



LOCKHART SHIRE

Operational Plan Budget 2017 – 2018 Delivery Program Budget 2017 – 2021

BUDGETS & SUPPORTING DOCUMENTATION

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CONTENTS	Page(s)
PART 1: BUDGET ESTIMATES	
BUDGET SUMMARY - CONSOLIDATED GENERAL & SEWER FUNDS	4
BUDGET SUMMARY - GENERAL FUND	5
BUDGET SUMMARY - SEWER FUND	6
INCOME & EXPENDITURE - GENERAL FUND	7-19
CAPITAL WORKS, ACQUISITION & SALE OF ASSETS	20
MOVEMENT IN RESTRICTED ASSETS	21
INCOME & EXPENDITURE - SEWER FUND	22-23
PART 2: STATEMENT OF REVENUE POLICY	
RATES	25-31
SEWERAGE CHARGES	32-34
DOMESTIC WASTE MANAGEMENT	35-37
FEES AND PRICING POLICY (listed separately under Council Policies, Plans & Reports)	
LIST OF FEES AND CHARGES (listed separately under Council Policies, Plans & Reports)	
PRIVATE WORKS CHARGES	38
PART 3: BUSINESS ACTIVITIES, THEMES & STRATEGIES	
BUSINESS ACTIVITIES TO BE UNDERTAKEN BY COUNCIL	40-43
BORROWINGS	43
ROADS WORKS BUDGET	44
CAPITAL RENEWAL ROADS WORKS 2016-17 TO 2019-20	45
PROJECTED LOAN REPAYMENTS	46
COUNCIL OBJECTIVES FOR PLANT ACQUISITIONS/REPLACEMENTS AND MAINTENANCE	47
ASSET REPLACEMENT PROGRAM	48-49
SUBSIDIES TO RECREATION GROUND MANAGEMENT COMMITTEES	50
SUBSIDIES TO HALL & OTHER MANAGEMENT COMMITTEES	50

PART 1: BUDGET ESTIMATES

BUDGET SUMMARY - CONSOLIDATED GENERAL & SEWER FUNDS	2017/2021 DELIVERY PLAN			
	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
Income from Continuing Operations				
Rates & Annual Charges	3,249,907	3,318,120	3,389,023	3,476,166
User Charges & Fees	421,700	665,389	670,245	675,821
Interest & Investment Revenue	144,000	139,650	145,316	149,999
Other Revenues	183,680	180,680	180,980	181,280
Grants & Contributions provided for Operating Purposes	6,777,619	5,909,481	5,981,025	6,055,374
Grants & Contributions provided for Capital Purposes	556,407	720,000	720,000	-
Total Income from Continuing Operations	11,333,313	10,933,320	11,086,589	10,538,640
Expenses from Continuing Operations				
Employee Benefits & On-Costs	2,552,500	2,621,244	2,697,516	2,782,024
Borrowing Costs	91,500	102,499	101,419	99,416
Materials & Contracts	2,347,250	2,371,673	2,354,799	2,389,368
Depreciation & Amortisation	2,983,900	3,046,300	3,108,700	3,171,100
Other Expenses	1,174,104	1,202,991	1,228,796	1,278,581
Total Expenses from Continuing Operations	9,149,254	9,344,707	9,491,230	9,720,488
Net Operating Profit /(Loss) for the Year	2,184,059	1,588,613	1,595,359	818,152
Capital (Balance Sheet) and Reserve Movements				
Capital Expenditure	(6,967,601)	(6,698,000)	(5,498,000)	(3,965,000)
Loan Repayments (External)	(70,120)	(96,076)	(106,154)	(116,059)
New Loan Borrowings (External)	1,000,000	300,000	200,000	-
Proceeds from Sale of intangible & tangible Assets	246,000	417,000	195,000	285,550
Deferred Debtors and Advances received (External)	19,000	19,000	19,000	19,000
Net Transfers (to)/from Reserves	620,535	1,439,800	501,800	(197,200)
Total Capital (Balance Sheet) and Reserve Movements	(5,152,186)	(4,618,276)	(4,688,354)	(3,973,709)
Net Result (including Depreciation & Other non-cash items)	(2,968,127)	(3,029,663)	(3,092,995)	(3,155,557)
Add back Depreciation Expense (non-cash)	2,983,900	3,046,300	3,108,700	3,171,100
Budget Surplus/(Deficit)	15,773	16,637	15,705	15,543

