

LOCKHART SHIRE DRAFT

DELIVERY PROGRAM 2017-2021
OPERATIONAL PLAN 2018-2019

Council's commitment to the community for the four years 2017-2021.

Council's operations for the coming year 2018-2019.



www.lockhart.nsw.gov.au

WHAT IS THIS DOCUMENT?

This document is our Delivery Program and has been informed by the community’s vision and the Community Strategic Plan. The Delivery Program is also supported by the development of Council’s resourcing strategy which includes the Long-Term Financial Plan, Asset Management Plan and Workforce Management Plan.

The Delivery Program details the principal activities to be undertaken by the Council to implement strategies established by the Community Strategic Plan, and is for 4 years duration.

The Operational Plan outlines our operations for the coming year, 2018-19.

More detail on our planning framework and how to read the Plan is contained further in this document.

Objectives	Strategy	Action	Task
<p>“What the community would like”</p>	<p>“How will we get there?”</p>	<p>“What will Council do over the next four years?”</p>	<p>“Council activity for the current period”</p>
<p>Community Strategic Plan</p> <p>Plan which identifies the main priorities and aspirations for the future of the local government area. Minimum 10 years.</p>		<p>Delivery Program</p> <p>Details the principal activities to be undertaken by the council to implement strategies established by the CSP. 4 years’ duration.</p>	
		<p>Operational Plan</p> <p>Details the activities to be engaged in by the Council during the year, and annual budget. Annual sub-plan of Delivery Program.</p>	



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MESSAGE FROM THE MAYOR



**CR. RODGER SCHIRMER
MAYOR**

Together with my Councillors, I'm pleased to present Lockhart Shire's Delivery Program for the 2017-2021 period and Operational Plan for the coming year, 2018-2019. Lockhart Shire Council's Delivery Program 2017-2021 and Operational Plan 2018-2019 is informed by extensive consultation with our communities through the development of the Lockhart Shire Community Strategic Plan 2017-2027.

The Lockhart Shire Community Strategic Plan 2017-2027 guided our ten-year resourcing strategy which addresses long term financial, asset management, and workforce management planning. The Delivery Program has been developed using the Integrated Planning and Reporting framework, reflecting Lockhart Shire Council's long-term planning. The Delivery Program identifies key strategies and actions to be undertaken by Council over the next four years, meeting the needs of the community as expressed in the Community Strategic Plan. The Operational Plan outlines the Council's operations for 2018-2019.

As an organisation, Lockhart Shire Council is committed to being responsive to the needs and expectations of our community. We continue to prioritise community engagement to involve our community in decision making. Customer service remains a key priority—our commitment to providing an effective, efficient and courteous customer service in accordance with Council values is stronger than ever.

The Delivery Program and Operational Plan builds on the legacy of the previous Council, and reflects some operational changes that will enable us to better serve our community as a standalone Council, including a stronger focus on increasing our own source revenue to an acceptable level together with a number of service reviews, continued involvement with membership groups and regional partners, and investigation of some shared administration arrangements.

We continue to invest in our assets and infrastructure and have resourced their maintenance, renewal, and capital works. Infrastructure priorities highlighted in the Delivery Program and Operational Plan include repair and maintenance work on the Lockhart and The Rock Swimming Pools, and investment in flood mitigation measures and road renewal.

We wish to position Lockhart Shire as a great place to live, work and visit, and our focus on economic and tourism development is continued and strengthened over the next four years.

The Delivery Program is not only our planning document for the current council term, but provides an instrument of public accountability and the basis for measuring our performance. Progress on the actions outlined in the Delivery Program and Operational Plan are reported to Council each six months as well as annually in the annual report. Council's Operational Plan Budget is reviewed on a quarterly basis.

A handwritten signature in black ink, appearing to read 'RS Schirmer', written over a faint, large watermark of the Lockhart Shire Council logo.

CR. RODGER SCHIRMER

COUNCIL'S DIRECTION FOR THE TERM OF THE DELIVERY PROGRAM

The Delivery Program sets out what we will achieve over the next four years and how we will achieve it. This has been guided by what the community has told us and what their aspirations are for the next ten years. In preparing this Delivery Program and setting the agenda for Council for this four-year term, we acknowledge the Community Vision 2027 developed by the community and featured in the Community Strategic Plan:

In 2027, we are:

- **Deeply connected to the land and proud of our independence;**
- **Dynamic, resilient, and have a strong sense of community;**
- **Passionate for innovation and diverse opportunities; and,**
- **Welcoming, vibrant, inclusive, accessible and value the rights of people equally.**

The identified projects and services in the Delivery Program focus on Lockhart Shire Council remaining as an independent Council while still providing a range of community services for the community and maintaining the community infrastructure.

We will deliver the key functions of Council and continue to increase revenue through external contract work and gaining further efficiencies.

STRONG LEADERSHIP AND GOVERNANCE

Lockhart Shire Council was recently deemed to be financially fit for the future as a stand-alone Council. To remain independent and sustainable into the future, Council must implement our Fit for the Future Improvement Plan and ensure we are continuing to achieve efficiencies in service delivery, as well as seeking ways to increase our own source revenue. This will include:

- Continuing to engage in external contract works;
- Resource sharing;
- Streamlining governance; and
- Undertaking service reviews by identifying efficiencies and savings in operations and delivery.

A CONNECTED AND RESILIENT COMMUNITY

Lockhart Shire Council prides itself on being a connected community and we wish to continue to support communities in their events, sporting clubs and community organisations as best we can. These areas are important aspects of our community and we wish to ensure all people of the community are included and can access programs and projects throughout the Shire.

A DYNAMIC AND PROSPEROUS ECONOMY

Building on the economy of our community and ensuring that the Shire is attractive and welcoming to businesses, industry, residents and visitors is a key goal for Council. This includes improving services and infrastructure that supports our rural businesses, as well as providing strong strategic direction for economic development and tourism initiatives.

AN ENVIRONMENT THAT IS RESPECTED AND PROTECTED

The Rock Hill Nature Reserve and Galore Hill are two of Lockhart Shire's important natural assets and protecting those environments are important to our community. Advocating and supporting National Parks Wildlife Service is vital to the development of these two sites.

Council will also focus on how it can become more energy efficient over the next four years by assessing energy efficiencies in Council buildings and investigating the installation of energy efficient street lighting.

INFRASTRUCTURE FOR THE LONG-TERM NEEDS OF THE COMMUNITY

Council understands the importance of making sure the assets and infrastructure are well planned and managed to meet the needs of the community, now and into the future. This includes our roads, sporting and recreation facilities, sustainable transport strategies and land availability. It is important for Council over the next four years to focus on;

- Preparing and implementing strategic replacement and upgrades for both The Rock Swimming Pool and Lockhart Swimming Pool;
- Preparing and implementing flood mitigation measures for Lockhart and The Rock; and

The Delivery Program, as well as the Community Strategic Plan are developed in partnership with the community to assist Council in the delivery of its services and projects. Council are committed over the next term to deliver on these initiatives and actions outlined in the following program. We encourage you to read the program and support us in achieving these actions.



Cr Rodger Schirmer
(Mayor)



Cr Greg Verdon
(Deputy Mayor)



Cr Max Day



Cr Derek Douglas



Cr Gail Driscoll



Cr Ian Marston



Cr Andrew Rockliff



Cr Peter Sharp



Cr James Walker

OUR COUNCIL

OUR VISION

Provide an environment where people may enjoy a quality of life to which they aspire.

OUR MISSION

Provide leadership and meet the community's needs in an equitable and inclusive way that enhances the area's environmental, social and economic qualities.

OUR VALUES

- Leadership
- Integrity
- Progressiveness
- Commitment
- Accountability
- Adaptability.

OUR GOVERNANCE

The elected Council has 9 Councillors who represent three different wards over the Local Government Area. The Mayor and the Deputy Mayor are elected by the Councillors for a two-year term.

Cr Rodger Schirmer (Mayor)

Cr Greg Verdon (Deputy Mayor)

Cr Max Day

Cr Derek Douglas

Cr Gail Driscoll

Cr Ian Marston

Cr Peter Sharp

Cr Andrew Rockliff

Cr James Walker

OUR OPERATIONS

Lockhart Shire Council is responsible for the delivery of a diverse range of services throughout the community.

Council employs approximately 50 people covering a range of professionals and expertise. The two directorates of Council are Corporate and Community Services, and Engineering and Environmental Services.



COUNCIL

GENERAL MANAGER

GENERAL MANAGER (5 Positions)

- Integrated Planning & Reporting
- Council Meeting Management
- Human Resources
- Work Health and Safety
- Economic Development
- Tourism
- Land Sales
- Organisation Development
- Communication/Media Interface

DIRECTOR ENGINEERING AND ENVIRONMENTAL SERVICES (39 Positions)

- Road/Bridge Construction and Maintenance
- Drainage Construction and Maintenance
- Sewerage Construction & Maintenance
- Waste Management and recycling
- Traffic Management
- Municipal Emergency Control
- Asset Management - Swimming Pools, Roads, Cemeteries, Aerodrome, Caravan Park, Quarries
- Parks and Reserves
- Depots and Stores
- Fleet Management
- Land Management Plans
- Advice, support, planning and communications
- Environment and Pollution Monitoring
- Building Regulation & Advice
- Food Inspections
- Animal Control
- Subdivision & Development Control
- Statutory Town Planning
- Local Environment Plan

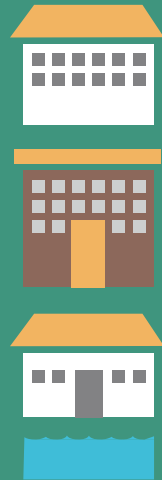
DIRECTOR CORPORATE AND COMMUNITY SERVICES (6 Positions)

- Financial Management (AAS27) and Corporate Planning
- Finance and Internal Auditing
- Statutory Reporting
- Rates
- Information Technology
- Records management
- Purchasing
- Maximising Potential Grant Income
- Insurance Portfolio
- Asset Management
- Land Register
- Youth Services
- Advice, support, planning and communications
- Payroll/Creditors
- Property Management

OUR INFRASTRUCTURE

BUILDINGS

- 1 Administration
- 1 Mobile Library
- 1 Community Centre
- 2 Depots
- 4 Waste Depots/Transfer Stations
- 5 Sport and Recreation Reserves
- 9 Parks and Playgrounds
- 2 Swimming Pools
- 7 Halls
- 2 Commercial Buildings
- 3 Town Sewerage Systems
- 3 Cemeteries
- 1 Caravan Park



ROADS AND BRIDGES

- 120km Regional roads
- 440km Sealed local roads
- 800km Unsealed roads
- 11km Footpaths
- 6 Concrete bridges

ACCESSIBILITY

- 8 accessible public toilets
- 9 accessible public buildings
- 1 designated accessible car park



ACHIEVEMENTS 2012 TO 2016

WE ARE A CONNECTED AND RESILIENT COMMUNITY

- We expended \$1.4M over the term on maintenance and improvements of parks and reserves;
- We expended \$100k over the term on upgrading playground facilities;
- We made improvements to Galore Hill \$60k and The Rock Hill \$120k which included; new BBQ's, pathways, seating and bins;
- We have added \$1.5M annually to our local economy through support for events;
- We have increased youth activities for ages 12 – 15 years; and
- We have established a partnership with The Rock Central School to deliver Out of School hours care.

WE ARE A DYNAMIC AND PROSPEROUS ECONOMY

- We expended \$400K during the term to improve footpaths and pedestrian access throughout our townships;
- We have expended an excess of \$20M on road replacement and upgrades over the last 4 years;
- Installation of new cabins and amenities block to enhance the facilities at Lockhart Caravan Park;
- Installation of RV dump point at The Rock Recreation Ground to cater for tourists; and
- New toilet blocks at Lockhart and The Rock.

WE RESPECT AND PROTECT OUR ENVIRONMENT

- We have established Landcare groups and The Rock Hill Focus Group;
- We engaged Lockhart Central School in tree planting activities;

WE PROVIDE INFRASTRUCTURE FOR THE LONG-TERM NEEDS OF THE COMMUNITY

- We expended \$900K over the term for improvements to recreation facilities;
- We are engaging the community to refurbish The Rock and Lockhart swimming pools;
- We have completed flood studies and flood risk management and design; and
- We have upgraded town signage including, historical, tourism and town entrance signs.

WE PROVIDE STRONG LEADERSHIP AND SERVICES FOR OUR COMMUNITY

- We have engaged the community on future decisions; Fit for the Future;
- We have continued to produce monthly newsletters to all residents in the Shire;

PRODUCTIVITY IMPROVEMENTS AND COST CONTAINMENT STRATEGIES

Council is committed to achieving productivity improvements and cost containment strategies that support the efficient delivery of Council's services.

PAST TWO YEARS

Over the last few years Council has achieved the following savings and productivity efficiencies:

- Resource sharing; sharing resources with other Councils (staff and services), as well as Section 355 committees has contributed to \$776,200 savings per annum to Council;
- Streamlining of Governance, including organisation restructure has saved \$30,000 per annum;
- Service Reviews have improved own source revenue by \$350,000 of savings per annum; and
- Purchase of additional road surfacing equipment is estimated to save \$170,000 per annum through efficiencies.

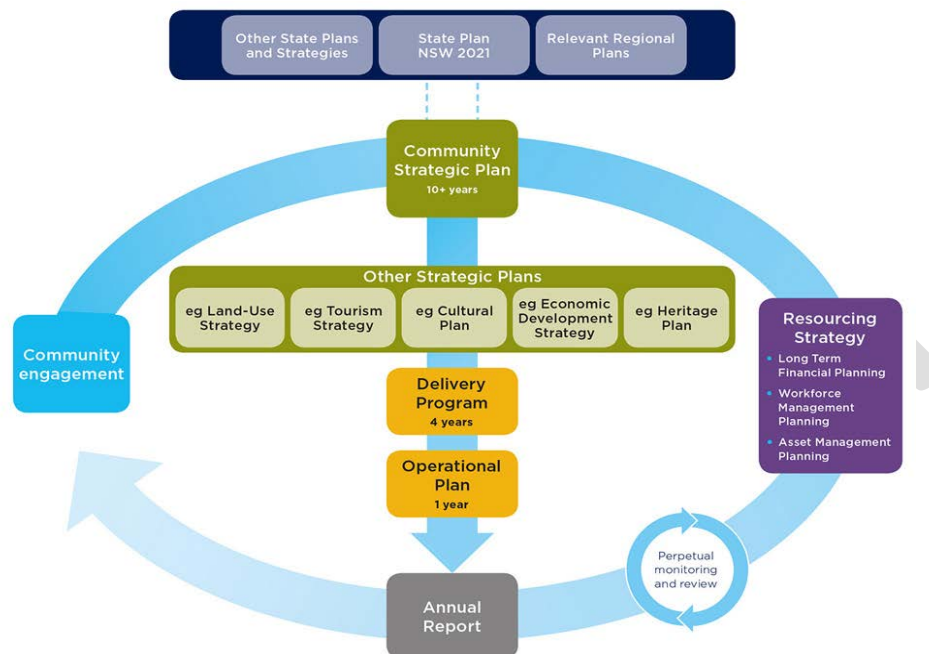
TERM OF THE DELIVERY PROGRAM (4 YEARS)

Council will continue to implement strategies that contribute to cost savings and productivity improvements over the next four years, these include but not limited to:

- Shared administration with neighbouring Councils is estimated to save Council \$72,000 per annum through staff and building costs;
- Continuing to streamline governance, planning, regulation and reporting should result in \$30,000 per annum in productivity improvements;
- Ongoing service reviews to ensure savings and productivity improvements are recognised; including waste management sub regional contract, asset management review, solar power use and external contracting. Expected cost containment of \$35,000 per annum plus \$57,500 as a one-off saving; and
- Implementing initiatives through member organisations such as REROC (energy audits, energy efficient project, community recycling centres and the street lighting project) resulting in increased environmental and cost containment benefits.

OUR PLANNING FRAMEWORK

Our planning framework is guided by the NSW Government Integrated Planning and Reporting (IP&R) legislation and framework. In undertaking long-term planning, we recognise that people across our community share similar aspirations and our people hold the key to how we should best respond to these aspirations. Our planning framework allows us to draw various plans together, understand how they relate and get the maximum benefit by collectively planning for the future.



GUIDING PRINCIPLES

Lockhart Shire acknowledges and reflects the NSW Government's social justice principles in its planning process.

- Equity – there should be fairness in decision making, and prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances;
- Access – all people should have fair access to services, resources and opportunities to improve their quality of life;
- Participation – everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives;
- Rights – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Further to the NSW Government's social justice principles, the Lockhart Shire uses the following principles throughout the Community Strategic Plan to guide planning and implementation activities.

We, the Lockhart Shire community:

- Understand and build on the community's strengths and assets;
- Are a supportive community who care for each other in times of need, and provide good access to services;
- Equally value the rights and contributions of all our people;
- Recognise the potential of human diversity as a source of vibrancy, creativity and growth; and
- Collaborate to create shared vision, ownership, responsibility and action.

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OUR PLANNING FRAMEWORK

TIME	PLAN	WHAT IT INVOLVES	MONITORING & REPORTING
Long term plan (10 years plus)	Community Strategic Plan 10+ years	<ul style="list-style-type: none"> Based on community identified principles; Community's aspirations for the future; and Provides Council key direction for formulating long term action plans. 	An annual report will be reported to Council, as well as an end of term (4 years) report from Council.
Medium term plans and strategies (up to 10 years)	Long Term Financial Plan	<ul style="list-style-type: none"> Outlines the future financial plans for the Council; and Provides financial sustainability, revenue strategies and management of service levels. 	Council's financial performance will be reported on quarterly.
	Asset Management Plan	<ul style="list-style-type: none"> Accounts for and plans for all of the existing assets under its ownership, and any new asset solutions proposed in its Community Strategic Plan and Delivery Program. 	Asset condition must be reported in annual financial statements
	Disability Inclusion Action Plan 2017-2021	<ul style="list-style-type: none"> Strategies and actions to improve the opportunities for people with a disability In the Shire. 	Implementation of DIAP must be reported on in Annual Report, and DIAP must be reviewed every four years.
	Economic Development & Tourism Strategy	<ul style="list-style-type: none"> Strategies and actions to develop a strong and resilient economic community. 	Reports of Tourism and Economic Development Committee meetings to be tabled at Council meetings.
	Local Environmental Plan	<ul style="list-style-type: none"> Ensure LEP is up to date and relevant for the Shire. 	Review of the LEP every four years.
Plan for the term of the Council (4 years)	Delivery Program 2017-2021	<ul style="list-style-type: none"> Key actions that Council will do to achieve the CSP; and A statement of commitment to the community by the elected Council. 	Reported to Council every 6 months, followed by an annual report. Reviewed every year when preparing Operational Plan.
Short Term Plans (up to 4 years)	Workforce Management Strategy 2017-2021	<ul style="list-style-type: none"> Ensuring Council has the right skills, staff to deliver sustainable services for the future. Key directions for managing Council's assets and buildings. 	The Workforce Management Strategy must be reviewed every four years.
Annual Plans (1 year)	Operational Plan	<ul style="list-style-type: none"> Individual projects and activities Council will deliver in the year from the Delivery Program. 	Reported to Council every quarter, followed by an annual report.

