ☒ 4.1 Facilitate development in the region that considers the current and future needs of our community
- ☐ 4.2 Provide safe and efficient road, cycleway and pathway networks to improve accessibility
- ☐ 4.3 Ensure services, facilities and infrastructure meet the changing needs of our region
- ☐ 4.4 Provide parking to meet the needs of the City
- ☐ 4.5 Work with partners to improve public transport, and passenger and freight transport connections to and from the region
- ☐ 4.6 Plan for, assess and regulate development activity

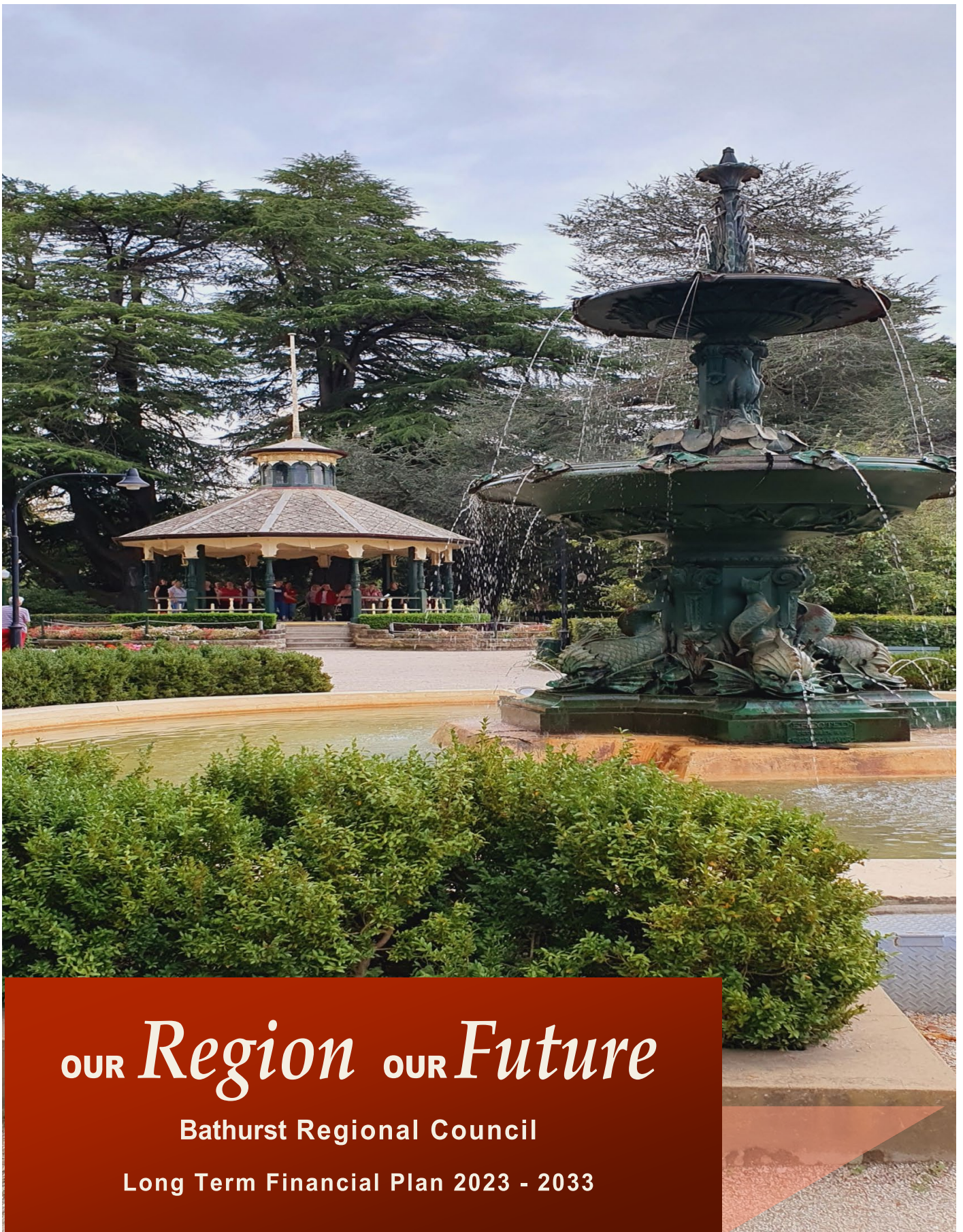
OBJECTIVE 5: Community health, safety and well being

- ☐ 5.1 Provide opportunities for our community to be healthy and active
- ☐ 5.2 Help make the Bathurst CBD, neighbourhoods and the region's villages attractive and full of life
- ☐ 5.3 Help build resilient, inclusive communities
- ☒ 5.4 Make our public places safe and welcoming
- ☐ 5.5 Plan and respond to demographic changes in the community

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OBJECTIVE 6: Community leadership and collaboration

- ☐ 6.1 Communicate and engage with the community, government and business groups on important matters affecting the Bathurst region
- ☐ 6.2 Work with our partners and neighbouring councils to share skills, knowledge and resources and find ways to deliver services more efficiently
- ☐ 6.3 Advocate for our community
- ☐ 6.4 Meet legislative and compliance requirements
- ☐ 6.5 Be open and fair in our decisions and our dealings with people
- ☐ 6.6 Manage our money and our assets to be sustainable now and into the future
- ☒ 6.7 Invest in our people
- ☐ 6.8 Implement opportunities for organisational improvement
- ☐ 6.9 Progressive local leadership



OUR *Region* OUR *Future*

Bathurst Regional Council

Long Term Financial Plan 2023 - 2033

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Draft

Executive Summary

Our Region Our Future, the Bathurst region's Community Strategic Plan (CSP) is supported by a range of other strategies and plans to help Bathurst Regional Council (Council) achieve the vision of the community. These include a Resourcing Strategy which incorporates a Workforce Plan to make certain Council has properly skilled people and can access the necessary funds to do its work; Asset Management Plans account for the renewal of Council's infrastructure; and a Long Term Financial Plan (LTFP) ensures Council can provide the community with the appropriate information about how Council's finances will operate over the next ten years in line with the different choices that can be made to manage assets and deliver Council's services sustainably.

Council has experienced a large growth in the Region's population, expansion of our asset base and cost-shifting from other levels of government. With the limitations imposed by rate-pegging, Council has implemented a large range of efficiency measures to reduce operating expenses, and used funds from Reserves to maintain service levels. Council can no longer sustainably maintain current service levels, as shown by various KPI's including a negative Operating Performance Ratio and an Asset Maintenance Backlog of \$136m as at 30 June 2022. As a result, in the future Council will need to cut services and/or obtain approval for an SRV to return Council to a sustainable position.

There are many uncertainties in preparing a LTFP, accordingly 3 different Scenario's have been prepared using different assumptions:

- Planned Scenario uses approved Rate Peg / CPI of 3.8% for 2023/24, estimated 3.5% for 2024/25 and 2.5% for future years;
- Conservative Scenario has been prepared on the assumption that CPI declines from the current high levels, but remains at 4% from year 2 onwards (from 2024/25); and
- Optimistic Scenario assumes an SRV of 9.5% for 5 years from 2024/25 to improve Council's financial sustainability. (Note - further investigations are being undertaken to determine the SRV required to eliminate the infrastructure backlog whilst maintaining an operational surplus).

The Planned and Conservative Scenarios show Council is in an unsustainable position for the term of the LTFP, as measured by the Operating Performance Ratio and Infrastructure Backlog Ratio. This is a result of operating costs increasing faster than income can be increased, with Council unable to allocate more funds to spend on asset maintenance and renewal.

The Optimistic Scenario forecasts Council returning to a sustainable position from 2027/28 onwards, maintaining Council's service levels and assets in a condition expected by the community.

Integrated Planning and Reporting Framework

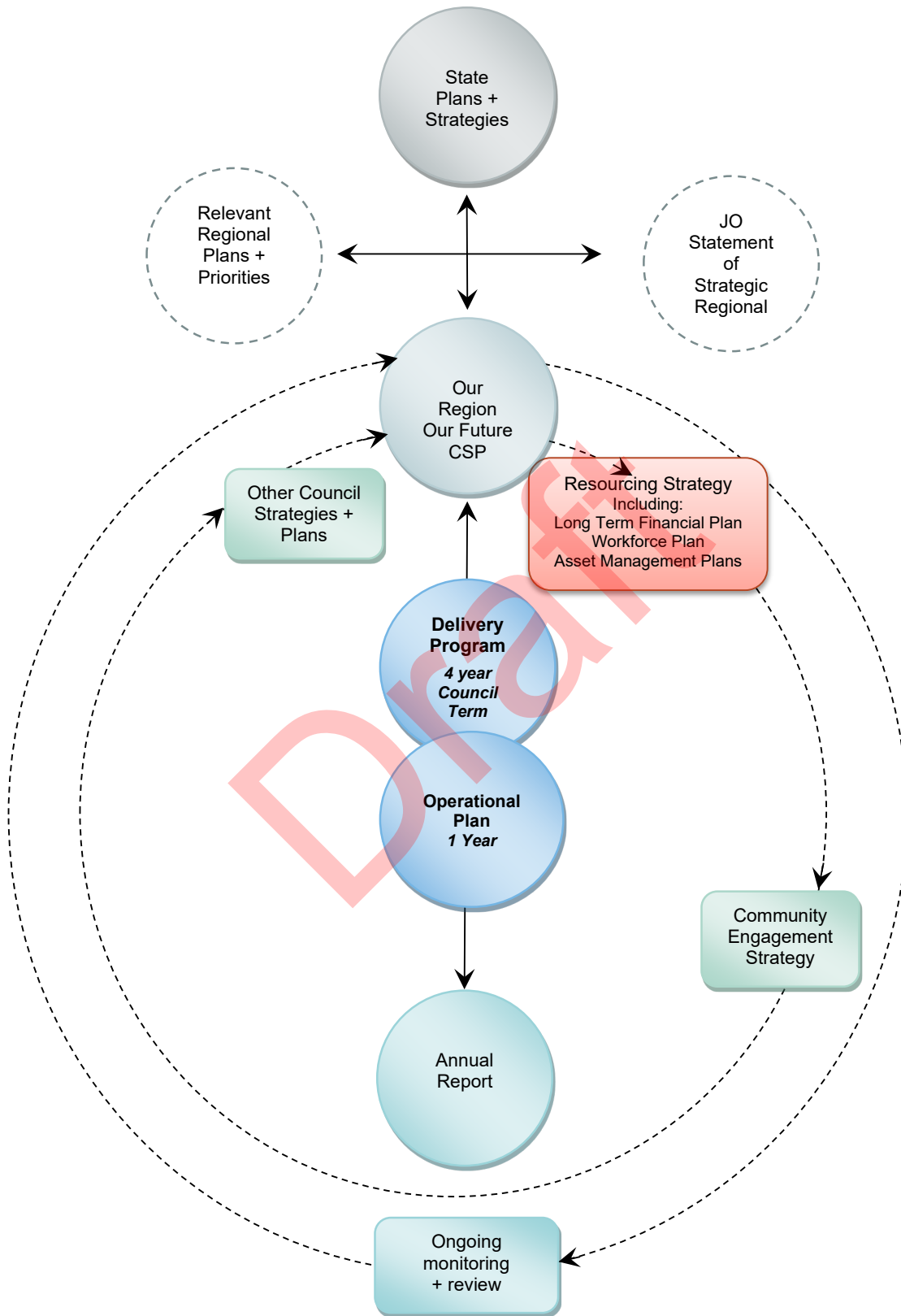
All local councils in NSW are required to plan and report in line with the Government's Integrated Planning & Reporting Framework (IP&R). Its specific aim is: *"To inform the community about the major directions and programs Council is undertaking in shaping the future of the Bathurst Region"*. New IP&R Guidelines were released 7 September 2021 (Circular 21-28) and included several new requirements, including that the Long Term Financial Plan (LTFP) must now be exhibited for public submissions for 28 days before adoption by Council (previously not required) and a copy of the adopted LTFP posted on Council's website.

Resourcing our Plans

A long term vision will not be achieved without formal identification and allocation of resources. The Resource Strategy outlines Council's capacity to manage assets and deliver services over the next ten years. It determines Council's capacity to manage its finances effectively, to sustain its workforce and manage the overall costs of community assets. It includes 3 key elements – a Workforce Plan, Asset Management Plans and, this document, the Long Term Financial Plan.

Draft

The relationship between this LTFP and other Council plans are depicted below:



The Long Term Financial Plan

Our Region Our Future, the Bathurst region's Community Strategic Plan (CSP), is a plan for our community that describes how we can achieve our Region's vision. It is the highest-level forward planning document of Council. It identifies the community's priorities and guides the direction for the Bathurst Region over the next 20 years. The CSP is based on the aspirations, knowledge and values expressed by our residents who contribute feedback about Council's many community engagement projects.

The CSP is supported by a range of other strategies and plans to help Council achieve the vision of the community. These include a Resourcing Strategy which incorporates a Workforce Plan to make certain the Council has properly skilled people and can access the necessary funds to undertake its work; Asset Management Plans account for the maintenance and renewal of Council's infrastructure; and a LTFP ensures Council can properly plan its income and expenditure over the long term to remain financially sustainable.

The LTFP is a financial projection that quantifies the cost of Council's services, investments and capital programs for the next ten years, and how Council intends to fund those, given certain assumptions and estimates. It is the mechanism where Council can test the assumptions and objectives against financial realities to achieve the value statements included in the CSP process:

- We value our sense of place and identity.
- We aspire to have a smart and vibrant economy.
- We strengthen environmental stewardship.
- We encourage sustainable and balanced growth.
- We foster community health, safety and well-being.
- We advocate for community leadership and collaboration.

This LTFP has been prepared to provide the community with the appropriate information about how Council's finances will operate over the next ten years in line with the different choices that can be made.

Planning Assumptions

Council's financial strategy has been developed considering past and future efficiency opportunities, maintaining Council's commitment to invest in our infrastructure assets, and providing services to our community in a financially prudent and sustainable way. This strategy has been used to underpin the development of this LTFP, and has positioned Council adequately to respond to future community aspirations and expectations whilst maintaining its financial sustainability.

Council's Operational Plan for 2023/24 forms the first year of this LTFP, with the Delivery Program 2023-2027 forming the basis for the first 4 years. The LTFP is based on a set of assumptions, which generally relate to those matters which are most likely to affect the overall outcome of the LTFP. The following assumptions have been considered, discussed and ultimately used as a basis to forecast Council's long term financial position over the ten year plan.

Rates Increase – 2024	3.8%	IPART approved rate peg
Rates Increase – 2025	3.5%	Estimated rate peg
Rates Increase – 2026+	2.5%	Medium/Long Term applied to years after 2025 as advised by IPART

CPI / LGCI	2024	3.8%	As per Rates Increase
	2025+	2.5%	Mid-range of long-term RBA forecast
Wages		3.75%	Estimated 2.0% award increase from 01/07/23 plus 1.75% average wage elevation increase through Council's appraisal system
Superannuation		11.0%	Legislated Super Guarantee Charge Increasing to 11.5% from 1/7/2024 Increasing to 12.0% from 1/7/2025
Growth Rate		1.30%	Average growth rate of Bathurst Population as per ABS for 2008 to 2018.
Garbage Charge		4.0%	Combination of Estimated Wages, Superannuation & Electricity increases
Water Charges	2024	8.0%	See details below, under Revenue
	2025+	4.0%	As per Garbage Charge above
Sewer Charges		4.0%	As per Garbage Charge above
Fees & Charges		4.0%	As per Garbage Charge above
Electricity		5.0%	Waiting on final IPART report for 2022.
Gas		5.0%	Waiting on final IPART report for 2022.
Investment Interest		3.58%	3.08% 90 Day Bank Bill Swap Rate at 31/10/2022, plus 50 basis points

Rate Peg Increase

The rate peg is the maximum percentage amount by which a council may increase its general income for the year. For almost all councils, general income consists entirely of rates income. For a small number of councils, general income also includes some annual charges such as drainage levies. The rate peg does not apply to stormwater, waste collection, water and sewerage charges.

Councils have discretion to determine how to allocate the rate peg increase between different ratepayer categories.

How the rate peg affects individual rates

The rate peg sets the maximum increase in each council's general income for the financial year. The rate peg applies to general income in total, and not to individual ratepayers' rates.

As long as a council's general income remains within the set maximum increase, councils may increase categories of rates by higher or lower than the rate peg.

Individual rates are also affected by other factors, such as land valuations which can affect percentage changes to rates alongside the rate pegging process. The rate peg affects some other council fees in addition to household and business rates.

Under the Local Government Act, councils are able to seek additional increases in general

income beyond the annual rate peg, by applying to IPART for a 'special rate variation' (SRV).

IPART set the 2023-2024 rate peg for Council at 3.8% (rate peg of 3.7% plus a growth factor of 0.1%). For this LTFP for the Planned and Conservative scenarios, Council has used this 3.8% rate peg for 2023/2024, then an estimated 3.5% for 2024/2025 and then 2.5% for all subsequent years, in line with long term CPI forecasts (see below).

Council is constantly challenged by the community to provide more services and by the NSW Government to take on some of its responsibilities without adequate compensation. Wage increases are pre-determined by the Local Government State Award and are generally at or above the rate peg increase. Against this backdrop, Council's rate income is constrained by the rate peg. The rate peg is in place to ensure the community are not disadvantaged by large increases, however, it is a blanket increase across all councils and does not account for each council's differing circumstances. For Bathurst, the region has experienced an average growth of 1.3% over the last ten years. With a growing population, expanding housing, a growing infrastructure network, and an increasing demand for more services, Council's finances are under a great deal of pressure. This is all resulting in deterioration in Council's current and forecast financial position, as measured by the Key Performance Indicators used to monitor long-term sustainability (see later in this LTFP). To quantify the possible improvements in long-term sustainability, Council has included an Optimistic scenario that includes a Special Rates Variation for consideration for Council.

CPI & LGCI Forecast

The Reserve Bank of Australia's Statement on Monetary Policy – February 2023 notes that “...global inflation is high but showing clearer signs of peaking, with inflation in Australia remaining lower than in many other advanced economies... Inflation is forecast to decline to around the top of the 2–3 per cent target band over coming years. The easing in global price pressures already underway is expected to flow through to domestic prices over time. In addition, slower growth in domestic demand and a moderation in labour market conditions are expected to reduce domestic inflationary pressures.”

The RBA forecast of the Consumer Price Index for the year ending June 2023 is 6.75%, decreasing to 3% by June 2025.

Table 5.1: Output Growth and Inflation Forecasts
Per cent

	Year-ended					
	Dec 2022	June 2023	Dec 2023	June 2024	Dec 2024	June 2025
GDP growth	2.75	2.25	1.50	1.50	1.50	1.75
Unemployment rate	3.50	3.50	3.75	4.00	4.25	4.50
CPI inflation	7.80	6.75	4.75	3.50	3.25	3.00

As the Council budget process commenced prior to the release of these forecasts, Council had already prepared the Delivery Plan for 2023/24 to 2026/27 based on the Rate Peg of 3.8% for 2023/24, an estimate of 3.5% for 2024-25 and then reverting back to 2.5% for subsequent year, in line with previous advice from the RBA and the Federal Treasurer that the appropriate target for monetary policy in Australia was to achieve an inflation rate of 2–3 per cent, on average.

The Local Government Cost Index (LGCI) calculates the percentage increase in a bundle of

good & services used specifically by local government bodies and is a better indicator rather than CPI, but best-practice uses the same figure for both.

Unless otherwise stated below, all income and expenditure for this LTFP have been increased by **forecast CPI of 3.8% for 2023/24, 3.5% for 2024/25 and then 2.5% for remaining years**, being a conservative figure at the middle of the long-term RBA inflationary target.

Fees and Charges

Including Water, Sewer and Garbage Charges

Council's fees and charges are set, generally, to match the cost of operating the service being charged for, therefore, the increase in operating costs is generally applied to increase the Fees and Charges.

Council's cost of operating is governed by wage increases, super guarantee increases, CPI and the LGCI.

Wage increases have been estimated at	3.75%
Super Guarantee charge is increasing by	<u>0.50%</u>
Employee costs	4.25%

LGCI – other business services	3.50%
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The LGCI quotes “An increase of 3.5% in other business services, measured by the ABS Producer Price Index”. This is for operating expenses; construction costs are governed by “An increase of 0.7% in construction works – roads, drains, footpaths, kerbing, bridges costs, measured by the ABS Producer Price Index for roads and bridge construction - NSW”.

The average of the increases in Employment costs and LGCI Services is 4.0%, which will be applied to Fees and Charges, including the Sewer and Waste Charges.

Revenue

Rating Strategy

Under the Local Government Act 1993, Council can choose to structure its rates in a number of ways. Council has elected to use a base amount and ad valorem rating structure, and has applied four rate categories – Residential, Farmland, Mining and Business.

Rates are based on the land value of the property with the property valuations provided by the NSW Valuer General on a three year cycle with the 2023/24 rating year being the first year of the current valuation cycle, using 2022/23 valuations. In the 2022/23 valuations, property values in the LGA increased on average over 80%, however with the rating structure used income from rates is limited to the rate peg of 3.8%, as stated above.

Growth within the city from subdivisions and new land releases increases Council's rates base. Council's rating structure is reviewed annually, and is assumed to remain the same over the life of the LTFP.

The following table provides an overview of each rate category, and sub category in the context of Council's overall Rates Revenue for 2023/24.

RATE TYPE	CATEGORY	SUB-CATEGORY	AD VALOREM ¢ IN \$	BASE AMOUNT OF RATE	% YIELD FROM BASE AMOUNT	MINIMUM AMOUNT OF RATE \$	TOTAL ESTIMATED YIELD \$
Ordinary	Residential		0.149537	298.00	32		2,805,239
Ordinary	Residential	Town / Village	0.472700			425.00	19,164,398
Ordinary	Farmland		0.085521	403.00	24		2,349,448
Ordinary	Business	Forest Grove	1.049300			454.00	22,665
Ordinary	Business	Ceramic Avenue	1.049300			454.00	24,858
Ordinary	Business	Eglinton Non-Urban	1.049300			454.00	12,172
Ordinary	Business	Orton Park	1.049300			454.00	4,995
Ordinary	Business	Stewarts Mount	1.049300			454.00	0
Ordinary	Business	Evans Plains	1.049300			454.00	605
Ordinary	Business	Bathurst City	1.234199			454.00	6,955,364
Ordinary	Business		0.244973			298.00	48,063
Ordinary	Mining		0.295714	260.00	48		11,888
TOTAL							31,399,695

Note: The Revenue identified in this table represents the gross anticipated revenue prior to the application of Pensioner Rebates, Provision for Doubtful Debts and other abandonments.

Rate Pegging

The following table presents the historical rate peg along with the rate pegging assumption applied in the LTFP:

Year	Rate Peg
2015/16	2.4%
2016/17	1.8%
2017/18	1.5%
2018/19	2.3%
2019/20	2.7%
2020/21	2.6%
2021/22	2.0%
2022/23*	2.5%
2023/24	3.8%
2024/25**	3.5%
2025/26 and thereafter	2.5%

Note * - 2022/23 IPART granted a 0.9% increase (rate peg of 0.7% plus a growth factor of 0.2%). IPART then allowed Councils to apply for an additional SRV to total of 2.5%. IPART approved Councils application on 20 June 2022.

Note # - 2024/25 Council has used an estimated 3.5% based on high inflation figures at time of LTFP preparation, before returning to long-term estimate of 2.5% in subsequent years.

Pension Rebate

The Local Government Act provides for all eligible pensioners to receive:

- a 50 per cent rebate of rates and domestic waste management charges to a maximum of \$250; and
- a 50 per cent rebate of water and sewer charges to a maximum of \$87.50 each.

Of these rebates, 55 per cent are funded through a State Government subsidy, with the remaining 45 per cent being recovered across the balance of the rating base.

In addition, Council policy provides a further voluntary rebate to eligible pensioners:

- Water Rate Council concession 50% of the rate to a maximum of \$40.00

- Sewerage Rate Council concession 50% of the rate to a maximum of \$40.00
- Domestic Waste with a Food and Garden Waste Service provided - \$49.00

For the 2022 year, the total rebates received by Council ratepayers under the Local Government Act was \$1.3 million. Council provided a further \$193,000 on top of its statutory obligations.