BUDGET SUMMARY - GENERAL FUND	2017/2021 DELIVERY PLAN			
	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
Income from Continuing Operations				
Rates & Annual Charges	2,811,448	2,868,700	2,928,367	3,003,994
User Charges & Fees	414,700	658,214	662,891	668,283
Interest & Investment Revenue	118,000	113,000	118,000	122,000
Other Revenues	182,380	179,380	179,680	179,980
Grants & Contributions provided for Operating Purposes	6,767,019	5,898,616	5,969,888	6,043,959
Grants & Contributions provided for Capital Purposes	556,407	720,000	720,000	-
Total Income from Continuing Operations	10,849,954	10,437,910	10,578,826	10,018,216
Expenses from Continuing Operations				
Employee Benefits & On-Costs	2,533,500	2,601,674	2,677,359	2,761,262
Borrowing Costs	64,300	74,099	74,119	73,316
Materials & Contracts	2,072,750	2,061,939	2,089,671	2,118,686
Depreciation & Amortisation	2,818,900	2,877,300	2,935,700	2,994,100
Other Expenses	1,121,004	1,148,298	1,172,462	1,220,557
Total Expenses from Continuing Operations	8,610,454	8,763,310	8,949,311	9,167,921
Net Operating Profit /(Loss) for the Year	2,239,500	1,674,600	1,629,515	850,295
Capital (Balance Sheet) and Reserve Movements				
Capital Expenditure	(5,682,601)	(6,174,000)	(5,331,000)	(3,965,000)
Loan Repayments (External)	(36,220)	(58,076)	(67,154)	(75,659)
New Loan Borrowings (External)		300,000	200,000	-
Proceeds from Sale of intangible & tangible Assets	246,000	417,000	195,000	285,550
Deferred Debtors and Advances received (External)	19,000	19,000	19,000	19,000
Net Transfers (to)/from Reserves	405,535	955,800	430,800	(97,200)
Total Capital (Balance Sheet) and Reserve Movements	(5,048,286)	(4,540,276)	(4,553,354)	(3,833,309)
Net Result (including Depreciation & Other non-cash items)	(2,808,786)	(2,865,676)	(2,923,839)	(2,983,014)
Add back Depreciation Expense (non-cash)	2,818,900	2,877,300	2,935,700	2,994,100
Budget Surplus/(Deficit)	10,114	11,624	11,861	11,086

BUDGET SUMMARY - SEWER FUND	2017/2021 DELIVERY PLAN			
	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
Income from Continuing Operations				
Rates & Annual Charges	438,459	449,420	460,656	472,172
User Charges & Fees	7,000	7,175	7,354	7,538
Other Revenues	26,000	26,650	27,316	27,999
Interest & Investment Revenue	1,300	1,300	1,300	1,300
Grants & Contributions provided for Operating Purposes	10,600	10,865	11,137	11,415
Total Income from Continuing Operations	483,359	495,410	507,763	520,424
Expenses from Continuing Operations				
Employee Benefits & On-Costs	19,000	19,570	20,157	20,762
Borrowing Costs	27,200	28,400	27,300	26,100
Materials & Contracts	274,500	309,735	265,127	270,681
Depreciation & Amortisation	165,000	169,000	173,000	177,000
Other Expenses	53,100	54,693	56,334	58,024
Total Expenses from Continuing Operations	538,800	581,398	541,918	552,566
Net Operating Profit /(Loss) for the Year	(55,441)	(85,988)	(34,155)	(32,142)
Capital (Balance Sheet) and Reserve Movements				
Capital Expenditure	1,285,000	524,000	167,000	-
Loan Repayments (External)	33,900	38,000	39,000	40,400
New Loan Borrowings (External)	1,000,000	-	-	-
Net Transfers (to)/from Reserves	215,000	484,000	71,000	100,000
Total Capital (Balance Sheet) and Reserve Movements	(103,900)	(78,000)	(135,000)	(140,400)
Net Result (including Depreciation & Other non-cash items)	(159,341)	(163,988)	(169,155)	(172,542)
Add back Depreciation Expense (non-cash)	165,000	169,000	173,000	177,000
Budget Surplus/(Deficit)	5,659	5,012	3,845	4,458