HOW WAS OUR DELIVERY PROGRAM DEVELOPED?

The Delivery Program was developed through the Integrated Planning and Reporting Process.

Our Community Strategic Plan was developed by engaging and listening to our community. The goal was to gain input from as many of our residents as possible, and to uncover aspirations and priorities for the future.

The community engagement process invited residents to participate using several medians of communication including advertisements in the Lockhart Community Newsletter, media releases, distribution of over 200 posters throughout the community, direct mail and email (invitations), and social media posts.

The community engagement occurred during October and November 2016 and consisted of five community meetings, two sessions with people with disability, their families, carers and service providers, five sessions with school children at three schools, and one community-wide survey. A total of 245 people from the community participated in the community engagement activities.

Council assessed the Community Strategic Plan to understand Council's responsibility for delivery.

A Resourcing Strategy was developed to clearly understand Council's resource availability over the Council term. The Delivery Program was created to highlight the strategies and actions that Council will deliver of the next four years.

The Operational Plan relates to individual activities, projects and plans that will be undertaken each year to support the achievement of commitments made in the Delivery Program and Community Strategic Plan.



HOW TO READ THIS PROGRAM

Our key directions are the broad themes that represent the community with reference to the IP&R requirement to address triple bottom line objectives. The Community Strategic Plan and Delivery Program are presented in five key directions.

- A connected and resilient community
- A dynamic and prosperous economy
- An environment that is respected and protected
- Infrastructure for the long term needs of the community
- Strong leadership and governance

There are 14 objectives sitting under the five key directions. Our objectives have been worded in 'outcome-driven language' in response to what the community told us they would like. We have called the objectives 'What our community would like'. The objectives have a long-term focus and represent the highest-level achievements over the ten-year Community Strategic Plan.

Strategies have been developed to understand how we, as a community, will achieve our objectives. The strategies also have a long-term focus across the ten-year Community Strategic Plan. We have titled the strategies 'How will we get there?'

There are items in the Community Strategic Plan in which Council has a lead or supporting role. The Delivery Program takes the ten-year objectives and strategies, highlights Council's role, and outlines what Council will do under each strategy over the four-year Council term. The actions will drive the activity of Council over the next four years.

DISABILITY INCLUSION ACTION PLAN

Strategies and actions for the Disability Inclusion Action Plan (DIAP) are highlighted with a blue asterisk. A note will feature in the action, relating to the relevant DIAP key focus area.

OBJECTIVES AT A GLANCE

A: A CONNECTED & RESILIENT COMMUNITY

- A1. We value spending time with each other and want more opportunities to come together.
- A2. Our community services and facilities meet the needs of our communities.
- A3. People of all ages, abilities, and backgrounds participate in community life.

B: A DYNAMIC & PROSPEROUS ECONOMY

- B1. Our Shire is attractive and welcoming to businesses, industry, residents and visitors.
- B2. Our community has a robust retail offering, strong tourism sectors, and a range of job opportunities.
- B3. We develop, attract and retain skilled individuals in our community.

C: AN ENVIRONMENT THAT IS RESPECTED AND PROTECTED

- C1. Our environmental practices are sustainable.
- C2. Flora and fauna are protected across the Shire.
- C3. Our open space and natural environment are protected for future generations.

D: INFRASTRUCTURE FOR THE LONG TERM NEEDS OF THE COMMUNITY

- D1. Our assets and infrastructure are well planned and managed to meet the needs of the community now and in the future.
- D2. Our planning and development controls work to attract new residents and investment.

E: STRONG LEADERSHIP AND GOVERNANCE

- E1. Council is strong, sustainable, and able to stand-alone.
- E2. Council actively engages with its residents to support and facilitate decision making.
- E3. Council responds collectively and responsibly to community needs.

A: A CONNECTED AND RESILIENT COMMUNITY



WHAT OUR COMMUNITY WOULD LIKE

A1: We value spending time with each other and want more opportunities to come together.

A2: Our community services and facilities meet the needs of the community

A3: People of all ages, abilities, and backgrounds participate in community life.

HOW WILL WE KNOW IF WE HAVE ARRIVED?

- We will volunteer and participate in community groups and clubs.
- We will have a range of services for all age and population groups.
- We will regularly gather to celebrate at events, festivals and a range of cultural opportunities.
- We will enjoy and use our local sporting, recreation and community facilities.
- We will feel supported by each other in times of need.

HOW MIGHT WE MEASURE THIS?

Measures we will use include the number of events delivered and attendance numbers, Council's community satisfaction survey, and ABS population and community statistics.

A1: WE VALUE SPENDING TIME WITH EACH OTHER AND WANT MORE OPPORTUNITIES TO COME TOGETHER

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Facilitate and support our community to deliver vibrant and dynamic community events.	<ul style="list-style-type: none"> Provide support to events held within the community. Compile and promote a comprehensive calendar of events. 	*	*	*	*	Lockhart Shire Council Community groups and organisations
Build capacity, capability and partnerships to encourage sustainable community groups and clubs. *	<ul style="list-style-type: none"> Provide support and advice to community groups, clubs, and volunteers. Within financial means, support and fund Section 355 Committees to manage and maintain Council facilities. Facilitate and support programs and projects within the community to make them accessible to people with all abilities. DIAP – Attitudes and behaviours 	*	*	*	*	Lockhart Shire Council Community groups and committees Community
Provide or partner to provide cultural and sporting participation opportunities.	<ul style="list-style-type: none"> Support cultural and sporting opportunities that respond to the needs of the community. 	*	*	*	*	Lockhart Shire Council Community groups and committees Community

A2: OUR COMMUNITY SERVICES AND FACILITIES MEET THE NEEDS OF THE COMMUNITY

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Work with stakeholders to ensure our community is safe and well prepared to respond to adversity. *	<ul style="list-style-type: none"> Ensure that Lockhart Shire is well prepared to respond to adversity. Strengthen mechanisms that support access and inclusion for our community. DIAP – Liveable communities Promote community safety initiatives within the community. Advocate for sufficient provision of policing, ambulance and fire services. 	*	*	*	*	Lockhart Shire Council State Government Federal Government Community organisations Service providers Community
Support, or partner to provide, welcoming and well maintained community spaces and facilities. *	<ul style="list-style-type: none"> Plan, develop and maintain facilities, parks and gardens that respond to the needs of the community. DIAP – Liveable communities 	*	*	*	*	Lockhart Shire Council Community groups and organisations
Provide and advocate for services that respond to the needs of our community. *	<ul style="list-style-type: none"> Lobby government, business and service providers to provide accessible services to meet the needs of the community. DIAP – Liveable communities Improve understanding of the services available in the community, and work with service providers to promote and encourage community use of services. Work with service providers and government to improve access to quality health, and medical life-stage facilities and services to meet the long term needs of the community. Advocate to ensure our residents can access a quality education experience. 	*	*	*	*	Lockhart Shire Council State Government Business community Service providers Education providers

A3: PEOPLE OF ALL AGES, ABILITIES, AND BACKGROUNDS PARTICIPATE IN COMMUNITY LIFE.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Support our children and young people.	<ul style="list-style-type: none"> Understand and respond to the needs of young people in the Shire through engagement and provision of a Youth Officer. Support the provision of pre-school, playgroup and childcare services within the community. Provide young residents with greater access to youth services. 	*	*	*	*	Lockhart Shire Council State Government Education Providers Community
Provide support and opportunities to celebrate our older residents.	<ul style="list-style-type: none"> Provide opportunities for older residents to come together. Continue to support, advocate, and plan for high quality services and accommodation for our aged population. Support a feasibility study to explore the establishment of an aged care service hub within the Lockhart Shire. 	*	*	*	*	Lockhart Shire Council Community organisations Service providers Community

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Provide support for people with a disability and their families and carers. *	<ul style="list-style-type: none"> • Provide support for people with a disability, their families and carers. DIAP – Liveable communities • Work with community partners to lobby government and to seek funding to support people with disabilities to reach their full potential and to lead fulfilling lives. DIAP – Liveable communities • Work in partnership with community organisations to improve opportunities for people with disabilities to participate in education, training and employment. DIAP – Employment • Work with partners to identify opportunities to support the implementation of the National Disability Insurance Scheme. DIAP – Systems and processes • Participate in a collective approach within Lockhart Shire’s disability sector to improve the understanding, access and operation of the sector. DIAP – Attitudes and behaviours 	*	*	*	*	Lockhart Shire Council State Government Federal Government Community organisations Service providers Community

B: A DYNAMIC AND PROSPEROUS ECONOMY



WHAT OUR COMMUNITY WOULD LIKE

B1: Our Shire is attractive and welcoming to businesses, industry, residents, and visitors.

B2: Our community has a strong tourism sector.

B3: We develop, attract and retain skilled individuals in our community.

HOW WILL WE KNOW IF WE HAVE ARRIVED?

- We are happy with where we live.
- We will diverse opportunities for employment, entrepreneurship, and innovation.
- We will often hear that our towns are attractive and welcoming places.
- We will enjoy and celebrate our tourism opportunities.

HOW MIGHT WE MEASURE THIS?

Measures we will use include the number of new businesses and employment opportunities, Council's community satisfaction survey, and ABS population and community statistics.

B1: OUR SHIRE IS ATTRACTIVE AND WELCOMING TO BUSINESSES, INDUSTRY, RESIDENTS, AND VISITORS

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Manage and improve the appearance of our towns, in line with their desired identities	<ul style="list-style-type: none"> Develop and implement a long-term beautification plan for each of the Shire's towns. 	*	*	*	*	Lockhart Shire Council Community organisations Community
Improve the convenience and amenity of our towns. *	<ul style="list-style-type: none"> Ensure that there is sufficient and accessible parking for cars and trailers in the centre of each town. DIAP – Liveable communities Encourage a diverse retail mix within the Shire to respond to the community's and visitors needs and tastes. Better understand the retail and commercial sector to assist and support a response to filling service gaps. Co-ordinate activities and services in town to attract local shoppers and visitors to town centres. 	*	*	*	*	Lockhart Shire Council Business community Service providers Community organisations Community
Improve services and infrastructure that supports our rural business.	<ul style="list-style-type: none"> Advocate to improve television, mobile and internet coverage. Lobby to increase the use of rail for agricultural transportation. Strive to assist development of strong farming businesses. 	*	*	*	*	Lockhart Shire Council State Government Federal Government Agricultural groups Farming community Community

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Provide business support to our community.	<ul style="list-style-type: none"> Promote and provide networking opportunities for businesses. Improve the capacity of businesses through training and business sessions. Build an informed response to supporting businesses through the collection of timely and relevant local data. Celebrate the achievements of our businesses. 	*	*	*	*	Lockhart Shire Council Business owners
Work in partnership with stakeholders to grow existing and attract new businesses.	<ul style="list-style-type: none"> Provide strong strategic direction for economic development. Support the growth of the business and industry sector. Promote positive images of the Lockhart Shire as a dynamic and innovative community. 	*	*	*	*	Lockhart Shire Council Business owners Investors
Exercise leadership by championing the value of access and inclusion across Lockhart's business and tourism community. *	<ul style="list-style-type: none"> Promote benefits of being fully accessible and inclusive for businesses. DIAP - Attitudes and behaviours 	*	*	*	*	Lockhart Shire Council Business owners

B2: OUR COMMUNITY HAS A STRONG TOURISM SECTOR

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Create a thriving tourism economy in Lockhart Shire. *	<ul style="list-style-type: none"> • Improve the image of Lockhart Shire for tourists. • Use our natural strengths and assets to build our tourism sector. • Support and develop infrastructure for our tourism sector. DIAP – Liveable communities • Develop partnerships that support our tourism industry. 	*	*	*	*	Lockhart Shire Council Destination NSW (State Government) Local businesses Community

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B3: WE DEVELOP, ATTRACT AND RETAIN SKILLED INDIVIDUALS IN OUR COMMUNITY

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Develop the skills and employment opportunities of our residents. *	<ul style="list-style-type: none"> Support and communicate pathways to employment for all residents. DIAP – Employment 	*	*	*	*	Lockhart Shire Council Service providers Education providers
Attract and retain skilled people to the region.	<ul style="list-style-type: none"> Support young people to return to the region after completing education and training. 	*	*	*	*	Lockhart Shire Council Business community
	<ul style="list-style-type: none"> Promote the Shire and available skilled and professional positions throughout the region. 	*	*	*	*	Education providers
	<ul style="list-style-type: none"> Work with local industry and government agencies to identify and address skill shortages. 	*	*	*	*	

C: AN ENVIRONMENT THAT IS RESPECTED AND PROTECTED



WHAT OUR COMMUNITY WOULD LIKE

C1: Our environmental practices are sustainable.

C2: Flora and fauna are protected across the Shire.

C3: Our open space and natural environment are protected for future generations.

HOW WILL WE KNOW IF WE HAVE ARRIVED?

- We will cherish and use our nature reserves and open space.
- We will reduce energy and water use at community facilities.
- We will engage in environmental protection programs and activities.
- We will respect and value our open spaces and natural environment.

HOW MIGHT WE MEASURE THIS?

Measures we will use include the reduction or smarter use of energy and water at community facilities, community satisfaction survey, and Council data.

C1: OUR ENVIRONMENTAL PRACTICES ARE SUSTAINABLE

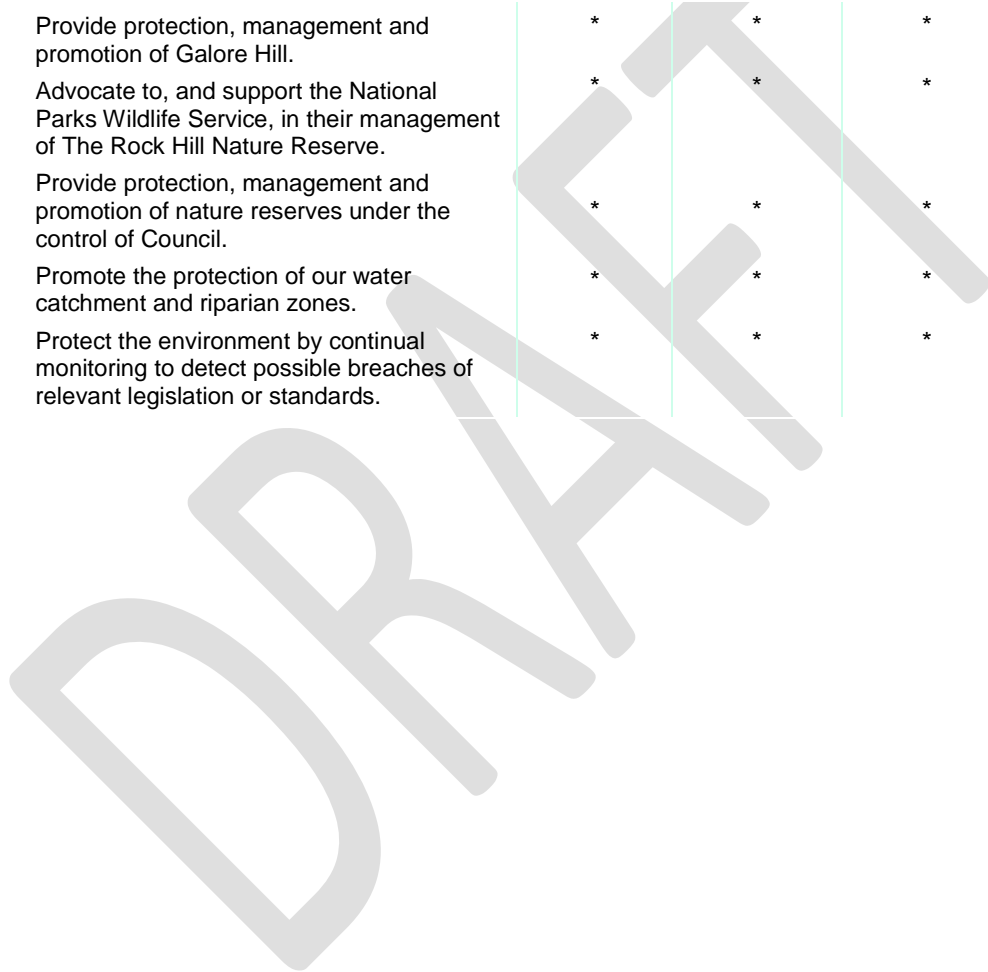
HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Ensure that Council buildings and facilities are environmentally sensitive.	<ul style="list-style-type: none"> Where practical improve the energy efficiency of Council buildings. Develop and implement a strategy that works towards Lockhart Shire being carbon neutral. Investigate installation of new energy efficient street lighting. 	*	*	*	*	Lockhart Shire Council State Government Federal Government
Explore opportunities to utilise renewable energy and water saving practices.	<ul style="list-style-type: none"> Investigate programs and initiatives that promote renewable energy options for households and industry. Promote initiatives that support water wise practices & products throughout the community. Continue to explore the feasibility of water conservation practices throughout all Council works, & incorporate water saving & reuse features to Council facilities. 	*	*	*	*	Lockhart Shire Council State Government Water Authorities Community
Utilise effective waste management practices.	<ul style="list-style-type: none"> Provide efficient and sustainable waste management practices 	*	*	*	*	Lockhart Shire Council State Government
Ensure responsible development practices are exercised.	<ul style="list-style-type: none"> Through our Local Environmental Plan, incorporate environmentally sustainable design principles into all new residential, rural & commercial developments & subdivision plans. 	*	*	*	*	Lockhart Shire Council Community Developers

C2: FLORA AND FAUNA ARE PROTECTED ACROSS THE SHIRE

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Increase the amount of native flora, fauna and protect threatened species.	<ul style="list-style-type: none"> Encourage native plant choices throughout the community. Support the increase of food and habitat sources for threatened and endangered species. Map local population of threatened and endangered plant species and protect where practical. 	*	*	*	*	Lockhart Shire Council State Government National Parks and Wildlife Services
Decrease occurrence, spread and impact of weeds and pests throughout our Shire.	<ul style="list-style-type: none"> Implement weed management practices within Council controlled land and support practices on all other land. Implement pest management practices within Council controlled land and support practices on all other land. 	*	*	*	*	Lockhart Shire Council State Government National Parks and Wildlife Services Community Land owners

C3: OUR OPEN SPACE AND NATURAL ENVIRONMENT ARE PROTECTED FOR FUTURE GENERATIONS.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Provide nature reserves and protected areas for our community.	<ul style="list-style-type: none"> • Provide protection, management and promotion of Galore Hill. • Advocate to, and support the National Parks Wildlife Service, in their management of The Rock Hill Nature Reserve. • Provide protection, management and promotion of nature reserves under the control of Council. • Promote the protection of our water catchment and riparian zones. • Protect the environment by continual monitoring to detect possible breaches of relevant legislation or standards. 	*	*	*	*	Lockhart Shire Council State Government National Parks and Wildlife Services Community



D: INFRASTRUCTURE FOR THE LONG TERM NEEDS OF THE COMMUNITY



WHAT OUR COMMUNITY WOULD LIKE

D1: Our assets and infrastructure are well planned and managed to meet the needs of the community now and into the future.

D2: Our planning and development controls work to attract new residents and investment.

HOW WILL WE KNOW IF WE HAVE ARRIVED?