The LTFP assumes that the level of rebates grants, and subsidies received from the State Government remain unchanged for the period of the plan.

Stormwater charges

The Local Government Act provides Council with the option to charge a levy to improve its stormwater network. The LTFP assumes that this will continue throughout the duration of the plan.

Residential (not vacant, not strata)	\$25.00
Residential Strata (not vacant)	\$12.50
Business (not strata) up to 350 square metres	\$25.00
Business (not strata) between 351 and 700 square metres	\$50.00
Business (not strata) between 701 and 1050 square metres	\$75.00
Business (not strata) more than 1050 square metres	\$100.00
Business Strata	\$5.00

Domestic Waste Management

Under the Local Government Act, the domestic waste service is a service that needs to be established on a full cost recovery basis. All costs associated with the administration, collection, recycling, disposal treatment, community education, and the provision for future remediation works are all part of the costs to be recouped from the individual ratepayer. The estimated increase in domestic waste collection charges is 4% each year due to waste collection being a labour-intensive service, with associated Wages & Superannuation increases, and Electricity charges.

Water Pricing

As part of Council's implementation of Best Practice Management for the provision of water supply services, Council has a two-part water pricing structure, being an Access Charge and Usage Charge. To recoup operating losses incurred during recent drought periods, and to deter higher usage after relaxing water restrictions, an increase of 8% has been applied to the 2023/24 water supply services. To ensure the financial sustainability of Council's water supply service an increase of 4% has been applied in the LTFP for all subsequent years, based on the expected expenditure required to maintain the Council water supply network and filtration facility. Usage Charges vary year to year depending on weather patterns (and resultant water used), but for the purposes of this LTFP, have been assumed to remain stable.

Sewer Pricing

As part of Council's implementation of Best Practice Management for the provision of sewerage services Council has developed its pricing structure to accommodate the service provided to its residential customers and its business/commercial customers. To ensure the financial sustainability of Council's sewerage service an increase of 4% has been applied in the LTFP in line with general fee increases.

Fees and Charges

Council is a multi-disciplinary organisation that provides extensive services to the community and this category of income provides approximately 20 per cent of Council's revenue (per 2022 Financial Statements). Fees and charges income includes Statutory Charges and User Fees and Charges including those for commercial activities.

Statutory Fees charged by Council are subject to direction through regulation and other State Government controls. Council does not set these fees and does not have the power to vary the fee once set. Examples of statutory fees include development assessment fees, planning certificates and building certificates.

User Fees and Charges include a diverse range of services from traditional local government services including development related activities, swimming pools, sporting facilities and hall hiring, to other more commercial activities including Children's services and property development activities. A number of these revenues are subject to fluctuations particularly as a response to economic conditions.

All fees in this category are reviewed annually in line with Council's pricing policy adopted each year in the Annual Revenue Policy:

Pricing Policy Principles

Category 1 - Full Cost Recovery	Recovery of all direct and indirect costs associated with providing a service, including in some cases, making provision for future capital expenditure.
Category 2 - Partial Cost Recovery	Subsidised operations which are of benefit to the community as a whole, and undertaken voluntarily by Council or as a requirement of the Act.
Category 3 - Market Pricing	When Council provides a similar service 'in competition' with other councils or agencies, e.g. saleyard fees, hall hire, etc, where alternative service providers are available. This category also includes prescribed or recommended fees. Council will not use subsidies to aggressively price others out of the market or compete unfairly.
Category 4 - Disincentive Pricing	Where Council sets a fee structure: (i) For non-core activities to encourage customers to seek alternative service providers to provide the service. This applies to activities where Council would prefer not to provide the service in the long term. (ii) To encourage people to 'do the right thing' e.g., a scaled tariff that rewards low water consumers, library fines, etc.
Category 5 - Sewerage Service Pricing	(i) Follows the NSW Office of Water Best Practice Pricing Guideline and is a combination of uniform annual charges, access and usage charges. (ii) Collects revenue to fund the sewerage system from ratepayers who actually benefit from availability or use of Council's sewerage system. (iii) Ensures Council derives sufficient income to operate the sewerage system and provide for future capital expenditure and debt servicing. (iv) Sends appropriate pricing signals, can be administered relatively simply and inexpensively and can be understood by the public. (v) No subsidisation between residential and non-residential categories.

Category 6 - Water Supply Service Pricing	(i) Is based on income gained from 25% of service charges and 75% of usage charges from residential customers, in accordance with the Best Practice Management of Water supply and Sewerage Guidelines issued by the NSW Office of Water August 2007. (ii) Collects revenue to fund the water supply system from the people who actually benefit from availability or use of Council's water supply. (iii) Ensures Council derives sufficient income to operate the water supply system, irrespective of seasonal fluctuations and provides for capital and debt servicing. (iv) Assists in the deferment of capital works. (v) Does not impede Council's commitment to greening the district. (vi) Can be administered simply and cheaply and be easily understood by the public.
Category 7 - Section 7.11 Contributions Pricing.	To ensure Section 7.11 contributions reflect the costs incurred in providing community facilities/services, open space and recreational facilities, required to meet the additional needs of the community created by new development and in doing so, ensure the local amenity does not diminish.
Category 8 - Set By Statute or Government Department.	Certain fees and charges are set by Regulation, by Ministerial approval or by State or Federal Government pricing policy.

Grants and Contributions

Grants and contributions provide a significant source of funds for Council and represent approximately 27 per cent (2022) of Council's revenue. This income can be separated into two categories: general or specific purpose.

General Purpose

Council receives a general purpose grant in the form of the Financial Assistance Grant.

The Financial Assistance Grant is an annual allocation from the Federal Government and represents Council's allocation of general taxation revenues.

Specific Purpose

These grants and contributions can be either Operating or Capital in nature and are tied to specific works or services.

This income has been set at the levels expected to be received in 2023/24 and indexed annually by CPI, with corresponding adjustments being made for capital programs.

Developer contributions have been indexed in accordance with the applicable Contributions Plan and existing Voluntary Planning Agreements, and the timing of payments have been considered and appropriately incorporated into the LTFP.

For the purpose of the LTFP it has been assumed that Council will continue to receive a similar level of grants. Should these grants be reduced, Council's ability to provide the same level of service is likely to be impacted.

Interest and Investment Revenue

Council has an investment portfolio that varies in size from year to year, however it is projected to be in the range of \$80-100 million including cash and equivalents over the life of

the LTFP. Invested funds are a mixture of developer contributions, other restricted funds and general revenue with the income generated being tied to the source of funds.

All investments placed by Council are done so in accordance the Minister's Investment Order and Council's adopted Investment Policy.

In the current investment environment, interest rates are increasing. The Cash Rate as announced by the Reserve Bank of Australia (RBA) has increased quickly from the historical low of 0.10 per cent experienced between November 2020 to April 2022. At March 2023 the Cash Rate is at 3.6%.

Interest earnings are a component of Council's revenue each year and are subject to fluctuations in interest rates as they respond to economic conditions. The LTFP has assumed a return of 3.58 per cent over the whole term, 50 basis points above the RBA Cash Rate at commencement of the Budget process, and similar to the current Cash Rate.

Draft

Expenditure

Employee Costs

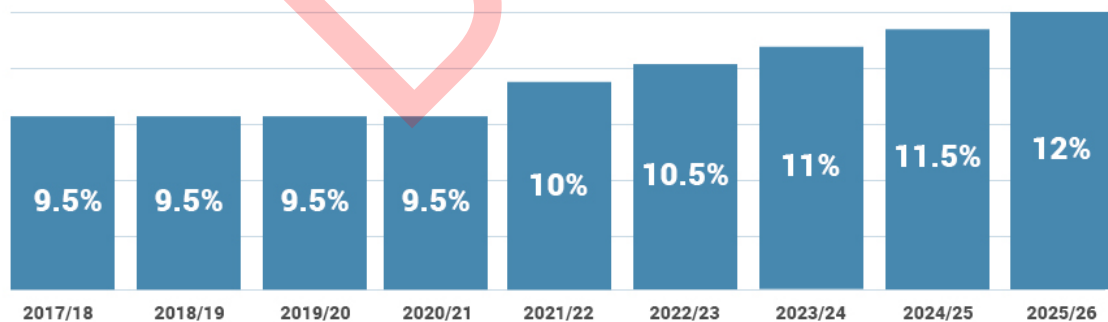
Employee Costs include salaries/wages, annual leave, long service leave, superannuation and payroll tax (applicable to Water & Sewer only). The Local Government State Award 2020 allowed for increase of 2% in wages in each of the years 2020 to 2022. No agreement has yet been reached on any award increases for the period from 1 July 2023, so this same 2% has been used for the period covered by this LTFP.

Council's Salary System allows for increases based on attaining both skill steps and performance above job requirements. These steps award an employee a 2.5% and 2.0% increase respectively. An analysis of employees grading in 2020 revealed that of 473 employees: 214 would increase by 2.5%, 143 would go up by 2.0% and 116 were at the top of the scales with 0% increase available to them. The average increase was therefore 1.75% - this percentage was unchanged from similar analysis in 2019 and is therefore used for the 2023 LTFP.

Based on the above, Council will use 3.75% as a wage increase factor for the budget, being the estimated 2% award increase available to all staff plus the average of appraisal increases at 1.75%.

Superannuation

The Australian superannuation system requires an employer to make regular contributions into an employee's super account. This is the **superannuation guarantee charge (SGC)** and it is currently 10.5% of an employee's wage. Superannuation is compulsory for most employed Australians, it's a universal scheme designed to help build up savings for retirement. It had been at the rate of 9.5% since 2014-2015 and is legislated to increase each year from 1 July 2021 by 0.5% until it reaches the maximum of 12% by 2025-2026. The corresponding percentages have been incorporated into budget calculations for each year of this LTFP.



Council is responsible to fund investment shortfalls in the Defined Benefits member scheme run by LGSS, until all staff in the scheme have retired. For 2023/24, this amount has been determined at \$180k. This is an increase from \$166k in 2022/23, but lower than prior years. Due to uncertainties about the volatility of the scheme's investments in future years, no provision has been allowed for should this amount increase due to financial crises.

From 1st July 2022, the SGC has been included for all Councillors.

Depreciation

Depreciation has been included in the LTFP based on the estimated remaining lives of existing assets. Council's assets are re-valued in accordance with Australian Equivalents to International Financial Reporting Standards and the NSW Local Government Code of Accounting Practice and Reporting Guidelines. Depreciation is calculated on these revised values and adjusted for any new / disposed assets during the periods between revaluation cycles.

The Code of Accounting Practice for NSW Local Government requires all assets to be revalued on a five-year rolling basis. Under this regime, the value of assets and consequently the depreciation charge continues to increase at a rate more consistent with the construction index rather than CPI or the Rate Peg. The financial sustainability of all NSW Council's using this methodology is uncertain at best.

Energy Costs

Council's contracted energy charges are expected to increase by 5% for the next year. The network component, however, is not fixed and is generally unknown until the new year starts. Solar panels for Council buildings/facilities and LED street lighting have resulted in over \$3m in cost savings from 2020 to 2022 with further projects being investigated. Further projects will eventuate, but for this LTFP it has been assumed that any further savings in energy efficiency costs will be offset by increased maintenance costs.

Asset Management

The aim of all asset management programs is to maintain existing assets to maximise their economic life, replacing and upgrading assets as required, to ensure they continue to benefit our community.

Council has completed a comprehensive review of its infrastructure culminating in the development of an Asset Management Policy, Asset Management Strategy and Asset Management Plans covering all asset types managed by Council.

Council's Asset Management Plans have several aims including reducing the asset backlog (the difference between the current estimated condition of the asset and the preferred condition level), identifying short term maintenance with a view to minimising long term maintenance costs and identifying potential for assets to be improved.

Council is also looking, where possible, to gain increased returns from its assets e.g. hire fees.

Asset Maintenance Backlog

The infrastructure asset maintenance backlog as at 30 June 2022 identified by Council's asset plans includes:

<u>Asset Class</u>	<u>Current Backlog</u>
Aerodrome	\$1,024,000
Bridges	\$7,560,000
Buildings	\$2,918,000
Drainage	\$2,952,000
Footpaths	\$1,025,000
Parks and Recreation	\$1,771,000
Sealed roads	\$62,648,000
Un-sealed roads	\$2,822,000
Sewer	\$30,535,000
Water	\$20,589,000
Other Structures	\$2,185,000
Total	\$136,029,000

Asset Management Plans are available on Council's website. The magnitude of the backlog shown above remains a concern to Council, with the Optimistic Scenario in this LTFP aiming to address this issue. A special rate variation needs to be considered in budget deliberations for the 2024/2025 year. Any such decision will be subject to future discussions with the community regarding service levels and a review of Council's operations over the ensuing future.

Borrowings / Loans

Loan Funding – current

The table below provides details of loans currently held by Council.

Cost Centres	Loan no	Institution	Loan amount (\$)	Drawn Down	Interest Rate %	Term (yrs)	Principal Outstanding (\$)
Aerodrome & Bridges	120141	Reliance	3,000,000	8/04/2014	4.10	10	250,000
Aerodrome & Bridges	120151	NAB	1,000,000	16/06/2015	3.69	10	96,522
Engineering capital works	120152	NAB	2,000,000	16/06/2015	4.18	10	468,794
Engineering, Railway Museum & Mt Pan	120161	ANZ	3,000,000	1/04/2016	3.47	10	1,011,584
Engineering, Mt Pan & Post Office	120171	NSW Treasury	4,300,000	22/06/2017	3.03	10	1,877,039
Water - Winburndale Dam Safety Upgrade Yr 1	120172	NSW Treasury	5,000,000	22/06/2017	3.64	20	3,826,878
Engineering, Library, Art Gallery, Animal Control, Mt Pan Post Office	120181	NSW Treasury	8,525,000	26/06/2018	3.27	10	4,608,778
Water - Winburndale Dam Safety Upgrade Yr 3	120191	CBA	1,700,000	15/06/2019	3.60	20	1,220,118
Engineering, Scallywags, Rail Museum	120192	ANZ	8,260,000	15/06/2019	2.94	10	4,956,048
Engineering, Mt Pan & Corp Services	120202	ANZ	6,650,000	15/06/2020	2.09	10	4,597,672
Go Kart Track	120211	NAB	2,250,000	2/03/2021	1.82	10	1,779,073
Engineering, Animal Control	120212	NAB	1,625,000	17/06/2021	1.95	10	1,324,911
Engineering (Roads & Recreation)	120221	CBA	3,300,000	14/06/2022	4.72	10	3,035,182
Water - Winburndale Dam Safety Upgrade	120231	CBA	6,000,000	11/11/2022	6.08	20	5,920,030
Engineering (Roads & Recreation)	120232	ANZ	4,950,000	11/11/2022	5.81	10	4,702,500
		TOTAL	61,560,000	LOAN PRINCIPAL OUTSTANDING			39,675,128

Loan Funding – proposed

The funding sources for the LTFP anticipates additional loan funding required for the following:

Cost Centres	Loan amount (\$)	Drawn Down	Projected Interest Rate %	Term (yrs)
Engineering (Roads & Recreation)	6,950,000	1/09/2023	7.50	10
Engineering (Roads & Recreation)	500,000	1/06/2025	7.00	10
Mt Panorama track resurfacing	10,000,000	1/06/2028	2.50	10
TOTAL	17,450,000			

Sensitivity Analysis

Whilst this LTFP has considered all known factors, there are various factors/assumptions that can greatly impact the accuracy of this LTFP. In addition, forecasting over a 10 year period adds additional complexity. Apart from changes in Council's priorities which would greatly affect forecast income and costs, the main factors are discussed below.

Rate Peg / CPI

This LTFP has been prepared, on the most part, using approved Rate Peg / CPI of 3.8% for 2023/24, estimated 3.5% for 2024/25 and 2.5% for future years. This is in line with Office of Local Government (OLG) and NSW Treasury guidelines for Best Practice, and in past years has proved a reliable long-term figure. However, given the IPART Rate Peg for 2023/24 of only 3.8%, and current CPI of over 6%, the use of these figures may be inadequate/unreliable if the CPI remains above 4% for an extended period.

This creates many uncertainties in preparing a LTFF, accordingly the Conservative Scenario attached has been prepared on the assumption that CPI declines from the current high levels, but remains at 4% from year 2 onwards (from 2024/25). Other possibilities cannot be covered adequately in scenario analysis, other than to say future Operating Result deficiencies would have to be covered by use of Reserves or reduction in service levels and/or services.

Grant Programs

Council relies on external funding for some of its operations (e.g. Library and Art Gallery) and capital works renewal programs. If such grants are reduced or discontinued, Council will have to generate considerably more revenues from other sources. It has been assumed that Government funding remains stable, however, should such funding decrease, Council's operating result would significantly worsen. If Council receives grants to assist in adding new capital projects (such as recent Covid stimulus spending), operational costs will increase both for maintenance and depreciation, impacting Council's operating performance and other ratios.

Land Development - Net Gain from disposal of Assets

Council has been one of the main land developers in Bathurst for the past 20+ years, and has been using the income generated to develop more land, and build new infrastructure assets. Whilst the demand for residential, commercial and industrial land remains high and the current supply is limited, there are no guarantees this will continue for the period of this LTFF, or that Council will be able to purchase and/or develop land for sale to meet the demand. Council is currently developing several areas for sales throughout 2024 and 2025, with over \$20m in sales forecast in each of these years. For the remaining term of this LTFF a forecast of \$5m sales per year has been included. If these targets are not achieved every year, our Operating Result risks returning a deficit, which cannot be sustained over a long period due to Council's limited Reserves.

Cost Shifting

Over the years other levels of government have shifted costs associated with, amongst other, emergency services, weed management, food safety regulation, road safety programs and rural fire and emergency services to local government without commensurate funding. The biennial Local Government NSW Cost Shifting Survey shows that since 2005/06, Council now incurs over \$3.2m per year in additional costs "shifted" from other levels of government. It is anticipated that this trend will continue, which would negatively affect Council's operating results.

Energy Costs

Increased energy costs are occurring with Council continually looking at ways to minimise future costs. Council has invested in solar panels for Council buildings/facilities and LED street lighting which have resulted in over \$3m in cost savings from 2020 to 2022, with further projects being investigated. Further projects will eventuate, however for this LTFF it has been assumed that savings in energy costs will be offset by increased maintenance costs. Minor projects have commenced with the acquisition of Electric and Hybrid Vehicles, however the cost/impact of replacing the whole Council fleet have not been quantified or included in this LTFF.

Insurance and Workers Compensation

Forecasting insurance premiums is difficult. Considerable increases in insurance premiums are possible, influenced by several issues, particularly the occurrence of natural disasters, economic uncertainty, and climate change. Workers' compensation premiums can increase at any time following a rise in claims or with major open cases. Council is committed to

reducing premiums and claims through increased risk mitigation, awareness, and workplace safety programs.

Financial Modelling (Scenarios)

Council has modelled three different scenarios as part of its sensitivity analysis - see Appendix 1 to 3 for projected income and expenditure, balance sheet and cash flow statements for each of Councils funds and consolidated results.

Planned Scenario (Base case)	Applies the assumptions as detailed within this Plan – this scenario assumes a Rate Peg increase of 3.8% in year 1 (2023/24), 3.5% in year 2 (2024/25) and then 2.5% for each year thereafter, Water Pricing increase of 8.0% in year 1, then 4.0% thereafter, Sewer Pricing increase of 4.0% and a CPI increase of 2.5% for each year under this plan.
Conservative Scenario (Worst case)	This scenario conservatively assumes the CPI will not reduce as quickly from the current high levels of over 6%. This scenario uses same assumptions as Planned Scenario above, except a CPI increase of 4.0% from year 2 for each remaining year under this plan.
Optimistic Scenario (Best case)	To quantify improvements towards Councils long-term sustainability, Council has included an Optimistic scenario that includes a Special Rates Variation for consideration for Bathurst Regional Council. This scenario uses same assumptions as Planned Scenario above, except a 9.5% SRV for each of years 2 to 6 (plus Rate Peg of 2.5%), then 2.5% for each year thereafter.

Note - Red highlights indicate change from Planned Scenario

For comparison purposes, the below table shows Rate Peg / CPI used each year in the different scenarios:

		Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27	Year 5 2027/28	Year 6 2028/29	Year 7 2029/30	Year 8 2030/31	Year 9 2031/32	Year 10 2032/33
Rate Peg	Planned	3.8%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
	Conservative	3.8%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
	Optimistic	3.8%	13.0%	12.0%	12.0%	12.0%	12.0%	2.5%	2.5%	2.5%	2.5%
CPI	Planned	3.8%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
	Conservative	3.8%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
	Optimistic	3.8%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

Note - Red highlighted numbers indicate changes from Planned Scenario

Note - Optimistic Scenario Rate Peg - SRV of 9.5% pa for 5 years plus Rate Peg

See next section for analysis of the result of these Scenarios.

Monitoring Our Financial Performance

Key Performance Indicators (KPIs)

The main KPI's used to monitor performance to assist Council towards it's long-term sustainability are listed below. Note that these are on a Consolidated basis (including Water, Sewer, Waste and General Funds) unless otherwise indicated. For each of the scenarios above, the modelling shows the results below, and if the scenario results in a positive, sustainable position (highlighted green) or an unsustainable position (red).

Operating performance ratio

This KPI measure's the extent to which Council is containing operating expenditure within operating revenue. Greater than 0% is sustainable, less than 0% is unsustainable.

	2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
Conservative	-12.4%	-13.7%	-2.0%	-3.6%	-13.9%	-13.2%	-12.2%	-12.6%	-13.0%	-13.7%	-14.3%	-14.8%
Planned	-12.4%	-13.7%	-2.0%	-3.0%	-13.4%	-12.6%	-11.7%	-12.0%	-12.4%	-13.1%	-13.7%	-14.3%
Optimistic	-12.4%	-13.7%	-2.0%	-1.4%	-8.1%	-4.2%	-0.3%	2.6%	2.4%	1.8%	1.3%	0.8%

This shows Council is in an unsustainable position for the foreseeable future except for the Optimistic scenario, which improves to a sustainable position from 2029. Land Development opportunities and cutting operating expenditure are being investigated to improve this indicator.

For this Operating performance ratio, we will also report for the General Fund, as it is currently not in a sustainable position:

	2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
Conservative	-9.1%	-35.5%	-11.9%	-16.6%	-36.6%	-35.3%	-33.6%	-34.5%	-35.7%	-37.6%	-39.4%	-40.9%
Planned	-9.1%	-35.5%	-11.9%	-16.2%	-36.1%	-34.8%	-33.1%	-34.0%	-35.2%	-37.1%	-38.9%	-40.4%
Optimistic	-9.1%	-35.5%	-11.9%	-13.1%	-25.6%	-18.6%	-11.8%	-7.0%	-7.7%	-9.0%	-10.1%	-11.3%

This shows Council's General Fund is in an unsustainable position for the foreseeable future for all scenarios, indicating a SRV may be required, larger than the scenario modelled.

Own Source Operating Revenue

This KPI shows percentage of Council's income that it generates itself - so excludes external funding (like grants) that may not be recurring. Greater than 60% is sustainable, less than 60% is unsustainable.

	2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
Conservative	70.5%	72.2%	70.9%	77.1%	76.1%	75.2%	75.3%	75.2%	75.6%	76.0%	75.8%	75.9%
Planned	70.5%	72.2%	70.9%	77.1%	76.1%	75.1%	75.3%	75.1%	75.5%	75.9%	75.8%	75.9%
Optimistic	70.5%	72.2%	70.9%	77.6%	77.2%	76.9%	77.7%	78.2%	78.6%	79.0%	78.8%	78.9%

This indicator shows Council has the ability to sustain it's operations without relying on external funding.

Debt Service Cover ratio

This KPI shows the amount of annual revenue necessary to service annual debt obligations (loan repayments). Greater than 2 is sustainable, less than 2 is unsustainable.