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
	GOVERNANCE				
0500-2010-0000	Councillors Travel Exp & Sustenance	6,700	6,700	6,700	6,700
0500-2035-0000	Uniform Expenses - Councillors	500	1,000	1,000	1,000
0500-2070-0000	Training Expenses - Councillors	8,000	8,000	8,000	8,000
0500-2225-0000	Mayoral Allowance	25,250	25,900	26,550	27,200
0500-2230-0000	Councillors Fees	91,440	93,750	96,100	98,500
0500-2235-0000	Delegates Expenses - Councillors	12,000	12,485	12,747	13,015
0500-2245-0000	Members Accident Insurance	20,000	20,748	21,682	22,658
0500-2285-0000	Election Expenses	-	-	-	24,000
0500-2295-0000	Sustenance, Meals - Council	4,500	4,500	4,500	4,500
0500-2355-0000	Memberships	18,500	20,808	21,245	21,691
0500-2360-0000	Governance Other Exps	9,000	9,200	9,400	9,600
	Sub-Total Expenses	195,890	203,091	207,924	236,864
	ADMINISTRATION				
1020-1010-0000	Certificates - Section 603	5,500	5,500	5,500	5,500
1020-1020-0000	Sundry Admin Income GST	1,500	1,500	1,500	1,500
1020-1080-0000	Employees Contrib To Vehicle Exps	5,980	5,980	5,980	5,980
1020-1090-0000	Hire/Rental Of Council Chambers & Railway	750	750	750	750
1020-1093-0000	OHS - Incentive Payment & Rebates	12,000	12,000	12,000	12,000
	Sub-Total Income	25,730	25,730	25,730	25,730
1020-2000-0000	Admin - Salaries & Allowances	883,000	910,541	942,410	975,394
1020-2007-0000	Admin - OnCosts(Sup,W/C,FBT)	135,000	132,297	136,927	141,719
1020-2010-0000	Travelling - Admin	35,000	36,958	38,252	39,591
1020-2035-0000	Contribution For Corporate Uniforms	4,500	4,250	4,250	4,250
1020-2070-0000	Training	50,000	50,000	50,000	50,000
1020-2075-0000	Delegates Expenses	13,000	13,000	13,000	13,000
1020-2090-0000	REROC Membership	17,164	17,507	17,857	18,215
1020-2110-0000	Interest Expense - Loans	64,300	74,099	74,119	73,316
1020-2125-0000	Bank Charges	14,000	13,525	13,809	14,099
1020-2136-0000	Print & Copier Expenses	37,000	37,000	37,000	37,000
1020-2200-0000	Audit Fees	27,000	29,700	32,670	35,937
1020-2210-0000	Bad & Doubtful Debts	1,500	750	750	750

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
1020-2220-0000	Consultants	10,000	10,000	10,000	10,000
1020-2225-0000	Legal Expenses	1,500	2,000	2,000	2,000
1020-2245-0000	Insurance Expense	67,000	67,706	70,753	73,937
1020-2255-0000	Electricity - Admin Building	15,000	16,000	17,000	18,000
1020-2260-0000	Telephone Expenses	40,000	42,000	42,000	42,000
1020-2275-0000	Rates & Water Charges	3,000	3,100	3,200	3,300
1020-2305-0000	Advertising	6,500	5,500	5,500	5,500
1020-2308-0000	Section 356 Contributions	52,100	52,100	52,100	52,100
1020-2310-0000	Other Expenses Admin	10,000	10,000	10,000	10,000
1020-2311-0000	Valuation Fees	25,000	25,698	26,238	26,789
1020-2315-0000	Postage	10,000	10,000	10,000	10,000
1020-2320-0000	Stationery Supplies	14,000	14,000	14,000	14,000
1020-2325-0000	Printing Council Newsletter	15,000	15,000	15,000	15,000
1020-2330-0000	Repairs & Maintenance - Admin Building	7,500	7,500	7,500	7,500
1020-2335-0000	Cleaning Costs - Admin Building	20,000	20,808	21,245	21,691
1020-2345-0000	Grant Writer Expenses	10,000	10,000	10,000	10,000
1020-2355-0000	Subscriptions	8,000	8,000	8,000	8,000
1020-2370-0000	Website Fees/Charges	2,500	2,500	2,500	2,500
1020-2380-0000	IT/Software Lic Expenses	75,000	75,000	75,000	75,000
1020-2385-0000	Recruitment Expenses	7,000	7,000	7,000	7,000
	Sub-Total Expenses	1,680,564	1,723,539	1,770,080	1,817,588
	GENERAL REVENUE				
1040-1000-0000	Ordinary Farmland Rates	1,888,946	1,921,058	1,957,558	2,006,497
1040-1020-0000	Residential Rates	11,432	11,626	11,847	12,143
1040-1040-0000	Rural Residential Rates	38,206	38,856	39,594	40,584
1040-1050-0000	Business Rates	20,524	20,873	21,269	21,801
1040-1080-0000	Lockhart Residential Rates	156,668	159,331	162,359	166,418
1040-1110-0000	Lockhart Business Rates	55,652	56,598	57,673	59,115
1040-1140-0000	The Rock Residential Rates	143,941	146,388	149,169	152,899
1040-1180-0000	The Rock Business Rates	21,386	21,750	22,163	22,717
1040-1190-0000	Yerong Creek Residential Rates	17,873	18,177	18,522	18,985
1040-1200-0000	Yerong Creek Business Rates	4,690	4,770	4,860	4,982