- We will have suitable and quality roads for the community
- We will have appropriate assets and infrastructure that meet the needs of the community.
- We will be proud that Council assets are maintained and renewed to meet our service level expectations.

HOW MIGHT WE MEASURE THIS?

Measures we will use include the number of road accidents/ incident numbers, community satisfaction survey, and Council data.

D1: OUR ASSETS AND INFRASTRUCTURE ARE WELL PLANNED AND MANAGED TO MEET THE NEEDS OF THE COMMUNITY NOW AND INTO THE FUTURE

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Plan sustainable transport strategies. *	<ul style="list-style-type: none"> Continue to implement the Lockhart Shire Active Transport Plan that plans for the future maintenance and development of pathways throughout the Shire. DIAP – Liveable communities Provide effective street lighting within the villages of the Shire to support safety and security for pedestrians and vehicular traffic. Advocate for community and public transport options. DIAP – Liveable communities 	*	*	*	*	Lockhart Shire Council State Government Federal Government
Strategically plan for our sports and recreation infrastructure, as well as cemeteries.	<ul style="list-style-type: none"> Ensure appropriate provision, planning and use of all open space and recreation facilities and cemeteries. Prepare and implement strategic replacement and upgrade plans for Lockhart Swimming Pool to address ageing infrastructure and to meet the community's long term needs. Prepare and implement strategic replacement and upgrade plans for The Rock Swimming Pool to address ageing infrastructure and to meet the community's long term needs. 	*	*	*	*	Lockhart Shire Council State Government Community groups and clubs Community

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Improve the safety of people on our roads.	<ul style="list-style-type: none"> Continue to participate in road safety education, and efficient use and planning of the road network. Provide and maintain efficient and safe road and bridge infrastructure. Undertake road repair works following 2016 wet weather and flood events. 	*	*	*	*	Lockhart Shire Council State Government – RMS Federal Government
Reduce the effects of flooding in our towns and villages.	<ul style="list-style-type: none"> Implement flood mitigation measures for Lockhart. Implement flood mitigation measures for The Rock. 	*	*	*	*	Lockhart Shire Council State Government Federal Government Water Authorities
Advocate for diverse and affordable housing options within Lockhart Shire.	<ul style="list-style-type: none"> Work with developers, investors and service providers to realise the development of diverse housing options to address affordable housing across the Shire. DIAP – Liveable communities 	*	*	*	*	Lockhart Shire Council State Government Developers Land owners

D2: OUR PLANNING AND DEVELOPMENT CONTROLS WORK TO ATTRACT NEW RESIDENTS AND INVESTMENT

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Develop infrastructure that supports growth within our community. *	<ul style="list-style-type: none"> Provide and maintain efficient sewage systems that allows for current and future community needs. Ensure maintenance, accessibility and safety of the Lockhart air strip. DIAP – Liveable communities Support Riverina Water in quality town water supply that is sustainable in line with potential growth. Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community. Advocate for natural gas supply to our communities. 	*	*	*	*	Lockhart Shire Council State Government Community Community groups and organisations Riverina Water
Land use that supports the development of our community.	<ul style="list-style-type: none"> Clearly define land use requirements and developments in line with State Government regulations. Continue to remain updated on potential mining and quarry developments. 	*	*	*	*	Lockhart Shire Council State Government
Our built heritage and our public art are enhanced to support our strong town and village identities.	<ul style="list-style-type: none"> Provide a public art experience that reflects our community identity. Advocate for the protection of our historic buildings, landmarks, and artefacts. 	*	*	*	*	Lockhart Shire Council State Government Community Heritage builder owners

E: STRONG LEADERSHIP AND GOVERNANCE



WHAT OUR COMMUNITY WOULD LIKE

E1: Council is strong, sustainable and able to stand alone.

E2: Council actively engages with its residents to support and facilitate decision making.

E3: Council responds collectively and responsibly to community needs.

HOW WILL WE KNOW IF WE HAVE ARRIVED?

- We will actively participate in community engagement and decisions about services and plans.
- We will be satisfied with the performance of Council.
- We will regularly engage with our elected leaders and find it an easy and enjoyable process.

HOW MIGHT WE MEASURE THIS?

There are a range of measures that we can use to see how we are progressing towards our objectives in this key direction. Measures we will use include the number people participating in community engagement activities, community satisfaction survey, and Council data.

E1: COUNCIL IS STRONG, SUSTAINABLE AND ABLE TO STAND ALONE

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Plan for the long-term sustainability of the Shire.	<ul style="list-style-type: none"> • Advocate and prepare for the long-term sustainability of our Shire. 	*	*	*	*	Lockhart Shire Council (lead) State Government Community organisations Community
	<ul style="list-style-type: none"> • Promote the increased participation of local people in local government and the community. 	*	*	*	*	
	<ul style="list-style-type: none"> • Implement Fit for the Future improvement plan actions, those of highest priority being: <ul style="list-style-type: none"> ○ Apply for Special Rate Variation to begin revenue expansion and increase Own Source Revenue; ○ Increase external contracting to increase Own Source Revenue; ○ Continue involvement with REROC/JO; and ○ Implement service review actions. 	*	*	*	*	
	<ul style="list-style-type: none"> • Continue to enhance sound financial management policies and practices. 	*	*	*	*	
	<ul style="list-style-type: none"> • Continue the development of asset management strategy and plans. 	*	*	*	*	
	<ul style="list-style-type: none"> • Meet all governance and regulatory requirements in the conduct of Council operations. 	*	*	*	*	
	<ul style="list-style-type: none"> • Minimise Council's exposure to risk and promote a strong risk management culture within Council. 	*	*	*	*	
	<ul style="list-style-type: none"> • Ensure appropriate IT systems are in place to support service delivery and accountability requirements. 	*	*	*	*	
	<ul style="list-style-type: none"> • Maintain and develop a Records Management System that meets the needs of the organisation, the community and legislative requirements. 	*	*	*	*	
	<ul style="list-style-type: none"> • Attract and retain a quality workforce. 	*	*	*	*	

E2: COUNCIL ACTIVELY ENGAGES WITH ITS RESIDENTS TO SUPPORT AND FACILITATE DECISION MAKING

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Use effective community engagement processes. *	<ul style="list-style-type: none"> • Provide effective community engagement practices with the community. • Increase opportunities and provide support for people with disabilities to exercise their rights for civic participation. DIAP – Systems and processes 	*	*	*	*	Lockhart Shire Council Community
Ensure the community is informed by improving access to information. *	<ul style="list-style-type: none"> • Apply access and inclusion principles to improve access to Council services, programs, events and communications. DIAP – Systems and processes 	*	*	*	*	Lockhart Shire Council Community

E3: COUNCIL RESPONDS COLLECTIVELY AND RESPONSIBLY TO COMMUNITY NEEDS.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Actively seek strong involvement in state and regional planning for the region.	<ul style="list-style-type: none"> Advocate for the appropriate representation of the needs of the Lockhart Shire community at a state and regional level. 	*	*	*	*	Lockhart Shire Council State Government
Represent and acknowledge the needs, challenges and characteristics of our communities. *	<ul style="list-style-type: none"> Remain updated and informed on current demographic and social data pertaining to Lockhart Shire communities and population groups. DIAP – Systems and processes Continue to lead and advocate on key social and community issues. DIAP – Attitudes and behaviours Regularly provide up to date and accurate community information to relevant program and service providers. 	*	*	*	*	Lockhart Shire Council Federal Government State Government
Provide opportunities for relationship building and development.	<ul style="list-style-type: none"> Promote strong and beneficial relationships between local government and service providers, other levels of government and the community. Ensure Council staff and Councillors participate regularly in professional development to support high quality customer service and professional skills. 	*	*	*	*	Lockhart Shire Council State Government Service providers Community organisations

RELATED PLANS AND STRATEGIES

In the development of the Community Strategic Plan, State and Local strategies, plans and studies have been researched to ensure a comprehensive plan is developed for the Lockhart Shire Council and the community. The following documents were considered as part of the planning process:

STATE GOVERNMENT PLANS

- **NSW State Plan 2021**; a plan to guide policy and budget decision making to rebuild the economy, provide quality services, renovate infrastructure, restore government accountability and strengthen our local environment and communities.
- **Disability Inclusion Action 2014 (NSW)**: provides a legislative framework to guide state and local government disability inclusion and access planning.
- **Economic Development Strategy for Regional NSW 2015**; a plan to promote key regional sectors, drive regional employment and business growth, invest in infrastructure, maximise government efficiency and improve information sharing.
- **Towards 2030**: Planning for our changing population; addressing demographic changes leading up to 2030, planning for change, improving prevention and early intervention, a productive, skilled and adaptable workforce and facilitating participation in all areas of society.
- **NSW Ageing Strategy 2016-2020**; a plan to respond to the opportunities and challenges of the State's ageing population.
- **NSW Transport Strategy 2012**; a plan to guide transport funding priorities over the next 20 years by providing the overall framework of how the transport system develops.

REGIONAL PLANS

- **Draft Riverina-Murray Regional Plan 2016**; a plan to support productive agriculture, improve regional transport networks, strong regional cities and protecting the environment.
- **RDA Riverina Regional Action Plan**, a road map for the future development of the Riverina region and describes the region, its attributes, industry and employment base and key advantages.
- **REROC Regional Transport Plan**; identifying issues and opportunities to better support the delivery of freight solutions in regional areas.

LOCKHART SHIRE COUNCIL PLANS

- **Lockhart Shire Council, Community Strategic Plan;** a plan with a ten-year vision which identifies the main priorities and aspirations for the future of the Lockhart Shire local government area.
- **Lockhart Shire Council, Disability Inclusion Action Plan;** a plan to achieve the principles of the UN Convention on the Rights of Persons with Disabilities and to ensure the equal rights and opportunities for all persons with disability are protected and promoted.
- **Lockhart Shire Council, Resourcing Strategy;** a strategy which outlines the resources required for Council to deliver its part of the Community Strategic Plan. Includes the Long Term Financial Plan, Workforce Management Strategy and Asset Management Plan.
- **Lockhart Shire Council, Tourism and Economic Development Strategy;** a plan to develop a strong and resilient economic community, attracting and retaining businesses and residents, planning for the future, a great place to live, work and visit and infrastructure that supports our economy and community.

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ACKNOWLEDGEMENTS

We wish to acknowledge:

- *Wiradjuri people as the Traditional Owners of the country within the Council's boundaries. Today they remain the custodians of the cultural heritage of this land. Our community acknowledges that many Aboriginal and Torres Strait Islander people have lived, worked and contributed to the cultural heritage of Lockhart Shire.*
- *The people of Lockhart Shire who contributed their time, thoughts and ideas to the creation of the Community Vision.*



CONTACT US

EMAIL:
mail@lockhart.nsw.gov.au

MAIL:
PO Box 21
LOCKHART NSW 2656

PHONE:
(02) 6920 5305

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DRAFT BUDGET ESTIMATES

Operational Plan Budget 2018 – 2019 Delivery Program Budget 2019 – 2022

BUDGETS & SUPPORTING DOCUMENTATION

Endorsed by Council on 21 May 2018 for public exhibition

PART 1: BUDGET ESTIMATES

BUDGET SUMMARY - CONSOLIDATED GENERAL & SEWER FUNDS	2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
Income from Continuing Operations					
Rates & Annual Charges	3,249,907	3,363,434	3,434,336	3,521,479	3,614,519
User Charges & Fees	421,700	466,000	470,856	476,432	490,475
Interest & Investment Revenue	144,000	110,000	115,666	120,349	120,349
Other Revenues	2,667,163	2,242,421	2,242,721	2,243,021	2,276,670
Grants & Contributions provided for Operating Purposes	4,294,136	6,625,753	3,859,423	3,896,197	3,950,486
Grants & Contributions provided for Capital Purposes	556,407	1,180,000	-	-	-
Total Income from Continuing Operations	11,333,313	13,987,608	10,123,002	10,257,479	10,452,500
Expenses from Continuing Operations					
Employee Benefits & On-Costs	2,552,500	2,675,200	2,751,472	2,835,980	2,934,501
Borrowing Costs	91,500	185,200	184,120	182,117	181,016
Materials & Contracts	2,347,250	2,592,400	2,173,526	2,213,095	2,260,279
Depreciation & Amortisation	2,983,900	3,098,500	3,160,900	3,223,300	3,299,433
Other Expenses	1,174,104	1,200,900	1,226,705	1,276,490	1,309,346
Total Expenses from Continuing Operations	9,149,254	9,752,200	9,496,723	9,730,981	9,984,574
Net Operating Profit /(Loss) for the Year	2,184,059	4,235,408	626,279	526,497	467,925
Capital (Balance Sheet) and Reserve Movements					
Capital Expenditure	(6,967,601)	(11,470,517)	(3,534,500)	(3,892,500)	(4,034,500)
Loan Repayments (External)	(70,120)	(146,600)	(156,678)	(166,583)	(167,663)
New Loan Borrowings (External)	1,000,000	2,200,000	-	-	-
Proceeds from Sale of intangible & tangible Assets	246,000	276,000	196,000	300,000	388,000
Deferred Debtors and Advances received (External)	19,000	9,000	9,000	9,000	9,000
Net Transfers (to)/from Reserves	620,535	1,813,515	(285,200)	13,800	52,800
Total Capital (Balance Sheet) and Reserve Movements	(5,152,186)	(7,318,602)	(3,771,378)	(3,736,283)	(3,752,363)
Net Result (including Depreciation & Other non-cash items)	(2,968,127)	(3,083,194)	(3,145,099)	(3,209,786)	(3,284,438)
Add back Depreciation Expense (non-cash)	2,983,900	3,098,500	3,160,900	3,223,300	3,299,433
Cash Budget Surplus/(Deficit)	15,773	15,306	15,801	13,514	14,995

BUDGET SUMMARY - GENERAL FUND	2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
Income from Continuing Operations					
Rates & Annual Charges	2,811,448	2,906,067	2,965,734	3,041,361	3,119,997
User Charges & Fees	414,700	460,000	464,677	470,069	484,112
Interest & Investment Revenue	118,000	93,000	98,000	102,000	102,000
Other Revenues	2,665,863	2,240,421	2,240,721	2,241,021	2,274,640
Grants & Contributions provided for Operating Purposes	4,283,536	6,614,953	3,848,351	3,884,847	3,938,966
Grants & Contributions provided for Capital Purposes	556,407	1,180,000	-	-	-
Total Income from Continuing Operations	10,849,954	13,494,441	9,617,483	9,739,298	9,919,715
Expenses from Continuing Operations					
Employee Benefits & On-Costs	2,533,500	2,655,200	2,730,885	2,814,788	2,913,309
Borrowing Costs	64,300	146,200	146,220	145,417	145,417
Materials & Contracts	2,072,750	2,319,400	1,905,134	1,939,149	1,986,333
Depreciation & Amortisation	2,818,900	2,928,500	2,986,900	3,045,300	3,121,433
Other Expenses	1,121,004	1,147,400	1,171,564	1,219,659	1,252,515
Total Expenses from Continuing Operations	8,610,454	9,196,700	8,940,703	9,164,313	9,419,007
Net Operating Profit /(Loss) for the Year	2,239,500	4,297,741	676,780	574,985	500,708
Capital (Balance Sheet) and Reserve Movements					
Capital Expenditure	(5,682,601)	(11,316,017)	(3,480,000)	(3,838,000)	(3,980,000)
Loan Repayments (External)	(36,220)	(113,000)	(122,078)	(130,583)	(130,583)
New Loan Borrowings (External)	-	2,200,000	-	-	-
Proceeds from Sale of intangible & tangible Assets	246,000	276,000	196,000	300,000	388,000
Deferred Debtors and Advances received (External)	19,000	9,000	9,000	9,000	9,000
Net Transfers (to)/from Reserves	405,535	1,728,515	(255,200)	48,800	101,800
Total Capital (Balance Sheet) and Reserve Movements	(5,048,286)	(7,215,502)	(3,652,278)	(3,610,783)	(3,611,783)
Net Result (including Depreciation & Other non-cash items)	(2,808,786)	(2,917,761)	(2,975,498)	(3,035,798)	(3,111,075)
Add back Depreciation Expense (non-cash)	2,818,900	2,928,500	2,986,900	3,045,300	3,121,433
Cash Budget Surplus/(Deficit)	10,114	10,739	11,402	9,502	10,358

BUDGET SUMMARY - SEWER FUND	2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
Income from Continuing Operations					
Rates & Annual Charges	438,459	457,367	468,602	480,118	494,522
User Charges & Fees	7,000	6,000	6,179	6,363	6,363
Interest & Investment Revenue	26,000	17,000	17,666	18,349	18,349
Other Revenues	1,300	2,000	2,000	2,000	2,030
Grants & Contributions provided for Operating Purposes	10,600	10,800	11,072	11,350	11,520
Grants & Contributions provided for Capital Purposes	-	-	-	-	-
Total Income from Continuing Operations	483,359	493,167	505,519	518,181	532,785
Expenses from Continuing Operations					
Employee Benefits & On-Costs	19,000	20,000	20,587	21,192	21,192
Borrowing Costs	27,200	39,000	37,900	36,700	35,599
Materials & Contracts	274,500	273,000	268,392	273,946	273,946
Depreciation & Amortisation	165,000	170,000	174,000	178,000	178,000
Other Expenses	53,100	53,500	55,141	56,831	56,831
Total Expenses from Continuing Operations	538,800	555,500	556,020	566,668	565,567
Net Operating Profit /(Loss) for the Year	(55,441)	(62,333)	(50,501)	(48,488)	(32,783)
Capital (Balance Sheet) and Reserve Movements					
Capital Expenditure	(1,285,000)	(154,500)	(54,500)	(54,500)	(54,500)
Loan Repayments (External)	(33,900)	(33,600)	(34,600)	(36,000)	(37,080)
New Loan Borrowings (External)	1,000,000	-	-	-	-
Net Transfers (to)/from Reserves	215,000	85,000	(30,000)	(35,000)	(49,000)
Total Capital (Balance Sheet) and Reserve Movements	(103,900)	(103,100)	(119,100)	(125,500)	(140,580)
Net Result (including Depreciation & Other non-cash items)	(159,341)	(165,433)	(169,601)	(173,988)	(173,363)
Add back Depreciation Expense (non-cash)	165,000	170,000	174,000	178,000	178,000
Cash Budget Surplus/(Deficit)	5,659	4,567	4,399	4,012	4,637