	2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
Conservative	2.5	3.2	2.7	2.8	3.1	3.6	4.1	4.3	5.3	6.2	7.1	8.8
Planned	2.5	3.2	2.7	2.9	3.2	3.7	4.3	4.4	5.4	6.4	7.3	9.0
Optimistic	2.5	3.2	2.7	3.2	4.0	5.2	6.6	7.5	9.2	10.9	12.4	15.3

Shows that Council is in a sound position to repay its debt obligations. By the end of the LTFP period only 1 x \$10m General Fund loan is yet to be fully repaid, and a 20 year Water Fund loan remaining until 2040.

Building and Infrastructure Renewals ratio

This KPI shows Council's expenditure on the renewal of its fixed assets (as opposed to new assets) as a proportion of depreciation. Greater than 100% is sustainable, less than 100% is unsustainable.

	2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
Conservative	45.6%	62.1%	91.2%	52.6%	52.8%	56.8%	72.3%	49.1%	47.0%	45.1%	44.9%	43.9%
Planned	45.6%	62.1%	91.2%	52.6%	52.8%	56.8%	72.3%	49.1%	47.0%	45.1%	44.9%	43.9%
Optimistic	45.6%	62.1%	91.2%	56.0%	66.9%	83.7%	114.64%	96.8%	93.7%	90.8%	89.9%	88.0%

With operating costs increasing faster than income can be increased (due to rate-peg), Council is unable to allocate more funds to spend on asset renewal to improve this ratio towards a sustainable level over the long-term. Depreciation is also increasing at a higher rate, so this ratio is actually decreasing every year (apart from 2028 increase due to Mt Panorama resurfacing). The Optimistic scenario shows that with a SRV at the rate modelled, Council greatly improves this ratio towards a more sustainable position, but Council must focus more on asset renewals rather than new assets.

Infrastructure Backlog ratio

This KPI indicates the proportion of infrastructure backlog against the total value of Council's infrastructure assets. Less than 2% is sustainable, greater than 2% is unsustainable.

	2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
Conservative	10.3%	9.2%	6.7%	6.0%	5.3%	4.3%	2.7%	2.5%	2.5%	2.8%	3.0%	3.2%
Planned	10.3%	9.2%	6.7%	6.0%	5.3%	4.3%	2.7%	2.5%	2.5%	2.8%	3.0%	3.2%
Optimistic	10.3%	9.2%	6.7%	6.0%	4.8%	3.1%	0.4%	0.6%	0.3%	0.3%	0.2%	0.2%

Council is reducing its backlog of required infrastructure maintenance over the long-term, and so working towards maintaining Council assets in a condition expected by the community. The Optimistic scenario shows that with a SRV, Council returns to a sustainable position from 2028.

Asset Maintenance ratio

This KPI indicates the proportion of infrastructure maintenance completed against maintenance required. Greater than 100% is sustainable, less than 100% is unsustainable.

	2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
Conservative	65.8%	93.7%	94.6%	95.5%	96.5%	97.4%	98.4%	99.3%	100.3%	101.3%	102.3%	103.3%
Planned	65.8%	93.7%	94.6%	95.5%	96.5%	97.4%	98.4%	99.3%	100.3%	101.3%	102.3%	103.3%
Optimistic	65.8%	93.7%	94.6%	95.5%	96.5%	97.4%	98.4%	99.3%	100.3%	101.3%	102.3%	103.3%

Council is continuing its current infrastructure maintenance program over the long-term, working towards a sustainable position, and so maintaining Council assets in a condition expected by the community.

Real Operating Expenditure per Capita

This KPI shows the long term trend in operating costs per person. Decreasing is sustainable, increasing over time is unsustainable.

	2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
Conservative	2,532	2,502	2,598	2,571	2,528	2,504	2,483	2,473	2,442	2,420	2,392	2,380
Planned	2,532	2,502	2,598	2,556	2,513	2,490	2,469	2,459	2,428	2,407	2,379	2,367
Optimistic	2,532	2,502	2,598	2,576	2,533	2,508	2,487	2,476	2,444	2,422	2,394	2,381

This shows an increase in 2024, before decreasing over remainder of forecast period. Indicates Council is reducing costs whilst maintaining required service levels.

Review and Monitoring

The LTFP is subject to annual review. Council also reviews the budget as presented in the Delivery/Operational Plan on a quarterly basis.

Quarterly Reporting

Each quarter, all Managers are required to review their actual and forecast performance for the relevant financial year and report reasons for variations to their budgets as approved by Council. Managers are also tasked with identifying opportunities for an improved financial result.

Variations and proposals arising from the Managers' reviews are then presented to the General Manager for consideration before presenting them to Council. Upon resolution, Council's budget is then revised to reflect these changes.

This quarterly reporting process enables Council to track progress of the LTFP via the Delivery Operational Plan to inform the community of its progress in delivering the latest revised budget.

Annual Budgeting process

Each year, an extensive, detailed and complete budget process is undertaken by Council. Incorporated into this process is a comprehensive review of the LTFP. The Managers and Directors identify emerging projects and propose them for consideration to the forecast budgets produced over the 10 years that the LTFP covers.

APPENDIX 1: PLANNED SCENARIO

Draft

LTFP Financial performance and sustainability ratios (Consolidated) Rate Peg of 3.8% pa

Indicator # 1 - Operating Performance Ratio**Indicator use** - measure's the extent to which Council is containing operating expenditure within operating revenue.**Calculation** - (Total continuing operating revenue excluding capital grants & contributions less operating expenses) / Total continuing operating revenue excluding capital grants & contributions**Benchmark** - > 0 Sustainable

< 0 Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
-12.4%	-13.7%	-2.0%	-3.0%	-13.4%	-12.6%	-11.7%	-12.0%	-12.4%	-13.1%	-13.7%	-14.3%

Commentary - This shows Council is in an unsustainable position for the foreseeable future with Operating Expenditure exceeding Revenue. Reducing operating expenditure and Land Development opportunities are being implemented to improve this indicator.

Note - Council regards it's Land Development activities as normal, continuing operations and so includes land sales revenue in this ratio.

Indicator # 2 - Own Source Operating Revenue**Indicator use** - shows percentage of Council's income that it generates itself - so excludes external funding (like grants) that may not be recurring.**Calculation** - (Total continuing operating revenue excluding grants & contributions) / Total continuing operating revenue including grants & contributions**Benchmark** - > 60% Sustainable

< 60% Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
70.5%	72.2%	70.9%	77.1%	76.1%	75.1%	75.3%	75.1%	75.5%	75.9%	75.8%	75.9%

Commentary - long term this indicator shows Council has the ability to sustain it's operations without relying on external funding.**Indicator # 3 - Debt Service Cover Ratio****Indicator use** - shows the amount of annual revenue necessary to service annual debt obligations (loan repayments).**Calculation** - (operating result before capital excluding interest and depreciation (EBITDA)) / (principal repayments + Interest costs)**Benchmark** - > 2 Sustainable

< 2 Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
2.5	3.2	2.7	2.9	3.2	3.7	4.3	4.4	5.4	6.4	7.3	9.0

Commentary - shows Council is in a sound position to repay its debt obligations. By the end of the LTFP period only 1 x \$10m General Fund loans is yet to be fully repaid, and a 20 year Water Fund loan remaining until 2040.**Indicator # 4 - Building and Infrastructure Renewals Ratio****Indicator use** - shows Council's expenditure on the renewal of its fixed assets (as opposed to new assets) as a proportion of depreciation.**Calculation** - Asset Renewals (Building and Infrastructure) / Depreciation, Amortisation & Impairment**Benchmark** - > 100% Sustainable

< 100% Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
45.6%	62.1%	91.2%	52.6%	52.8%	56.8%	72.3%	49.1%	47.0%	45.1%	44.9%	43.9%

Commentary - shows that Council needs to increase its spending on asset renewal to improve this ratio towards a sustainable level over the long-term. With Depreciation increasing every year, this ratio is decreasing every year (apart from 2028 increase due to Mt Pan resurfacing).

Indicator # 5 - Infrastructure Backlog Ratio

Indicator use - indicates proportion of infrastructure backlog against the total value of Council's infrastructure assets.

Calculation - estimated cost to bring Assets to a satisfactory condition / Total written down value of Infrastructure, Buildings, Other Structures and depreciable Land Improvements

Benchmark - < 2% Sustainable
> 2% Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
10.3%	9.2%	6.7%	6.0%	5.3%	4.3%	2.7%	2.5%	2.5%	2.8%	3.0%	3.2%

Commentary - Council is slowly reducing it's backlog of required infrastructure maintenance over the long-term, working towards maintaining Council assets in a condition expected by the community, but still needs to commit more funds to this area.

Indicator # 6 - Asset Maintenance Ratio

Indicator use - indicates proportion of infrastructure maintenance completed against maintenance required.

Calculation - actual asset maintenance / Required asset maintenance

Benchmark - >100% Sustainable
< 100% Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
65.8%	93.7%	94.6%	95.5%	96.5%	97.4%	98.4%	99.3%	100.3%	101.3%	102.3%	103.3%

Commentary - Council is continuing it's current infrastructure maintenance program over the long-term, and so maintaining Council assets in a condition expected by the community.

Indicator # 7 - Real Operating Expenditure per Capita

Indicator use - shows long term trend in operating costs per person.

Calculation - real operating expenditure / population

Benchmark - decrease over time = Sustainable
increase over time = Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
2,532	2,502	2,598	2,556	2,513	2,490	2,469	2,459	2,428	2,407	2,379	2,367

Commentary - shows increase in 2024, before decreasing over remainder of forecast period. Indicates Council is reducing operating costs whilst maintaining required service levels.

Delivery Plan Financials (4 yrs forecast)																					
Operational Plan (1 yr budget)																					
Income Statement		2023/2024		2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2029/2030		2030/2031		2031/2032		2032/2033	
Revenue:																					
Rates & Annual Charges		\$54,806,741		\$56,932,738		\$58,689,118		\$60,503,920		\$62,379,793		\$64,317,562		\$66,320,226		\$68,389,468		\$70,528,139		\$72,738,791	
User Charges & Fees		\$30,086,761		\$31,153,487		\$32,257,293		\$33,398,857		\$34,591,380		\$35,736,490		\$36,908,947		\$38,127,386		\$39,372,648		\$40,668,328	
Other Revenues		\$2,905,849		\$2,994,597		\$3,086,509		\$3,181,604		\$3,279,928		\$3,364,237		\$3,450,741		\$3,535,253		\$3,618,818		\$3,704,590	
Grants & Contributions provided for Operating		\$12,374,868		\$12,905,456		\$13,285,844		\$14,786,913		\$15,461,552		\$16,666,979		\$16,877,828		\$17,092,785		\$17,289,284		\$18,230,011	
Grants & Contributions provided for Capital Pu		\$25,305,671		\$15,509,751		\$17,642,048		\$18,771,426		\$18,916,138		\$19,018,549		\$19,123,522		\$19,231,114		\$20,338,058		\$20,447,674	
Interest & Investment Revenue		\$1,676,714		\$1,732,562		\$1,592,534		\$1,619,708		\$1,636,861		\$1,629,896		\$1,550,279		\$1,557,131		\$1,314,537		\$1,335,970	
Other Income		\$2,528,118		\$2,591,846		\$2,657,233		\$2,724,307		\$2,793,110		\$2,862,732		\$2,934,094		\$3,007,242		\$3,082,160		\$3,158,957	
Other income:																					
Net gains from the disposal of assets		\$16,722,341		\$14,684,146		\$3,159,756		\$3,159,756		\$4,431,834		\$4,431,834		\$4,431,834		\$4,431,834		\$4,431,834		\$4,431,834	
Fair value increment on investment properties		\$352,117		\$269,369		\$275,410		\$277,511		\$281,674		\$285,899		\$290,187		\$294,540		\$298,958		\$303,443	
Total Income from Continuing Operations		\$-146,759,180		\$-138,430,002		\$-132,443,745		\$-126,743,577		\$-113,088,433		\$-104,521,409		\$-96,906,146		\$-89,004,289		\$-81,816,691		\$-74,883,940	
Expenses from Continuing Operations																					
Employee Benefits & On-Costs		\$34,376,250		\$35,648,721		\$37,011,275		\$38,426,553		\$39,950,200		\$41,443,348		\$43,011,237		\$44,668,616		\$46,259,540		\$48,298,036	
Materials & Contracts		\$48,911,899		\$48,759,168		\$48,931,459		\$50,037,645		\$51,246,468		\$52,883,634		\$53,523,779		\$54,661,495		\$55,453,210		\$56,896,050	
Borrowing Costs		\$1,535,527		\$1,862,346		\$1,686,243		\$1,481,599		\$1,283,638		\$1,139,852		\$1,159,408		\$990,580		\$826,593		\$691,942	
Depreciation, Amortisation & Impairment		\$36,228,087		\$38,026,225		\$39,913,942		\$41,894,701		\$43,973,505		\$46,157,352		\$48,450,244		\$50,856,184		\$53,382,978		\$56,034,817	
Other Expenses		\$2,442,028		\$2,447,117		\$2,505,102		\$2,573,625		\$2,634,622		\$2,697,223		\$2,761,478		\$2,827,414		\$2,894,370		\$2,963,095	
Total Expenses from Continuing Operations		\$123,493,791		\$130,048,021		\$138,414,123		\$146,837,727		\$155,886,553		\$164,906,146		\$174,883,940		\$184,883,940		\$194,883,940		\$204,883,940	
Operating Result from Continuing Operations		\$-23,265,389		\$-12,030,375		\$-2,595,724		\$4,015,879		\$4,683,837		\$3,792,769		\$2,981,512		\$1,662,464		\$1,457,745		\$-135,658	
Operating Result before Capital Grants		\$2,040,282		\$3,479,376		\$15,046,324		\$14,761,547		\$14,232,301		\$15,225,780		\$16,142,010		\$17,568,650		\$18,880,313		\$20,312,016	
Funding Statement																					
Sources Of Funds																					
Transfers from Reserves		\$43,578,226		\$17,684,255		\$14,539,662		\$13,573,658		\$23,461,672		\$13,166,980		\$13,689,956		\$966,750		\$13,750,739		\$14,429,298	
Transfer from Section 7.11		\$9,244,452		\$5,503,230		\$5,207,670		\$4,612,249		\$616,969		\$619,735		\$622,604		\$625,581		\$628,670		\$631,874	
Loan Funds Received		\$6,950,000		\$500,000		\$0		\$0		\$10,000,000		\$0		\$0		\$0		\$0		\$0	
Plant & Equipment (Income from Disposal)		\$1,331,000		\$1,012,330		\$966,750		\$984,750		\$966,750		\$994,330		\$966,750		\$966,750		\$966,750		\$966,750	
Add Back Depreciation Budget		\$36,159,538		\$37,956,000		\$39,842,000		\$41,821,000		\$43,898,000		\$46,080,000		\$48,371,000		\$50,775,000		\$53,300,000		\$55,950,000	
Add Back Carrying Value of Real Estate Sold		\$10,653,659		\$9,365,854		\$1,990,244		\$1,990,244		\$618,166		\$618,166		\$618,166		\$618,166		\$618,166		\$618,166	
Add Back \$7.11 & \$64 Income Received		\$3,633,176		\$3,783,657		\$3,876,278		\$3,970,995		\$4,064,200		\$4,114,200		\$4,214,200		\$4,314,200		\$4,414,200		\$4,514,200	
Total Sources of Funds		\$104,283,699		\$68,238,012		\$58,670,048		\$59,010,906		\$75,497,357		\$58,386,553		\$59,981,300		\$62,361,253		\$64,850,125		\$68,081,888	
Application of Funds																					
Asset Purchases:																					
Capital Works		\$55,037,207		\$30,764,348		\$30,110,125		\$31,746,063		\$39,079,955		\$30,202,315		\$30,365,037		\$30,602,984		\$31,965,996		\$32,776,720	
Real Estate		\$21,500,000		\$6,500,000		\$6,500,000		\$6,500,000		\$5,500,000		\$5,500,000		\$5,500,000		\$5,500,000		\$5,500,000		\$5,500,000	
Reserves:																					
Transfers to reserves		\$45,710,949		\$37,454,378		\$19,167,564		\$20,513,728		\$30,690,213		\$21,561,310		\$22,937,764		\$24,267,816		\$25,448,510		\$27,101,282	
Loans:																					
Principal Repayment		\$5,290,653		\$5,539,537		\$5,472,784		\$5,255,310		\$4,887,382		\$4,895,745		\$4,138,399		\$3,635,090		\$3,377,697		\$2,823,514	
Internal transactions:																					
Income		\$36,451,694		\$25,867,226		\$26,396,806		\$27,037,676		\$27,849,027		\$28,481,615		\$25,774,407		\$26,571,411		\$27,093,929		\$27,967,385	
Expenditure		\$36,451,694		\$25,867,226		\$26,396,806		\$27,037,676		\$27,849,027		\$28,481,615		\$25,774,407		\$26,571,411		\$27,093,929		\$27,967,385	
Total Internal Transactions		\$127,538,809		\$80,258,263		\$61,250,473		\$63,015,101		\$80,157,550		\$62,159,370		\$62,941,200		\$44,005,890		\$66,292,203		\$68,201,516	
Net Funding Result		\$23,255,110		\$12,020,251		\$2,580,425		\$4,004,195		\$4,660,193		\$3,772,817		\$2,959,900		\$1,644,637		\$1,442,078		\$119,628	
Change in Council's Working Capital		\$-10,279		\$-10,124		\$-15,299		\$-11,684		\$-23,644		\$-19,952		\$-21,612		\$-17,827		\$-15,667		\$-16,030	

Delivery Plan Financials (4 yrs forecast)		2023/2024				2024/2025				2025/2026				2026/2027				2027/2028				2028/2029				2029/2030				2030/2031				2031/2032				2032/2033																																							
Operational Plan (1 yr budget)																																																																													
Statement of Financial Position																																																																													
Current Assets	Cash & Cash Equivalents	\$60,114,454				\$60,211,284				\$41,587,215				\$33,223,282						\$29,616,471					\$33,921,935				\$29,228,515					\$44,468,972				\$49,371,882			\$44,370,349																																				
	Investments	\$42,355,000				\$34,276,000				\$36,245,000				\$38,514,000						\$40,839,000					\$43,222,000				\$40,645,000					\$38,419,000				\$31,242,000			\$34,136,000																																				
	Receivables	\$11,094,000				\$11,370,000				\$11,452,000				\$11,942,000						\$12,240,000					\$12,545,000				\$12,857,000					\$13,178,000				\$13,508,000			\$13,844,000																																				
	Inventories	\$2,134,000				\$2,187,000				\$2,242,000				\$2,298,000						\$2,355,000					\$2,414,000				\$2,474,000					\$2,536,000				\$2,599,000			\$2,664,000																																				
	Contract Assets	\$2,610,000				\$2,675,000				\$2,742,000				\$2,811,000						\$2,881,000					\$2,953,000				\$3,027,000					\$3,103,000				\$3,181,000			\$3,261,000																																				
	Other	\$1,126,000				\$1,154,000				\$1,183,000				\$1,213,000						\$1,243,000					\$1,274,000				\$1,306,000					\$1,339,000				\$1,372,000			\$1,406,000																																				
	Total Current Assets	\$119,433,454				\$111,873,284				\$95,651,215				\$90,001,282						\$89,174,471					\$96,329,935				\$94,557,515					\$103,043,972				\$101,273,882			\$99,681,349																																				
Non Current Assets	Infrastructure, Property, Plant & Equipment	\$1,593,995,049				\$1,622,962,935				\$1,651,187,060				\$1,680,954,123						\$1,717,957,078					\$1,745,977,393				\$1,774,051,430					\$1,802,250,414				\$1,831,691,410			\$1,861,818,130																																				
	Investments	\$34,500,000				\$44,500,000				\$54,500,000				\$54,500,000						\$54,500,000					\$54,500,000				\$64,500,000					\$74,500,000				\$84,500,000			\$94,500,000																																				
	Receivables	\$748,000				\$767,000				\$786,000				\$806,000						\$826,000					\$847,000				\$868,000					\$890,000				\$912,000			\$935,000																																				
	Inventories	\$9,395,000				\$9,631,000				\$9,872,000				\$10,119,000						\$10,373,000					\$10,632,000				\$10,899,000					\$11,172,000				\$11,451,000			\$11,737,000																																				
	Right of Use Assets	\$179,000				\$184,000				\$189,000				\$194,000						\$199,000					\$204,000				\$209,000					\$214,000				\$219,000			\$224,000																																				
	Investment Property	\$17,872,117				\$18,141,486				\$18,414,896				\$18,692,407						\$18,974,081					\$19,259,980				\$19,550,167					\$19,844,707				\$20,143,665			\$20,447,108																																				
	Total Non Current Assets	\$1,656,689,166				\$1,696,186,421				\$1,734,948,956				\$1,765,265,530						\$1,802,829,159					\$1,831,420,373				\$1,870,077,597					\$1,908,871,121				\$1,948,917,075			\$1,989,661,238																																				
	TOTAL ASSETS	\$1,776,122,620				\$1,808,059,705				\$1,830,600,171				\$1,855,266,812						\$1,892,003,630					\$1,927,750,308				\$1,964,635,112					\$2,011,915,093				\$2,050,190,958			\$2,089,342,587																																				
Current Liabilities	Payables	\$10,004,000				\$10,255,000				\$10,512,000				\$10,775,000						\$11,044,000					\$11,321,000				\$11,604,000					\$11,894,000				\$12,191,000			\$12,496,000																																				
	Contract Liabilities	\$10,156,000				\$10,411,000				\$10,671,000				\$10,937,000						\$11,210,000					\$11,490,000				\$11,777,000					\$12,071,000				\$12,373,000			\$12,683,000																																				
	Lease Liabilities	\$53,000				\$54,000				\$55,000				\$56,000						\$57,000					\$58,000				\$59,000					\$60,000				\$62,000			\$64,000																																				
	Borrowings	\$5,539,537				\$5,472,784				\$5,255,310				\$4,887,382						\$4,895,745					\$4,138,399				\$3,635,090					\$3,377,697				\$2,894,000			\$2,894,000																																				
	Employee benefit provisions	\$14,685,000				\$15,053,000				\$15,429,000				\$15,814,000						\$16,209,000					\$16,614,000				\$17,029,000					\$17,455,000				\$17,892,000			\$18,339,000																																				
	Provisions	\$159,000				\$163,000				\$167,000				\$171,000						\$175,000					\$179,000				\$183,000					\$188,000				\$193,000			\$198,000																																				
	Total Current Liabilities	\$40,596,537				\$41,408,784				\$42,089,310				\$42,640,382						\$43,590,745					\$43,800,399				\$44,287,090					\$45,045,697				\$45,534,514			\$46,674,000																																				
Non Current Liabilities	Payables	\$1,305,000				\$1,338,000				\$1,371,000				\$1,405,000						\$1,440,000					\$1,476,000				\$1,513,000					\$1,551,000				\$1,590,000			\$1,630,000																																				
	Lease Liabilities	\$129,000				\$132,000				\$135,000				\$138,000						\$141,000					\$145,000				\$149,000					\$153,000				\$157,000			\$161,000																																				
	Borrowings	\$36,779,244				\$31,739,707				\$26,266,923				\$21,011,613						\$26,124,231					\$21,228,486				\$17,090,087					\$13,454,997				\$10,077,300			\$7,253,786																																				
	Employee benefit provisions	\$150,000				\$154,000				\$158,000				\$162,000						\$166,000					\$170,000				\$174,000					\$178,000				\$182,000			\$187,000																																				
	Provisions	\$3,290,000				\$3,372,000				\$3,456,000				\$3,542,000						\$3,631,000					\$3,722,000				\$3,815,000					\$3,910,000				\$4,008,000			\$4,108,000																																				
	Total Non Current Liabilities	\$41,653,244				\$36,735,707				\$31,386,923				\$26,258,613						\$31,502,231					\$26,741,486				\$22,741,087					\$19,246,997				\$16,014,300			\$13,337,786																																				
	TOTAL LIABILITIES	\$82,249,781				\$78,144,491				\$73,476,233				\$68,898,995						\$75,092,976					\$70,541,885				\$67,028,177					\$64,292,694				\$61,548,814			\$60,013,786																																				
	Net Assets	\$1,693,872,839				\$1,729,915,214				\$1,757,123,938				\$1,786,367,817						\$1,816,910,654					\$1,857,208,423				\$1,897,606,936					\$1,947,622,399				\$1,988,642,144			\$2,029,328,802																																				
Equity	Accum Surplus																																																																												
	Carried Forward Accumulated Surplus/Deficit	\$710,131,450				\$733,396,839				\$745,427,214				\$748,022,938						\$752,038,817					\$756,722,654				\$760,515,423					\$765,159,399				\$766,617,144			\$766,752,802																																				
	Surplus from above	\$23,265,389				\$23,265,389				\$23,265,389				\$23,265,389						\$23,265,389					\$23,265,389				\$23,265,389					\$23,265,389				\$23,265,389			\$23,265,389																																				
	Revaluation Reserves	\$940,476,000				\$940,476,000				\$940,476,000				\$940,476,000						\$940,476,000					\$940,476,000				\$940,476,000					\$940,476,000				\$940,476,000			\$940,476,000																																				
	Asset Revaluation Reserve																																																																												
	Total Equity	\$1,693,872,839				\$1,729,915,214				\$1,757,123,938				\$1,786,367,817						\$1,816,910,654					\$1,857,208,423				\$1,897,606,936					\$1,947,622,399				\$1,988,642,144			\$2,029,328,802																																				