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
SUB TOTAL	GENERAL RATES INCOME	2,359,318	2,399,426	2,445,016	2,506,141
1040-1225-0000	Interest On Rates	8,000	8,000	8,000	8,000
1040-1231-0000	Interest On Investment	110,000	105,000	110,000	114,000
1040-1400-0000	Financial Assistance Grant - General Component	2,127,399	2,191,289	2,224,158	2,257,520
1040-1410-0000	Grants - Pensioner Rate Subsidy	18,600	18,600	18,600	18,600
1040-2300-0000	Less: Pension Aband Rates Resid	33,800	35,166	35,904	36,658
	Total GENERAL REVENUE Income	2,230,199	2,287,723	2,324,854	2,361,462
	ENGINEERING & WORKS				
1060-1355-0000	Plant Hire Income	1,600,000	1,600,000	1,600,000	1,600,000
1060-1375-0000	Engineer & Works-Diesel Fuel Rebate	50,000	45,000	45,000	45,000
1080-1600-0000	Outdoor Staff - Oncost Recoveries	580,000	580,000	580,000	580,000
1060-1520-0000	Other Income - HVIS & Oversize Permits	500	2,200	2,200	2,200
	Sub-Total Income	2,230,500	2,227,200	2,227,200	2,227,200
1060-2000-0000	Engineering - Salaries & Allowances	364,000	374,920	386,168	397,753
1060-2007-0000	Engineering - OnCosts(Sup,W/C,FBT)	70,000	70,701	73,176	75,737
1060-2010-0000	Engineering - Travelling	37,000	38,564	39,914	41,311
1060-2360-0000	Engineering - Other Expenses	4,500	4,000	4,000	4,000
1060-2390-0000	Depot Expenses	45,000	45,000	45,000	45,000
1080-2005-0000	Outdoor Staff - Leave All Types	180,000	200,000	210,000	220,000
1080-2007-0000	Outdoor Staff - On Costs (Superannuation)	205,000	212,103	219,527	227,210
1080-2035-0000	Outdoor Staff - Safety Equipment PPE	15,000	15,000	15,000	15,000
1080-2040-0000	Outdoor Staff - W/Comp Insurances	105,000	100,000	95,000	95,000
1080-2045-0000	Outdoor Staff - W/Comp Excess	1,500	1,200	1,200	1,200
1080-2500-0000	Plant Running Expenses	900,000	950,000	950,000	950,000
	Sub-Total Expenses	1,927,000	2,011,488	2,038,985	2,072,211
	Net Result Surplus/(Deficit)	303,500	215,712	188,215	154,989
	DEPRECIATION				
1490-2900-0000	Depreciation - Plant & Equipment	492,000	502,000	512,000	522,000
1490-2905-0000	Depreciation - Office Equipment	34,000	35,000	36,000	37,000
1490-2910-0000	Depreciation - Furniture & Fittings	9,200	9,400	9,600	9,800
1490-2915-0000	Depreciation - Buildings Non Specialised	25,500	26,000	26,500	27,000