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
	GOVERNANCE					
0500-2010-0000	Councillors Travel Exp & Sustenance	6,700	4,500	4,500	4,500	4,599
0500-2035-0000	Uniform Expenses - Councillors	500	500	500	500	511
0500-2070-0000	Training Expenses - Councillors	8,000	8,000	8,000	8,000	8,280
0500-2225-0000	Mayoral Allowance	25,250	26,500	27,150	27,800	28,412
0500-2230-0000	Councillors Fees	91,440	98,000	100,350	102,750	105,011
0500-2235-0000	Delegates Expenses - Councillors	12,000	10,000	10,262	10,530	10,762
0500-2245-0000	Members Accident Insurance	20,000	20,500	21,434	22,410	23,418
0500-2285-0000		0	-	-	24,000	24,528
0500-2295-0000	Sustenance, Meals - Council	4,500	4,500	4,500	4,500	4,599
0500-2355-0000	Memberships	18,500	20,000	20,437	20,883	21,342
0500-2360-0000	Governance Other Exps	9,000	9,500	9,700	9,900	10,118
	Sub-Total Expenses	195,890	202,000	206,833	235,773	241,580
	ADMINISTRATION					
1020-1010-0000	Certificates - Section 603	5,500	5,500	5,500	5,500	5,638
1020-1020-0000	Sundry Admin Income GST	1,500	500	500	500	508
1020-1080-0000	Employees Contrib To Vehicle Exps	5,980	5,980	5,980	5,980	6,070
1020-1090-0000	Hire/Rental Of Council Chambers & Railway	750	750	750	750	761
1020-1093-0000	OHS - Incentive Payment & Rebates	12,000	11,000	11,000	11,000	11,165
	Sub-Total Income	25,730	23,730	23,730	23,730	24,142
1020-2000-0000	Admin - Salaries & Allowances	883,000	915,000	946,869	979,853	1,014,148
1020-2007-0000	Admin - OnCosts(Sup,W/C,FBT)	135,000	140,000	144,630	149,422	154,652
1020-2010-0000	Travelling - Admin	35,000	35,000	36,294	37,633	38,950
1020-2035-0000	Contribution For Corporate Uniforms	4,500	5,000	5,000	5,000	5,175
1020-2070-0000	Training	50,000	56,500	56,500	56,500	58,478
1020-2075-0000	Delegates Expenses	13,000	11,000	11,000	11,000	11,385
1020-2090-0000	REROC Membership	17,164	17,600	17,950	18,308	18,711
1020-2110-0000	Interest Expense - Loans Admin Building	64,300	60,000	60,020	59,217	59,217
1020-2115-0000	Interest Expense - Loans Swimming Pools	0	86,200	86,200	86,200	86,200
1020-2125-0000	Bank Charges	14,000	15,000	15,284	15,574	15,917
1020-2136-0000	Print & Copier Expenses	37,000	41,000	41,000	41,000	41,820
1020-2200-0000	Audit Fees - External	27,000	28,500	31,470	34,737	35,432

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
1020-2205-0000	Audit Fees - Internal		15,000	15,000	15,000	15,300
1020-2210-0000	Bad & Doubtful Debts	1,500	750	750	750	765
1020-2220-0000	Consultants	10,000	25,000	15,000	15,000	15,300
1020-2225-0000	Legal Expenses	1,500	1,500	1,500	1,500	1,530
1020-2245-0000	Insurance Expense	67,000	77,000	80,047	83,231	86,976
1020-2255-0000	Electricity - Admin Building	15,000	15,000	16,000	17,000	18,190
1020-2260-0000	Telephone Expenses	40,000	35,000	35,000	35,000	35,770
1020-2275-0000	Rates & Water Charges	3,000	3,200	3,300	3,400	3,468
1020-2305-0000	Advertising	6,500	10,000	10,000	10,000	10,220
1020-2308-0000	Section 356 Contributions	52,100	52,100	52,100	52,100	53,246
1020-2310-0000	Other Expenses Admin	10,000	11,000	11,000	11,000	11,242
1020-2311-0000	Valuation Fees	25,000	26,000	26,540	27,091	27,687
1020-2315-0000	Postage	10,000	12,500	12,500	12,500	12,775
1020-2320-0000	Stationery Supplies	14,000	14,000	14,000	14,000	14,308
1020-2325-0000	Printing Council Newsletter	15,000	15,000	15,000	15,000	15,330
1020-2330-0000	Repairs & Maintenance - Admin Building	7,500	8,000	8,000	8,000	8,160
1020-2335-0000	Cleaning Costs - Admin Building	20,000	15,500	15,937	16,383	16,743
1020-2345-0000	Grant Writer Expenses	10,000	7,500	7,500	7,500	7,665
1020-2355-0000	Subscriptions	8,000	10,000	10,000	10,000	10,220
1020-2370-0000	Website Fees/Charges	2,500	2,800	2,800	2,800	2,862
1020-2380-0000	IT/Software Lic Expenses	75,000	82,000	82,000	82,000	83,804
1020-2385-0000	Recruitment Expenses	7,000	4,000	4,000	4,000	4,088
	Sub-Total Expenses	1,680,564	1,853,650	1,890,191	1,937,699	1,995,734
	GENERAL REVENUE					
1040-1000-0000	Ordinary Farmland Rates	1,888,946	1,933,369	1,969,869	2,018,808	2,069,278
1040-1020-0000	Residential Rates	11,432	11,707	11,928	12,224	12,530
1040-1040-0000	Rural Residential Rates	38,206	39,132	39,870	40,860	41,882
1040-1050-0000	Business Rates	20,524	20,596	20,993	21,525	22,063
1040-1080-0000	Lockhart Residential Rates	156,668	160,447	163,474	167,533	171,721
1040-1110-0000	Lockhart Business Rates	55,652	56,508	57,583	59,025	60,501
1040-1140-0000	The Rock Residential Rates	143,941	147,775	150,556	154,285	158,142
1040-1180-0000	The Rock Business Rates	21,386	21,901	22,314	22,868	23,440

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
1040-1190-0000	Yerong Creek Residential Rates	17,873	18,300	18,645	19,108	19,586
1040-1200-0000	Yerong Creek Business Rates	4,690	4,803	4,894	5,016	5,141
SUB TOTAL	GENERAL RATES INCOME	2,359,318	2,414,538	2,460,126	2,521,252	2,584,284
1040-1225-0000	Interest On Rates	8,000	8,000	8,000	8,000	8,000
1040-1231-0000	Interest On Investment	110,000	85,000	90,000	94,000	94,000
1040-1400-0000	Financial Assistance Grant - General Component	2,127,399	2,053,258	2,086,127	2,119,489	2,151,281
1040-1410-0000	Grants - Pensioner Rate Subsidy	18,600	19,500	19,500	19,500	19,793
1040-2300-0000	Less: Pension Aband Rates Resid	33,800	34,500	35,238	35,992	36,784
	Total GENERAL REVENUE Income	2,230,199	2,131,258	2,168,389	2,204,997	2,236,290
	ENGINEERING & WORKS					
1060-1355-0000	Plant Hire Income	1,600,000	1,550,000	1,550,000	1,550,000	1,565,500
1060-1375-0000	Engineer & Works-Diesel Fuel Rebate	50,000	55,000	55,000	55,000	55,825
1080-1600-0000	Outdoor Staff - Oncost Recoveries	580,000	620,000	620,000	620,000	626,200
1060-1520-0000	Other Income - HVIS & Oversize Permits	500	500	500	500	508
	Sub-Total Income	2,230,500	2,225,500	2,225,500	2,225,500	2,248,033
1060-2000-0000	Engineering - Salaries & Allowances	364,000	388,000	399,248	410,833	425,212
1060-2007-0000	Engineering - OnCosts(Sup,W/C,FBT)	70,000	70,000	72,475	75,036	77,662
1060-2010-0000	Engineering - Travelling	37,000	37,000	38,350	39,747	41,138
1060-2360-0000	Engineering - Other Expenses	4,500	5,500	5,500	5,500	5,621
1060-2390-0000	Depot Expenses	45,000	40,000	40,000	40,000	40,800
1080-2005-0000	Outdoor Staff - Leave All Types	180,000	210,000	220,000	230,000	238,050
1080-2007-0000	Outdoor Staff - On Costs (Superannuation)	205,000	165,000	172,424	180,107	186,411
1080-2035-0000	Outdoor Staff - Safety Equipment PPE	15,000	15,000	15,000	15,000	15,330
1080-2040-0000	Outdoor Staff - W/Comp Insurances	105,000	105,000	100,000	100,000	103,500
1080-2045-0000	Outdoor Staff - W/Comp Excess	1,500	1,500	1,500	1,500	1,553
1080-2500-0000	Plant Running Expenses	900,000	900,000	910,000	910,000	919,100
	Sub-Total Expenses	1,927,000	1,937,000	1,974,497	2,007,723	2,054,377
	Net Result Surplus/(Deficit)	303,500	288,500	251,003	217,777	193,656
	DEPRECIATION					
1490-2900-0000	Depreciation - Plant & Equipment	492,000	500,000	510,000	520,000	533,000
1490-2905-0000	Depreciation - Office Equipment	34,000	36,000	37,000	38,000	38,950

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
1490-2910-0000	Depreciation - Furniture & Fittings	9,200	10,000	10,200	10,400	10,660
1490-2915-0000	Depreciation - Buildings Non Specialised	25,500	30,000	30,500	31,000	31,775
1490-2920-0000	Depreciation - Buildings Specialised	206,000	225,000	229,000	233,000	238,825
1490-2925-0000	Depreciation - Structures	116,000	120,000	122,500	125,000	128,125
1490-2930-0000	Depreciation - Roads, Bridges, Footpaths	1,930,000	2,000,000	2,040,000	2,080,000	2,132,000
1490-2935-0000	Depreciation - Stormwater Drainage	6,200	7,500	7,700	7,900	8,098
		2,818,900	2,928,500	2,986,900	3,045,300	3,121,433
	FIRE PROTECTION					
1540-1420-0000	Grant - Hazard Reduction BRIMS	22,400	56,000	56,000	56,000	56,840
	Sub-Total Income	22,400	56,000	56,000	56,000	56,840
1540-2265-0000	NSW Rural Fire Service - Contribution	162,000	162,000	166,000	169,500	173,229
1540-2270-0000	Fire & Rescue NSW - Contribution	17,500	17,500	18,000	18,500	18,907
1540-2245-0000	Bush Fire Facilities - Insurance	3,000	3,000	3,138	3,282	3,430
1540-2275-0000	Bush Fire - Rates & Water Charges	3,400	3,400	3,452	3,505	3,575
1540-2333-0000	Hazard Reduction Expenses BRIMS	22,400	56,000	56,000	56,000	57,120
1540-2346-0000	Bush Fire - Other Expenses	3,500	3,500	3,500	3,500	3,570
	Sub-Total Expenses	211,800	245,400	250,090	254,287	259,831
	Net Result Surplus/(Deficit)	189,400	189,400	194,090	198,287	202,991
	ANIMAL CONTROL					
1560-1110-0000	Dog Impounding Fees	750	1,000	1,000	1,000	1,015
1560-1130-0000	Registration Income	1,500	1,500	1,500	1,500	1,523
1560-1135-0000	Mirco Chip Fees		500	500	500	508
	Sub-Total Income	2,250	9,000	9,046	6,046	3,046
1560-2270-0000	Registration Expenses	4,500	4,500	4,500	4,500	4,590
	Sub-Total Expenses	4,500	4,500	4,500	4,500	4,590
	Net Result Surplus/(Deficit)	2,250	4,500	4,546	1,546	1,544
	EMERGENCY SERVICES					
1620-2275-0000	SES - Rates & Water Charges	2,200	2,200	2,246	2,293	2,339
1620-2290-0000	SES - Yearly Contributions	5,500	5,500	6,000	6,500	6,643
1620-2330-0000	SES - Working Expenses	2,000	2,000	2,000	2,000	2,040
	Sub-Total Expenses	9,700	9,700	10,246	10,793	11,022

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
	ENVIRONMENTAL SERVICES					
2020-1140-0000	Env Services - DA Fees	18,000	20,000	20,000	20,000	20,600
2020-1144-0000	Env Services - Subdivision Fees	2,000	2,000	2,000	2,000	2,060
2020-1150-0000	Env Services - Food Inspections	2,500	2,500	2,500	2,500	2,538
2020-1155-0000	Env Services - 149 Planning Certificates	6,500	6,500	6,500	6,500	6,663
2020-1160-0000	Env Services - Construction Certificates	8,000	10,000	10,000	10,000	10,300
2020-1165-0000	Env Services - Other Fees	5,000	5,000	5,000	5,000	5,150
2020-1170-0000	Env Services - Occupation Certificates	4,000	4,000	4,000	4,000	4,120
2020-1175-0000	Env Services - Compliance Certificate	2,000	2,000	2,000	2,000	2,060
2020-1180-0000	Env Services - Applic to Install Plumb & Drain	3,000	3,000	3,000	3,000	3,090
2020-1405-0000	Env Services - S94A Contributions	18,000	18,000	18,000	20,000	20,000
	Sub-Total Income	69,000	73,000	73,000	75,000	76,581
2020-2000-0000	Env Services - Salaries & Allowances	174,000	220,000	225,000	231,000	239,085
2020-2007-0000	Env Services - OnCosts(Sup,W/C,FBT)	34,000	36,000	37,000	38,000	39,330
2020-2010-0000	Env Services - Travelling Expenses	14,500	15,000	15,375	15,763	16,315
2020-2025-0000	Env Services - LEP Review(Was DCP&S64 Plans)		10,000	10,000	10,000	10,200
2020-2275-0000	Env Services - Consultants	5,000	4,000	4,000	4,000	4,080
2020-2280-0000	Env Services - Food Shop Inspections	2,500	2,500	2,500	2,500	2,550
2020-2330-0000	Env Services - Early Warning System Exps	8,000	8,000	8,000	8,000	8,160
2020-2355-0000	Env Services - Accreditation Fees	3,000	3,000	3,000	3,000	3,066
2020-2360-0000	Env Services - Other Expenses	500	2,500	2,500	2,500	2,550
	Sub-Total Expenses	241,500	301,000	307,375	314,763	325,336
	Net Result Surplus/(Deficit)	172,500	228,000	234,375	239,763	248,755
	FLOOD STUDIES & MITIGATION WORKS					
2020-1411-0000	Env Services - Flood Mit. Voluntary Purchase Grant	540,000	514,286	257,000	257,000	257,000
	Sub-Total Income	540,000	514,286	257,000	257,000	257,000
2020-2340-0000	Env Services - Flood Mit. Voluntary Purchase	630,000	600,000	300,000	300,000	300,000
	Sub-Total Expenses	630,000	600,000	300,000	300,000	300,000
	Net Result Surplus/(Deficit)	90,000	85,714	43,000	43,000	43,000
	NOXIOUS WEEDS					
2100-1400-0000	Noxious Plt-Grants - Inspectorial	54,800	56,182	57,008	57,847	58,715
2100-1420-0000	Grants - VCL - Noxious Pests	3,000	3,000	3,000	3,000	3,045

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
	Sub-Total Income	57,800	59,182	60,008	60,847	61,760
2100-2000-0000	Noxious Weeds - Inspectors Salary	61,000	66,000	67,500	69,100	71,519
2100-2007-0000	Noxious Weeds - OnCosts(Sup,W/C,FBT)	9,500	9,800	10,000	10,250	10,609
2100-2070-0000	Noxious Weeds - Training Expenses		3,500	3,500	3,500	3,623
2100-2010-0000	Noxious Weeds - Travelling	4,500	4,500	4,500	4,500	4,658
2100-2280-0000	Destruction Of Pests	6,000	6,000	6,000	6,000	6,120
2100-2281-0000	Landcare Expenses - Environmental Weeds	6,000	6,000	6,000	6,000	6,120
2100-2283-0000	Noxious Weeds - Invasive Weeds LCA Lands	37,000	37,000	37,770	38,555	39,326
2100-2285-0000	Noxious Weeds - Other Expenditure	750	750	750	750	765
2100-2365-0000	Noxious Weeds - ERNWAG M'Ship	2,600	2,600	2,660	2,721	2,781
	Sub-Total Expenses	127,350	136,150	138,680	141,376	145,521
	Net Result Surplus/(Deficit)	69,550	76,968	78,672	80,529	83,761
	OUT OF SCHOOL HOURS CARE					
2560-1205-0000	OSHC - Customer Payments	88,000	110,000	112,700	115,600	119,068
2560-1405-0000	OSHC - Australian Government Operating Grant	27,000	27,000	27,000	27,000	27,405
	Sub-Total Income	115,000	137,000	139,700	142,600	146,473
2560-2000-0000	OSHC - Wages & Salaries	90,000	94,000	96,000	98,000	101,430
2560-2007-0000	OSHC - On Costs (Super & W/Comp)	9,000	12,000	12,200	12,400	12,834
2560-2370-0000	OSHC - Sundry Expenses	15,000	15,000	15,500	16,000	16,352
	Sub-Total Expenses	114,000	121,000	123,700	126,400	130,616
	Net Result Surplus/(Deficit)	1,000	16,000	16,000	16,200	15,857
	YOUTH SERVICES					
2580-1400-0000	Grant - Youth Week	1,200	1,425	1,425	1,425	1,446
2580-2265-0000	Youth Services	9,000	14,000	14,000	14,000	14,280
2580-2270-0000	Youth Officer	23,000	21,000	21,000	21,000	21,735
2600-2270-0000	KAB NSW - EnviroMentors	3,500	3,500	3,500	3,500	3,570
	Sub-Total Expenses	35,500	38,500	38,500	38,500	39,585
	Net Result Surplus/(Deficit)	34,300	37,075	37,075	37,075	38,139
	MAGNOLIA LODGE					
2622-1345-0000	Magnolia Lodge - Rent	37,000	37,000	37,000	37,000	37,555
2622-2245-0000	Magnolia Lodge - Insurance	4,300	3,600	3,816	4,042	4,224
2622-2255-0000	Magnolia Lodge - Electricity	1,500	1,500	1,620	1,749	1,871

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
2622-2275-0000	Magnolia Lodge - Rate & Water Charges	11,000	11,000	11,400	11,800	12,036
2622-2330-0000	Magnolia Lodge - Repairs & Maint	15,000	15,000	15,312	15,630	15,943
	Sub-Total Expenses	31,800	31,100	32,148	33,221	34,074
	Net Result Surplus/(Deficit)	5,200	5,900	4,852	3,779	3,481
	COUNCIL HOUSING					
3022-1345-0000	Dwellings - Rent	29,000	38,000	38,000	38,000	38,570
3022-2245-0000	Dwellings - Insurance	5,900	4,000	4,231	4,472	4,673
3022-2275-0000	Dwellings - Rates & Water Charges	5,600	5,200	5,600	5,900	6,018
3022-2330-0000	Dwellings - Repairs & Maint	9,000	5,000	5,187	5,378	5,486
	Sub-Total Expenses	20,500	14,200	15,018	15,750	16,177
	Net Result Surplus/(Deficit)	8,500	23,800	22,982	22,250	22,393
	YOUTH FLATS					
3024-1346-0000	Youth Flats - Rents	13,500	15,000	15,000	15,000	15,225
3024-2275-0000	Youth Flats - Rates & Water Charges	4,400	4,400	4,487	4,576	4,668
3024-2285-0000	Youth Flats - Insurance	1,900	1,800	1,893	1,991	2,081
3024-2330-0000	Youth Flats - Repairs & Maint	8,000	8,000	8,000	8,000	8,160
	Sub-Total Expenses	14,300	14,200	14,380	14,567	14,909
	Net Result Surplus/(Deficit)	800	800	620	433	316
	DOMESTIC WASTE MANAGEMENT					
3060-1000-0000	DWM Charge - Residential	351,168	370,890	381,810	393,057	404,849
3060-1010-0000	DWM Charge - Residential Vacant	10,659	11,448	11,779	12,120	12,484
3060-1020-0000	WM - Additional Collections	8,174	13,455	13,699	13,951	14,370
3060-1030-0000	WM - Non-Residential	45,384	47,970	49,399	50,871	52,397
3060-1040-0000	WM - Non-Residential Additional Services	14,152	23,790	24,241	24,705	25,446
3060-1015-0000	WM - Non-Residential Vacant	3,162	3,348	3,447	3,549	3,655
3060-1070-0000	Tip Availability Fee	19,431	20,628	21,233	21,856	22,512
3060-1135-0000	Tipping Fees	18,000	25,000	25,477	25,969	26,748
3060-1340-0000	WM - Sale of Big Bins	3,000	2,500	2,500	2,500	2,575
3060-1450-0000	Grant - Food Organics & Garden Organics		55,000	-	-	-
3060-1410-0000	Pensioner Rebate - DWM	19,000	19,000	19,291	19,586	19,880
	Sub-Total Income	492,130	593,029	552,876	568,164	584,916
3060-2265-0000	Tidy Towns Competition	1,200	-	-	-	-