Long Term Financial Plan (10yrs modelling)											
Delivery Plan Financials (4 yrs forecast)											
Operational Plan (1 yr budget)											
Cash Flow Statement											
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	
Cash Flows from Operating Activities											
Receipts											
Rates & Annual Charges	-\$54,627,741	-\$56,656,738	-\$58,407,118	-\$60,213,920	-\$62,081,793	-\$64,012,562	-\$66,008,226	-\$68,068,468	-\$70,198,139	-\$72,402,791	
User Charges & Fees	-\$29,976,761	-\$31,134,487	-\$32,238,293	-\$33,378,857	-\$34,571,380	-\$35,715,490	-\$36,887,947	-\$38,105,386	-\$39,350,648	-\$40,645,328	
Interest received	-\$1,676,714	-\$1,732,562	-\$1,592,534	-\$1,619,708	-\$1,636,861	-\$1,629,896	-\$1,550,279	-\$1,557,131	-\$1,314,537	-\$1,335,970	
Grants & Contributions	-\$37,864,539	-\$28,605,207	-\$31,120,892	-\$33,761,339	-\$34,580,690	-\$35,893,528	-\$34,214,350	-\$36,541,899	-\$37,851,342	-\$38,907,685	
Other	-\$5,081,850	-\$5,317,074	-\$5,470,332	-\$5,628,400	-\$5,791,364	-\$5,941,070	-\$6,094,648	-\$6,247,955	-\$6,402,020	-\$6,560,104	
Payments											
Payments to employees	\$34,014,250	\$35,276,721	\$36,631,275	\$38,037,553	\$39,551,200	\$41,034,348	\$42,592,237	\$44,238,616	\$45,818,540	\$47,846,036	
Payments for materials & services	\$29,073,314	\$64,150,353	\$60,875,703	\$64,425,001	\$63,846,018	\$57,710,095	\$59,344,227	\$51,594,614	\$63,878,495	\$66,238,020	
Borrowing Costs	\$1,535,527	\$1,862,346	\$1,686,243	\$1,481,599	\$1,283,638	\$1,339,852	\$1,159,408	\$990,580	\$826,593	\$691,942	
Other	\$2,166,028	\$2,163,117	\$2,215,102	\$2,276,625	\$2,330,622	\$2,384,223	\$2,441,478	\$2,499,414	\$2,558,370	\$2,618,095	
Net cash flows from operating activities	-\$62,438,486	-\$19,993,531	-\$27,420,846	-\$28,381,446	-\$31,650,610	-\$40,724,028	-\$41,218,100	-\$51,197,615	-\$42,034,688	-\$42,457,785	
Cash Flows from Investing Activities											
Receipts											
Sale of investments	-\$155,645,000	-\$153,724,000	-\$141,755,000	-\$139,486,000	-\$137,161,000	-\$134,778,000	-\$122,335,000	-\$119,581,000	-\$116,758,000	-\$103,864,000	
Sale of real estate assets	-\$27,300,000	-\$24,000,000	-\$5,100,000	-\$5,100,000	-\$5,000,000	-\$5,000,000	-\$5,000,000	-\$5,000,000	-\$5,000,000	-\$5,000,000	
Proceeds from sale of IPPE	-\$1,331,000	-\$1,012,330	-\$966,750	-\$984,750	-\$966,750	-\$994,330	-\$966,750	-\$966,750	-\$966,750	-\$966,750	
Payments											
Purchase of investments	\$152,520,000	\$150,645,000	\$148,724,000	\$136,755,000	\$134,486,000	\$132,161,000	\$129,778,000	\$117,335,000	\$114,581,000	\$111,758,000	
Acquisition of term deposits	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	
Purchase of IPPE	\$55,037,207	\$30,764,348	\$30,110,125	\$31,746,063	\$39,079,955	\$30,202,315	\$30,365,037	\$30,602,984	\$31,965,996	\$32,776,720	
Purchase of real estate assets	\$10,846,341	\$7,134,146	\$4,509,756	\$3,509,756	\$4,881,834	\$4,881,834	\$4,881,834	\$4,881,834	\$4,881,834	\$4,881,834	
Deferred debtors and advances made	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Net cash flows from investing activities	\$39,127,548	\$14,807,164	\$40,522,131	\$31,440,069	\$40,320,039	\$31,472,819	\$41,723,121	\$32,272,068	\$33,704,080	\$44,585,804	
Cash Flows from Financing Activities											
Receipts											
Proceeds from borrowings	-\$6,950,000	-\$500,000	\$0	\$0	-\$10,000,000	\$0	\$0	\$0	\$0	\$0	
Payments											
Repayment of borrowings	\$5,290,653	\$5,539,537	\$5,472,784	\$5,255,310	\$4,887,382	\$4,895,745	\$4,138,399	\$3,635,090	\$3,377,697	\$2,823,514	
Principal component of lease payments	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	
Net cash flows from financing activities	-\$1,609,347	\$5,089,537	\$5,522,784	\$5,305,310	-\$5,062,618	\$4,945,745	\$4,188,399	\$3,685,090	\$3,427,697	\$2,873,514	
Net change in cash and cash equivalents	-\$24,920,285	-\$96,830	\$18,624,069	\$8,363,933	\$3,606,811	-\$4,305,464	\$4,693,420	-\$15,240,457	-\$4,902,911	\$5,001,533	
Cash and cash equivalents at beginning of year	-\$35,194,169	-\$60,114,454	-\$60,211,284	-\$41,587,215	-\$33,223,282	-\$29,616,471	-\$33,921,935	-\$29,228,515	-\$44,468,972	-\$49,371,883	
Cash and cash equivalents at end of year	-\$60,114,454	-\$60,211,284	-\$41,587,215	-\$33,223,282	-\$29,616,471	-\$33,921,935	-\$29,228,515	-\$44,468,972	-\$49,371,882	-\$44,370,349	

Income Statement

Long Term Financial Plan 2023-2033

Revenue:	Rates & Annual Charges	\$31,037,919	-\$32,275,448	-\$33,235,213	-\$34,223,804	-\$35,242,714	-\$36,291,654	-\$37,372,364	-\$38,485,112	-\$39,631,492	-\$40,812,632	
	User Charges & Fees	-\$11,918,162	-\$12,243,162	-\$12,573,576	-\$12,908,678	-\$13,260,312	-\$13,528,494	-\$13,786,484	-\$14,051,259	-\$14,301,935	-\$14,560,389	
	Other Revenues	-\$2,640,849	-\$2,722,972	-\$2,808,094	-\$2,896,228	-\$2,987,418	-\$3,064,414	-\$3,143,423	-\$3,220,252	-\$3,295,941	-\$3,373,642	
	Grants & Contributions provided for Operating Purposes	-\$12,137,440	-\$12,662,383	-\$13,038,107	-\$14,534,379	-\$15,204,082	-\$16,404,431	-\$16,610,055	-\$16,819,635	-\$17,010,601	-\$17,945,632	
	Grants & Contributions provided for Capital Purposes	-\$15,960,971	-\$11,955,151	-\$14,051,648	-\$15,150,526	-\$15,251,938	-\$15,354,349	-\$15,459,322	-\$15,566,914	-\$16,673,858	-\$16,783,474	
	Interest & Investment Revenue	-\$819,433	-\$863,186	-\$711,027	-\$725,708	-\$730,107	-\$710,123	-\$617,121	-\$610,317	-\$353,798	-\$361,129	
	Other Income	-\$2,515,425	-\$2,578,835	-\$2,643,897	-\$2,710,638	-\$2,779,099	-\$2,848,371	-\$2,919,374	-\$2,992,154	-\$3,066,695	-\$3,143,105	
	Net gains:											
	Income from the disposal of assets	-\$16,722,341	-\$14,684,146	-\$3,159,756	-\$3,159,756	-\$4,431,834	-\$4,431,834	-\$4,431,834	-\$4,431,834	-\$4,431,834	-\$4,431,834	
	Fair value increment on investment properties	-\$352,117	-\$269,369	-\$273,410	-\$277,511	-\$281,674	-\$285,899	-\$290,187	-\$294,540	-\$298,958	-\$303,443	
	Total Income from Continuing Operations	-\$94,104,657	-\$90,254,652	-\$82,494,728	-\$86,587,228	-\$90,169,178	-\$92,919,569	-\$94,630,164	-\$96,472,017	-\$99,065,112	-\$101,715,280	
	Expenses from Continuing Operations	Employee Benefits & On-Costs	\$29,422,770	\$30,528,661	\$31,720,084	\$32,957,707	\$34,297,169	\$35,615,589	\$37,002,444	\$38,473,869	\$39,882,992	\$41,736,879
Materials & Contracts		\$28,333,384	\$29,210,783	\$28,893,997	\$29,488,450	\$30,202,538	\$31,392,947	\$31,546,274	\$32,312,126	\$32,620,595	\$33,699,502	
Borrowing Costs		\$987,449	\$1,338,513	\$1,184,617	\$1,001,926	\$826,667	\$908,797	\$753,156	\$614,068	\$478,824	\$374,452	
Depreciation, Amortisation & Impairment		\$25,833,220	\$27,123,225	\$28,477,942	\$29,899,701	\$31,392,505	\$32,960,352	\$34,606,244	\$36,334,184	\$38,148,978	\$40,053,817	
Other Expenses		\$2,433,428	\$2,438,317	\$2,496,102	\$2,564,425	\$2,625,222	\$2,687,823	\$2,752,078	\$2,818,014	\$2,884,970	\$2,953,695	
Total Expenses from Continuing Operations		\$87,010,251	\$90,639,499	\$92,772,742	\$95,912,209	\$99,344,101	\$103,565,508	\$106,660,196	\$110,552,261	\$114,016,359	\$118,818,345	
Operating Result from Continuing Operations		-\$7,094,406	\$384,847	\$10,278,014	\$9,324,981	\$9,174,923	\$10,645,939	\$12,030,032	\$14,080,244	\$14,951,247	\$17,103,065	
Operating Result before Capital Grants		\$8,866,565	\$12,339,998	\$24,528,662	\$24,475,507	\$24,426,861	\$26,000,288	\$27,489,354	\$29,647,168	\$31,625,105	\$33,886,539	
Funding Statement												
Sources Of Funds		Transfers from Reserves	-\$15,223,376	-\$10,481,042	-\$8,692,281	-\$7,629,208	-\$17,620,183	-\$8,272,179	-\$7,640,231	-\$7,650,631	-\$8,320,751	-\$8,320,751
		Transfer from Section 7.11	-\$834,452	-\$1,003,230	-\$607,670	-\$612,249	-\$616,969	-\$619,735	-\$622,604	-\$625,581	-\$628,670	-\$631,874
		Loan Funds Received	-\$6,950,000	-\$500,000	\$0	\$0	-\$10,000,000	\$0	\$0	\$0	\$0	\$0
	Plant & Equipment (Income from Disposal)	-\$900,000	-\$893,330	-\$847,750	-\$865,750	-\$875,330	-\$875,330	-\$847,750	-\$847,750	-\$847,750	-\$847,750	
	Add Back Depreciation Budget	-\$25,764,671	-\$27,053,000	-\$28,406,000	-\$29,826,000	-\$31,317,000	-\$32,883,000	-\$34,527,000	-\$36,253,000	-\$38,066,000	-\$39,969,000	
	Add Back Carrying Value of Real Estate Sold	-\$10,653,659	-\$9,365,854	-\$1,990,244	-\$1,990,244	-\$618,166	-\$618,166	-\$618,166	-\$618,166	-\$618,166	-\$618,166	
	Add Back \$7.11 & S64 Income Received	\$2,063,476	\$2,179,057	\$2,235,878	\$2,294,095	\$2,350,000	\$2,400,000	\$2,500,000	\$2,600,000	\$2,700,000	\$2,800,000	
		-\$59,262,682	-\$47,117,399	-\$38,308,067	-\$38,629,356	-\$58,670,068	-\$40,868,410	-\$41,755,751	-\$43,395,128	-\$45,111,217	-\$47,587,541	
Application of Funds	Asset Purchases:											
	Capital Works	\$26,916,357	\$16,992,135	\$17,593,744	\$19,732,613	\$31,169,466	\$22,216,972	\$22,319,288	\$22,494,659	\$23,796,888	\$24,599,173	
	Real Estate	\$21,500,000	\$6,500,000	\$6,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000	
	Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Reserves:											
	Transfers to reserves	\$36,454,151	\$23,374,585	\$4,245,195	\$4,673,358	\$14,290,065	\$4,058,808	\$8,091,078	\$8,122,925	\$8,155,420	\$8,585,301	
	Transfers to:											
	Principal Repayment	\$4,845,599	\$5,070,235	\$4,981,278	\$4,741,852	\$4,351,221	\$4,333,669	\$3,551,520	\$3,018,470	\$2,732,334	\$2,147,873	
	Internal transactions:											
	Income	-\$31,210,375	-\$16,857,687	-\$17,193,367	-\$17,632,938	-\$18,235,889	-\$18,652,176	-\$19,346,057	-\$19,910,261	-\$20,191,279	-\$20,814,435	
	Expenditure	\$9,017,940	\$12,849,211	\$13,093,517	\$13,339,238	\$13,589,714	\$13,870,650	\$10,546,815	\$10,863,765	\$10,978,254	\$11,315,228	
		\$67,523,672	\$47,928,479	\$29,220,367	\$30,354,123	\$50,664,577	\$31,327,923	\$30,662,644	\$30,089,558	\$30,971,617	\$31,333,140	
Net Funding Result	\$8,260,990	\$811,080	-\$9,087,700	-\$8,275,233	-\$8,005,491	-\$9,540,487	-\$11,093,107	-\$13,305,570	-\$14,139,600	-\$16,254,401		
General Fund Change in Working Capital	\$1,166,584	\$1,195,927	\$1,190,314	\$1,049,748	\$1,169,432	\$1,105,452	\$936,925	\$774,674	\$811,647	\$848,664		

Statement of Financial Position (Balance Sheet)

Current Assets	Cash & Cash Equivalents	-\$33,135,991	-\$39,265,672	-\$64,130,544	-\$79,855,132	-\$95,603,968	-\$104,100,596	-\$122,276,673	-\$121,348,722	-\$133,643,697	-\$156,824,210
	Investments	\$42,355,000	\$34,276,000	\$36,245,000	\$38,514,000	\$40,839,000	\$43,222,000	\$45,665,000	\$38,419,000	\$31,242,000	\$34,136,000
Receivables	Receivables	\$5,562,000	\$5,700,000	\$5,841,000	\$5,986,000	\$6,138,000	\$6,292,000	\$6,446,000	\$6,784,000	\$6,933,000	\$7,081,000
	Inventories	\$2,134,000	\$2,187,000	\$2,242,000	\$2,298,000	\$2,355,000	\$2,414,000	\$2,474,000	\$2,536,000	\$2,599,000	\$2,664,000
Contract Assets	Contract Assets	\$2,610,000	\$2,675,000	\$2,742,000	\$2,811,000	\$2,881,000	\$2,953,000	\$3,027,000	\$3,103,000	\$3,181,000	\$3,261,000
	Other	\$1,117,000	\$1,145,000	\$1,174,000	\$1,204,000	\$1,234,000	\$1,265,000	\$1,297,000	\$1,330,000	\$1,363,000	\$1,397,000
Total Current Assets		\$20,642,009	\$6,717,328	\$15,886,544	\$29,042,132	\$42,156,968	\$47,952,596	\$63,360,673	\$69,344,722	\$88,474,697	\$108,413,210
Non Current Assets	Infrastructure, Property, Plant & Equipment	\$1,133,512,777	\$1,151,062,050	\$1,167,302,794	\$1,185,615,407	\$1,215,293,873	\$1,235,944,845	\$1,256,620,133	\$1,277,388,792	\$1,301,483,766	\$1,326,291,025
	Investments	\$1,006,000	\$1,016,000	\$1,026,000	\$1,036,000	\$1,046,000	\$1,056,000	\$1,066,000	\$1,076,000	\$1,086,000	\$1,096,000
Receivables	Receivables	\$379,000	\$389,000	\$399,000	\$409,000	\$419,000	\$429,000	\$439,000	\$449,000	\$459,000	\$469,000
	Inventories	\$9,395,000	\$9,631,000	\$9,867,000	\$10,103,000	\$10,339,000	\$10,575,000	\$10,811,000	\$11,047,000	\$11,283,000	\$11,519,000
Right of Use Assets	Right of Use Assets	\$178,000	\$183,000	\$188,000	\$193,000	\$198,000	\$203,000	\$208,000	\$213,000	\$218,000	\$223,000
	Investment Property	\$17,872,117	\$18,141,486	\$18,410,855	\$18,680,224	\$18,949,593	\$19,218,962	\$19,488,331	\$19,757,700	\$20,027,069	\$20,296,438
Total Non Current Assets		\$1,162,342,894	\$1,189,575,536	\$1,215,487,690	\$1,243,460,814	\$1,269,787,954	\$1,293,074,825	\$1,313,374,300	\$1,343,755,499	\$1,377,448,431	\$1,411,842,133
TOTAL ASSETS		\$1,182,984,902	\$1,196,292,863	\$1,199,601,145	\$1,204,418,681	\$1,220,630,985	\$1,235,122,229	\$1,250,013,627	\$1,274,410,776	\$1,288,973,734	\$1,303,428,923
Current Liabilities	Payables	-\$9,332,000	-\$9,566,000	-\$9,800,000	-\$10,034,000	-\$10,268,000	-\$10,502,000	-\$10,736,000	-\$10,970,000	-\$11,204,000	-\$11,438,000
	Contract Liabilities	-\$10,156,000	-\$10,411,000	-\$10,671,000	-\$10,937,000	-\$11,203,000	-\$11,473,000	-\$11,743,000	-\$12,013,000	-\$12,283,000	-\$12,553,000
Lease Liabilities	Lease Liabilities	-\$53,000	-\$54,000	-\$55,000	-\$56,000	-\$57,000	-\$58,000	-\$59,000	-\$60,000	-\$61,000	-\$62,000
	Borrowings	-\$5,000,235	-\$4,981,278	-\$4,962,321	-\$4,943,364	-\$4,924,407	-\$4,905,450	-\$4,886,493	-\$4,867,536	-\$4,848,579	-\$4,829,622
Employee benefit provisions	Employee benefit provisions	-\$12,400,000	-\$12,712,000	-\$13,024,000	-\$13,336,000	-\$13,648,000	-\$13,960,000	-\$14,272,000	-\$14,584,000	-\$14,896,000	-\$15,208,000
	Provisions	-\$159,000	-\$163,000	-\$167,000	-\$171,000	-\$175,000	-\$179,000	-\$183,000	-\$187,000	-\$191,000	-\$195,000
Total Current Liabilities		-\$37,170,235	-\$37,887,278	-\$38,470,852	-\$38,922,221	-\$39,766,669	-\$39,870,520	-\$40,242,470	-\$40,885,334	-\$41,266,873	-\$42,290,000
Non Current Liabilities	Payables	-\$1,305,000	-\$1,338,000	-\$1,371,000	-\$1,405,000	-\$1,440,000	-\$1,476,000	-\$1,513,000	-\$1,551,000	-\$1,590,000	-\$1,630,000
	Lease Liabilities	-\$128,000	-\$131,000	-\$134,000	-\$137,000	-\$140,000	-\$144,000	-\$148,000	-\$152,000	-\$156,000	-\$160,000
Borrowings	Borrowings	-\$26,188,889	-\$21,618,654	-\$16,637,376	-\$11,895,524	-\$7,153,672	-\$2,411,820	-\$2,310,634	-\$6,640,644	-\$3,908,310	-\$1,760,437
	Employee benefit provisions	-\$140,000	-\$144,000	-\$148,000	-\$152,000	-\$156,000	-\$160,000	-\$164,000	-\$168,000	-\$172,000	-\$177,000
	Provisions	-\$1,000	-\$1,000	-\$1,000	-\$1,000	-\$1,000	-\$1,000	-\$1,000	\$0	\$0	\$0
Total Non Current Liabilities		-\$27,762,889	-\$23,232,654	-\$18,291,376	-\$13,590,524	-\$9,281,303	-\$14,991,634	-\$11,485,114	-\$8,511,644	-\$5,826,310	-\$3,727,437
TOTAL LIABILITIES		-\$64,933,124	-\$61,119,932	-\$56,762,228	-\$52,512,745	-\$49,047,972	-\$54,862,154	-\$51,727,584	-\$49,396,978	-\$47,093,183	-\$46,017,437
Net Assets		\$1,118,051,778	\$1,135,172,931	\$1,142,838,917	\$1,151,905,936	\$1,161,583,013	\$1,180,260,075	\$1,198,286,043	\$1,225,013,798	\$1,241,890,551	\$1,257,411,486
Equity	Accum Surplus	-\$410,718,372	-\$417,812,778	-\$417,427,931	-\$407,149,917	-\$397,824,936	-\$388,650,013	-\$378,004,075	-\$365,974,043	-\$351,893,798	-\$336,942,551
	Surplus from above	-\$7,094,406	\$384,847	\$10,278,014	\$9,324,981	\$9,174,923	\$10,645,939	\$12,030,032	\$14,080,244	\$14,951,247	\$17,103,065
Revaluation Reserves	Revaluation Reserves	-\$417,812,778	-\$417,427,931	-\$407,149,917	-\$397,824,936	-\$388,650,013	-\$378,004,075	-\$365,974,043	-\$351,893,798	-\$336,942,551	-\$319,839,486
	Asset Revaluation Reserves (General)	-\$700,239,000	-\$717,745,000	-\$735,689,000	-\$754,081,000	-\$772,933,000	-\$802,256,000	-\$832,312,000	-\$873,120,000	-\$904,948,000	-\$937,572,000
Total Equity		-\$1,118,051,778	-\$1,135,172,931	-\$1,142,838,917	-\$1,151,905,936	-\$1,161,583,013	-\$1,180,260,075	-\$1,198,286,043	-\$1,225,013,798	-\$1,241,890,551	-\$1,257,411,486

Long Term Financial Plan 2023-2033

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Income Statement

[illegible]

APPENDIX 2: CONSERVATIVE SCENARIO

Draft

LTFP Financial performance and sustainability ratios (Consolidated)

Conservative Scenario - CPI of 4.0% pa

Indicator # 1 - Operating Performance Ratio

Indicator use - measure's the extent to which Council is containing operating expenditure within operating revenue.

Calculation - (Total continuing operating revenue excluding capital grants & contributions less operating expenses) / Total continuing operating revenue excluding capital grants & contributions

Benchmark - > 0 Sustainable

< 0 Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
-12.4%	-13.7%	-2.0%	-3.6%	-13.9%	-13.2%	-12.2%	-12.6%	-13.0%	-13.7%	-14.3%	-14.8%

Commentary - Council regards it's Land Development activities as normal, continuing operations and so includes land sales revenue in this ratio. With Land Development included, this shows Council is in an unsustainable position for the foreseeable future with Operating Expenditure exceeding Revenue. Reducing operating expenditure and Land Development opportunities are being implemented to improve this indicator.