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
1490-2920-0000	Depreciation - Buildings Specialised	206,000	210,000	214,000	218,000
1490-2925-0000	Depreciation - Structures	116,000	118,500	121,000	123,500
1490-2930-0000	Depreciation - Roads, Bridges, Footpaths	1,930,000	1,970,000	2,010,000	2,050,000
1490-2935-0000	Depreciation - Stormwater Drainage	6,200	6,400	6,600	6,800
		2,818,900	2,877,300	2,935,700	2,994,100
	FIRE PROTECTION				
1540-1420-0000	Grant - Hazard Reduction BRIMS	22,400	25,000	25,000	25,000
	Sub-Total Income	22,400	25,000	25,000	25,000
1540-2265-0000	NSW Rural Fire Service - Contribution	162,000	166,000	170,000	173,500
1540-2270-0000	Fire & Rescue NSW - Contribution	17,500	18,000	18,500	19,000
1540-2245-0000	Bush Fire Facilities - Insurance	3,000	3,058	3,196	3,340
1540-2275-0000	Bush Fire - Rates & Water Charges	3,400	3,451	3,503	3,555
1540-2333-0000	Hazard Reduction Expenses BRIMS	22,400	25,000	25,000	25,000
1540-2346-0000	Bush Fire - Other Expenses	3,500	3,500	3,500	3,500
	Sub-Total Expenses	211,800	219,009	223,699	227,895
	Net Result Surplus/(Deficit)	189,400	194,009	198,699	202,895
	ANIMAL CONTROL				
1560-1110-0000	Dog Impounding Fees	750	750	750	750
1560-1130-0000	Registration Income	1,500	1,500	1,500	1,500
	Sub-Total Income	2,250	2,250	2,250	2,250
1560-2270-0000	Registration Expenses	4,500	4,500	4,500	4,500
	Sub-Total Expenses	4,500	4,500	4,500	4,500
	Net Result Surplus/(Deficit)	2,250	2,250	2,250	2,250
	EMERGENCY SERVICES				
1620-2275-0000	SES - Rates & Water Charges	2,200	2,289	2,335	2,382
1620-2290-0000	SES - Yearly Contributions	5,500	6,000	6,500	7,000
1620-2330-0000	SES - Working Expenses	2,000	1,500	1,500	1,500
	Sub-Total Expenses	9,700	9,789	10,335	10,882
	ENVIRONMENTAL SERVICES				
2020-1140-0000	Env Services - DA Fees	18,000	18,000	18,000	18,000
2020-1144-0000	Env Services - Subdivision Fees	2,000	2,000	2,000	2,000
2020-1150-0000	Env Services - Food Inspections	2,500	2,500	2,500	2,500

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
2020-1155-0000	Env Services - 149 Planning Certificates	6,500	6,500	6,500	6,500
2020-1160-0000	Env Services - Construction Certificates	8,000	8,000	8,000	8,000
2020-1165-0000	Env Services - Other Fees	5,000	4,000	4,000	4,000
2020-1170-0000	Env Services - Occupation Certificates	4,000	3,000	3,000	3,000
2020-1175-0000	Env Services - Compliance Certificate	2,000	2,000	2,000	2,000
2020-1180-0000	Env Services - Applic to Install Plumb & Drain	3,000	3,000	3,000	3,000
2020-1405-0000	Env Services - S94A Contributions	18,000	20,000	20,000	22,000
	Sub-Total Income	69,000	69,000	69,000	71,000
2020-2000-0000	Env Services - Salaries & Allowances	174,000	179,000	184,000	190,000
2020-2007-0000	Env Services - OnCosts(Sup,W/C,FBT)	34,000	35,000	36,000	37,000
2020-2010-0000	Env Services - Travelling Expenses	14,500	10,712	11,087	11,475
2020-2275-0000	Env Services - Consultants	5,000	-	-	-
2020-2280-0000	Env Services - Food Shop Inspections	2,500	2,500	2,500	2,500
2020-2330-0000	Env Services - Early Warning System Exps	8,000	8,000	8,000	8,000
2020-2355-0000	Env Services - Accreditation Fees	3,000	3,000	3,000	3,000
2020-2360-0000	Env Services - Other Expenses	500	500	500	500
	Sub-Total Expenses	241,500	238,712	245,087	252,475
	Net Result Surplus/(Deficit)	172,500	169,712	176,087	181,475
	FLOOD STUDIES & MITIGATION WORKS				
2020-1411-0000	Env Services - Flood Mit. Voluntary Purchase Grant	540,000	257,000	257,000	257,000
	Sub-Total Income	540,000	257,000	257,000	257,000
2020-2340-0000	Env Services - Flood Mit. Voluntary Purchase	630,000	300,000	300,000	300,000
	Sub-Total Expenses	630,000	300,000	300,000	300,000
	Net Result Surplus/(Deficit)	90,000	43,000	43,000	43,000
	NOXIOUS WEEDS				
2100-1400-0000	Noxious Plt-Grants - Inspectorial	54,800	55,091	55,917	56,756
2100-1420-0000	Grants - VCL - Noxious Pests	3,000	3,000	3,000	3,000
	Sub-Total Income	57,800	58,091	58,917	59,756
2100-2000-0000	Noxious Weeds - Inspectors Salary	61,000	62,500	64,000	65,600
2100-2007-0000	Noxious Weeds - OnCosts(Sup,W/C,FBT)	9,500	9,800	10,000	10,250
2100-2010-0000	Noxious Weeds - Travelling	4,500	4,500	4,500	4,500
2100-2280-0000	Destruction Of Pests	6,000	6,000	6,000	6,000