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
3060-2275-0000	Rubbish Tip - Rates Council Property	1,100	1,200	1,219	1,238	1,263
3060-2280-0000	Waste Management - Other	20,000	21,000	21,416	21,840	22,277
3060-2281-0000	Kerbside Pickup Program	15,000	17,000	17,000	17,000	17,340
3060-2300-0000	Pensioner Abandoned Rates - Combined	35,000	35,000	35,760	36,536	37,340
3060-2301-0000	Recycling - Lions Club Lockhart	3,200	3,200	3,200	3,200	3,264
3060-2302-0000	Recycling Expenses - Kurrajong	2,500	20,000	20,000	20,000	20,400
3060-2303-0000	Recycling Charges - Cleanaway	89,000		3,000	6,000	6,120
3060-2304-0000	Waste Mgt Charges - Cleanaway	108,000	164,000	167,000	170,000	173,400
3060-2320-0000	Implementation - Food Organics & Garden Organics		55,000	-	-	-
3060-2330-0000	Rubbish Tips - Operating Costs	200,000	285,000	205,000	210,000	214,200
	Sub-Total Expenses	475,000	601,400	473,595	485,814	495,604
	Net Result Surplus/(Deficit)	17,130	8,371	79,281	82,350	89,312
	PUBLIC CEMETERIES & TOILETS					
3180-1100-0000	Public Cemeteries	50,000	50,000	50,000	50,000	51,500
3180-2275-0000	Public Cemeteries - Rates & Water Charges	10,000	10,000	10,208	10,420	10,628
3180-2330-0000	Public Cemeteries - Repairs & Mntce	66,000	70,000	71,373	72,774	74,229
	Sub-Total Expenses	76,000	80,000	81,581	83,194	84,857
	Net Result Surplus/(Deficit)	26,000	30,000	31,581	33,194	33,357
	HERITAGE					
3220-1400-0000	Heritage Grants	4,000	5,500	5,500	5,500	5,583
3220-1420-0000	Heritage Advisor Grant	5,000	6,000	6,000	6,000	6,090
	Sub-Total Income	9,000	11,500	11,500	11,500	11,673
3220-2360-0000	Heritage Advisor	12,000	12,000	12,000	12,000	12,240
3220-2365-0000	Heritage Fund	15,000	26,000	15,000	15,000	15,300
3220-2375-0000	Heritage Other Expenses	500	500	500	500	510
	Sub-Total Expenses	27,500	38,500	27,500	27,500	28,050
	Net Result Surplus/(Deficit)	18,500	27,000	16,000	16,000	16,377
	PUBLIC LIBRARIES					
3520-1400-0000	Library - Per Capita Subsidy	15,600	15,000	15,000	15,000	15,225
3520-1410-0000	Library - Local Special Project Grant	4,500	4,500	4,500	4,500	4,568
		20,100	19,500			
3520-2000-0000	Library - Salaries & Wages	3,000	2,400	2,520	2,644	2,737

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
3520-2265-0000	Library - Contribution To R.R.L.	112,000	112,000	114,300	116,500	119,063
3520-2270-0000	Library - Wi Fi Expenditure	2,000	2,000	2,000	2,000	2,040
3520-2360-0000	Library - Other Expenses	1,000	800	800	800	816
	Sub-Total Expenses	118,000	117,200	119,620	121,944	124,656
	Net Result Surplus/(Deficit)	97,900	97,700	119,620	121,944	124,656
	MUSEUMS					
3540-1403-0000	Museum - Advisor Grant	7,000	7,000	7,000	7,000	7,105
3540-1405-0000	Museum - Advisor Travel Grant	3,000	3,000	3,000	3,000	3,045
	Sub-Total Income	10,000	10,000	10,000	10,000	10,150
3540-2270-0000	Museum - Advisor	14,000	14,000	14,000	14,000	14,280
3540-2271-0000	Museum - Advisor Travel	3,000	3,000	3,000	3,000	3,060
3540-2272-0000	Museum - Advisor Special Projects	1,000	1,000	1,000	1,000	1,020
3540-2275-0000	Museum - Rates & Water Charges	2,200	2,200	2,250	2,350	2,397
3540-2280-0000	Museum - Other Expenses	500	500	500	500	510
3540-2330-0000	Museum - Restoration R&M	1,000	1,000	1,000	1,000	1,020
	Sub-Total Expenses	21,700	21,700	21,750	21,850	22,287
	Net Result Surplus/(Deficit)	11,700	11,700	11,750	11,850	12,137
	RECREATION, CULTURE & AMENITIES					
3600-2265-0000	Public Halls - Subsidies S356	15,500	15,500	15,500	15,500	15,810
3600-2330-0000	Public Halls - Repairs & Maint	4,000	4,000	4,000	4,000	4,080
3680-2265-0000	Recreation Grounds - Subsidies S356	52,400	53,400	53,400	53,400	54,468
3680-2331-0000	Public Toilets - Repairs & Maint	27,000	37,000	37,000	37,000	37,740
3620-2263-0000	Purchase SOL Artworks	1,000	1,000	1,000	1,000	1,020
3620-2265-0000	Contribution To ERAP	3,900	3,900	3,900	3,900	3,978
	Sub-Total Expenses	103,800	114,800	114,800	114,800	117,096
	LOCKHART POOL					
3644-2100-0000	Lockhart Pool - Contractor Payments	18,000	22,000	22,000	22,000	22,440
3644-2245-0000	Lockhart Pool - Insurance	6,600	6,600	6,934	7,283	7,611
3644-2255-0000	Lockhart Pool - Electricity	9,500	7,500	8,000	8,500	9,095
3644-2260-0000	Lockhart Pool - Telephone	200	200	200	200	204
3644-2275-0000	Lockhart Pool - Rates & Water Charges	6,000	6,000	6,100	6,200	6,324
3644-2330-0000	Lockhart Pool - Repairs & Maint	25,000	15,000	15,000	15,000	15,300

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
	Sub-Total Expenses	65,300	57,300	58,234	59,183	60,974
	THE ROCK POOL					
3646-2100-0000	The Rock Pool - Contractor Payments	18,000	18,000	22,000	22,000	22,440
3646-2245-0000	The Rock Pool - Insurance	6,800	6,800	7,173	7,563	7,903
3646-2255-0000	The Rock Pool - Electricity	4,500	4,500	4,861	5,247	5,614
3646-2260-0000	The Rock Pool - Telephone	200	200	200	200	204
3646-2275-0000	The Rock Pool - Rates & Water Charges	6,300	6,300	6,500	6,700	6,834
3646-2330-0000	The Rock Pool - Repairs & Maint	20,000	20,000	20,000	20,000	20,400
	Sub-Total Expenses	55,800	55,800	60,734	61,710	63,395
	PARKS & GARDENS					
3680-2000-0000	Parks & Gardens - Inspections	3,200	3,200	3,400	3,550	3,621
3680-2245-0000	Parks & Gardens - Insurance	2,900	2,900	3,047	3,201	3,345
3680-2255-0000	Parks & Gardens - Electricity	5,600	5,600	6,001	6,430	6,880
3680-2275-0000	Parks & Gardens - Rates & Water	23,000	23,000	23,500	24,000	24,480
3680-2330-0000	Parks & Gardens - Repairs & Maint	257,000	257,000	266,000	276,000	281,520
3680-2346-0000	Parks & Gardens - Minor Plant Purch	4,000	4,000	4,000	4,000	4,080
	Sub-Total Expenses	295,700	295,700	305,948	317,181	323,926
	QUARRIES & PITS					
4560-2275-0000	Quarries - Rates & Water Charges	3,900	4,100	4,183	4,268	4,353
4560-2390-0000	Quarries Operating Expenses	1,500	2,000	2,000	2,000	2,040
	Sub-Total Expenses	5,400	6,100	6,183	6,268	6,393
	TRANSPORT & ROADS					
5010-1400-0000	Financial Assistance Grant - Roads Component	1,247,983	1,318,277	1,318,277	1,318,277	1,338,051
5010-1402-0000	R2R Grant - Roads To Recovery Program	1,413,037	720,914	720,914	720,914	731,728
5010-1405-0000	Block Grant - Regional Rds Op	874,000	874,000	874,000	874,000	887,110
5010-1406-0000	Block Grant - Regional Rds Supplementary Op	101,000	101,000	101,000	101,000	102,515
5010-1407-0000	Block Grant - Regional Rds Traffic Control Op	68,000	68,000	68,000	68,000	69,020
5010-1410-0000	Heavy Vehicle Safety & Productivity Programme		-			
5010-1411-0000	Fixing Country Roads		-	-	-	-
5010-1412-0000	PAMP Grant - Pedestrian Access & Mobility Plan	22,500	35,000	35,000	35,000	35,525
5010-1415-0000	RMS Grant - Reg Rds Repair Program - RRRP	170,000	175,000	175,000	175,000	177,625
5420-1410-0000	Country Passenger Transport Infrastructure Grant		10,000	10,000	10,000	10,150

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
	Sub-Total Income	3,896,520	3,302,191	3,302,191	3,302,191	3,351,724
5020-2330-0000	Urban Roads R&M	20,000	70,000	70,000	70,000	71,400
5040-2330-0000	Regional Roads R&M	290,000	300,000	300,000	300,000	306,000
5065-2330-0000	Rural Rds Sealed R&M	160,000	160,000	160,000	160,000	163,200
5100-2330-0000	Rural Rds Unsealed R&M	480,000	530,000	530,000	530,000	540,600
5100-2331-0000	Culverts R&M	30,000	-	-	-	-
5260-2330-0000	Footpaths, Kerb&Gutter R&M	10,000	-	-	-	-
	Sub-Total Expenses	990,000	1,060,000	1,060,000	1,060,000	1,081,200
5280-2330-0000	Airstrip Maintenance	8,000	8,000	8,000	8,000	8,160
5320-2330-0000	Bus Shelters Repairs & Maint	2,000	2,000	2,000	2,000	2,040
5400-2330-0000	Street Lighting	49,000	45,000	48,000	51,000	52,020
5420-2265-0000	Road Safety Officer	20,000	24,000	24,000	24,000	24,840
5420-2330-0000	Trees - Repairs & Maint	65,000	65,000	65,000	65,000	66,300
5425-2332-0000	Street Cleaning - Repairs & Maint	50,000	40,000	40,000	40,000	40,800
	Sub-Total Expenses	194,000	184,000	187,000	190,000	194,160
	Sub-Total Expenses	1,184,000	1,244,000	1,247,000	1,250,000	1,275,360
	Net Result Surplus/(Deficit)	2,712,520	2,058,191	2,055,191	2,052,191	2,076,364
	CARAVAN PARK					
5540-1150-0000	Caravan Park - Rent	40,000	52,000	53,500	55,500	57,165
5540-1170-0000	Caravan Park - Washing Machine	500	1,000	1,000	1,000	1,030
	Sub-Total Income	40,500	53,000	54,500	56,500	58,195
5540-2255-0000	Caravan Park - Electricity Charges	9,500	11,000	11,681	12,410	13,279
5540-2275-0000	Caravan Park - Rates & Water Charges	7,500	8,500	8,700	8,900	9,078
5540-2290-0000	Caravan Park - Caretakers Commission	28,600	28,600	28,600	28,600	29,172
5540-2330-0000	Caravan Park - Repairs & Maint	13,000	16,000	16,000	16,000	16,320
	Sub-Total Expenses	58,600	64,100	64,981	65,910	67,849
	Net Result Surplus/(Deficit)	18,100	11,100	10,481	9,410	9,654
	TOURISM & AREA PROMOTION					
5560-2070-0000	Tourism - Delegates Expenses	2,400	1,500	1,500	1,500	1,530
5560-2265-0000	Tourism - Memberships	7,500	5,000	5,000	5,000	5,100
5560-2305-0000	Tourism - Advertising	31,000	35,000	35,000	35,000	35,770
5560-2308-0000	Tourism - Printing	3,000	3,000	3,000	3,000	3,066

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
5560-2315-0000	Tourism - Promotional Material	3,000	3,000	3,000	3,000	3,060
5560-2320-0000	Tourism - Workshop Expenses	2,500	1,000	1,000	1,000	1,020
5560-2330-0000	Tourism - Information Bay	4,300	-	-	-	-
5560-2350-0000	Economic Development Promotion	10,000	15,000	15,000	15,000	15,330
5560-2360-0000	Tourism - Other Expenses	1,000	2,000	2,021	2,042	2,083
	Sub-Total Expenses	64,700	65,500	65,521	65,542	66,959
	REAL ESTATE DEVELOPMENT					
5580-2330-0000	Industrial Park - Repairs & Maint	1,000	1,200	1,200	1,200	1,224
5580-2375-0000	Real Estate - Rates & Water Charges	26,500	27,500	27,958	28,420	28,988
	Sub-Total Expenses	27,500	28,700	29,158	29,620	30,212
	PRIVATE & OTHER WORKS					
5662-1125-0000	Private Works Minor	10,000	10,000	10,000	10,000	10,300
5662-1130-0000	Private Works Major	150,000	150,000	150,000	150,000	154,500
	Sub-Total Income	160,000	160,000	160,000	160,000	164,800
5662-2375-0000	Private Works Expense	150,000	150,000	150,000	150,000	153,000
	Net Result Surplus/(Deficit)	10,000	10,000	10,000	10,000	11,800
	OFFICES & LEASES					
5664-1345-0000	Offices & Leases - Income	7,000	7,500	7,500	7,500	7,613
5664-2245-0000	Offices & Leases - Insurance	900	1,500	1,529	1,560	1,630
5664-2275-0000	Offices & Leases - Rates & Water	13,500	14,000	14,200	14,400	14,688
5664-2330-0000	Offices & Leases - Repairs & Maintenance	5,000	5,000	5,104	5,210	5,314
	Sub-Total Expenses	19,400	20,500	20,833	21,170	21,632
	Net Result Surplus/(Deficit)	12,400	13,000	13,333	13,670	14,019
	LOCKHART MEMORIAL HALL					
5667-1901-0000	Lockhart Memorial Hall - Hire Income	1,200	1,500	1,500	1,500	1,545
5667-2245-0000	Lockhart Memorial Hall - Insurance	3,100	2,500	2,657	2,821	2,948
5667-2275-0000	Lockhart Memorial Hall - Rates & Water Charges	1,100	1,600	1,626	1,653	1,686
5667-2330-0000	Lockhart Memorial Hall - Repairs & Maint	3,000	3,000	3,062	3,126	3,189
5667-2335-0000	Lockhart Memorial Hall - Electricity	2,200	2,000	2,176	2,365	2,531
	Sub-Total Expenses	9,400	9,100	9,521	9,965	10,354
	Net Result Surplus/(Deficit)	8,200	7,600	8,021	8,465	8,809

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
	THE ROCK MEDICAL CENTRE					
5670-1901-0000	The Rock Med Centre - Rent	12,500	12,500	12,700	12,900	13,094
5670-2245-0000	The Rock Med Centre - Insurance	2,000	1,800	1,901	2,006	2,096
5670-2275-0000	The Rock Med Centre - Rates & Water Charges	1,200	1,300	1,325	1,350	1,377
5670-2300-0000	The Rock Med Centre - R & M	3,000	3,000	3,062	3,126	3,189
	Sub-Total Expenses	6,200	6,100	6,288	6,482	6,662
	Net Result Surplus/(Deficit)	6,300	6,400	6,412	6,418	6,432
	LOCKHART MEDICAL CENTRE					
5675-1900-0000	Lockhart Med Centre - Rent	7,900	12,000	12,100	12,200	12,383
5675-2245-0000	Lockhart Med Centre - Insurance	3,100	2,500	2,657	2,821	2,948
5675-2256-0000	Lockhart Med Centre - Electricity	1,250	1,300	1,400	1,507	1,612
5675-2275-0000	Lockhart Med Centre - Rates & Water Charges	1,500	1,500	1,530	1,561	1,592
5675-2300-0000	Lockhart Med Centre - Repairs & Maint	3,500	3,500	3,573	3,647	3,720
	Sub-Total Expenses	9,350	8,800	9,160	9,536	9,872
	Net Result Surplus/(Deficit)	1,450	3,200	2,940	2,664	2,511
	Total Operating Income	10,293,547	9,826,139	9,617,483	9,739,298	9,919,715
	Total Operating Expenditure	8,690,454	9,286,700	9,030,703	9,254,313	9,509,007
	Net Operating Surplus/(Deficit)	1,603,093	539,439	586,780	484,985	410,708

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
CAPITAL WORKS, ACQUISITION & SALE OF ASSETS						
TRANSPORT & COMMUNICATION						
5040-4600-0000	Regional Roads	950,000	950,000	975,000	975,000	975,000
5065-4600-0000	Rural Roads Sealed	1,832,459	960,000	960,000	970,000	970,000
5110-4600-0000	Unsealed Rural Roads	740,000	747,000	747,000	747,000	747,000
5260-4600-0000	Footpath Construction	45,000	95,000	95,000	95,000	95,000
5265-4600-0000	Kerb & Gutter	30,000	-	-	-	-
	Sub-Total Roads Capital Expenses	3,597,459	2,752,000	2,777,000	2,787,000	2,787,000
5490-4900-0000	Asset Sales - Plant & Equipment	246,000	276,000	196,000	300,000	388,000
1490-3289-0000	Real Estate & Other Deferred Debtors	19,000	9,000	9,000	9,000	9,000
	Sub-Total Other Capital Income	265,000	285,000	205,000	309,000	397,000
FLOOD STUDIES & MITIGATION WORKS						
2020-1410-0000	Env Services - Flood Mit. Construction Grant	556,407	1,180,000	-	-	-
	Sub-Total Income	556,407	1,180,000	-	-	-
2020-4600-0000	Env Services - Flood Mit. Construction	649,142	1,357,000	-	-	-
	Sub-Total Expenses	649,142	1,357,000	-	-	-
	Net Result Surplus/(Deficit)	(92,735)	(177,000)	-	-	-
SWIMMING POOLS IMPROVEMENTS						
3644-1400-0000	Stronger Country Communities grant		1,528,536	-	-	-
3644-1210-0000	Swimming Pool Loan Funds		2,200,000	-	-	-
			3,728,536	-	-	-
3644-4600-0001	Swimming Pools Capital Works		4,587,792	-	-	-
	Net Result Surplus/(Deficit)		(859,256)	-	-	-
CAPITAL WORKS & ACQUISITIONS						
1020-4600-0000	Administration Offices Development		50,000	-	-	-
1020-4605-0000	Computer Asset Purchases	43,000	25,000	43,000	43,000	43,000
1490-5100-0000	Loans - Repayments (Principal) Admin Building	36,220	39,000	48,078	56,583	56,583
1490-5105-0000	Loans - Repayments (Principal) Swimming Pools		74,000	74,000	74,000	74,000
1060-4610-0000	Depots Improvements	25,000	25,000	25,000	25,000	25,000
2020-4605-0000	Dog Pound Upgrade	8,000	-	-	-	-