Indicator # 2 - Own Source Operating Revenue

Indicator use - shows percentage of Council's income that it generates itself - so excludes external funding (like grants) that may not be recurring.

Calculation - (Total continuing operating revenue excluding grants & contributions) / Total continuing operating revenue including grants & contributions

Benchmark - > 60% Sustainable

< 60% Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
70.5%	72.2%	70.9%	77.1%	76.1%	75.2%	75.3%	75.2%	75.6%	76.0%	75.8%	75.9%

Commentary - long term this indicator shows Council has the ability to sustain it's operations without relying on external funding.

Indicator # 3 - Debt Service Cover Ratio

Indicator use - shows the amount of annual revenue necessary to service annual debt obligations (loan repayments).

Calculation - (operating result before capital excluding interest and depreciation (EBITDA)) / (principal repayments + Interest costs)

Benchmark - > 2 Sustainable

< 2 Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
2.5	3.2	2.7	2.8	3.1	3.6	4.1	4.3	5.3	6.2	7.1	8.8

Commentary - shows Council is in a sound position to repay its debt obligations. By the end of the LTFP period only 1 x \$10m General Fund loans is yet to be fully repaid, and a 20 year Water Fund loan remaining until 2040.

Indicator # 4 - Building and Infrastructure Renewals Ratio

Indicator use - shows Council's expenditure on the renewal of its fixed assets (as opposed to new assets) as a proportion of depreciation.

Calculation - Asset Renewals (Building and Infrastructure) / Depreciation, Amortisation & Impairment

Benchmark - > 100% Sustainable

< 100% Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
45.6%	62.1%	91.2%	52.6%	52.8%	56.8%	72.3%	49.1%	47.0%	45.1%	44.9%	43.9%

Commentary - shows that Council needs to increase its spending on asset renewal to improve this ratio towards a sustainable level over the long-term. With Depreciation increasing every year, this ratio is decreasing every year (apart from 2028 increase due to Mt Pan resurfacing).

Indicator # 5 - Infrastructure Backlog Ratio

Indicator use - indicates proportion of infrastructure backlog against the total value of Council's infrastructure assets.

Calculation - estimated cost to bring Assets to a satisfactory condition / Total written down value of Infrastructure, Buildings, Other Structures and depreciable Land Improvements

Benchmark - < 2% Sustainable
> 2% Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
10.3%	9.2%	6.7%	6.0%	5.3%	4.3%	2.7%	2.5%	2.5%	2.8%	3.0%	3.2%

Commentary - Council is slowly reducing it's backlog of required infrastructure maintenance over the long-term, working towards maintaining Council assets in a condition expected by the community, but still needs to commit more funds to this area.

Indicator # 6 - Asset Maintenance Ratio

Indicator use - indicates proportion of infrastructure maintenance completed against maintenance required.

Calculation - actual asset maintenance / Required asset maintenance

Benchmark - >100% Sustainable
< 100% Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
65.8%	93.7%	94.6%	95.5%	96.5%	97.4%	98.4%	99.3%	100.3%	101.3%	102.3%	103.3%

Commentary - Council is continuing it's current infrastructure maintenance program over the long-term, and so maintaining Council assets in a condition expected by the community.

Indicator # 7 - Real Operating Expenditure per Capita

Indicator use - shows long term trend in operating costs per person.

Calculation - real operating expenditure / population

Benchmark - decrease over time = Sustainable
increase over time = Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
2,532	2,502	2,598	2,571	2,528	2,504	2,483	2,473	2,442	2,420	2,392	2,380

Commentary - shows increase in 2024, before decreasing over remainder of forecast period. Indicates Council is reducing operating costs whilst maintaining required service levels.

Delivery Plan Financials (4 yrs forecast) - Conservative Scenario - CPI of 4.0% pa																					
Operational Plan (1 yr budget)		2023/2024		2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2029/2030		2030/2031		2031/2032		2032/2033	
Income Statement																					
Revenue:																					
Rates & Annual Charges		\$54,806,741		-\$56,932,738		-\$58,689,118		-\$60,503,920		-\$62,379,793		-\$64,317,562		-\$66,320,226		-\$68,389,468		-\$70,528,139		-\$72,738,791	
User Charges & Fees		-\$30,086,761		-\$31,153,487		-\$32,257,293		-\$33,398,857		-\$34,591,380		-\$35,736,490		-\$36,908,947		-\$38,127,386		-\$39,372,648		-\$40,668,328	
Other Revenues		-\$2,905,849		-\$3,039,516		-\$3,132,807		-\$3,229,328		-\$3,329,127		-\$3,414,701		-\$3,502,502		-\$3,588,282		-\$3,673,100		-\$3,760,159	
Grants & Contributions provided for Operating		-\$12,374,868		-\$12,905,456		-\$13,285,844		-\$14,786,913		-\$15,461,552		-\$16,666,979		-\$16,877,828		-\$17,092,785		-\$17,289,284		-\$18,230,011	
Grants & Contributions provided for Capital Pu		-\$25,305,671		-\$15,509,751		-\$17,642,048		-\$18,777,426		-\$18,916,138		-\$19,018,549		-\$19,123,522		-\$19,231,114		-\$20,338,058		-\$20,447,674	
Interest & Investment Revenue		-\$6,676,714		-\$1,732,562		-\$1,592,534		-\$1,619,708		-\$1,636,861		-\$1,629,896		-\$1,550,279		-\$1,557,131		-\$1,314,537		-\$1,335,970	
Other Income		-\$2,528,118		-\$2,630,724		-\$2,697,091		-\$2,765,172		-\$2,835,007		-\$2,905,673		-\$2,978,105		-\$3,052,351		-\$3,128,392		-\$3,206,341	
Other Income:																					
Net gains from the disposal of assets		-\$16,722,341		-\$14,684,146		-\$3,159,756		-\$3,159,756		-\$4,431,834		-\$4,431,834		-\$4,431,834		-\$4,431,834		-\$4,431,834		-\$4,431,834	
Fair value increment on investment properties		-\$352,117		-\$269,369		-\$275,410		-\$277,511		-\$281,674		-\$285,899		-\$290,187		-\$294,540		-\$298,958		-\$303,443	
Total Income from Continuing Operations		-\$146,759,180		-\$138,857,749		-\$132,729,901		-\$138,518,591		-\$143,863,366		-\$148,407,583		-\$151,983,431		-\$155,764,890		-\$160,374,950		-\$165,122,551	
Expenses from Continuing Operations																					
Employee Benefits & On-Costs		\$34,376,250		\$35,648,721		\$37,011,275		\$38,426,553		\$39,950,200		\$41,443,348		\$43,011,237		\$44,668,616		\$46,259,540		\$48,298,036	
Materials & Contracts		\$48,911,899		\$49,490,556		\$49,665,431		\$50,788,210		\$52,015,165		\$53,676,889		\$54,326,636		\$55,481,417		\$56,285,008		\$57,749,491	
Borrowing Costs		\$1,535,527		\$1,862,346		\$1,686,243		\$1,481,599		\$1,283,638		\$1,391,852		\$1,159,408		\$990,580		\$826,593		\$691,942	
Depreciation, Amortisation & Impairment		\$36,228,087		\$38,026,225		\$39,913,942		\$41,894,701		\$43,973,505		\$46,157,352		\$48,450,244		\$50,856,184		\$53,382,978		\$56,034,817	
Other Expenses		\$2,442,028		\$2,483,824		\$2,542,679		\$2,612,229		\$2,674,141		\$2,737,681		\$2,802,900		\$2,869,825		\$2,937,786		\$3,007,541	
Total Expenses from Continuing Operations		\$123,493,791		\$127,511,671		\$130,819,569		\$135,203,292		\$139,896,649		\$145,355,122		\$149,750,425		\$154,866,423		\$159,691,905		\$165,781,827	
Operating Result from Continuing Operations		-\$23,265,389		-\$11,346,077		-\$1,910,332		-\$3,315,299		-\$3,966,716		-\$3,052,461		-\$2,233,006		-\$898,268		-\$683,046		-\$659,276	
Operating Result before Capital Grants		\$2,040,282		\$4,163,674		\$15,731,716		\$15,462,127		\$14,949,422		\$15,966,088		\$16,890,516		\$18,332,846		\$19,655,012		\$21,106,950	
Funding Statement																					
Sources Of Funds																					
Transfers from Reserves		-\$43,578,226		-\$17,973,313		-\$14,835,952		-\$13,877,520		-\$23,772,844		-\$14,506,281		-\$13,941,924		-\$14,020,357		-\$14,088,264		-\$14,772,156	
Transfer from Section 7.11		-\$9,244,452		-\$5,503,230		-\$5,207,670		-\$4,612,249		-\$61,6969		-\$619,735		-\$622,604		-\$625,581		-\$628,670		-\$631,874	
Loan Funds Received		-\$6,950,000		-\$500,000		\$0		\$0		-\$10,000,000		\$0		\$0		\$0		\$0		\$0	
Plant & Equipment (Income from Disposal)		\$1,331,000		-\$1,012,330		-\$966,750		-\$984,750		-\$966,750		-\$994,330		-\$966,750		-\$966,750		-\$966,750		-\$966,750	
Add Back Depreciation Budget		-\$36,159,538		-\$37,956,000		-\$39,842,000		-\$41,821,000		-\$43,898,000		-\$46,080,000		-\$48,371,000		-\$50,775,000		-\$53,300,000		-\$55,950,000	
Add Back Carrying Value of Real Estate Sold		-\$10,653,659		-\$9,365,854		-\$1,990,244		-\$1,990,244		-\$618,166		-\$618,166		-\$618,166		-\$618,166		-\$618,166		-\$618,166	
Add Back \$7.11 & \$64 Income Received		\$3,633,176		\$3,783,657		\$3,876,278		\$3,970,995		\$4,064,200		\$4,114,200		\$4,214,200		\$4,314,200		\$4,414,200		\$4,514,200	
Total Sources of Funds		-\$104,283,699		-\$68,527,070		-\$58,966,338		-\$59,314,768		-\$75,808,529		-\$58,704,312		-\$60,306,244		-\$62,691,654		-\$65,187,650		-\$68,424,746	
Application of Funds																					
Asset Purchases:																					
Capital Works		\$55,037,207		\$30,764,348		\$30,110,125		\$31,746,063		\$39,079,955		\$30,202,315		\$30,365,037		\$30,602,984		\$31,965,996		\$32,776,720	
Real Estate		\$21,500,000		\$6,500,000		\$6,500,000		\$5,500,000		\$5,500,000		\$5,500,000		\$5,500,000		\$5,500,000		\$5,500,000		\$5,500,000	
Reserves:																					
Transfers to reserves		\$45,710,949		\$37,454,378		\$19,167,564		\$20,513,728		\$30,690,213		\$21,561,310		\$22,937,764		\$24,267,816		\$25,448,510		\$27,101,282	
Loans:																					
Principal Repayment		\$5,290,653		\$5,539,537		\$5,472,784		\$5,255,310		\$4,887,382		\$4,895,745		\$4,138,399		\$3,635,090		\$3,377,697		\$2,823,514	
Internal transactions:																					
Income		-\$36,451,694		-\$25,867,226		-\$26,396,806		-\$27,037,676		-\$27,849,027		-\$28,481,615		-\$25,774,407		-\$26,571,411		-\$27,093,929		-\$27,967,385	
Expenditure		\$36,451,694		\$25,867,226		\$26,396,806		\$27,037,676		\$27,849,027		\$28,481,615		\$25,774,407		\$26,571,411		\$27,093,929		\$27,967,385	
Total Internal Transactions		\$127,538,809		\$80,258,263		\$61,250,473		\$63,015,101		\$80,157,550		\$62,159,370		\$62,941,200		\$64,005,890		\$66,292,203		\$68,201,516	
Net Funding Result		\$23,255,110		\$11,731,193		\$2,284,135		\$3,700,333		\$4,349,021		\$3,455,058		\$2,634,956		\$1,314,236		\$1,104,553		-\$223,230	
Change in Council's Working Capital		-\$10,279		\$385,116		\$373,803		\$385,034		\$382,305		\$402,597		\$401,950		\$415,968		\$421,507		\$436,046	

Long Term Financial Plan (10yrs modelling)										
Delivery Plan Financials (4 yrs forecast)										
Operational Plan (1 yr budget)										
Cash Flow Statement										
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033
Cash Flows from Operating Activities										
Receipts										
Rates & Annual Charges	-\$54,627,741	-\$56,656,738	-\$58,407,118	-\$60,213,920	-\$62,081,793	-\$64,012,562	-\$66,008,226	-\$68,068,468	-\$70,198,139	-\$72,402,791
User Charges & Fees	-\$29,976,761	-\$31,134,487	-\$32,238,293	-\$33,378,857	-\$34,571,380	-\$35,715,490	-\$36,887,947	-\$38,105,386	-\$39,350,648	-\$40,645,328
Interest received	-\$1,676,714	-\$1,732,562	-\$1,592,534	-\$1,619,708	-\$1,636,861	-\$1,629,896	-\$1,550,279	-\$1,557,131	-\$1,314,537	-\$1,335,970
Grants & Contributions	-\$37,864,539	-\$28,605,207	-\$31,120,892	-\$33,761,339	-\$34,580,690	-\$35,893,528	-\$36,214,350	-\$36,541,899	-\$37,851,342	-\$38,907,685
Other	-\$5,081,850	-\$5,400,871	-\$5,556,488	-\$5,716,989	-\$5,882,460	-\$6,034,475	-\$6,190,421	-\$6,346,092	-\$6,502,535	-\$6,663,057
Payments										
Payments to employees	\$34,014,250	\$35,276,721	\$36,631,275	\$38,037,553	\$39,551,200	\$41,034,348	\$42,592,237	\$44,238,616	\$45,818,540	\$47,846,036
Payments for materials & services	\$29,073,314	\$24,881,741	\$61,609,675	\$65,175,566	\$64,614,715	\$58,503,350	\$60,147,084	\$62,414,536	\$64,710,293	\$67,091,461
Borrowing Costs	\$1,535,527	\$1,862,346	\$1,686,243	\$1,481,599	\$1,283,638	\$1,339,852	\$1,159,408	\$990,580	\$826,593	\$691,942
Other	\$2,166,028	\$2,199,824	\$2,252,679	\$2,315,229	\$2,370,141	\$2,424,681	\$2,482,900	\$2,541,825	\$2,601,786	\$2,662,541
Net cash flows from operating activities	-\$62,438,486	-\$19,309,233	-\$26,735,454	-\$27,680,866	-\$30,933,489	-\$39,983,720	-\$40,469,594	-\$50,433,419	-\$41,259,989	-\$41,662,851
Cash Flows from Investing Activities										
Receipts										
Sale of investments	-\$155,645,000	-\$153,724,000	-\$141,755,000	-\$139,486,000	-\$137,161,000	-\$134,778,000	-\$122,335,000	-\$119,581,000	-\$116,758,000	-\$103,864,000
Sale of real estate assets	-\$27,300,000	-\$24,000,000	-\$5,100,000	-\$5,100,000	-\$5,000,000	-\$5,000,000	-\$5,000,000	-\$5,000,000	-\$5,000,000	-\$5,000,000
Proceeds from sale of IPPE	-\$1,331,000	-\$1,012,330	-\$966,750	-\$984,750	-\$966,750	-\$994,330	-\$966,750	-\$966,750	-\$966,750	-\$966,750
Payments										
Purchase of investments	\$152,520,000	\$150,645,000	\$148,724,000	\$136,755,000	\$134,486,000	\$132,161,000	\$129,778,000	\$117,335,000	\$114,581,000	\$111,758,000
Acquisition of term deposits	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000
Purchase of IPPE	\$55,037,207	\$30,764,348	\$30,110,125	\$31,746,063	\$39,079,955	\$30,202,315	\$30,365,037	\$30,602,984	\$31,965,996	\$32,776,720
Purchase of real estate assets	\$10,846,341	\$7,134,146	\$4,509,756	\$3,509,756	\$4,881,834	\$4,881,834	\$4,881,834	\$4,881,834	\$4,881,834	\$4,881,834
Deferred debtors and advances made	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net cash flows from investing activities	\$39,127,548	\$14,807,164	\$40,522,131	\$31,440,069	\$40,320,039	\$31,472,819	\$41,723,121	\$32,272,068	\$33,704,080	\$44,585,804
Cash Flows from Financing Activities										
Receipts										
Proceeds from borrowings	-\$6,950,000	-\$500,000	\$0	\$0	-\$10,000,000	\$0	\$0	\$0	\$0	\$0
Payments										
Repayment of borrowings	\$5,290,653	\$5,539,537	\$5,472,784	\$5,255,310	\$4,887,382	\$4,895,745	\$4,138,399	\$3,635,090	\$3,377,697	\$2,823,514
Principal component of lease payments	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Net cash flows from financing activities	-\$1,609,347	\$5,089,537	\$5,522,784	\$5,305,310	-\$5,062,618	\$4,945,745	\$4,188,399	\$3,685,090	\$3,427,697	\$2,873,514
Net change in cash and cash equivalents	-\$24,920,285	\$587,468	\$19,309,461	\$9,064,513	\$4,323,932	-\$3,565,156	\$5,441,926	-\$14,476,261	-\$4,128,212	\$5,796,467
Cash and cash equivalents at beginning of year	-\$35,194,169	-\$60,114,454	-\$59,526,986	-\$40,217,525	-\$31,153,012	-\$26,829,080	-\$30,394,236	-\$24,952,309	-\$39,428,570	-\$43,556,781
Cash and cash equivalents at end of year	-\$60,114,454	-\$59,526,986	-\$40,217,525	-\$31,153,012	-\$26,829,080	-\$30,394,236	-\$24,952,309	-\$39,428,570	-\$43,556,781	-\$37,760,314

Income Statement

Revenue:	Rates & Annual Charges																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
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Income Statement

Revenue:											
Rates & Annual Charges	-\$3,130,385	-\$3,147,012	-\$3,163,723	-\$3,180,515	-\$3,197,393	-\$3,214,354	-\$3,231,403	-\$3,248,535	-\$3,265,754		
User Charges & Fees	-\$12,187,611	-\$12,746,527	-\$13,331,116	-\$13,942,455	-\$14,581,878	-\$15,250,579	-\$15,949,905	-\$16,681,264	-\$17,446,030		
Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Grants & Contributions provided for Operating Purposes	-\$111,622	-\$112,180	-\$113,305	-\$113,872	-\$114,441	-\$115,013	-\$115,588	-\$116,166	-\$116,747		
Grants & Contributions provided for Capital Purposes	-\$8,240,000	-\$2,433,100	-\$2,451,700	-\$2,490,100	-\$2,490,100	-\$2,490,100	-\$2,490,100	-\$2,490,100	-\$2,490,100		
Interest & Investment Revenue	-\$188,091	-\$189,272	-\$191,835	-\$193,118	-\$194,402	-\$195,787	-\$197,173	-\$198,560	-\$199,948		
Other Income	-\$12,693	-\$13,206	-\$13,874	-\$14,221	-\$14,576	-\$14,941	-\$15,314	-\$15,697	-\$16,090		
Other income:											
Net gains from the disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Fair value increment on investment properties	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Total Income from Continuing Operations	-\$23,319,478	-\$18,065,754	-\$19,284,553	-\$19,934,281	-\$20,592,790	-\$21,280,774	-\$21,999,483	-\$22,750,322	-\$23,534,669		
Expenses from Continuing Operations											
Employee Benefits & On-Costs	\$1,659,356	\$1,713,690	\$1,828,376	\$1,888,963	\$1,945,937	\$2,004,906	\$2,066,010	\$2,129,325	\$2,194,935		
Materials & Contracts	\$9,535,941	\$9,023,614	\$9,493,333	\$9,764,567	\$9,911,243	\$10,183,238	\$10,343,435	\$10,627,201	\$10,797,421		
Borrowing Costs	\$548,078	\$523,833	\$479,673	\$456,971	\$431,055	\$406,252	\$376,512	\$347,769	\$317,490		
Depreciation, Amortisation & Impairment	\$5,062,319	\$5,315,000	\$5,860,000	\$6,153,000	\$6,461,000	\$6,784,000	\$7,123,000	\$7,479,000	\$7,853,000		
Other Expenses	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000		
Total Expenses from Continuing Operations	\$16,807,694	\$16,578,137	\$17,663,382	\$18,265,501	\$18,751,235	\$19,380,396	\$19,910,957	\$20,585,295	\$21,164,846		
Operating Result from Continuing Operations	-\$6,511,784	-\$1,487,617	-\$1,621,171	-\$1,668,780	-\$1,841,556	-\$1,900,378	-\$2,088,527	-\$2,165,027	-\$2,369,823		
<i>Operating Result before Capital Grants</i>	<i>\$1,728,216</i>	<i>\$945,483</i>	<i>\$849,529</i>	<i>\$821,320</i>	<i>\$648,544</i>	<i>\$589,722</i>	<i>\$401,573</i>	<i>\$325,073</i>	<i>\$120,277</i>		
Funding Statement											
Sources Of Funds											
Transfers from Reserves	-\$2,223,197	-\$2,290,050	-\$2,345,182	-\$2,171,208	-\$2,185,301	-\$2,201,601	-\$2,216,614	-\$2,229,787	-\$2,240,736		
Transfer from Section 7.11	-\$3,510,000	\$0	-\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$0		
Loan Funds Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Plant & Equipment (Income from Disposal)	-\$55,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Add Back Depreciation Budget	-\$5,062,319	-\$5,315,000	-\$5,860,000	-\$6,153,000	-\$6,461,000	-\$6,784,000	-\$7,123,000	-\$7,479,000	-\$7,853,000		
Add Back Carrying Value of Real Estate Sold	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Add Back \$7.11 & S64 Income Received	\$815,000	\$833,100	\$870,700	\$890,100	\$890,100	\$890,100	\$890,100	\$890,100	\$890,100		
Total	-\$10,036,016	-\$6,771,950	-\$11,334,482	-\$7,434,108	-\$7,756,201	-\$8,095,501	-\$8,449,514	-\$8,818,687	-\$9,203,636		
Application of Funds											
Asset Purchases:											
Capital Works	\$12,363,697	\$3,756,891	\$7,805,091	\$3,627,114	\$3,639,045	\$3,651,331	\$3,663,982	\$3,672,967	\$3,681,406		
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Real Estate	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Reserves:											
Transfers to reserves	\$4,148	\$126,452	\$643,160	\$780,372	\$1,146,251	\$1,428,892	\$1,897,061	\$2,198,834	\$2,602,080		
Loans:											
Principal Repayment	\$445,054	\$469,302	\$513,458	\$536,161	\$562,076	\$586,879	\$616,620	\$645,363	\$675,641		
Internal transactions:											
Income	-\$1,096,500	-\$1,124,000	-\$1,181,100	-\$1,210,700	-\$1,241,000	-\$1,272,100	-\$1,304,000	-\$1,336,700	-\$1,370,200		
Expenditure	\$4,225,521	\$4,410,347	\$4,613,500	\$4,791,865	\$4,896,356	\$5,088,472	\$5,234,164	\$5,354,781	\$5,517,350		
Total	\$15,941,920	\$7,638,992	\$12,394,109	\$8,524,812	\$9,002,728	\$9,483,474	\$10,107,827	\$10,535,245	\$11,106,277		
Net Funding Result	\$5,905,904	\$867,042	\$1,059,627	\$1,090,704	\$1,246,527	\$1,387,973	\$1,658,313	\$1,716,558	\$1,902,641		
Water Fund Change in Working Capital	-\$605,880	-\$620,575	-\$561,544	-\$578,076	-\$595,029	-\$512,405	-\$430,214	-\$448,469	-\$467,182		