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
2100-2281-0000	Landcare Expenses - Environmental Weeds	6,000	6,000	6,000	6,000
2100-2283-0000	Noxious Weeds - Invasive Weeds LCA Lands	37,000	38,495	39,265	40,050
2100-2285-0000	Noxious Weeds - Other Expenditure	750	750	750	750
2100-2365-0000	Noxious Weeds - ERNWAG M'Ship	2,600	2,861	2,921	2,982
	Sub-Total Expenses	127,350	130,906	133,436	136,132
	Net Result Surplus/(Deficit)	69,550	72,815	74,519	76,376
	OUT OF SCHOOL HOURS CARE				
2560-1205-0000	OSHC - Customer Payments	88,000	90,600	93,300	96,200
2560-1405-0000	OSHC - Australian Government Operating Grant	27,000	27,000	27,000	27,000
	Sub-Total Income	115,000	117,600	120,300	123,200
2560-2000-0000	OSHC - Wages & Salaries	90,000	92,000	94,000	96,000
2560-2007-0000	OSHC - On Costs (Super & W/Comp)	9,000	9,200	9,400	9,600
2560-2370-0000	OSHC - Sundry Expenses	15,000	15,500	16,000	16,500
	Sub-Total Expenses	114,000	116,700	119,400	122,100
	Net Result Surplus/(Deficit)	1,000	900	900	1,100
	YOUTH SERVICES				
2580-1400-0000	Grant - Youth Week	1,200	1,200	1,200	1,200
2580-2265-0000	Youth Services	9,000	9,000	9,000	9,000
2580-2270-0000	Youth Officer	23,000	23,000	23,000	23,000
2600-2270-0000	KAB NSW - EnviroMentors	3,500	3,500	3,500	3,500
	Sub-Total Expenses	35,500	35,500	35,500	35,500
	Net Result Surplus/(Deficit)	34,300	34,300	34,300	34,300
	MAGNOLIA LODGE				
2622-1345-0000	Magnolia Lodge - Rent	37,000	37,000	37,000	37,000
2622-2245-0000	Magnolia Lodge - Insurance	4,300	4,805	5,021	5,247
2622-2255-0000	Magnolia Lodge - Electricity	1,500	1,717	1,837	1,966
2622-2275-0000	Magnolia Lodge - Rate & Water Charges	11,000	11,400	11,800	12,200
2622-2330-0000	Magnolia Lodge - Repairs & Maint	15,000	15,606	15,918	16,236
	Sub-Total Expenses	31,800	33,528	34,576	35,649
	Net Result Surplus/(Deficit)	5,200	3,472	2,424	1,351
	COUNCIL HOUSING				
3022-1345-0000	Dwellings - Rent	29,000	29,000	29,000	29,000