GENERAL FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Operational Plan Estimates	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
3680-4600-0000	Parks & Gardens Improvements	35,000	39,000	39,000	39,000	39,000
5490-4600-0001	Keys & Padlock System	30,000	-	-	-	-
5540-4600-0000	Caravan Park Improvements		-	-	-	-
5990-3370-0000	Land Development - Carson Rd	350,000	-			
5490-4600-0000	Asset Purchases - Plant & Equipment	945,000	908,000	596,000	944,000	1,086,000
	Sub-Total Other Capital Expenses	1,472,220	1,160,000	825,078	1,181,583	1,323,583
	TOTAL CAPITAL INCOME	821,407	5,193,536	205,000	309,000	397,000
	TOTAL CAPITAL EXPENDITURE	5,718,821	9,856,792	3,602,078	3,968,583	4,110,583
	CAPITAL SURPLUS/(DEFICIT)	(4,897,414)	(4,663,256)	(3,397,078)	(3,659,583)	(3,713,583)
MOVEMENTS IN RESTRICTED ASSETS						
1490-1716-0000	Transfer from:Infrastructure Reserve-Flood Mitigation	92,735	177,000			
1490-1716-0000	Transfer from:Infrastructure Reserve	350,000	-	-	62,000	139,000
1490-1716-0000	Transfer from:Infrastructure Reserve-Swimming Pools		699,256			
1490-1716-0001	Transfer from:External Reserve-Developer Contribution		160,000			
1490-1716-0002	Transfer from:Infrastructure Reserve		30,000			
1490-1715-0000	Transfer from:Election Reserve		85,000	-	24,000	-
	Total Transfers from Reserves	442,735	1,151,256	-	86,000	139,000
1490-2704-0000	Transfer to:Plant Reserve					
1490-2715-0000	Transfer to:Future Election Expenses	6,000	6,000	6,000	6,000	6,000
1490-2716-0000	Transfer to:Future Infrastructure Reserve	-		220,000	-	-
1490-2717-0000	Transfer to:Natural Disaster	11,200	11,200	11,200	11,200	11,200
1490-2728-0000	Transfer to: S94A Reserve	18,000	18,000	18,000	20,000	20,000
1490-2725-0000	Transfer to:Future Landfill Land Acquisition	2,000		-	-	-
	Total Transfers to Reserves	37,200	35,200	255,200	37,200	37,200
	Net Transfer (to)/from Reserves	405,535	1,116,056	255,200	48,800	101,800
1060-1550-0000	Amounts Payable By Other Fund	80,000	90,000	90,000	90,000	90,000
	Total INCOME from Other Funds	80,000	90,000	90,000	90,000	90,000
	Sub Total NET Surplus/(Deficit)	(2,808,786)	(2,917,761)	(2,975,498)	(3,035,798)	(3,111,075)
	Add Back Depreciation	2,818,900	2,928,500	2,986,900	3,045,300	3,121,433
	Budget Surplus/(Deficit)	10,114	10,739	11,402	9,502	10,358

SEWER FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Estimates Year 1	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
8405-1010-0000	Sewer Residential	333,135	349,132	357,669	366,419	377,411
8405-1020-0000	Sewer Residential Vacant	21,250	22,794	23,339	23,897	24,614
8405-1025-0000	Sewer Non-Residential	75,417	76,500	78,433	80,414	82,826
8405-1060-0000	Sewer Non-Residential Vacant	8,656	8,940	9,162	9,389	9,671
8405-1100-0000	Treated Effluent Water-Lockhart	7,000	6,000	6,179	6,363	6,363
8405-1200-0000	Sewer Interest On Investments	24,000	15,000	15,615	16,245	16,245
8405-1220-0000	Sewer Interest on Rates	2,000	2,000	2,051	2,104	2,104
8405-1310-0000	Sewer Connection Fees	1,300	2,000	2,000	2,000	2,030
8405-1410-0000	Sewer Pensioner Rebate	10,600	10,800	11,072	11,350	11,520
	Total Operating Income	483,359	493,166	505,519	518,181	532,785
Operating Expenditure						
8405-2005-0000	Sewer All Leave Types	9,000	9,000	9,278	9,565	9,565
8405-2007-0000	Sewer OnCosts(Super, W/Comp)	7,000	8,000	8,216	8,439	8,439
8405-2070-0000	Sewer Training	3,000	3,000	3,093	3,188	3,188
8405-2110-0000	Sewer Interest - Loans	27,200	39,000	37,900	36,700	35,599
8405-2220-0000	Sewer Consultants	20,000	10,000	-	-	-
8405-2245-0000	Sewer Insurances	1,600	2,000	2,049	2,100	2,100
8405-2255-0000	Sewer Treatment Works Electricity	32,000	32,000	32,989	34,007	34,007
8405-2260-0000	Sewer Telephone	1,000	1,000	1,031	1,063	1,063
8405-2275-0000	Sewer Rates & Water Charges	8,500	8,000	8,263	8,533	8,533
8405-2280-0000	Sewer Sundries	2,000	1,000	1,062	1,125	1,125
8405-2300-0000	Sewer Pensioner Rebate Exp	19,500	19,500	20,103	20,723	20,723
8405-2330-0000	Effluent Reuse R&M	18,000	18,000	18,556	19,129	19,129
8405-2331-0000	Sewer Mains R&M	15,000	10,000	10,464	10,941	10,941
8405-2332-0000	Sewer Pump Stations R&M	30,000	30,000	30,927	31,882	31,882
8405-2333-0000	Sewer Treatment Works R&M	100,000	105,000	108,090	111,273	111,273
8405-2900-0000	Sewer Depreciation	165,000	170,000	174,000	178,000	178,000
Total Operating Expenditure		458,800	465,500	466,020	476,668	475,567
Operating Surplus/(Deficit)		24,559	27,666	39,499	41,512	57,217

SEWER FUND - INCOME & EXPENDITURE		2017/18 Operational Plan Estimates	2019/2022 DELIVERY PLAN ESTIMATES			
G/L Account No.	Description		2018/19 Estimates Year 1	2019/20 Estimates Year 2	2020/21 Estimates Year 3	2021/22 Estimates Year 4
Capital Income						
8405-1230-0000	Sewer Expansion Loan	1,000,000	-	-	-	-
		1,000,000	-	-	-	-
Capital Renewals						
8405-4600-0001	Sewer Capital Renewals	185,000	154,500	-	-	-
8405-4600-0000	Sewer Expansion The Rock	1,100,000		54,500	54,500	54,500
8405-5100-0000	Sewer Loans - Repayments (Principals)	33,900	33,600	34,600	36,000	37,080
		1,318,900	188,100	89,100	90,500	91,580
Transfer from Reserves (Income)						
8405-1701-0000	Tfr From Sewer Infrastructure Reserve	215,000	85,000	-	4,000	4,000
Transfer to Reserves (Expenditure)						
8405-2701-0000	Tfr To Sewer Infrastructure Reserve	-		30,000	39,000	53,000
Internal Expenditure						
8405-2450-0000	Administration Expenses	40,000	45,000	45,000	45,000	45,000
8405-2460-0000	Technical Staff Services	40,000	45,000	45,000	45,000	45,000
		80,000	90,000	90,000	90,000	90,000
Add back Depreciation Expense (non-cash)		165,000	170,000	174,000	178,000	178,000
Net Surplus/(Deficit)		5,659	4,566	4,399	4,012	4,637

PART 2: STATEMENT OF REVENUE POLICY

RATES

Rates and Charges can be paid by either quarterly instalments or a single instalment. The 2018/2019 due dates for these instalments are as follows:

1st instalment or Payment in Full – 31 August 2018

2nd instalment – 30 November 2018

3rd instalment – 28 February 2019

4th instalment – 31 May 2019

Rate Pegging

The NSW Government introduced rate pegging in 1987. Rate pegging limits the amount by which the Council can increase its General Rates Income from one year to the next. The amount of the rate peg is set by the Independent Pricing and Regulatory Tribunal of NSW (IPART).

Rate pegging for the 2018/2019 financial year has been announced at 2.3%. Accordingly, for the 2018/2019 financial year, the full rate pegging has been applied to the General Rates in the Draft Operational Plan. Whilst Council is limited to increasing its General Rates Income by rate pegging, the impact on individual assessments may also be impacted by any changes to Valuer General land values.

Valuations

The Local Government Act requires Council to levy rates using the most recent land values supplied to Council. Revised Land Valuations are supplied to Council every three to five years as part of a process termed 'General Revaluation'. The 2018/2019 rates have been determined using property values with a Base Date of 1st July 2016.

Interest Charge

In accordance with Section 566(3) of the Local Government Act 1993, Council charges interest on all rates and charges that remain unpaid after they become due and payable. Interest will be calculated on a daily basis using the simple interest method.

For the 2018/2019 rating year, the Minister has determined that the maximum rate of interest payable on overdue rates and charges will be 7.5%. Council will apply the maximum interest rate as prescribed by the Minister.

Arrangements

Council may agree to enter into a payment plan with the titled owner(s). The amount and frequency of the payments under the agreement are required to be acceptable to Council. As per Section 564 of the Local Government Act 1993 interest may be reduced on overdue accounts if the titled owner(s) complies with the payment plan agreement.

Pensioner Rebates

Holders of a Centrelink pensioner concession or Department of Veterans' Affairs card who own and occupy a rateable property may be eligible for a pensioner concession. The Local Government Act provides for a pensioner rebate of up to 50% of the ordinary rates and domestic waste management service charges,

to a maximum of \$250.00 per annum. They are also entitled to a maximum rebate of \$87.50 for sewer charges.

Under the existing mandatory Pensioner Concession Scheme, the State Government reimburses Council 55% of the pensioner concession. Council funds the remaining 45%.

Lockhart Shire has approximately 300 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$90,000 in 2018/2019. The 55% pensioner subsidy received from the NSW Government will amount to approximately \$49,500 with the remaining \$40,500 to be funded by Council and the community.

Owners who become eligible pensioners during the year may be entitled to a pro-rata rebate of their Rates, calculated on a quarterly basis. Rebates are also reversed on a quarterly basis when owners become ineligible for the rebate.

Rating Categories for Lockhart Shire Council

Section 514 of the Local Government Act 1993 requires all land to be categorised as one of four categories according to its dominant use. The four categories of the ordinary rate are **Farmland, Residential, Business** and **Mining**. Currently Council has the following Rating categories;

Farmland – Land which is one assessment, has a dominant use of farming, must have a significant and substantial commercial purpose and character and is engaged for the purpose of profit.

Residential – Land which is one assessment, the dominant use is residential, or in the case of vacant land, it is zoned for residential purposes, or is rural residential as defined in the Local Government Act 1993.

Mining – Land which is one assessment and its dominant use is a coal or metalliferous mine.

Business – Land is categorised as business if it cannot be categorised as Farmland, Residential or Mining.

Section 529 of the Local Government Act 1993 states that properties may be further categorised into one of Council’s rating subcategories, to allow a more fair and equitable distinction for levying of rates. Currently Council has the following Rating Sub-categories;

Residential - Lockhart – Land is one assessment, the dominant use is residential and is located within the Lockhart town area as defined on map entitled “Map of Lockhart Town for Rating purposes”.

Residential - The Rock – Land is one assessment, the dominant use is residential and is located within The Rock town area as defined on map entitled “Map of The Rock Town for Rating purposes”.

Residential - Yerong Creek – Land is one assessment, the dominant use is residential and is located within the Yerong Creek town area as defined on map entitled “Map of Yerong Creek Town for Rating purposes”.

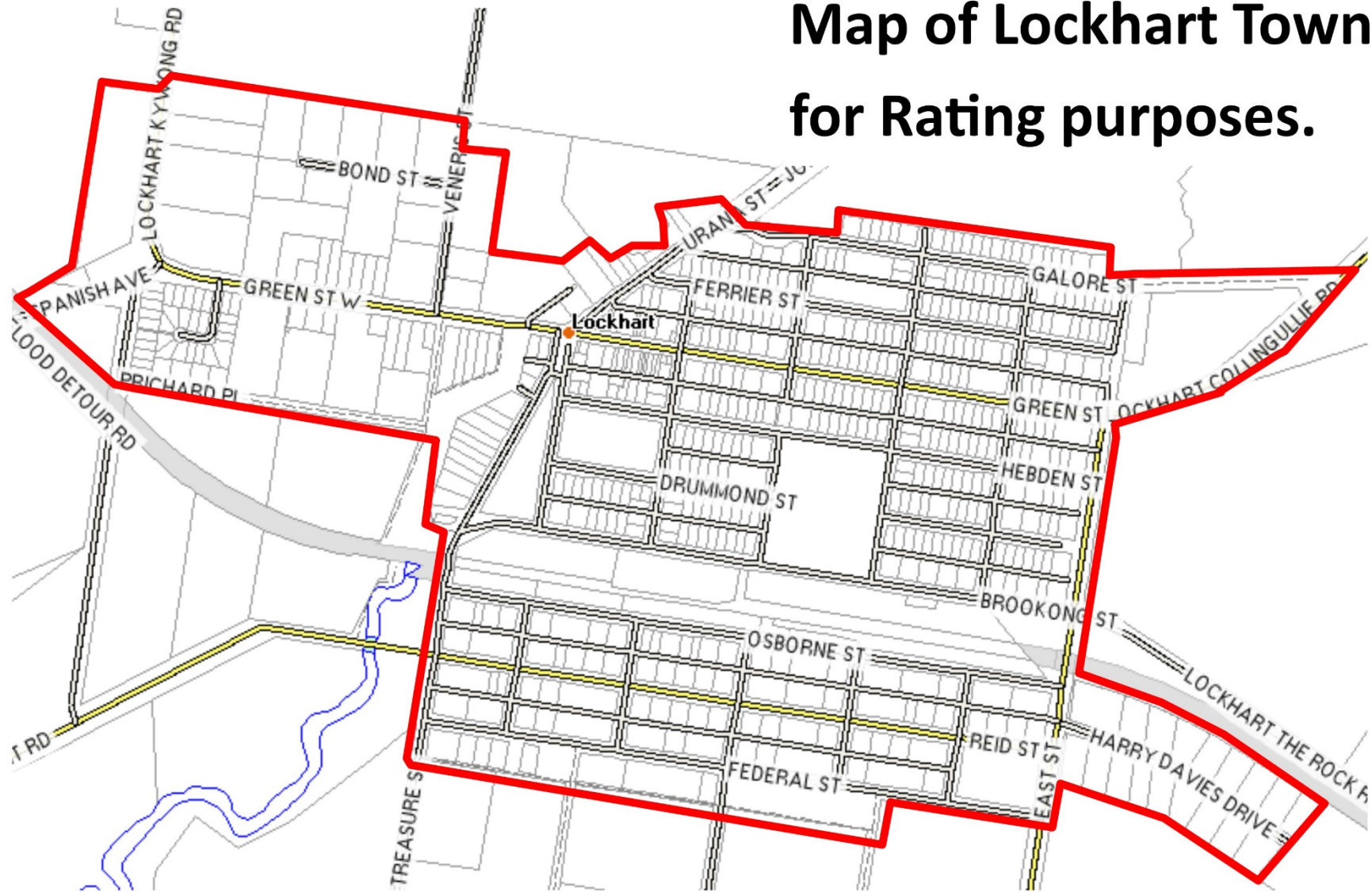
Residential – Rural – Land must be the site of a dwelling, between 2ha and 40ha in size, either not zoned or otherwise designated for use under an environmental planning instrument, or zoned or otherwise designated for use under such an instrument for non-urban purposes, and does not have a significant and substantial commercial purpose or character.

Business - Lockhart – Land is categorised as business if it cannot be categorised as Farmland, Residential or Mining and is located within the Lockhart town area as defined on map entitled “Map of Lockhart Town for Rating purposes”.

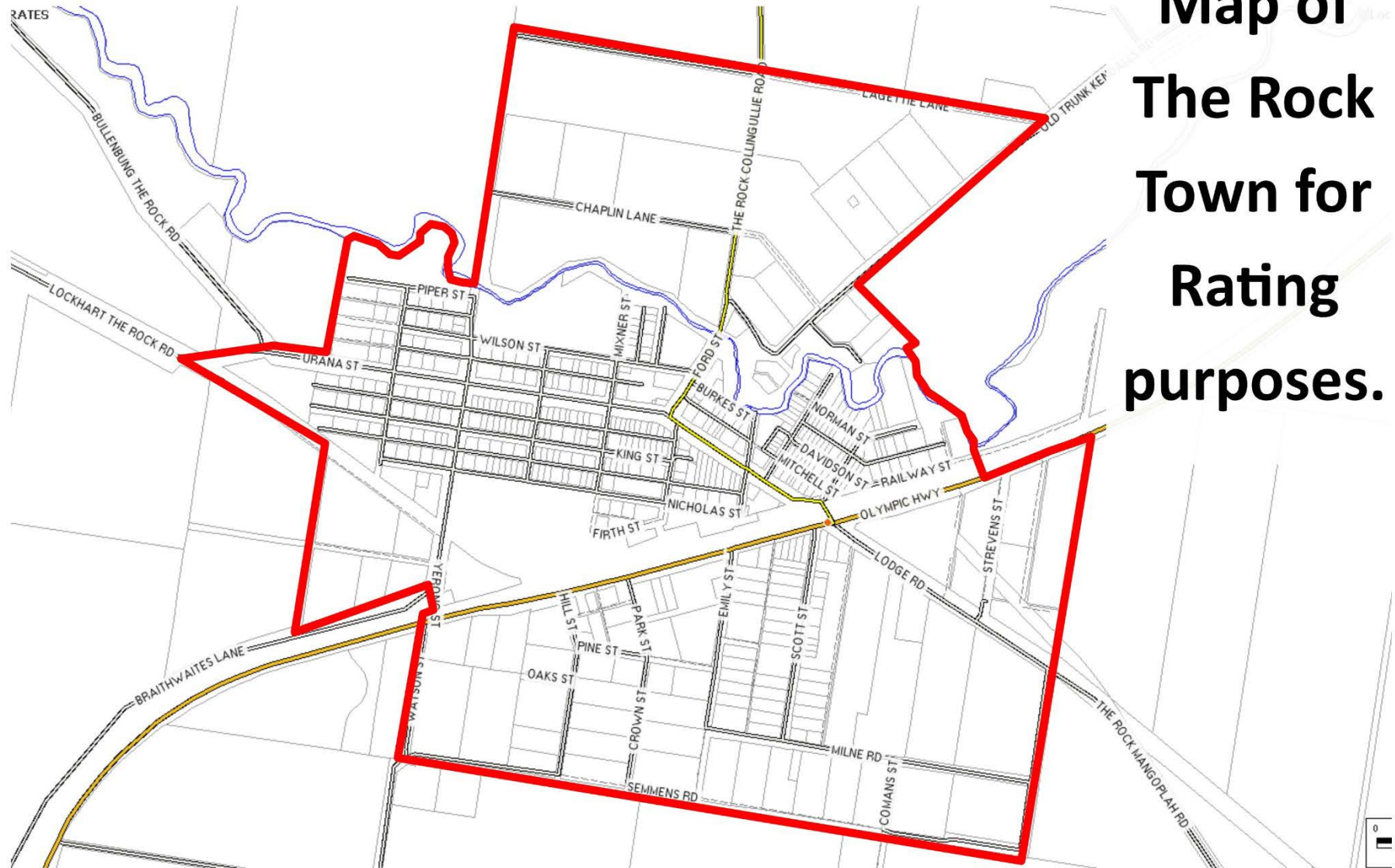
Business - The Rock – Land is categorised as business if it cannot be categorised as Farmland, Residential or Mining and the land is located within The Rock town area as defined on map entitled “Map of The Rock Town for Rating purposes”.