Long Term Financial Plan 2023-2033

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Income Statement

Revenue:											
Rates & Annual Charges	-\$12,185,785	-\$12,674,921	-\$13,054,793	-\$13,446,168	-\$13,849,291	-\$14,264,519	-\$14,692,223	-\$15,132,784	-\$15,586,592	-\$16,054,052	
User Charges & Fees	-\$2,666,341	-\$2,777,213	-\$2,892,793	-\$3,013,286	-\$3,138,907	-\$3,269,874	-\$3,406,427	-\$3,548,802	-\$3,697,259	-\$3,852,061	
Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Grants & Contributions provided for Operating Purposes	-\$114,593	-\$119,176	-\$122,752	-\$126,434	-\$130,227	-\$134,134	-\$138,158	-\$142,303	-\$146,572	-\$150,969	
Grants & Contributions provided for Capital Purposes	-\$1,104,700	-\$1,121,500	-\$1,138,700	-\$1,156,200	-\$1,174,100	-\$1,174,100	-\$1,174,100	-\$1,174,100	-\$1,174,100	-\$1,174,100	
Interest & Investment Revenue	-\$455,905	-\$462,221	-\$468,347	-\$474,705	-\$481,194	-\$487,816	-\$494,571	-\$501,462	-\$508,487	-\$515,650	
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other income:											
Net gains from the disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Fair value increment on investment properties	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Income from Continuing Operations	-\$16,527,324	-\$17,155,031	-\$17,677,385	-\$18,216,793	-\$18,773,719	-\$19,330,443	-\$19,905,479	-\$20,499,451	-\$21,113,010	-\$21,746,832	
Expenses from Continuing Operations											
Employee Benefits & On-Costs	\$1,691,100	\$1,745,159	\$1,800,598	\$1,858,165	\$1,917,932	\$1,970,158	\$2,024,313	\$2,078,839	\$2,129,666	\$2,182,376	
Materials & Contracts	\$5,775,927	\$5,333,705	\$5,467,930	\$5,605,464	\$5,746,387	\$5,848,814	\$5,920,797	\$5,984,142	\$6,048,708	\$6,114,889	
Borrowing Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Depreciation, Amortisation & Impairment	\$4,740,591	\$4,978,000	\$5,227,000	\$5,488,000	\$5,762,000	\$6,050,000	\$6,353,000	\$6,671,000	\$7,005,000	\$7,355,000	
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Expenses from Continuing Operations	\$12,207,618	\$12,056,864	\$12,495,528	\$12,951,629	\$13,426,319	\$13,868,972	\$14,298,110	\$14,733,981	\$15,163,374	\$15,652,265	
Operating Result from Continuing Operations	-\$4,319,706	-\$5,098,167	-\$5,181,857	-\$5,265,164	-\$5,347,400	-\$5,461,471	-\$5,607,369	-\$5,765,470	-\$5,929,636	-\$6,094,567	
Operating Result before Capital Grants	-\$3,215,006	-\$3,976,667	-\$4,043,157	-\$4,108,964	-\$4,173,300	-\$4,287,371	-\$4,433,269	-\$4,591,370	-\$4,765,536	-\$4,920,467	
Funding Statement											
Sources Of Funds											
Transfers from Reserves	-\$21,158,466	-\$3,075,076	-\$2,429,923	-\$2,486,442	-\$2,544,688	-\$2,589,565	-\$2,618,454	-\$2,648,261	-\$2,679,168	-\$2,680,146	
Transfer from Section 7.11	-\$4,900,000	-\$4,500,000	-\$4,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Loan Funds Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Plant & Equipment (Income from Disposal)	-\$141,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Add Back Depreciation Budget	-\$4,740,591	-\$4,978,000	-\$5,227,000	-\$5,488,000	-\$5,762,000	-\$6,050,000	-\$6,353,000	-\$6,671,000	-\$7,005,000	-\$7,355,000	
Add Back Carrying Value of Real Estate Sold	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Add Back \$7.11 & \$64 Income Received	\$754,700	\$771,500	\$788,700	\$806,200	\$824,100	\$824,100	\$824,100	\$824,100	\$824,100	\$824,100	
-\$30,185,857	-\$11,781,576	-\$11,468,223	-\$7,168,242	-\$7,815,465	-\$7,482,588	-\$7,815,465	-\$8,147,354	-\$8,495,161	-\$8,860,068	-\$9,211,046	
Application of Funds											
Asset Purchases:											
Capital Works	\$11,549,966	\$7,846,253	\$7,299,116	\$2,753,603	\$2,809,766	\$2,853,129	\$2,880,955	\$2,909,825	\$2,939,778	\$2,939,778	
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Real Estate	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Reserves:											
Transfers to reserves	\$4,066,302	\$8,592,578	\$8,872,666	\$9,165,351	\$9,237,310	\$9,646,346	\$6,389,359	\$6,831,368	\$7,220,631	\$7,583,622	
Loans:											
Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internal transactions:											
Income	-\$299,900	-\$3,933,289	-\$3,941,589	-\$3,950,088	-\$3,967,789	-\$3,967,789	-\$351,700	-\$361,200	-\$370,900	-\$380,900	
Expenditure	\$18,618,212	\$3,788,725	\$3,859,675	\$3,964,650	\$4,126,700	\$4,214,875	\$4,389,975	\$4,518,350	\$4,621,350	\$4,765,600	
\$33,934,580	\$16,294,267	\$16,089,868	\$11,933,516	\$12,214,988	\$12,214,988	\$12,746,561	\$13,308,589	\$13,896,343	\$14,410,859	\$14,908,100	
\$3,748,723	\$4,512,691	\$4,621,645	\$4,765,274	\$4,732,400	\$4,931,096	\$5,161,235	\$5,403,182	\$5,550,791	\$5,697,054	\$5,847,513	
-\$570,983	-\$585,476	-\$560,212	-\$499,890	-\$615,000	-\$550,375	-\$446,134	-\$362,288	-\$378,845	-\$397,513	-\$418,845	
Sewerage Fund Change in Working Capital											

Income Statement

Revenue:											
Rates & Annual Charges	-\$8,469,196	-\$8,851,984	-\$9,252,100	-\$9,670,225	-\$10,107,273	-\$10,563,996	-\$11,041,285	-\$11,540,169	-\$12,061,520	-\$12,606,353	
User Charges & Fees	-\$3,849,027	-\$3,945,501	-\$4,044,397	-\$4,145,777	-\$4,249,706	-\$4,356,244	-\$4,465,457	-\$4,577,420	-\$4,692,190	-\$4,809,848	
Other Revenues	-\$265,000	-\$275,699	-\$282,591	-\$289,657	-\$296,898	-\$304,320	-\$311,928	-\$319,726	-\$327,720	-\$335,912	
Grants & Contributions provided for Operating Purposes	-\$11,213	-\$11,717	-\$12,244	-\$12,795	-\$13,371	-\$13,973	-\$14,602	-\$15,259	-\$15,945	-\$16,663	
Grants & Contributions provided for Capital Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Interest & Investment Revenue	-\$213,285	-\$217,883	-\$222,607	-\$227,460	-\$232,442	-\$237,555	-\$242,800	-\$248,179	-\$253,692	-\$259,243	
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other income:											
Net gains from the disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Fair value increment on investment properties	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Income from Continuing Operations	-\$12,807,721	-\$13,302,784	-\$13,813,939	-\$14,345,914	-\$14,899,690	-\$15,476,088	-\$16,076,072	-\$16,700,753	-\$17,351,067	-\$18,028,019	
Expenses from Continuing Operations											
Employee Benefits & On-Costs	\$1,603,024	\$1,661,211	\$1,720,686	\$1,782,305	\$1,846,136	\$1,911,664	\$1,979,574	\$2,049,898	\$2,117,557	\$2,183,846	
Materials & Contracts	\$5,266,647	\$5,484,292	\$5,559,602	\$5,756,636	\$5,848,635	\$6,052,991	\$6,203,132	\$6,357,033	\$6,499,195	\$6,632,187	
Borrowing Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Depreciation, Amortisation & Impairment	\$591,957	\$610,000	\$628,000	\$647,000	\$666,000	\$686,000	\$707,000	\$728,000	\$750,000	\$773,000	
Other Expenses	\$6,600	\$6,902	\$7,105	\$7,308	\$7,511	\$7,711	\$7,911	\$8,111	\$8,311	\$8,511	
Total Expenses from Continuing Operations	\$7,468,228	\$7,762,405	\$7,915,393	\$8,195,249	\$8,368,282	\$8,658,166	\$8,897,217	\$9,142,442	\$9,374,263	\$9,596,544	
Operating Result from Continuing Operations	-\$5,339,493	-\$5,540,380	-\$5,898,547	-\$6,150,665	-\$6,531,408	-\$6,817,922	-\$7,178,855	-\$7,558,311	-\$7,976,804	-\$8,431,476	
<i>Operating Result before Capital Grants</i>	<i>-\$5,339,493</i>	<i>-\$5,540,380</i>	<i>-\$5,898,547</i>	<i>-\$6,150,665</i>	<i>-\$6,531,408</i>	<i>-\$6,817,922</i>	<i>-\$7,178,855</i>	<i>-\$7,558,311</i>	<i>-\$7,976,804</i>	<i>-\$8,431,476</i>	
Funding Statement											
Sources Of Funds											
Transfers from Reserves	-\$3,973,187	-\$2,127,145	-\$1,395,674	-\$1,416,688	-\$1,436,765	-\$1,459,236	-\$1,481,638	-\$1,504,851	-\$1,528,678	-\$1,530,523	
Transfer from Section 94	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Loan Funds Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Plant & Equipment (Income from Disposal)	-\$234,000	-\$119,000	-\$119,000	-\$119,000	-\$119,000	-\$119,000	-\$119,000	-\$119,000	-\$119,000	-\$119,000	
Add Back Depreciation Budget	-\$591,957	-\$610,000	-\$628,000	-\$647,000	-\$666,000	-\$686,000	-\$707,000	-\$728,000	-\$750,000	-\$773,000	
Add Back Carrying Value of Real Estate Sold	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Add Back S94 & S64 Income Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total	-\$4,799,144	-\$2,856,145	-\$2,142,674	-\$2,182,688	-\$2,221,765	-\$2,264,236	-\$2,307,638	-\$2,351,851	-\$2,397,678	-\$2,422,523	
Application of Funds											
Asset Purchases:											
Capital Works	\$4,207,187	\$2,169,069	\$1,436,584	\$1,454,756	\$1,473,609	\$1,493,169	\$1,513,463	\$1,534,518	\$1,556,363	\$1,556,363	
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Real Estate	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Reserves:											
Transfers to reserves	\$5,186,348	\$5,360,763	\$5,763,384	\$6,031,859	\$6,382,466	\$6,709,905	\$7,028,435	\$7,416,462	\$7,873,625	\$8,330,279	
Loans:											
Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Internal transactions:											
Income	-\$3,844,919	-\$3,952,250	-\$4,109,650	-\$4,273,550	-\$4,443,650	-\$4,620,650	-\$4,804,550	-\$4,995,950	-\$5,195,050	-\$5,401,850	
Expenditure	\$4,590,021	\$4,818,943	\$4,950,903	\$5,120,788	\$5,340,748	\$5,499,734	\$5,749,145	\$5,955,132	\$6,139,544	\$6,369,207	
Total	\$10,138,637	\$8,396,525	\$8,041,221	\$8,333,353	\$8,753,173	\$9,082,158	\$9,486,493	\$9,910,162	\$10,374,482	\$10,853,999	
Net Funding Result	\$5,339,493	\$5,540,380	\$5,898,547	\$6,150,665	\$6,531,408	\$6,817,922	\$7,178,855	\$7,558,311	\$7,976,804	\$8,431,476	
Waste Fund Change in Working Capital											
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

Statement of Financial Position (Balance Sheet)

Current Assets	Cash & Cash Equivalents	\$52,081,981	\$56,825,944	\$61,811,852	\$67,167,651	\$72,796,404	\$78,775,796	\$85,120,589	\$91,870,030	\$99,081,142	
	Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Receivables	\$975,000	\$1,000,000	\$1,025,000	\$1,050,000	\$1,076,000	\$1,102,000	\$1,129,000	\$1,157,000	\$1,187,000	
	Inventories	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Contract Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Other	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	
	Total Current Assets	\$53,061,981	\$57,830,944	\$62,841,852	\$68,222,651	\$73,877,404	\$79,882,796	\$86,254,589	\$93,032,030	\$100,273,142	
	Non Current Assets	Infrastructure, Property, Plant & Equipment									
		Investments	\$20,218,060	\$21,636,644	\$23,072,400	\$24,527,009	\$26,000,178	\$27,492,641	\$29,006,159	\$30,540,522	\$32,073,885
		Receivables	\$285,000	\$292,000	\$299,000	\$306,000	\$314,000	\$322,000	\$330,000	\$338,000	\$346,000
Inventories		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Right of Use Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Investment Property		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Non Current Assets		\$20,503,060	\$21,928,644	\$23,371,400	\$24,833,009	\$26,314,178	\$27,814,641	\$29,336,159	\$30,878,522	\$32,419,885	
TOTAL ASSETS		\$67,736,661	\$79,759,587	\$86,213,252	\$93,055,660	\$100,191,582	\$107,697,437	\$115,590,747	\$123,910,551	\$132,693,027	
Current Liabilities		Payables	-\$27,000	-\$29,000	-\$30,000	-\$31,000	-\$32,000	-\$33,000	-\$34,000	-\$35,000	-\$36,000
		Contract Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Lease Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Employee benefit provisions	-\$614,000	-\$645,000	-\$661,000	-\$677,000	-\$693,000	-\$711,000	-\$729,000	-\$747,000	-\$765,000	
	Provisions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Total Current Liabilities	-\$641,000	-\$674,000	-\$691,000	-\$708,000	-\$725,000	-\$744,000	-\$763,000	-\$782,000	-\$801,000	
	Non Current Liabilities	Payables	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		Lease Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee benefit provisions		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Provisions		-\$3,289,000	-\$3,455,000	-\$3,541,000	-\$3,630,000	-\$3,721,000	-\$3,814,000	-\$3,910,000	-\$4,008,000	-\$4,108,000	
Total Non Current Liabilities		-\$3,371,000	-\$3,455,000	-\$3,541,000	-\$3,630,000	-\$3,721,000	-\$3,814,000	-\$3,910,000	-\$4,008,000	-\$4,108,000	
TOTAL LIABILITIES		-\$4,028,000	-\$4,129,000	-\$4,232,000	-\$4,338,000	-\$4,446,000	-\$4,558,000	-\$4,673,000	-\$4,790,000	-\$4,909,000	
Net Assets		\$69,537,041	\$75,630,587	\$81,981,252	\$88,717,660	\$95,745,582	\$103,139,437	\$110,917,747	\$119,120,551	\$127,784,027	
Equity		Accum Surplus									
		Carried Forward Accumulated Surplus/Deficit									
	Surplus from above	-\$50,868,168	-\$61,748,041	-\$67,646,587	-\$73,797,252	-\$80,328,660	-\$87,146,582	-\$94,325,437	-\$101,883,747	-\$109,860,551	
		-\$5,339,493	-\$5,898,547	-\$6,150,665	-\$6,531,408	-\$6,817,922	-\$7,178,855	-\$7,558,311	-\$7,976,804	-\$8,431,476	
		-\$56,207,661	-\$67,646,587	-\$73,797,252	-\$80,328,660	-\$87,146,582	-\$94,325,437	-\$101,883,747	-\$109,860,551	-\$118,292,027	
	Revaluation Reserves										
	Asset Revaluation Reserves (Waste)	-\$7,599,000	-\$7,984,000	-\$8,184,000	-\$8,389,000	-\$8,593,000	-\$8,814,000	-\$9,034,000	-\$9,260,000	-\$9,492,000	
		-\$7,599,000	-\$7,984,000	-\$8,184,000	-\$8,389,000	-\$8,593,000	-\$8,814,000	-\$9,034,000	-\$9,260,000	-\$9,492,000	
		-\$63,806,661	-\$75,630,587	-\$81,981,252	-\$88,717,660	-\$95,745,582	-\$103,139,437	-\$110,917,747	-\$119,120,551	-\$127,784,027	
	Total Equity										

APPENDIX 3: OPTIMISTIC SCENARIO

Draft

LTFP Financial performance and sustainability ratios (Consolidated)

Optimistic Scenario - SRV of 9.5% for 5 years (plus Rate Peg)

Indicator # 1 - Operating Performance Ratio

Indicator use - measure's the extent to which Council is containing operating expenditure within operating revenue.

Calculation - (Total continuing operating revenue excluding capital grants & contributions less operating expenses) / Total continuing operating revenue excluding capital grants & contributions

Benchmark - > 0 Sustainable

< 0 Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
-12.4%	-13.7%	-2.0%	-1.4%	-8.1%	-4.2%	-0.3%	2.6%	2.4%	1.8%	1.3%	0.8%

Commentary - This shows Council improving from previously unsustainable position with the aid of an SRV from 2025. By 2029 with additional Revenue this indicator shows Council returning to a sustainable position.

Note - Council regards it's Land Development activities as normal, continuing operations and so includes land sales revenue in this ratio.

Indicator # 2 - Own Source Operating Revenue

Indicator use - shows percentage of Council's income that it generates itself - so excludes external funding (like grants) that may not be recurring.

Calculation - (Total continuing operating revenue excluding grants & contributions) / Total continuing operating revenue including grants & contributions

Benchmark - > 60% Sustainable

< 60% Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
70.5%	72.2%	70.9%	77.6%	77.2%	76.9%	77.7%	78.2%	78.6%	79.0%	78.8%	78.9%

Commentary - long term this indicator shows Council has the ability to sustain it's operations without relying on external funding.

Indicator # 3 - Debt Service Cover Ratio

Indicator use - shows the amount of annual revenue necessary to service annual debt obligations (loan repayments).

Calculation - (operating result before capital excluding interest and depreciation (EBITDA)) / (principal repayments + Interest costs)

Benchmark - > 2 Sustainable

< 2 Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
2.5	3.2	2.7	3.2	4.0	5.2	6.6	7.5	9.2	10.9	12.4	15.3

Commentary - shows Council is in a sound position to repay its debt obligations. By the end of the LTFP period only 1 x \$10m General Fund loans is yet to be fully repaid, and a 20 year Water Fund loan remaining until 2040.

Indicator # 4 - Building and Infrastructure Renewals Ratio

Indicator use - shows Council's expenditure on the renewal of its fixed assets (as opposed to new assets) as a proportion of depreciation.

Calculation - Asset Renewals (Building and Infrastructure) / Depreciation, Amortisation & Impairment

Benchmark - > 100% Sustainable

< 100% Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
45.6%	62.1%	91.2%	56.0%	66.9%	83.7%	114.6%	96.8%	93.7%	90.8%	89.9%	88.0%

Commentary - With the aid of SRV from 2025, Council is increasing its spending on asset renewal to improve this ratio towards a sustainable level over the long-term. However, with Depreciation increasing every year, this ratio will decrease most years (apart from 2028 increase due to Mt Pan resurfacing).

Indicator # 5 - Infrastructure Backlog Ratio

Indicator use - indicates proportion of infrastructure backlog against the total value of Council's infrastructure assets.

Calculation - estimated cost to bring Assets to a satisfactory condition / Total written down value of Infrastructure, Buildings, Other Structures and depreciable Land Improvements

Benchmark - < 2% Sustainable
> 2% Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
10.3%	9.2%	6.7%	6.0%	4.8%	3.1%	0.4%	0.6%	0.3%	0.3%	0.2%	0.2%

Commentary - With the aid of SRV from 2025, Council is reducing it's infrastructure backlog, with this indicator returning to positive by 2028. This shows that with this SRV, Council is maintaining it's assets in a condition expected by the community.

Indicator # 6 - Asset Maintenance Ratio

Indicator use - indicates proportion of infrastructure maintenance completed against maintenance required.

Calculation - actual asset maintenance / Required asset maintenance

Benchmark - >100% Sustainable
< 100% Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
65.8%	93.7%	94.6%	95.5%	96.5%	97.4%	98.4%	99.3%	100.3%	101.3%	102.3%	103.3%

Commentary - Council is continuing it's current infrastructure maintenance program over the long-term, and so maintaining Council assets in a condition expected by the community.

Indicator # 7 - Real Operating Expenditure per Capita

Indicator use - shows long term trend in operating costs per person.

Calculation - real operating expenditure / population

Benchmark - decrease over time = Sustainable
increase over time = Unsustainable

2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate
2,532	2,502	2,598	2,576	2,533	2,508	2,487	2,476	2,444	2,422	2,394	2,381

Commentary - shows increase in 2024, before decreasing over remainder of forecast period. Indicates Council is reducing operating costs whilst maintaining required service levels.