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
3022-2245-0000	Dwellings - Insurance	5,900	5,133	5,364	5,605
3022-2275-0000	Dwellings - Rates & Water Charges	5,600	5,900	6,300	6,600
3022-2330-0000	Dwellings - Repairs & Maint	9,000	9,364	9,551	9,742
	Sub-Total Expenses	20,500	20,397	21,215	21,947
	Net Result Surplus/(Deficit)	8,500	8,603	7,785	7,053
	YOUTH FLATS				
3024-1346-0000	Youth Flats - Rents	13,500	13,500	13,500	13,500
3024-2275-0000	Youth Flats - Rates & Water Charges	4,400	4,370	4,457	4,546
3024-2285-0000	Youth Flats - Insurance	1,900	2,075	2,168	2,266
3024-2330-0000	Youth Flats - Repairs & Maint	8,000	8,000	8,000	8,000
	Sub-Total Expenses	14,300	14,445	14,625	14,812
	Net Result Surplus/(Deficit)	800	945	1,125	1,312
	DOMESTIC WASTE MANAGEMENT				
3060-1000-0000	DWM Charge - Residential	351,168	363,995	374,915	386,162
3060-1010-0000	DWM Charge - Residential Vacant	10,659	11,033	11,364	11,705
3060-1020-0000	WM - Additional Collections	8,174	8,147	8,391	8,643
3060-1030-0000	WM - Non-Residential	45,384	47,629	49,058	50,530
3060-1040-0000	WM - Non-Residential Additional Services	14,152	15,023	15,474	15,938
3060-1015-0000	WM - Non-Residential Vacant	3,162	3,289	3,388	3,490
3060-1070-0000	Tip Availability Fee	19,431	20,157	20,762	21,385
3060-1135-0000	Tipping Fees	18,000	15,914	16,391	16,883
3060-1340-0000	WM - Sale of Big Bins	3,000	3,000	3,000	3,000
3060-1410-0000	Pensioner Rebate - DWM	19,000	19,368	19,659	19,954
	Sub-Total Income	492,130	507,555	522,402	537,690
3060-2265-0000	Tidy Towns Competition	1,200	2,000	2,000	2,000
3060-2275-0000	Rubbish Tip - Rates Council Property	1,100	936	955	974
3060-2280-0000	Waste Management - Other	20,000	20,808	21,224	21,648
3060-2281-0000	Kerbside Pickup Program	15,000	15,000	15,000	15,000
3060-2300-0000	Pensioner Abandoned Rates - Combined	35,000	36,206	36,966	37,742
3060-2301-0000	Recycling - Lions Club Lockhart	3,200	3,200	3,200	3,200
3060-2302-0000	Recycling Expenses	2,500	2,500	2,500	2,500
3060-2303-0000	Recycling Charges - Cleanaway	89,000	92,000	95,000	98,000

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
3060-2304-0000	Waste Mgt Charges - Cleanaway	108,000	111,000	114,000	117,000
3060-2330-0000	Rubbish Tips - Operating Costs	200,000	200,000	200,000	200,000
	Sub-Total Expenses	475,000	483,650	490,845	498,064
	Net Result Surplus/(Deficit)	17,130	23,905	31,557	39,626
	PUBLIC CEMETERIES & TOILETS				
3180-1100-0000	Public Cemeteries	50,000	42,000	42,000	42,000
3180-2275-0000	Public Cemeteries - Rates & Water Charges	10,000	10,404	10,612	10,824
3180-2330-0000	Public Cemeteries - Repairs & Mntce	66,000	68,666	70,039	71,440
	Sub-Total Expenses	76,000	79,070	80,651	82,264
	Net Result Surplus/(Deficit)	26,000	37,070	38,651	40,264
	HERITAGE				
3220-1400-0000	Heritage Grants	4,000	4,000	4,000	4,000
3220-1420-0000	Heritage Advisor Grant	5,000	5,000	5,000	5,000
	Sub-Total Income	9,000	9,000	9,000	9,000
3220-2360-0000	Heritage Advisor	12,000	12,000	12,000	12,000
3220-2365-0000	Heritage Fund	15,000	15,000	15,000	15,000
3220-2375-0000	Heritage Other Expenses	500			
	Sub-Total Expenses	27,500	27,000	27,000	27,000
	Net Result Surplus/(Deficit)	18,500	18,000	18,000	18,000
	PUBLIC LIBRARIES				
3520-1400-0000	Library - Per Capita Subsidy	15,600	15,600	15,600	15,600
3520-1410-0000	Library - Local Special Project Grant	4,500	4,500	4,500	4,500
		20,100	20,100	20,100	20,100
3520-2000-0000	Library - Salaries & Wages	3,000	3,428	3,548	3,672
3520-2265-0000	Library - Contribution To R.R.L.	112,000	114,500	116,800	119,000
3520-2270-0000	Library - Wi Fi Expenditure	2,000	2,000	2,000	2,000
3520-2360-0000	Library - Other Expenses	1,000	1,800	1,800	1,800
	Sub-Total Expenses	118,000	121,728	124,148	126,472
	Net Result Surplus/(Deficit)	97,900	101,628	104,048	106,372
	MUSEUMS				
3540-1403-0000	Musuem - Advisor Grant	7,000	7,000	7,000	7,000
3540-1405-0000	Museum - Advisor Travel Grant	3,000	2,850	2,850	2,850