Business - Yerong Creek – Land is categorised as business if it cannot be categorised as Farmland, Residential or Mining and the land is located within the Yerong Creek town area as defined on map entitled “Map of Yerong Creek for Rating purposes”.

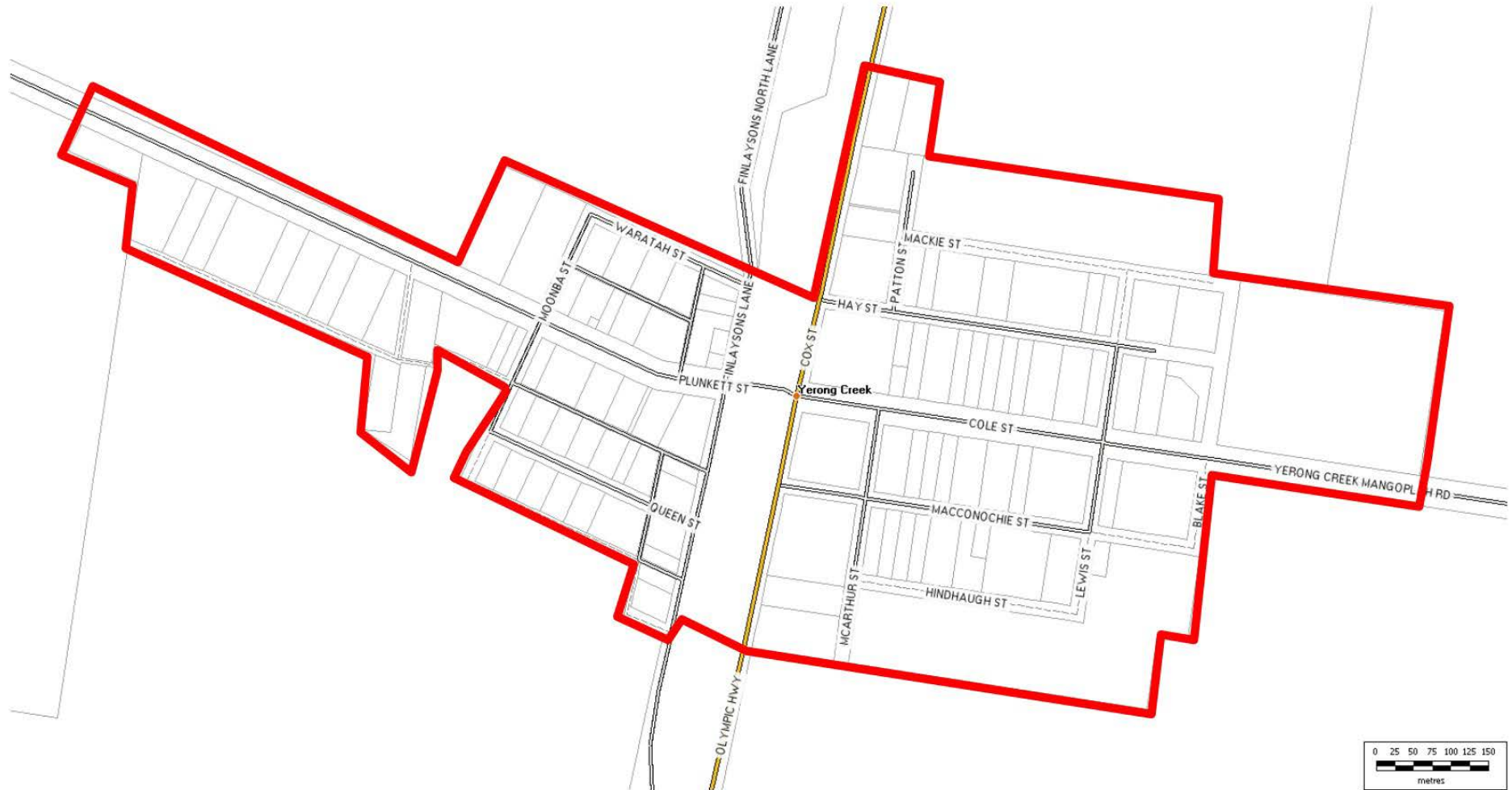
Map of Lockhart Town for Rating purposes.



Map of The Rock Town for Rating purposes.



Map of Yerong Creek Town for Rating purposes.



<i>Proposed Rating Structure 2018-19</i>							Rate Pegg Increase	2.3%	
<i>Rate/Charge</i>	<i>Rate Code</i>	<i>No. of Assess.</i>	<i>Land Value</i>	<i>Base Rate %</i>	<i>Base Rate \$</i>	<i>Ad Valorem Rate (c in the \$)</i>	<i>Base Income</i>	<i>Ad Valorem Income</i>	<i>Total Income</i>
Ordinary General Rates									
Farmland	1	1,119	\$695,067,421	0%	0	0.278156	0	1,933,369	\$1,933,369
Residential	2	93	\$410,904	32%	40	1.943644	3,720	7,987	\$11,707
Residential - Rural	4	97	\$9,305,561	12%	50	0.368407	4,850	34,282	\$39,132
Residential - Lockhart	5	462	\$11,069,395	22%	75	1.136442	34,650	125,797	\$160,447
Residential - The Rock	6	410	\$22,468,270	21%	75	0.520846	30,750	117,025	\$147,775
Residential - Yerong Ck	7	88	\$1,924,755	38%	80	0.585019	7,040	11,260	\$18,300
Business	8	49	\$428,691	29%	120	3.432824	5,880	14,716	\$20,596
Mining	9	0	\$0		150	1.800000	0	0	\$0
Business - Lockhart	10	118	\$2,748,072	31%	150	1.412184	17,700	38,808	\$56,508
Business - The Rock	11	38	\$2,133,511	23%	130	0.794987	4,940	16,961	\$21,901
Business - Yerong Ck	12	13	\$213,238	14%	50	1.947726	650	4,153	\$4,803
Total Ordinary Rates		2,487	\$745,769,818				110,180	2,304,359	\$2,414,539

SEWERAGE ANNUAL CHARGES

Under Section 501 of the Local Government Act a Council may make an annual charge for the provision of Sewerage services for each parcel of rateable land for which the service is provided, or proposed to be provided, on an annual basis.

In summary, the following charges for Sewerage service will apply for the 2018/2019 financial year:

RESIDENTIAL WITH DWELLING

Lockhart - An annual sewerage availability charge of **\$518.00** per assessment will be charged for all residential assessments with a dwelling for which the service is available.

The Rock - An annual sewerage availability charge of **\$518.00** per assessment will be charged for all residential assessments with a dwelling for which the service is available.

Yerong Creek - An annual sewerage availability charge of **\$518.00** per assessment will be charged for all residential assessments with a dwelling for which the service is available.

RESIDENTIAL NO DWELLING

Lockhart – An annual sewerage availability vacant charge of **\$262.00** per assessment will be charged for all residential assessments without a dwelling, for which the service is available, but is not connected.

The Rock – An annual sewerage availability vacant charge of **\$262.00** per assessment will be charged for all residential assessments without a dwelling, for which the service is available, but is not connected.

Yerong Creek – An annual sewerage availability vacant charge of **\$262.00** per assessment will be charged for all residential assessments without a dwelling, for which the service is available, but is not connected.

NON-RESIDENTIAL

All non-residential properties will be charged for sewer services based on a two-tier pricing system. Sewer charges will be based on an annual access charge, plus a usage charge based on water usage and the relevant Sewerage Discharge Factor (SDF) for each business type. Depending on the type of business, properties are charged a usage fee relevant to the ratio of the estimated volume of water discharged into the sewer system. The sewerage discharge factor is the ratio of the estimated volume of sewerage discharged into the sewerage system to the customer's total water consumption.

Non-Residential			2018/19
Lockhart, The Rock & Yerong Creek	Non-Residential	Operational Charge	\$1.37
		Access Fee	\$250.00
		Minimum	\$495.00
		Vacant	\$250.00
A non-residential assessment, that does not have a water meter, but access to the sewer is available will be charged an availability charge of:		Availability Charge	\$250.00

Best Practice Sewer Pricing

Council has adopted the principals of the Sewer Best Practice Pricing guidelines over the past 4 years when preparing the Draft Operational Plan Budget to move to equalisation of Sewer Fees & Charges across the Shire. The process to move to equalisation was over 3 years for Residential and equalisation of Non-Residential Sewer Charges has been staged. The Residential Sewer Charges will move to full equalisation in 2018/19.

Non-Residential Sewer Charges moving to equalisation across the Shire commenced in 2016/17, with the Draft Operational Plan Budget 2018/19 being Year 3 of moving fees and charges to equalisation.

For 2018/19 Council will apply the one standard **Access Charge** for all water meter connection sizes while Council reviews the Best Practice Pricing guidelines with regards to fees and charges for different water meter connection sizes.

DOMESTIC WASTE MANAGEMENT

Under Section 496 of the Local Government Act a Council must make and levy an annual charge for the provision of Domestic Waste Management services for each parcel of rateable land for which the service is available. Under Section 504 of the Local Government Act, Domestic Waste Management (DWM) revenue cannot exceed the reasonable cost for delivering the service.

A council may make an annual charge for the provision of a domestic waste management service for a parcel of land that is exempt from rating if:

- a) the service is available for that land, and
- b) the owner of that land requests or agrees to the provision of the service to that land, and
- c) the amount of the annual charge is limited to recovering the cost of providing the service to that land.

In summary, the following charges for Domestic Waste Management will apply for the 2018/2019 financial year:

Domestic Waste Management Service Charge:

- **\$390.00** per assessment. Covers the cost of weekly collection of 240 litre garbage bin and fortnightly collection of 240 litre recycling bin.
- Applies to all rateable residential assessments with a dwelling, located within the area for which the service is available.

Domestic Waste Vacant Charge:

- **\$54.00** per assessment.
- Applies to all vacant (no dwelling) rateable residential assessments located within the area for which the service is available.

Additional 240 litre Garbage bin service charge or additional 240 litre Recycle Bin service charge:

- **\$195.00** per additional bin.
- Applies to all assessments requesting additional general waste or recycle service.

WASTE MANAGEMENT

Under section 501 of the Local Government Act a council may make a charge for services provided or proposed to be provided, on an annual basis by Council. These charges may be for waste management services other than domestic waste management services.

The following charges for Waste Management will apply for the 2018/2019 financial year:

Waste Management Charge:

- **\$390.00** per assessment. Covers the cost of weekly collection of 240 litre garbage bin and fortnightly collection of 240 litre recycling bin.
- Applies to all Non-residential assessments located within the area for which the service is available.

Waste Management Vacant Charge:

- **\$54.00** per assessment.
- Applies to all vacant non-residential rateable assessments located within the area for which the service is available.

Additional 240 litre Garbage Bin service charge or additional 240 litre Recycle Bin service charge:

- **\$195.00** per additional bin.
- Applies to all assessments requesting additional general waste or recycling service.

Tip Availability charge:

- **\$54.00** per assessment. Contributes to the costs of running Council's four (4) tips.
- Applies to all assessments with a dwelling who do not receive a Domestic Waste Management charge.

All Farmland that does not contain an occupiable residence is not charged a domestic or waste management charge.

LIQUID TRADE WASTE MANAGEMENT

The management of Liquid Trade Waste is in accordance with Council's Liquid Trade Waste Policy adopted by Council on 19th October 2009. Charges are listed in the Fees and Charges section of this Operational Plan.

Waste Management Charges 2018/9						
	Revenue	No.	Price	Increase	Expenses	Income
3060-1000	Domestic Waste Management Charge - Combined	951	390.00	4.8%		370,890
3060-1010	Domestic Waste Management Charge (Vacant Land)	212	54.00	5.9%		11,448
3060-1020	Domestic Waste Management Charge - Add Services	69	195.00	59.8%		13,455
3060-1030	Waste Management Charge - Business	123	390.00	4.8%		47,970
3060-1040	Waste Management Charge - Additional Services	122	195.00	59.8%		23,790
3060-1015	Waste Management - Vacant	62	54.00	5.9%		3,348
3060-1070	Tip Availability Charge	382	54.00	5.9%		20,628
3060-1135	Tipping Fees					25,000
3060-1340	Sale of Bins					2,500
3060-1410	Pensioner Rebate - DWM combined					19,000
3060-1450	Grant - Food Organics & Garden Organics					55,000
	Expenditure					
3060-2280	Waste Management Other Expenses				21,000	
3060-2281	Kerbside Pickup				17,000	
3060-2300	Less Pensioner Abandoned - DWM combined				35,000	
3060-2301	Recycling - Lions Club Lockhart				3,200	
3060-2302	Recycling Expenses - Kurrajong				20,000	
3060-2304	Waste Management Charges - Cleanaway				164,000	
3060-2320	Implementation - Food Organics & Garden Organics				55,000	
3060-2330	Rubbish Tips - Operating Expenses				285,000	
	Other Expenses				1,200	
	Provision for future events					
	Provision for plant replacement				0	
	Provision for acquisition of future tip sites				0	
	TOTAL of REASONABLE COSTS				601,400	
	TOTAL REVENUE					593,029
	BUDGET SURPLUS/(DEFICIT)					-8,371

PRIVATE WORKS

STATEMENT OF AMOUNTS OR RATES PROPOSED TO BE CHARGED FOR CARRYING OUT OF WORK ON PRIVATE LAND

The Local Government Act provides that Council may, with the agreement of a landowner and/or occupier of private land, carry out private works on such lands.

It is proposed that the following rates be charged for the use of Council's plant and equipment on private works with a Council operator. All rates include the Goods & Services Tax (GST) with a minimum charge of \$58.00 applicable to all private works undertaken.

<u>Private Hire of Plant</u>	<u>Proposed Rate 2018/2019</u>	<u>Unit</u>
Weed spray	\$88	per Hour
Small-Medium Truck	\$93	per Hour
Gravel Truck	\$124	per Hour
Dog Trailer/Plant Trailer	\$47	per Hour
Water Tanker (inc. water)	\$124	per Hour
Tractor with Implement	\$103	per Hour
Tractor and Vibrating Roller	\$135	per Hour
Self Propelled Vibrating Roller	\$135	per Hour
Large Grader	\$155	per Hour
Backhoe/Small Loader	\$114	per Hour
Large Loader	\$145	per Hour
Traxcavator	\$160	per Hour
Jetpatcher – Travelling time	\$160	per Hour
Jetpatcher – Single Coat	\$3	per square metre
Jetpatcher – Double Coat	\$5	per square metre
Minor Plant (with Operator)	\$85	per Hour
Engineering Supervision (labour/travel)	\$135	per Hour
Labour Only	\$67	per Hour
Overtime Surcharge	\$62	per Hour

Any other Plant, Creditors and Store items 12.5% on costs

The above rates have been fixed after considering the actual costs and current market rates for such plant and equipment.

Due to insurance issues Council does not dry hire plant or equipment

All rates advised are for works during Council's normal working hours. Private Works requested outside of these hours are subject to additional charges.

PART 3: BUSINESS ACTIVITIES, THEMES & STRATEGIES

BUSINESS ACTIVITIES TO BE UNDERTAKEN BY COUNCIL

SEWERAGE SERVICES

Under National Competition Policy introduced on 1 July 1998 sewerage services, water supply, abattoirs and gas production and reticulation are automatically regarded as businesses. Category 1 businesses have a turnover greater than \$2 million. Category 2 businesses have turnovers less than \$2 million. Lockhart Shire Council has one Category 2 business, which is a combination of the Lockhart, The Rock and Yerong Creek Sewerage Services.

The principle of Competitive Neutrality applies to this Council's business activity. Competitive Neutrality means that local government should compete with the private sector on a level playing field. This means that taxes not paid by councils but paid by the private sector must be included in a Council's price setting considerations. These are called Tax Equivalent Regime (TER) payments. Subsidies made by Council to business activities must be explicit. Loan and Debt Guarantee Fees have to be factored in if Council can borrow at an interest rate lower than its private sector counterpart. Councils must also implement a 'complaints handling system' for competitive neutrality complaints.

Council strives to meet an Operating Surplus in each of the four (4) years of this Delivery Program. This result includes the large depreciation expense now experienced by sewerage services with the recognition of all sewerage infrastructure, mains, rising mains, pump stations, treatment works, etc. With the aid of a long term strategic business plan for Sewerage Services the Council's share of funds required for future capital works can be accumulated.

OTHER BUSINESS ACTIVITIES

The Council has chosen not to categorise the following 'business' type activities as a Category 2 business as defined by the National Competition Policy guidelines for Local Government. Every endeavour is made to run these activities efficiently. Because of the small size of these operations it is considered that there is nothing to be gained out of implementing the accounting and other requirements of the NCP.

Caravan Park, Lockhart
Private Works
Real Estate Development
Rental of Commercial Premises
Gravel Sales

The surplus and deficits from the operation of the above activities will form part of the consolidated revenue of the General Fund.

CARAVAN PARK, LOCKHART

The caravan park at Lockhart is managed by a caretaker who is paid fortnightly to manage the area. Cleaning of the facilities is the responsibility of the caretaker. Other maintenance is by Council.

SWIMMING POOLS, LOCKHART & THE ROCK

The swimming pools at Lockhart and The Rock are managed by caretakers who are paid a retainer to manage each pool complex. Cleaning of the facilities is the responsibility of the caretaker. Other maintenance is by Council.

PRIVATE WORKS

Council has a policy of hiring its plant and equipment for use at a predetermined hire rate for purposes other than Council work. The availability of such plant depends on the Council's works program.

REAL ESTATE DEVELOPMENT

Council's policy with subdivisions is to make land readily available for residential purposes, which will also help to increase the Council's revenue base. Residential land stock is currently available at The Rock. Residential and industrial land is available in the village of Lockhart.

RENTAL OF COMMERCIAL PREMISES

Council provides rental accommodation for some medical and dental facilities, which provides a small return.

GRAVEL SALES

Gravel from Council worked quarries is sold to the public.

EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

Equal Employment Opportunity (EEO) means that all employees receive fair and equitable treatment in the workplace. EEO is fundamental to good personnel management.