Delivery Plan Financials (4 yrs forecast) - Optimistic Scenario - SRV of 9.5% for 5 years (plus Rate Peg)																					
Operational Plan (1 yr budget)		2023/2024		2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2030/2031		2031/2032		2032/2033			
Income Statement																					
Revenue:																					
Rates & Annual Charges		\$54,806,743		-\$59,926,365		-\$65,170,316		-\$71,002,041		-\$77,493,156		-\$84,722,160		-\$87,336,962		-\$90,036,705		-\$92,824,792		-\$95,704,345	
User Charges & Fees		-\$30,086,761		-\$31,153,487		-\$32,257,293		-\$33,398,857		-\$34,591,380		-\$35,736,490		-\$36,908,947		-\$38,127,386		-\$39,372,648		-\$40,668,328	
Other Revenues		-\$2,905,849		-\$2,994,597		-\$3,086,509		-\$3,181,604		-\$3,279,928		-\$3,364,237		-\$3,450,741		-\$3,535,253		-\$3,618,818		-\$3,704,590	
Grants & Contributions provided for Operating		-\$12,374,868		-\$12,905,456		-\$13,285,844		-\$14,786,913		-\$15,461,552		-\$16,666,979		-\$16,877,828		-\$17,092,785		-\$17,289,284		-\$18,230,011	
Grants & Contributions provided for Capital Pu		-\$25,305,671		-\$15,509,751		-\$17,642,048		-\$18,777,426		-\$18,916,138		-\$19,018,549		-\$19,123,522		-\$19,231,114		-\$20,338,058		-\$20,447,674	
Interest & Investment Revenue		-\$6,676,713		-\$1,740,666		-\$1,610,078		-\$1,648,126		-\$1,677,772		-\$1,685,131		-\$1,693,094		-\$1,615,729		-\$1,374,893		-\$1,398,137	
Other Income		-\$2,528,118		-\$2,591,846		-\$2,657,233		-\$2,724,307		-\$2,793,110		-\$2,862,732		-\$2,934,097		-\$3,007,242		-\$3,082,160		-\$3,158,957	
Other Income:																					
Net gains from the disposal of assets		-\$16,722,341		-\$14,684,146		-\$3,159,756		-\$3,159,756		-\$4,431,834		-\$4,431,834		-\$4,431,834		-\$4,431,834		-\$4,431,834		-\$4,431,834	
Fair value increment on investment properties		-\$352,117		-\$269,369		-\$275,410		-\$277,511		-\$281,674		-\$285,899		-\$290,187		-\$294,540		-\$298,958		-\$303,443	
Total Income from Continuing Operations		-\$146,759,181		-\$141,775,684		-\$139,142,488		-\$148,956,542		-\$158,926,544		-\$168,774,011		-\$172,961,286		-\$177,372,588		-\$182,631,445		-\$188,047,318	
Expenses from Continuing Operations																					
Employee Benefits & On-Costs		\$34,376,250		\$35,648,721		\$37,011,275		\$38,426,553		\$39,950,200		\$41,443,348		\$43,011,237		\$44,668,616		\$46,259,540		\$48,298,036	
Materials & Contracts		\$48,911,899		\$49,759,168		\$49,931,459		\$51,037,645		\$52,246,468		\$53,883,634		\$54,523,779		\$55,661,495		\$56,453,210		\$57,896,050	
Borrowing Costs		\$1,535,527		\$1,862,346		\$1,686,243		\$1,481,599		\$1,283,638		\$1,139,852		\$1,159,408		\$990,580		\$826,593		\$691,942	
Depreciation, Amortisation & Impairment		\$36,228,087		\$38,026,225		\$39,913,942		\$41,894,701		\$43,973,505		\$46,157,352		\$48,450,244		\$50,856,184		\$53,382,978		\$56,034,817	
Other Expenses		\$2,442,028		\$2,447,117		\$2,505,102		\$2,573,625		\$2,634,622		\$2,697,223		\$2,761,478		\$2,827,414		\$2,894,370		\$2,963,095	
Total Expenses from Continuing Operations		\$123,493,791		\$127,743,577		\$131,048,021		\$135,414,123		\$140,088,433		\$145,521,409		\$149,906,146		\$155,004,289		\$159,816,691		\$165,883,940	
Operating Result from Continuing Operations		-\$23,265,390		-\$14,032,107		-\$8,094,467		-\$13,542,419		-\$18,838,111		-\$23,252,602		-\$23,055,140		-\$22,348,299		-\$22,814,754		-\$22,163,378	
Operating Result before Capital Grants		\$2,040,281		\$1,477,644		\$9,547,581		\$5,235,007		\$78,027		-\$4,234,053		-\$3,931,618		-\$3,137,185		-\$2,476,696		-\$1,715,704	
Funding Statement																					
Sources Of Funds																					
Transfers from Reserves		-\$43,578,226		-\$17,684,255		-\$14,539,662		-\$13,573,658		-\$23,461,672		-\$13,168,522		-\$13,616,980		-\$13,689,956		-\$13,750,739		-\$14,429,298	
Transfer from Section 7.11		-\$9,244,452		-\$5,503,230		-\$5,207,670		-\$4,612,249		-\$616,969		-\$619,735		-\$622,604		-\$625,581		-\$628,670		-\$631,874	
Loan Funds Received		-\$6,950,000		-\$500,000		\$0		\$0		-\$10,000,000		\$0		\$0		\$0		\$0		\$0	
Plant & Equipment (Income from Disposal)		\$1,331,000		-\$1,012,330		-\$966,750		-\$984,750		-\$966,750		-\$994,330		-\$966,750		-\$966,750		-\$966,750		-\$966,750	
Add Back Depreciation Budget		\$36,159,538		-\$37,956,000		-\$37,956,000		-\$41,821,000		-\$43,898,000		-\$46,080,000		-\$48,371,000		-\$50,775,000		-\$53,300,000		-\$55,950,000	
Add Back Carrying Value of Real Estate Sold		-\$10,653,659		-\$9,365,854		-\$1,990,244		-\$1,990,244		-\$618,166		-\$618,166		-\$618,166		-\$618,166		-\$618,166		-\$618,166	
Add Back \$7.11 & \$64 Income Received		\$3,633,176		\$3,783,657		\$3,876,278		\$3,970,995		\$4,064,200		\$4,114,200		\$4,214,200		\$4,314,200		\$4,414,200		\$4,514,200	
Total Sources of Funds		-\$104,283,699		-\$68,238,012		-\$58,670,048		-\$59,010,906		-\$75,497,357		-\$58,386,553		-\$59,981,300		-\$62,361,253		-\$64,850,125		-\$68,081,888	
Application of Funds																					
Asset Purchases:																					
Capital Works		\$55,037,208		\$32,766,080		\$35,608,868		\$41,272,603		\$53,234,228		\$49,662,148		\$50,438,663		\$51,308,818		\$53,323,005		\$54,804,439	
Real Estate		\$21,500,000		\$6,500,000		\$6,500,000		\$5,500,000		\$5,500,000		\$5,500,000		\$5,500,000		\$5,500,000		\$5,500,000		\$5,500,000	
Reserves:																					
Transfers to reserves		\$45,710,949		\$37,454,378		\$19,167,564		\$20,513,728		\$30,690,213		\$21,561,310		\$22,937,764		\$24,267,816		\$25,448,510		\$27,101,282	
Loans:																					
Principal Repayment		\$5,290,653		\$5,539,537		\$5,472,784		\$5,255,310		\$4,887,382		\$4,895,745		\$4,138,399		\$3,635,090		\$3,377,697		\$2,823,514	
Internal transactions:																					
Income		-\$36,451,694		-\$25,867,226		-\$26,396,806		-\$27,037,676		-\$27,849,027		-\$28,481,615		-\$25,774,407		-\$26,571,411		-\$27,093,929		-\$27,967,385	
Expenditure		\$36,451,694		\$25,867,226		\$26,396,806		\$27,037,676		\$27,849,027		\$28,481,615		\$25,774,407		\$26,571,411		\$27,093,929		\$27,967,385	
Total Internal Transactions		\$127,538,810		\$82,259,995		\$66,749,216		\$72,541,641		\$94,311,823		\$81,619,203		\$83,014,826		\$84,711,724		\$87,449,212		\$90,229,235	
Net Funding Result		\$23,255,111		\$14,021,983		\$8,079,168		\$13,530,735		\$18,814,466		\$23,232,650		\$23,033,526		\$22,350,471		\$22,799,087		\$22,147,347	
Change in Council's Working Capital		-\$10,279		-\$10,124		-\$15,299		-\$11,684		-\$23,645		-\$19,952		-\$21,614		-\$17,828		-\$15,667		-\$16,031	

Delivery Plan Financials (4 yrs forecast)		2023/2024				2024/2025				2025/2026				2026/2027				2027/2028				2028/2029				2029/2030				2030/2031				2031/2032				2032/2033			
Operational Plan (1 yr budget)																																									
Statement of Financial Position																																									
Current Assets	Cash & Cash Equivalents	\$60,114,454	\$41,587,214	\$60,211,283	\$41,587,214	\$33,223,281	\$33,223,281	\$29,616,470	\$33,921,934	\$29,228,516	\$44,468,974	\$49,371,885	\$44,370,354																												
	Investments	\$42,355,000	\$36,276,000	\$34,276,000	\$36,276,000	\$38,514,000	\$38,514,000	\$40,839,000	\$43,222,000	\$45,665,000	\$38,419,000	\$45,665,000	\$34,136,000																												
	Receivables	\$11,094,000	\$11,370,000	\$11,370,000	\$11,652,000	\$11,942,000	\$11,942,000	\$12,240,000	\$12,545,000	\$12,857,000	\$13,178,000	\$13,508,000	\$13,844,000																												
	Inventories	\$2,134,000	\$2,242,000	\$2,187,000	\$2,242,000	\$2,298,000	\$2,298,000	\$2,355,000	\$2,414,000	\$2,474,000	\$2,536,000	\$2,599,000	\$2,664,000																												
	Contract Assets	\$2,610,000	\$2,675,000	\$2,675,000	\$2,742,000	\$2,811,000	\$2,811,000	\$2,881,000	\$2,953,000	\$3,027,000	\$3,103,000	\$3,181,000	\$3,261,000																												
	Other	\$1,126,000	\$1,154,000	\$1,154,000	\$1,183,000	\$1,213,000	\$1,213,000	\$1,243,000	\$1,274,000	\$1,306,000	\$1,339,000	\$1,372,000	\$1,406,000																												
	Total Current Assets	\$119,433,454	\$95,651,214	\$111,873,283	\$95,651,214	\$90,001,281	\$90,001,281	\$89,174,470	\$96,329,934	\$94,557,516	\$103,043,974	\$101,273,885	\$99,681,354																												
	Non Current Assets	Infrastructure, Property, Plant & Equipment	\$1,593,995,050	\$1,624,964,668	\$1,624,964,668	\$1,658,687,536	\$1,697,981,139	\$1,697,981,139	\$1,749,138,367	\$1,796,618,515	\$1,844,766,178	\$1,893,670,996	\$1,944,469,001	\$1,996,623,440																											
		Investments	\$34,500,000	\$44,500,000	\$44,500,000	\$54,500,000	\$54,500,000	\$54,500,000	\$54,500,000	\$54,500,000	\$64,500,000	\$74,500,000	\$84,500,000	\$94,500,000																											
		Receivables	\$748,000	\$767,000	\$767,000	\$786,000	\$806,000	\$806,000	\$826,000	\$847,000	\$868,000	\$890,000	\$912,000	\$935,000																											
		Inventories	\$9,395,000	\$9,631,000	\$9,631,000	\$9,872,000	\$10,119,000	\$10,119,000	\$10,373,000	\$10,632,000	\$10,899,000	\$11,172,000	\$11,451,000	\$11,737,000																											
		Right of Use Assets	\$179,000	\$184,000	\$184,000	\$189,000	\$194,000	\$194,000	\$199,000	\$204,000	\$209,000	\$214,000	\$219,000	\$224,000																											
		Investment Property	\$17,872,117	\$18,414,896	\$18,414,896	\$18,414,896	\$18,692,407	\$18,692,407	\$18,974,081	\$19,259,980	\$19,550,167	\$19,844,707	\$20,143,665	\$20,447,108																											
	Total Non Current Assets	\$1,656,689,167	\$1,742,449,432	\$1,698,188,154	\$1,742,449,432	\$1,782,292,546	\$1,782,292,546	\$1,834,010,448	\$1,882,061,495	\$1,940,792,345	\$2,000,291,703	\$2,061,694,666	\$2,124,466,548																												
	TOTAL ASSETS	\$1,776,122,621	\$1,838,100,646	\$1,810,061,437	\$1,838,100,646	\$1,872,293,827	\$1,872,293,827	\$1,923,184,919	\$1,978,391,429	\$2,035,349,861	\$2,103,335,678	\$2,162,968,552	\$2,224,147,902																												
Current Liabilities	Payables	\$10,004,000	\$10,255,000	\$10,255,000	\$10,512,000	\$10,775,000	\$10,775,000	\$11,044,000	\$11,321,000	\$11,604,000	\$11,894,000	\$12,191,000	\$12,496,000																												
	Contract Liabilities	\$10,156,000	\$10,411,000	\$10,411,000	\$10,671,000	\$10,937,000	\$10,937,000	\$11,210,000	\$11,490,000	\$11,777,000	\$12,071,000	\$12,373,000	\$12,683,000																												
	Lease Liabilities	\$53,000	\$54,000	\$54,000	\$55,000	\$56,000	\$56,000	\$57,000	\$58,000	\$59,000	\$60,000	\$62,000	\$64,000																												
	Borrowings	\$5,539,537	\$5,472,784	\$5,472,784	\$5,255,310	\$4,887,382	\$4,887,382	\$4,895,745	\$4,138,399	\$3,635,090	\$3,377,697	\$2,823,514	\$2,894,000																												
	Employee benefit provisions	\$14,685,000	\$15,053,000	\$15,053,000	\$15,429,000	\$15,814,000	\$15,814,000	\$16,209,000	\$16,614,000	\$17,029,000	\$17,455,000	\$17,892,000	\$18,339,000																												
	Provisions	\$159,000	\$163,000	\$163,000	\$167,000	\$171,000	\$171,000	\$175,000	\$179,000	\$183,000	\$188,000	\$193,000	\$198,000																												
Total Current Liabilities	\$40,596,537	\$42,089,310	\$41,408,784	\$42,089,310	\$42,640,382	\$42,640,382	\$43,590,745	\$43,800,399	\$44,287,090	\$45,045,697	\$45,534,514	\$46,674,000																													
Non Current Liabilities	Payables	\$1,305,000	\$1,338,000	\$1,338,000	\$1,371,000	\$1,405,000	\$1,405,000	\$1,440,000	\$1,476,000	\$1,513,000	\$1,551,000	\$1,590,000	\$1,630,000																												
	Lease Liabilities	\$129,000	\$132,000	\$132,000	\$135,000	\$138,000	\$138,000	\$141,000	\$145,000	\$149,000	\$153,000	\$157,000	\$161,000																												
	Borrowings	\$36,779,244	\$31,739,707	\$31,739,707	\$26,266,923	\$21,011,613	\$21,011,613	\$26,124,231	\$21,228,486	\$17,090,087	\$13,454,997	\$10,077,300	\$7,253,786																												
	Employee benefit provisions	\$150,000	\$154,000	\$154,000	\$158,000	\$162,000	\$162,000	\$166,000	\$170,000	\$174,000	\$178,000	\$182,000	\$187,000																												
	Provisions	\$3,290,000	\$3,372,000	\$3,372,000	\$3,456,000	\$3,542,000	\$3,542,000	\$3,631,000	\$3,722,000	\$3,815,000	\$3,910,000	\$4,008,000	\$4,108,000																												
	Total Non Current Liabilities	\$41,653,244	\$36,735,707	\$36,735,707	\$31,386,923	\$26,258,613	\$26,258,613	\$31,502,231	\$26,741,486	\$22,741,087	\$19,246,997	\$16,014,300	\$13,337,786																												
TOTAL LIABILITIES	\$82,249,781	\$78,825,017	\$78,144,491	\$73,476,233	\$68,898,995	\$68,898,995	\$75,092,976	\$70,541,885	\$67,028,177	\$64,292,694	\$61,548,814	\$60,013,786																													
Net Assets	\$1,693,872,840	\$1,760,275,633	\$1,731,916,947	\$1,764,624,413	\$1,803,394,832	\$1,803,394,832	\$1,848,091,943	\$1,907,849,545	\$1,968,321,685	\$2,039,042,984	\$2,101,419,738	\$2,164,134,117																													
Equity	Accum Surplus																																								
	Carried Forward Accumulated Surplus/Deficit	\$710,131,450	\$733,396,840	\$733,396,840	\$747,428,947	\$755,523,413	\$755,523,413	\$769,065,832	\$787,903,943	\$811,156,545	\$834,211,685	\$856,579,984	\$879,394,738																												
	Surplus from above	\$23,265,390	\$23,265,390	\$23,265,390	\$23,265,390	\$23,265,390	\$23,265,390	\$23,265,390	\$23,265,390	\$23,265,390	\$23,265,390	\$23,265,390	\$23,265,390																												
	Revaluation Reserves	\$733,396,840	\$747,428,947	\$747,428,947	\$755,523,413	\$769,065,832	\$769,065,832	\$787,903,943	\$811,156,545	\$834,211,685	\$856,579,984	\$879,394,738	\$901,558,117																												
	Asset Revaluation Reserve	\$960,476,000	\$984,488,000	\$984,488,000	\$1,009,101,000	\$1,034,329,000	\$1,034,329,000	\$1,060,188,000	\$1,096,693,000	\$1,134,110,000	\$1,182,463,000	\$1,222,025,000	\$1,262,576,000																												
Total Equity	\$1,693,872,840	\$1,731,916,947	\$1,731,916,947	\$1,764,624,413	\$1,803,394,832	\$1,803,394,832	\$1,848,091,943	\$1,907,849,545	\$1,968,321,685	\$2,039,042,984	\$2,101,419,738	\$2,164,134,117																													

Long Term Financial Plan (10yrs modelling)										
Delivery Plan Financials (4 yrs forecast)										
Operational Plan (1 yr budget)										
Cash Flow Statement										
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033
Cash Flows from Operating Activities										
Receipts										
Rates & Annual Charges	-\$54,627,743	-\$59,650,365	-\$64,888,316	-\$70,712,041	-\$77,195,156	-\$84,417,160	-\$87,024,962	-\$89,715,705	-\$92,494,792	-\$95,368,345
User Charges & Fees	-\$29,976,761	-\$31,134,487	-\$32,238,293	-\$33,378,857	-\$34,571,380	-\$35,715,490	-\$36,887,947	-\$38,105,386	-\$39,350,648	-\$40,645,328
Interest received	-\$1,676,713	-\$1,740,666	-\$1,610,078	-\$1,648,126	-\$1,677,772	-\$1,685,131	-\$1,607,171	-\$1,615,729	-\$1,374,893	-\$1,398,137
Grants & Contributions	-\$37,864,539	-\$28,605,207	-\$31,120,892	-\$33,761,339	-\$34,580,690	-\$35,893,528	-\$36,214,350	-\$36,541,899	-\$37,851,342	-\$38,907,685
Other	-\$5,081,850	-\$5,317,074	-\$5,470,332	-\$5,628,400	-\$5,791,364	-\$5,941,070	-\$6,094,648	-\$6,247,955	-\$6,402,020	-\$6,560,104
Payments										
Payments to employees	\$34,014,250	\$35,276,721	\$36,631,275	\$38,037,553	\$39,551,200	\$41,034,348	\$42,592,237	\$44,238,616	\$45,818,540	\$47,846,036
Payments for materials & services	\$29,073,314	\$65,150,353	\$61,875,703	\$65,425,001	\$64,846,018	\$58,710,095	\$60,344,227	\$62,594,614	\$64,878,495	\$67,238,020
Borrowing Costs	\$1,535,527	\$1,862,346	\$1,686,243	\$1,481,599	\$1,283,638	\$1,339,852	\$1,159,408	\$990,580	\$826,593	\$691,942
Other	\$2,166,028	\$2,163,117	\$2,215,102	\$2,276,625	\$2,330,622	\$2,384,223	\$2,441,478	\$2,499,414	\$2,558,370	\$2,618,095
Net cash flows from operating activities	-\$62,438,487	-\$21,995,263	-\$32,919,589	-\$37,907,986	-\$45,804,884	-\$60,183,861	-\$61,291,728	-\$71,903,450	-\$83,391,697	-\$64,485,505
Cash Flows from Investing Activities										
Receipts										
Sale of investments	-\$155,645,000	-\$153,724,000	-\$141,755,000	-\$139,486,000	-\$137,161,000	-\$134,778,000	-\$122,335,000	-\$119,581,000	-\$116,758,000	-\$103,864,000
Sale of real estate assets	-\$27,300,000	-\$24,000,000	-\$5,100,000	-\$5,100,000	-\$5,000,000	-\$5,000,000	-\$5,000,000	-\$5,000,000	-\$5,000,000	-\$5,000,000
Proceeds from sale of IPPE	-\$1,331,000	-\$1,012,330	-\$966,750	-\$984,750	-\$966,750	-\$994,330	-\$966,750	-\$966,750	-\$966,750	-\$966,750
Payments										
Purchase of investments	\$152,520,000	\$150,645,000	\$148,724,000	\$136,755,000	\$134,486,000	\$132,161,000	\$129,778,000	\$117,335,000	\$114,581,000	\$111,758,000
Acquisition of term deposits	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000
Purchase of IPPE	\$55,037,208	\$32,766,080	\$35,608,868	\$41,272,603	\$53,234,228	\$49,662,148	\$50,438,663	\$51,308,818	\$53,323,005	\$54,804,439
Purchase of real estate assets	\$10,846,341	\$7,134,146	\$4,509,756	\$3,509,756	\$4,881,834	\$4,881,834	\$4,881,834	\$4,881,834	\$4,881,834	\$4,881,834
Deferred debtors and advances made	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net cash flows from investing activities	\$39,127,549	\$16,808,896	\$46,020,874	\$40,966,609	\$54,474,312	\$50,932,652	\$61,796,747	\$52,977,902	\$55,061,089	\$66,613,523
Cash Flows from Financing Activities										
Receipts										
Proceeds from borrowings	-\$6,950,000	-\$500,000	\$0	\$0	-\$10,000,000	\$0	\$0	\$0	\$0	\$0
Payments										
Repayment of borrowings	\$5,290,653	\$5,539,537	\$5,472,784	\$5,255,310	\$4,887,382	\$4,895,745	\$4,138,399	\$3,635,090	\$3,377,697	\$2,823,514
Principal component of lease payments	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Net cash flows from financing activities	-\$1,609,347	\$5,089,537	\$5,522,784	\$5,305,310	-\$5,062,618	\$4,945,745	\$4,188,399	\$3,685,090	\$3,427,697	\$2,873,514
Net change in cash and cash equivalents	-\$24,920,285	-\$96,830	\$18,624,069	\$8,363,933	\$3,606,810	-\$4,305,464	\$4,693,418	-\$15,240,458	-\$4,902,911	\$5,001,532
Cash and cash equivalents at beginning of year	-\$35,194,169	-\$60,114,454	-\$60,211,283	-\$41,587,214	-\$33,223,281	-\$29,616,470	-\$33,921,934	-\$29,228,516	-\$44,468,974	-\$49,371,885
Cash and cash equivalents at end of year	-\$60,114,454	-\$60,211,283	-\$41,587,214	-\$33,223,281	-\$29,616,470	-\$33,921,934	-\$29,228,516	-\$44,468,974	-\$49,371,885	-\$44,370,354

Income Statement

Revenue:	Rates & Annual Charges	\$-31,037,921	\$-35,269,075	\$-39,716,411	\$-44,721,925	\$-50,356,077	\$-56,696,252	\$-58,389,100	\$-60,132,349	\$-61,928,145	\$-63,778,186
	User Charges & Fees	\$-11,918,162	\$-12,243,162	\$-12,573,576	\$-12,908,678	\$-13,260,312	\$-13,528,494	\$-13,796,484	\$-14,051,259	\$-14,301,935	\$-14,560,389
	Other Revenues	\$-2,640,849	\$-2,722,972	\$-2,808,094	\$-2,896,228	\$-2,987,418	\$-3,064,414	\$-3,143,423	\$-3,220,252	\$-3,295,941	\$-3,373,642
	Grants & Contributions provided for Operating Purposes	\$-12,137,440	\$-12,662,383	\$-13,038,107	\$-14,534,379	\$-15,204,082	\$-16,404,431	\$-16,610,055	\$-16,819,635	\$-17,010,601	\$-17,945,632
	Grants & Contributions provided for Capital Purposes	\$-15,960,971	\$-11,955,151	\$-14,051,648	\$-15,150,526	\$-15,251,938	\$-15,354,349	\$-15,459,322	\$-15,566,914	\$-16,783,858	\$-16,783,474
	Interest & Investment Revenue	\$-819,432	\$-871,290	\$-728,571	\$-754,126	\$-777,018	\$-765,358	\$-674,013	\$-668,915	\$-6414,154	\$-423,296
	Other Income	\$-2,515,425	\$-2,578,835	\$-2,643,897	\$-2,710,638	\$-2,779,099	\$-2,848,371	\$-2,919,374	\$-2,992,154	\$-3,066,695	\$-3,143,105
	Other Income:										
	Net gains from the disposal of assets	\$-16,722,341	\$-14,684,146	\$-3,159,756	\$-3,159,756	\$-4,431,834	\$-4,431,834	\$-4,431,834	\$-4,431,834	\$-4,431,834	\$-4,431,834
	Fair value increment on investment properties	\$-352,117	\$-269,369	\$-273,410	\$-277,511	\$-281,674	\$-285,899	\$-290,187	\$-294,540	\$-298,958	\$-303,443
Total Income from Continuing Operations	\$94,104,658	\$93,256,384	\$88,993,471	\$97,113,768	\$105,323,452	\$113,379,402	\$115,703,792	\$118,177,862	\$121,422,121	\$124,743,000	
Expenses from Continuing Operations	Employee Benefits & On-Costs	\$29,422,770	\$30,528,661	\$31,720,084	\$32,957,707	\$34,297,169	\$35,615,589	\$37,002,444	\$38,473,869	\$39,882,992	\$41,736,879
	Materials & Contracts	\$28,333,384	\$30,210,783	\$29,893,997	\$30,488,450	\$31,202,538	\$32,392,947	\$32,546,274	\$33,312,126	\$33,620,595	\$34,699,502
	Borrowing Costs	\$987,449	\$1,338,513	\$1,184,617	\$1,001,926	\$826,667	\$908,797	\$753,156	\$614,068	\$478,824	\$374,452
	Depreciation, Amortisation & Impairment	\$25,833,220	\$27,123,225	\$28,477,942	\$29,899,701	\$31,392,505	\$32,960,352	\$34,606,244	\$36,334,184	\$38,148,978	\$40,053,817
	Other Expenses	\$2,433,428	\$2,438,317	\$2,496,102	\$2,564,425	\$2,625,222	\$2,682,873	\$2,752,078	\$2,818,014	\$2,884,970	\$2,953,695
	Total Expenses from Continuing Operations	\$87,010,251	\$91,639,499	\$93,772,742	\$96,912,209	\$100,344,101	\$104,565,508	\$107,660,196	\$111,552,261	\$115,016,359	\$119,818,345
	Operating Result from Continuing Operations	\$7,094,407	\$1,616,885	\$4,779,271	\$201,559	\$4,979,351	\$8,813,894	\$8,043,596	\$6,625,591	\$6,405,762	\$4,924,655
	Operating Result before Capital Grants	\$8,886,564	\$10,338,266	\$18,830,919	\$14,948,967	\$10,272,587	\$6,540,455	\$7,415,726	\$8,941,323	\$10,288,096	\$11,858,819
	Funding Statement										
	Sources Of Funds										
Transfers from Reserves	\$-16,223,376	\$-10,481,042	\$-8,692,281	\$-7,629,208	\$-17,620,183	\$-8,272,179	\$-7,640,231	\$-7,650,631	\$-8,320,751	\$-8,320,751	
Transfer from Section 7.11	\$-834,452	\$-1,003,230	\$-607,670	\$-612,249	\$-616,969	\$-619,735	\$-622,604	\$-625,581	\$-628,670	\$-631,874	
Loan Funds Received	\$-6,950,000	\$-500,000	\$0	\$0	\$-10,000,000	\$0	\$0	\$0	\$0	\$0	
Plant & Equipment (Income from Disposal)	\$-900,000	\$-893,330	\$-847,750	\$-865,750	\$-847,750	\$-875,330	\$-847,750	\$-847,750	\$-847,750	\$-847,750	
Add Back Depreciation Budget	\$-25,764,671	\$-27,053,000	\$-28,406,000	\$-29,826,000	\$-31,317,000	\$-32,883,000	\$-34,527,000	\$-36,253,000	\$-38,066,000	\$-39,969,000	
Add Back Carrying Value of Real Estate Sold	\$-10,653,659	\$-9,365,854	\$-1,990,244	\$-1,990,244	\$-618,166	\$-618,166	\$-618,166	\$-618,166	\$-618,166	\$-618,166	
Add Back \$7.11 & S64 Income Received	\$2,063,476	\$2,179,057	\$2,235,878	\$2,294,095	\$2,350,000	\$2,400,000	\$2,500,000	\$2,600,000	\$2,700,000	\$2,800,000	
	\$-59,262,682	\$-47,117,399	\$-38,308,067	\$-38,629,356	\$-58,670,068	\$-40,868,410	\$-41,755,751	\$-43,395,128	\$-45,111,217	\$-47,587,541	
Application of Funds	Asset Purchases:										
	Capital Works	\$26,916,358	\$18,993,867	\$23,092,487	\$29,259,153	\$45,323,739	\$41,676,805	\$42,392,914	\$43,200,493	\$45,153,897	\$46,626,892
	Real Estate	\$21,500,000	\$6,500,000	\$6,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000
	Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Reserves:										
	Transfers to reserves	\$36,454,151	\$23,374,585	\$4,245,195	\$4,673,358	\$14,290,065	\$4,058,808	\$8,091,078	\$8,122,925	\$8,155,420	\$8,585,301
	Transfers to Principal Repayment	\$4,845,599	\$5,070,235	\$4,981,278	\$4,741,852	\$4,351,221	\$4,333,669	\$3,551,520	\$3,018,470	\$2,732,334	\$2,147,873
	Internal transactions:										
	Income	\$-31,210,375	\$-16,857,687	\$-17,193,367	\$-17,632,938	\$-18,235,889	\$-18,652,176	\$-19,346,057	\$-19,910,261	\$-20,191,279	\$-20,814,435
	Expenditure	\$9,017,940	\$12,849,211	\$13,093,517	\$13,339,238	\$13,589,714	\$13,870,650	\$10,546,815	\$10,863,765	\$10,978,254	\$11,315,228
	\$67,523,673	\$49,930,211	\$34,719,110	\$39,880,663	\$64,818,850	\$50,787,756	\$50,736,270	\$50,795,392	\$52,328,626	\$53,360,859	
Net Funding Result	\$8,260,991	\$2,812,812	\$-3,588,957	\$1,251,307	\$6,148,782	\$9,919,346	\$8,980,519	\$7,400,264	\$7,217,409	\$5,773,318	
General Fund Change in Working Capital	\$1,166,584	\$1,195,927	\$1,190,314	\$1,049,748	\$1,169,431	\$1,105,452	\$936,923	\$774,673	\$811,647	\$848,665	