Section 344 of the Local Government Act states the following objectives regarding Equal Employment Opportunity (EEO):

- (a) to eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital or domestic status and physical impairment in councils; and
- (b) to promote equal employment opportunity for women, members of racial minorities and persons with disabilities in councils.

Council's EEO Management Plan puts in place the following strategies to prevent and eliminate unlawful discrimination in the workplace whilst promoting equal opportunity for all employees.

EEO STRATEGIES

- 1. Communication and Awareness Raising** – This strategy aims at raising the level of awareness of EEO practices and principles amongst employees (existing and potential) and the general community at large.
- 2. Consultation** – This strategy aims at encouraging the active participation of all management, employees and relevant unions in the EEO Management Plan.
- 3. Recruitment and Selection** – This strategy aims to ensure recruitment and selection policies and procedures set out in Council's Personnel Management Manual comply with EEO principles and demonstrate fair practice.
- 4. Appointment, Promotion and Transfer** – This strategy aims to ensure all employees are treated in a fair and consistent manner in relation to matters pertaining to appointment, promotion and transfer within Council.

5. Training and Development – This strategy aims to ensure that all employees continue to be provided with learning and development opportunities relevant to position and organisational requirements.

6. Conditions of Service – This strategy aims to ensure that all employees are provided with conditions of employment that conform to EEO principles and demonstrate fair practice for all.

7. Grievance Procedures – This strategy aims to encourage and maintain a harmonious work environment by introducing an effective mechanism for the resolution, of grievances, accessible to all staff.

8. Implementation, Evaluation and Review of EEO Management Plan – This strategy aims to ensure that the EEO Management Plan is being effectively implemented and continues to address current and future needs of the Council.

In addition to this summary of Council's EEO Management Plan Council has adopted an Equal Employment Opportunity policy, which is reviewed annually.

EEO OFFICER

The Equal Employment Opportunity Officer has the overall responsibility for the implementation and co-ordination of the Equal Employment Opportunity Management Plan. The EEO Officer for the Lockhart Shire Council is the incumbent Human Resources/Work Health & Safety Co-Ordinator

ENVIRONMENTAL MANAGEMENT

ACTIVITIES TO PROTECT ENVIRONMENTALLY SENSITIVE AREAS AND TO PROMOTE THE ECOLOGICAL SUSTAINABILITY IN THE AREA

1) Waste Depot Management

Investigation and subsequent adoption of manned depots, opened during restricted hours along with the introduction of dumping fees has assisted in the reduction of general refuse in accordance with the Waste Management and Minimisation Act. It also assists in ensuring prohibited wastes including medical, chemical, septic tank waste (effluent), and tyres are excluded.

2) Waste Management Plan

The REROC Waste Management Forum, of which Council is a member, has investigated and established a regional waste management strategy. The basis of the strategy is to implement best management practices regarding collection and disposal methods for each member council and regionally.

3) Management of Linear Road Reserves

Council greatly values the unique and diverse nature of our linear reserves, and work individually and in cooperation with a variety of stakeholders to ensure the protection and ongoing enhancement of these significant ecosystems. Within the Shire is an extensive network of high conservation value communities that require coordinated management in order to achieve better environmental outcomes for a region that is predominantly cleared for broadacre farming practices. Management includes weed control, direct seeding, exclusion zones from road works, education of staff, landholders and the community

4) Landcare Groups

Council continues to support the activities of Landcare groups. Stream bank stabilisation and erosion control, salinity testing and management procedures, plantings within recharge and discharge areas and perennial pasture planting are some of the activities which are being undertaken within the Lockhart Shire.

5) Local Environmental Plan (LEP)

The Lockhart Local Environmental Plan 2012 is the principle planning instrument for the Shire, and imposes standards to control development in the whole of the local government area. An amendment in December 2014 has realigned planning zones in the Lockhart and The Rock villages to incorporate Council's strategic growth plans for the Shire. Used in conjunction with other State and Local legislation, the Lockhart LEP is defined by the Environmental Planning & Assessment Act 1979.

ACTIVITIES IN RESPONSE TO THE CURRENT STATE OF THE ENVIRONMENT REPORT

Council has maintained its commitment to environmental issues and has addressed the following major headings of consideration in its State of Environment Report:

- Land
- Aquatic Systems
- Biological Diversity
- Air
- Waste and Toxic Hazard
- Noise
- Aboriginal and Non-Aboriginal Heritage
- Environmental Management Plans and Special Projects

Each of the above was considered in a "state, pressures and response" assessment process.

Within these major headings of consideration, a number of topics have been addressed in regard to environmental sensitivity and these are set out in Council's State of Environment Report.

In addition to this the following activities have been initiated by Council to identify areas of environmental sensitivity and, where appropriate, carry out measures to sustain these areas:

1) Tree Planting

Upgrade of trees in town streets has been undertaken in accordance with the Street Tree Management Plan.

2) Street Tree Management Plan

Management Plans for The Rock, Lockhart and Yerong Creek has been reviewed and updated. Implementation of long term street tree plantings and maintenance programs to promote sustainability will ultimately enhance the urban streetscape in village areas.

BORROWINGS

Section 621 of the Act allows Council to borrow by way of an overdraft or loan or by any other means approved by the Minister (Section 622). Council intends to borrow funds in General Fund for 2018/2019 financial year.

SUMMARY ROADS WORKS BUDGET 2018-2019				
Regional Roads	\$ 300,000	5040-2330-0000	\$ 950,000	5040-4600-0000
Local Sealed Roads				
Urban Sealed Rds	\$ 70,000	5020-2330-0000	\$ -	5020-4600-0000
Rural Sealed Rds	\$ 160,000	5065-2330-0000	\$ 950,000	5065-4600-0000
Local Unsealed Roads				
Rural Unsealed Rds	\$ 530,000	5100-2330-0000	\$ 747,000	5110-4600-0000
Footpath	\$ 15,000	5260-2330-0000	\$ 95,000	5260-4600-0000
Bridges	\$ -	5260-2330-0000	\$ 1,572,225	5265-4600-0000
Culvert	\$ -	5100-2331-0000	\$ -	5100-4600-0000
Total Repairs & Maintenance	\$ 1,075,000		\$ 4,314,225	Total Renewal/Capital

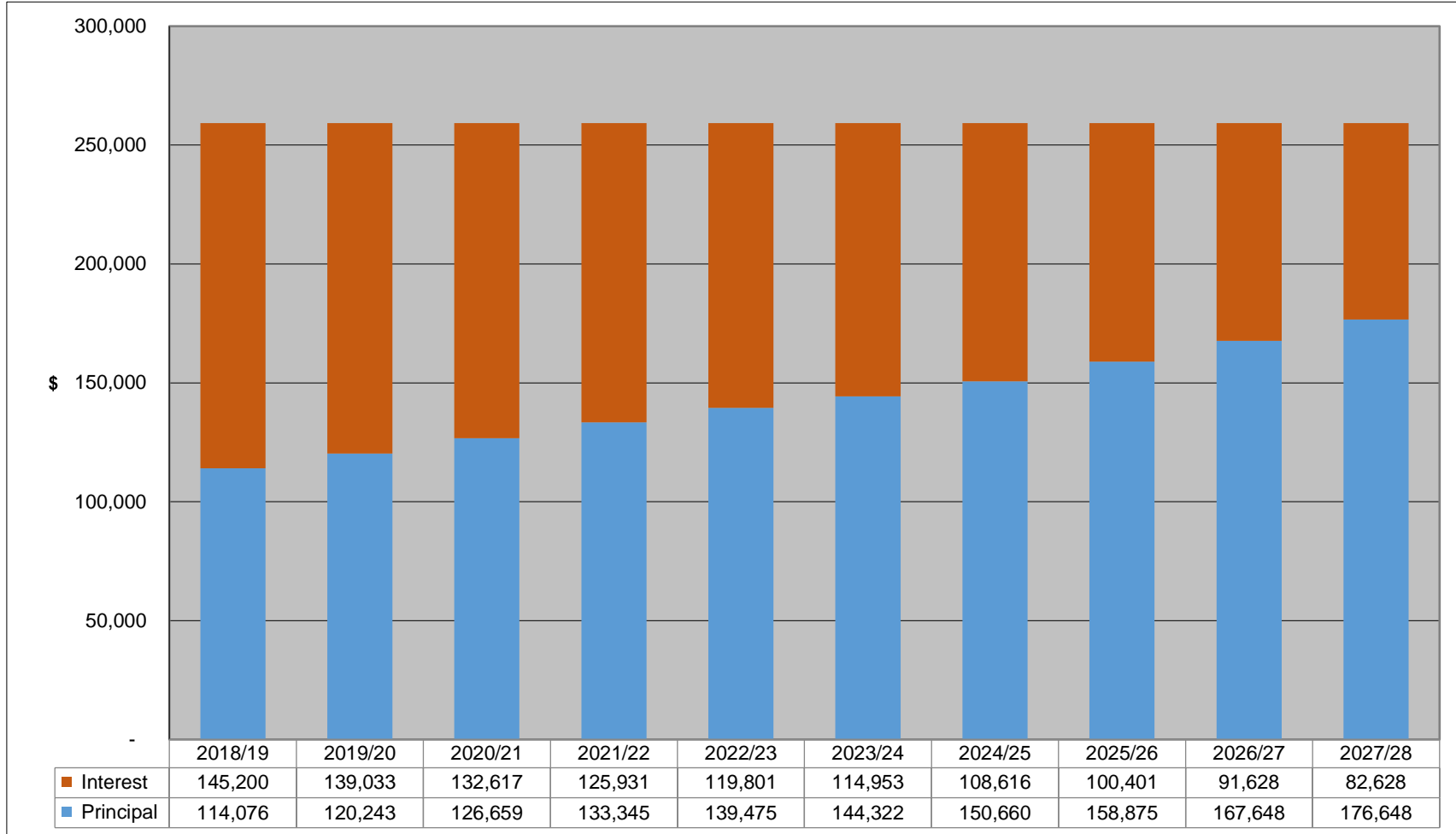
CAPITAL RENEWAL PROGRAM 2019 to 2022

			2018/19	2019/20	2020/21	2021/22
			Year 1	Year 2	Year 3	Year 4
PAMPS/Cycleways						
Street	Village					
Active Transport	Lockhart		\$70,000	\$45,000	\$45,000	\$0
Bus Shelter - Pleasant Hills School			\$25,000	\$0	\$0	\$0
			\$95,000	\$45,000	\$45,000	\$0
Bridge Repairs						
Street	Activity	Location				
Various	Bridge: repairs to HML	Various	\$1,572,225	\$0	\$0	\$0
			\$1,572,225	\$0	\$0	\$0
Roads - Regional (Sealed)						
Road	Activity	length				
Various - Ensure 15 yr reseals	Reseals	8km/year	\$275,000	\$275,000	\$275,000	\$275,000
MR59 - Urana Lockhart Road	Shoulder Widening (23km)	2km/year	\$350,000	\$350,000	\$350,000	\$350,000
MR59 - Wagga Road	Brookdale Intersection					
MR543 - Collingullie The Rock Rd	Shoulder Widening					
Various - Heavy Patching Sections	Heavy Patch Pav Fail	6700 sqm/year	\$325,000	\$325,000	\$325,000	\$325,000
Total:			\$950,000	\$950,000	\$950,000	\$950,000
Roads - Local (Sealed)						
Road	Activity	length				
Various - Ensure 21 yr reseals	Reseals	18km/year	\$350,000	\$350,000	\$350,000	\$350,000
Western Road	Shoulder Widen/Rehab (30km)	2km/year	\$150,000	\$150,000	\$150,000	\$150,000
Osborne-Y/C Road	Shoulder Widen/Rehab (36km)	2km/year	\$150,000	\$150,000	\$150,000	\$150,000
Y/C-Mangoplah Road	Shoulder Widen/Rehab (6km)	1km/year	\$150,000	\$150,000	\$150,000	\$150,000
T/R-Mangoplah Road	Shoulder Widen/Rehab (12km)	1km/year	\$150,000	\$150,000	\$150,000	\$150,000
Henty Pleasant Hills Road	Shoulder Widen/Rehab (20km)	1km/year				
Bidgemia Road	Rehab - Albury Rd to West Rd (6km)	1km/year				
Bidgemia Road	Rehab - western end, Mt Ulva Ln (1km)	1km				
Unallocated	TBA					
Total:			\$950,000	\$950,000	\$950,000	\$950,000
Roads - Local (Unsealed)						
Road	Activity	length				
Various - Ensure 20 yr Resheets	Re-Sheets	39km/year	\$747,000	\$747,000	\$747,000	\$747,000
Total:			\$747,000	\$747,000	\$747,000	\$747,000

PROJECTED LOAN REPAYMENTS

GENERAL FUND - PRINCIPAL & INTEREST

(Loans for Administration Building and Swimming Pools)



COUNCIL OBJECTIVES FOR PLANT ACQUISITIONS/REPLACEMENTS AND MAINTENANCE

MISSION STATEMENT

To analyse and recommend the most appropriate method of provision of plant and equipment for use on Council's works.

To review new equipment available on the market and relate to possible use by Council.

OBJECTIVES

- To maintain a viable, economic, reliable fleet of Council owned and/or leased plant and equipment.
- To standardise equipment wherever possible.
- To utilise contract and hire plant when necessary to meet plant requirements in excess of Council's capacity.
- To ensure as high a standard as possible for the operation and maintenance of Council's plant.

PROGRAM PRIORITIES

Plant replacement to be based on the following:

Trucks	5-7 years or in accordance with Plant Replacement Program
Cars, Utilities) One Tonne Vehicles) 4 Wheel Drive Vehicles)	As per Council Policy 2.13
Grader/Loaders & Heavy Equipment	5-7 years or in accordance with Plant Replacement Program
Miscellaneous	When condition of machine warrants

ASSET REPLACEMENT PROGRAM 2019-2022						
	Description	LSC Officer	Plant No.	Estimated Purchase	Estimated Sale Price	Nett Cost
2018/19						
1060-4600-0001	Sedan	GM		44,000	20,000	24,000
1060-4600-0001	Sedan	DCCS		44,000	25,000	19,000
1060-4600-0001	4WD Dual Cab	MES		44,000	30,000	14,000
1060-4600-0001	Sedan	Manager Works		36,000	20,000	16,000
1060-4600-0001	Sedan	TEDO		36,000	20,000	16,000
				204,000	115,000	89,000
5490-4600-0001	CAT 12t Roller	Grader Crew	962	162,000	55,000	107,000
5490-4600-0001	Mower	P&G	1386	50,000	8,000	42,000
5490-4600-0001	Mower	P&G	1336	50,000	8,000	42,000
5490-4600-0001	CAT 12t Roller	Grader Crew	1760	162,000	55,000	107,000
5490-4600-0001	John Deere Tractor	The Rock	743	80,000	10,000	70,000
5490-4600-0001	John Deere Tractor	Lockhart	1342	80,000	25,000	55,000
5490-4600-0001	All Terrain Loader	Tips - Fogo Processing	New	120,000	0	120,000
				704,000	161,000	543,000
			Total:	908,000	276,000	632,000
2019/20						
1060-4600-0001	4WD Dual Cab	DEES		44,000	35,000	9,000
1060-4600-0001	4WD Dual Cab	Facilities Officer		36,000	25,000	11,000
1060-4600-0001	4WD Dual Cab	Works Officer		36,000	25,000	11,000
1060-4600-0001	4WD Utility Tray	Environmental Officer	1516	35,000	15,000	20,000
1060-4600-0001	4WD Utility Tray	P&G The Rock	1515	35,000	15,000	20,000
				186,000	115,000	71,000
5490-4600-0001	Car Trailer	DS		10,000	1,000	9,000
5490-4600-0001	Tractor Mid Mount Mower	Lockhart		50,000	5,000	45,000
5490-4600-0001	Grader 12M	Works		350,000	75,000	275,000
				410,000	81,000	329,000
			Total:	596,000	196,000	400,000

ASSET REPLACEMENT PROGRAM 2019-2022						
	Description	LSC Officer	Plant No.	Estimated Purchase	Estimated Sale Price	Nett Cost
2020-21						
1060-4600-0001	Sedan	GM		44,000	20,000	24,000
1060-4600-0001	Sedan	DCCS		44,000	25,000	19,000
1060-4600-0001	4WD Dual Cab	MES		44,000	30,000	14,000
1060-4600-0001	Sedan	Manager Works		36,000	20,000	16,000
1060-4600-0001	Sedan	TEDO		36,000	20,000	16,000
				204,000	115,000	89,000
5490-4600-0001	Grader 12M	Works		350,000	75,000	275,000
5490-4600-0001	Truck P&G	P&G		85,000	15,000	70,000
5490-4600-0001	Truck - Concrete Crew	Works Crew		100,000	30,000	70,000
5490-4600-0001	4WD Utility Tray	Sewer		35,000	15,000	20,000
5490-4600-0001	Caterpillar Backhoe	Concrete Crew		170,000	50,000	120,000
				740,000	185,000	555,000
			Total:	944,000	300,000	644,000
2021-22						
1060-4600-0001	4WD Dual Cab	DEES		44,000	35,000	9,000
1060-4600-0001	4WD Dual Cab	Facilities Officer		36,000	25,000	11,000
1060-4600-0001	4WD Dual Cab	Works Officer		36,000	25,000	11,000
1060-4600-0001	4WD Utility Tray	Tips		35,000	15,000	20,000
1060-4600-0001	Utility	Mechanic		60,000	35,000	25,000
				211,000	135,000	76,000
5490-4600-0001	Truck P&G	P&G		80,000	15,000	65,000
5490-4600-0001	Truck P&G	P&G		80,000	15,000	65,000
5490-4600-0001	Stabiliser.Mixer	Works		100,000	10,000	90,000
5490-4600-0001	Loader 938	Works		270,000	110,000	160,000
5490-4600-0001	Loader 930	Works		245,000	80,000	165,000
5490-4600-0001	4 WD Utility	Noxious Weeds		50,000	15,000	35,000
5490-4600-0001	Mower	P&G		50,000	8,000	42,000
				875,000	253,000	622,000
			Total:	1,086,000	388,000	698,000

Section 356 Contributions	2018/19 SUBSIDIES
Pleasant Hills Community Hotel	\$ 6,000
Seniors Citizens Week Donations	\$ 600
Australia Day Hosting Committee Contribution	\$ 3,500
Unallocated for requests during year	\$ 42,000
1020-2308	\$ 52,100

Subsidies to public Hall Management Committees

The Rock Public Hall	\$ 5,000
Yerong Creek Public Hall	\$ 3,000
Urangeline Peace Hall	\$ 1,500
Bidgeemia Public Hall	\$ 1,500
Pleasant Hills Public Hall	\$ 3,000
Milbrulong Public Hall	\$ 1,500
3600-2265	\$ 15,500

Subsidies to Recreation Ground Management Committees

Lockhart & District Historical Society Museum	\$ 2,600
Lockhart Recreation Ground	\$ 12,500
Lockhart Showground & Racecourse	\$ 3,500
Osborne Recreation Ground	\$ 12,000
Pleasant Hills Recreation Reserve	\$ 1,500
The Rock Recreation Ground	\$ 12,500
The Rock Showground and Golf Course	\$ 1,800
Yerong Creek Recreation Ground	\$ 7,000
3680-2265	\$ 53,400