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Income Statement

Long Term Financial Plan 2023-2033

[illegible]

Current Assets	Cash & Cash Equivalents	\$10,247,270	\$11,442,738	\$12,706,940	\$10,157,356	\$11,923,870	\$13,936,364	\$16,091,543	\$18,508,843	\$21,089,638	\$23,949,101
	Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Receivables	\$3,397,000	\$3,482,000	\$3,569,000	\$3,658,000	\$3,748,000	\$3,840,000	\$3,935,000	\$4,033,000	\$4,133,000	\$4,236,000
	Inventories	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
	Total Current Assets	\$13,648,270	\$14,928,738	\$16,279,940	\$13,819,356	\$15,675,870	\$17,780,364	\$20,030,543	\$22,545,843	\$25,226,638	\$28,189,103
	Non Current Assets										
	Infrastructure, Property, Plant & Equipment										
	Investments	\$297,997,768	\$301,501,978	\$305,016,659	\$312,542,750	\$315,876,864	\$319,207,909	\$322,536,240	\$325,861,222	\$329,178,189	\$332,485,595
Receivables	\$11,199,000	\$11,479,000	\$11,766,000	\$12,060,000	\$12,362,000	\$12,671,000	\$12,988,000	\$13,313,000	\$13,646,000	\$13,987,000	
Inventories	\$57,000	\$58,000	\$59,000	\$60,000	\$62,000	\$64,000	\$66,000	\$68,000	\$70,000	\$72,000	
Right of Use Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Non Current Assets	\$309,253,768	\$313,038,978	\$316,841,659	\$324,662,750	\$328,300,864	\$331,942,909	\$335,590,240	\$339,242,222	\$342,894,189	\$346,544,595	
TOTAL ASSETS	\$322,902,038	\$327,967,716	\$333,121,599	\$338,482,106	\$343,876,734	\$348,723,273	\$355,620,783	\$361,788,065	\$368,120,827	\$374,733,698	
Current Liabilities											
Payables	-\$515,000	-\$528,000	-\$541,000	-\$555,000	-\$569,000	-\$583,000	-\$598,000	-\$613,000	-\$628,000	-\$644,000	
Contract Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Lease Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Borrowings	-\$469,302	-\$491,506	-\$513,458	-\$536,161	-\$562,076	-\$586,879	-\$616,620	-\$645,363	-\$675,641	-\$693,000	
Employee benefit provisions	-\$996,000	-\$1,020,000	-\$1,045,000	-\$1,071,000	-\$1,098,000	-\$1,125,000	-\$1,153,000	-\$1,182,000	-\$1,211,000	-\$1,241,000	
Provisions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Current Liabilities	-\$1,980,302	-\$2,039,506	-\$2,099,458	-\$2,162,161	-\$2,229,076	-\$2,294,879	-\$2,367,620	-\$2,440,363	-\$2,514,641	-\$2,578,000	
Non Current Liabilities											
Payables	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Lease Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Borrowings	-\$10,590,355	-\$10,121,053	-\$9,629,547	-\$9,116,089	-\$8,579,928	-\$8,017,852	-\$7,430,973	-\$6,814,353	-\$6,168,990	-\$5,493,349	
Employee benefit provisions	-\$7,000	-\$7,000	-\$7,000	-\$7,000	-\$7,000	-\$7,000	-\$7,000	-\$7,000	-\$7,000	-\$7,000	
Provisions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Non Current Liabilities	-\$10,597,355	-\$10,128,053	-\$9,636,547	-\$9,123,089	-\$8,586,928	-\$8,024,852	-\$7,437,973	-\$6,821,353	-\$6,175,990	-\$5,500,349	
TOTAL LIABILITIES	-\$12,577,657	-\$12,167,559	-\$11,736,005	-\$11,285,250	-\$10,816,004	-\$10,319,731	-\$9,805,593	-\$9,261,716	-\$8,690,631	-\$8,078,349	
Net Assets	\$310,324,381	\$315,800,157	\$321,385,594	\$327,196,856	\$333,160,730	\$339,403,542	\$345,815,190	\$352,526,349	\$359,430,196	\$366,655,349	
Equity											
Accum Surplus											
Carried Forward Accumulated Surplus/Deficit	-\$149,631,597	-\$156,143,381	-\$157,764,157	-\$159,398,594	-\$161,159,856	-\$162,977,730	-\$164,960,542	-\$167,011,190	-\$169,252,349	-\$171,574,196	
Surplus from above	-\$6,511,784	-\$1,620,776	-\$1,634,437	-\$1,761,262	-\$1,812,874	-\$1,987,812	-\$2,050,648	-\$2,241,159	-\$2,321,847	-\$2,529,153	
Revaluation Reserves	-\$156,143,381	-\$157,764,157	-\$159,398,594	-\$161,159,856	-\$162,972,730	-\$164,960,542	-\$167,011,190	-\$169,252,349	-\$171,574,196	-\$174,103,349	
Asset Revaluation Reserves (Water)	-\$154,181,000	-\$158,036,000	-\$161,987,000	-\$166,037,000	-\$170,188,000	-\$174,443,000	-\$178,804,000	-\$183,274,000	-\$187,856,000	-\$192,552,000	
	-\$154,181,000	-\$158,036,000	-\$161,987,000	-\$166,037,000	-\$170,188,000	-\$174,443,000	-\$178,804,000	-\$183,274,000	-\$187,856,000	-\$192,552,000	
Total Equity	-\$310,324,381	-\$315,800,157	-\$321,385,594	-\$327,196,856	-\$333,160,730	-\$339,403,542	-\$345,815,190	-\$352,526,349	-\$359,430,196	-\$366,655,349	

Income Statement

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Statement of Financial Position (Balance Sheet)

Current Assets	Cash & Cash Equivalents																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
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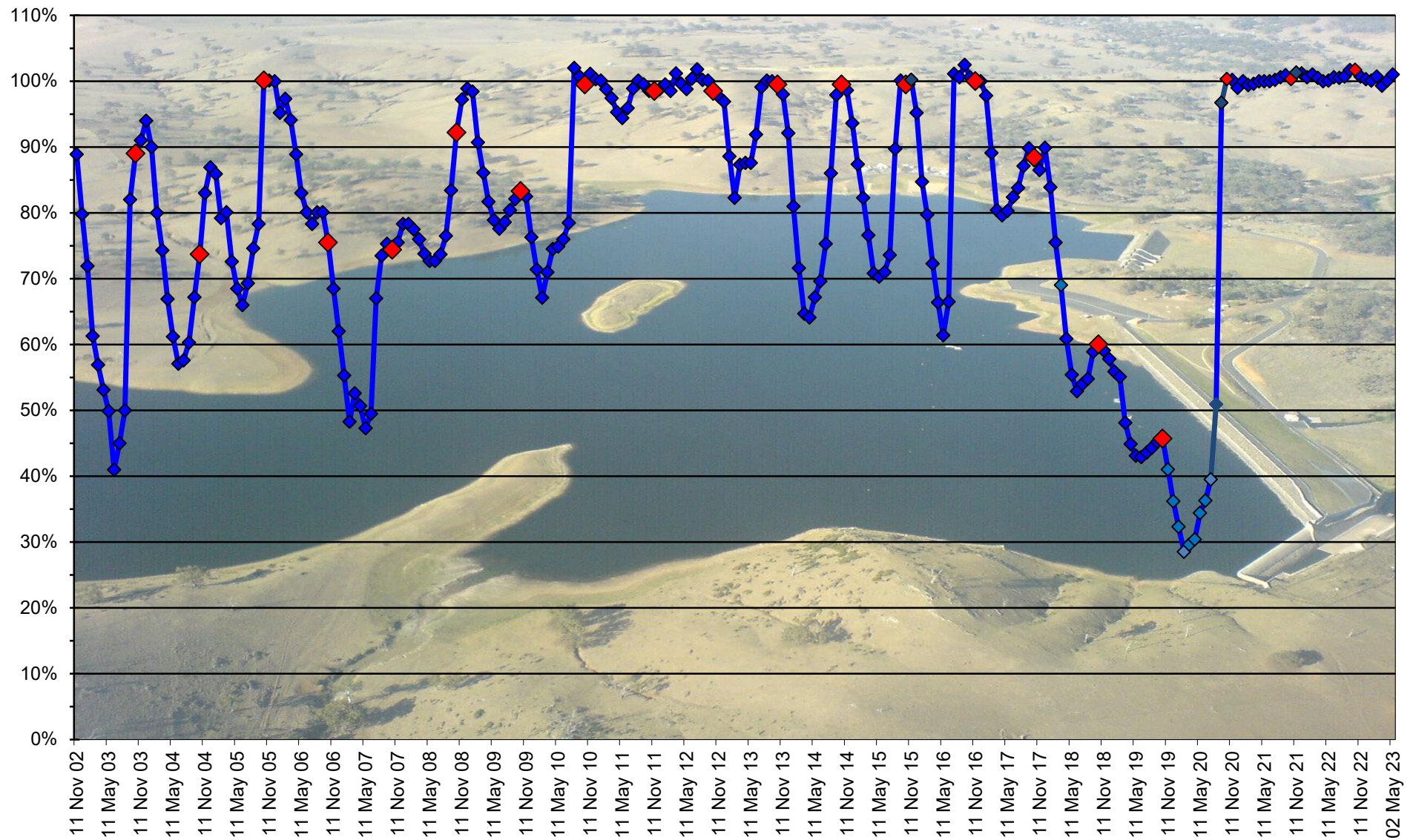
Income Statement

Revenue:	Rates & Annual Charges	-\$8,469,196	-\$8,851,984	-\$9,252,100	-\$9,670,225	-\$10,107,273	-\$10,563,996	-\$11,041,285	-\$11,540,169	-\$12,061,520	-\$12,606,353
	User Charges & Fees	-\$3,849,027	-\$3,945,501	-\$4,044,397	-\$4,145,777	-\$4,244,706	-\$4,356,244	-\$4,465,457	-\$4,577,420	-\$4,692,190	-\$4,809,848
	Other Revenues	-\$265,000	-\$271,625	-\$278,415	-\$285,376	-\$292,510	-\$299,823	-\$307,318	-\$315,001	-\$322,877	-\$330,948
	Grants & Contributions provided for Operating Purposes	-\$11,213	-\$11,717	-\$12,244	-\$12,795	-\$13,371	-\$13,973	-\$14,602	-\$15,259	-\$15,945	-\$16,663
	Grants & Contributions provided for Capital Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Interest & Investment Revenue	-\$213,285	-\$217,883	-\$222,607	-\$227,460	-\$232,442	-\$237,555	-\$242,800	-\$248,179	-\$253,692	-\$259,243
	Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other Income:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net gains from the disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Fair value increment on investment properties	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Income from Continuing Operations		-\$12,807,721	-\$13,298,710	-\$13,809,763	-\$14,341,633	-\$14,895,302	-\$15,471,591	-\$16,071,462	-\$16,696,028	-\$17,346,224	-\$18,023,055
Expenses from Continuing Operations											
	Employee Benefits & On-Costs	\$1,603,024	\$1,661,211	\$1,720,686	\$1,783,305	\$1,846,136	\$1,911,664	\$1,979,574	\$2,049,898	\$2,117,557	\$2,183,846
	Materials & Contracts	\$5,266,647	\$5,403,243	\$5,477,440	\$5,673,533	\$5,762,202	\$5,963,538	\$6,111,460	\$6,263,087	\$6,403,148	\$6,534,174
	Borrowing Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Depreciation, Amortisation & Impairment	\$591,957	\$610,000	\$628,000	\$647,000	\$666,000	\$686,000	\$707,000	\$728,000	\$750,000	\$773,000
	Other Expenses	\$6,600	\$6,800	\$7,000	\$7,200	\$7,400	\$7,400	\$7,400	\$7,400	\$7,400	\$7,400
Total Expenses from Continuing Operations		\$7,468,228	\$7,681,254	\$7,833,126	\$8,110,038	\$8,281,738	\$8,568,602	\$8,805,434	\$9,048,385	\$9,278,105	\$9,498,420
Operating Result from Continuing Operations		-\$5,339,493	-\$5,617,456	-\$5,976,637	-\$6,231,595	-\$6,613,564	-\$6,902,989	-\$7,266,028	-\$7,647,643	-\$8,068,119	-\$8,524,635
Operating Result before Capital Grants		-\$5,339,493	-\$5,617,456	-\$5,976,637	-\$6,231,595	-\$6,613,564	-\$6,902,989	-\$7,266,028	-\$7,647,643	-\$8,068,119	-\$8,524,635
Funding Statement											
Sources Of Funds	Transfers from Reserves	-\$3,973,187	-\$2,050,069	-\$1,317,584	-\$1,335,756	-\$1,354,609	-\$1,374,169	-\$1,394,463	-\$1,415,518	-\$1,437,363	-\$1,437,363
	Transfer from Section 94	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Loan Funds Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Plant & Equipment (Income from Disposal)	-\$234,000	-\$119,000	-\$119,000	-\$119,000	-\$119,000	-\$119,000	-\$119,000	-\$119,000	-\$119,000	-\$119,000
	Add Back Depreciation Budget	-\$591,957	-\$610,000	-\$628,000	-\$647,000	-\$666,000	-\$686,000	-\$707,000	-\$728,000	-\$750,000	-\$773,000
	Add Back Carrying Value of Real Estate Sold	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Add Back S94 & S64 Income Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		-\$4,795,144	-\$2,779,069	-\$2,064,584	-\$2,101,756	-\$2,139,609	-\$2,179,169	-\$2,220,463	-\$2,262,518	-\$2,306,363	-\$2,329,363
Application of Funds											
Asset Purchases:	Capital Works	\$4,207,187	\$2,169,069	\$1,436,584	\$1,454,756	\$1,473,609	\$1,493,169	\$1,513,463	\$1,534,518	\$1,556,363	\$1,556,363
	Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Real Estate	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Reserves:										
	Transfers to reserves	\$5,186,348	\$5,360,763	\$5,763,384	\$6,031,859	\$6,382,466	\$6,709,905	\$7,028,435	\$7,416,462	\$7,873,625	\$8,330,279
	Loans:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Internal transactions:										
	Income	-\$3,844,919	-\$3,952,250	-\$4,109,650	-\$4,273,550	-\$4,443,650	-\$4,620,650	-\$4,804,550	-\$4,995,950	-\$5,195,050	-\$5,401,850
	Expenditure	\$4,590,021	\$4,818,943	\$4,950,903	\$5,120,288	\$5,340,748	\$5,499,734	\$5,749,145	\$5,955,132	\$6,139,544	\$6,369,207
		\$10,138,637	\$8,396,525	\$8,041,221	\$8,333,353	\$8,753,173	\$9,082,158	\$9,486,493	\$9,910,162	\$10,374,482	\$10,853,999
Net Funding Result		\$5,339,493	\$5,617,456	\$5,976,637	\$6,231,597	\$6,613,564	\$6,902,989	\$7,266,030	\$7,647,644	\$8,068,119	\$8,524,636
Waste Fund Change in Working Capital		\$0	\$0	\$0	\$2	\$0	\$0	\$2	\$1	\$0	\$1

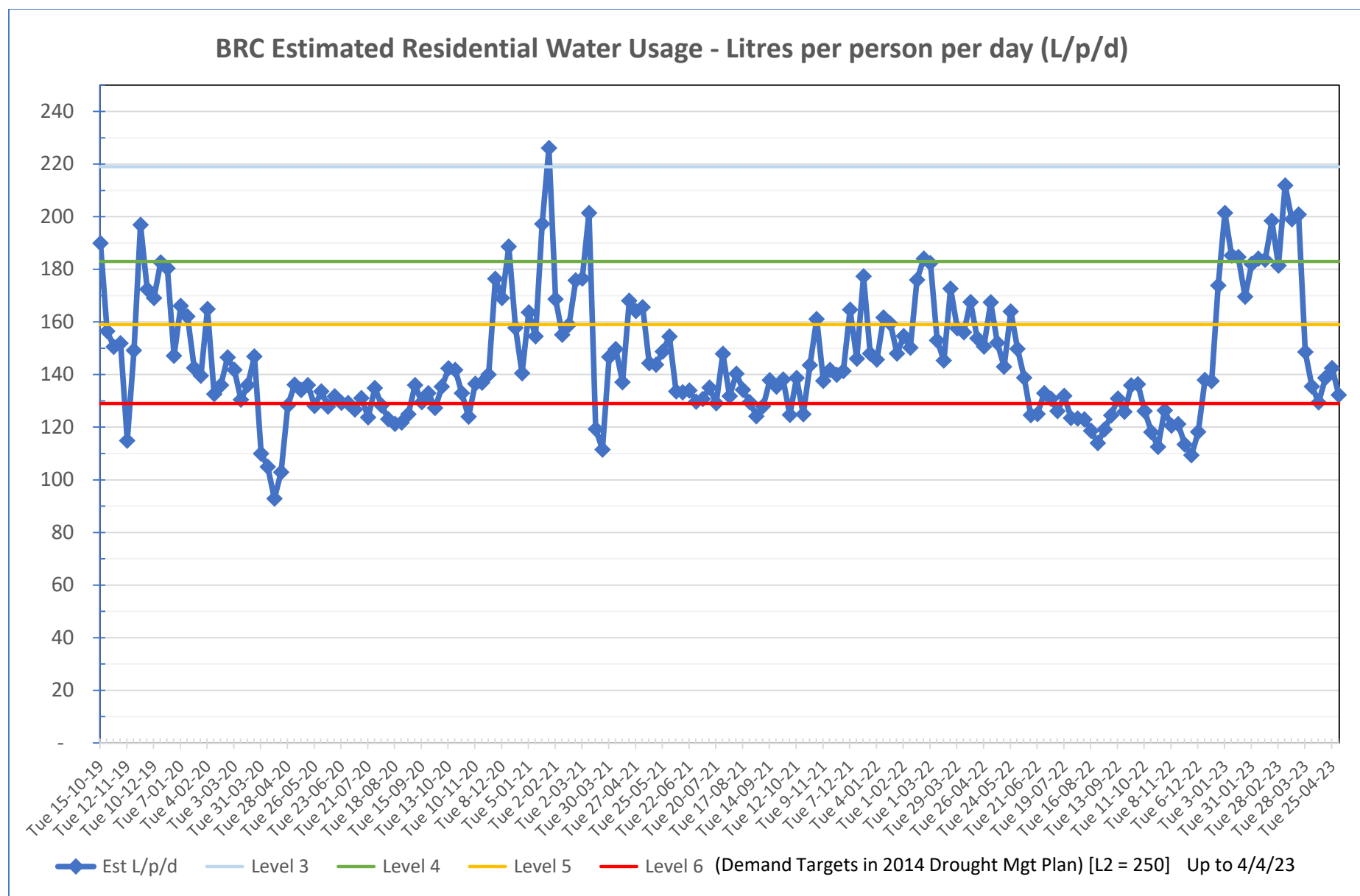
Long Term Financial Plan 2023-2033

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Bathurst Regional Council: Monthly Chifley Dam Volume (%)



Red markers = October. Last reading 2 May 2023.



**MINUTES OF THE TRAFFIC COMMITTEE MEETING
HELD ON Tuesday 2 May 2023**

1. MEETING COMMENCES

MINUTE

Meeting commenced at 2.00 pm.

Members: Cr Warren Aubin (Chair - BRC), Ms Jackie Barry (Transport for NSW), Josh Marsh (NSW Police).

Present: Mayor Robert Taylor (BRC), Mr Bernard Drum (Manager Technical Services - BRC), Mr Myles Lawrence (Civil Investigation Team Leader - BRC), Mr Paul Kendrick (Traffic and Design Engineer - BRC).

2. APOLOGIES

MINUTE

RESOLVED:

Nil

3. REPORT OF PREVIOUS MEETING

3.1. REPORT OF THE PREVIOUS MEETING - 4 APRIL 2023

File No: 07.00006

MINUTE

RESOLVED:

That the Minutes of the Traffic Committee held on 4 April 2023 be adopted.

4. DECLARATION OF INTEREST

Declaration of Interest

MINUTE

RESOLVED:

Nil

5. RECEIVE AND DEAL WITH DIRECTOR'S REPORTS

5.1.1. MINUTES OF THE TRAFFIC COMMITTEE MEETING

HELD 4 APRIL 2023

File No: 07.00006

MINUTE

RESOLVED:

That the information be noted and necessary actions be taken.

**5.1.2. REBELLION ON THE TURON – DENISON
STREET SOFALA**

File No: 25.00280

MINUTE

RESOLVED:

That the Rebellion on the Turon event to be held on Saturday 19 August 2023 be classified as a Class 2 event, and the traffic management for this event be endorsed subject to conditions as detailed in the Director Engineering Services' report.

6. TRAFFIC REGISTER

6.1. TRAFFIC REGISTER

File No: 07.00006

MINUTE

RESOLVED:

That the information be noted.

8. MEETING CLOSE

MINUTE

The Meeting closed at 2.02 pm.