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
	Sub-Total Income	10,000	9,850	9,850	9,850
3540-2270-0000	Museum - Advisor	14,000	14,000	14,000	14,000
3540-2271-0000	Museum - Advisor Travel	3,000	3,000	3,000	3,000
3540-2272-0000	Museum - Advisor Special Projects	1,000	1,000	1,000	1,000
3540-2275-0000	Museum - Rates & Water Charges	2,200	2,250	2,300	2,400
3540-2280-0000	Museum - Other Expenses	500	500	500	500
3540-2330-0000	Museum - Restoration R&M	1,000	1,000	1,000	1,000
	Sub-Total Expenses	21,700	21,750	21,800	21,900
	Net Result Surplus/(Deficit)	11,700	11,900	11,950	12,050
	PUBLIC HALLS				
3600-2265-0000	Public Halls - Subsidies S356	15,500	15,500	15,500	15,500
3600-2330-0000	Public Halls - Repairs & Maint	4,000	5,000	5,000	5,000
	Sub-Total Expenses	19,500	20,500	20,500	20,500
	OTHER CULTURAL SERVICES				
3620-2263-0000	Purchase SOL Artworks	1,000	1,000	1,000	1,000
3620-2265-0000	Contribution To ERAP	3,900	3,900	3,900	3,900
	Sub-Total Expenses	4,900	4,900	4,900	4,900
	LOCKHART POOL				
3644-2100-0000	Lockhart Pool - Contractor Payments	18,000	20,000	20,000	20,000
3644-2245-0000	Lockhart Pool - Insurance	6,600	7,426	7,760	8,109
3644-2255-0000	Lockhart Pool - Electricity	9,500	10,000	10,500	11,000
3644-2260-0000	Lockhart Pool - Telephone	200	200	200	200
3644-2275-0000	Lockhart Pool - Rates & Water Charges	6,000	6,200	6,300	6,400
3644-2330-0000	Lockhart Pool - Repairs & Maint	25,000	20,000	20,000	20,000
	Sub-Total Expenses	65,300	63,826	64,760	65,709
	THE ROCK POOL				
3646-2100-0000	The Rock Pool - Contractor Payments	18,000	20,000	20,000	20,000
3646-2245-0000	The Rock Pool - Insurance	6,800	8,299	8,672	9,062
3646-2255-0000	The Rock Pool - Electricity	4,500	5,152	5,513	5,899
3646-2260-0000	The Rock Pool - Telephone	200	200	200	200
3646-2275-0000	The Rock Pool - Rates & Water Charges	6,300	6,500	6,700	6,900
3646-2330-0000	The Rock Pool - Repairs & Maint	20,000	15,000	15,000	15,000

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
	Sub-Total Expenses	55,800	55,151	56,085	57,061
	PARKS & GARDENS				
3680-2000-0000	Parks & Gardens - Inspections	3,200	3,500	3,700	3,850
3680-2245-0000	Parks & Gardens - Insurance	2,900	3,276	3,423	3,577
3680-2255-0000	Parks & Gardens - Electricity	5,600	5,725	6,126	6,555
3680-2265-0000	Parks & Gardens - S.356 Sub To Comm	52,400	52,400	52,400	52,400
3680-2275-0000	Parks & Gardens - Rates & Water	23,000	23,500	24,000	24,500
3680-2330-0000	Parks & Gardens - Repairs & Maint	257,000	265,000	274,000	284,000
3680-2331-0000	Public Toilets - Repairs & Maint	27,000	27,000	27,000	27,000
3680-2346-0000	Parks & Gardens - Minor Plant Purch	4,000	4,000	4,000	4,000
	Sub-Total Expenses	375,100	384,401	394,649	405,882
	QUARRIES & PITS				
4560-2275-0000	Quarries - Rates & Water Charges	3,900	4,162	4,245	4,330
4560-2390-0000	Quarries Operating Expenses	1,500	1,500	1,500	1,500
	Sub-Total Expenses	5,400	5,662	5,745	5,830
	TRANSPORT & ROADS				
5020-1400-0000	PAMP Grant - Pedestrian Access & Mobility Plan	22,500	22,500	22,500	22,500
5040-1400-0000	Block Grant - Regional Rds Op	874,000	874,000	891,000	908,000
5040-1410-0000	Block Grant - Regional Rds Supplementary Op	101,000	101,000	101,000	101,000
5040-1420-0000	Block Grant - Regional Rds Traffic Control Op	68,000	68,000	69,000	70,000
5040-1480-0000	RMS Grant - Reg Rds Repair Program - RRRP	170,000	170,000	170,000	170,000
5080-1480-0000	Financial Assistance Grant - Roads Component	1,247,983	1,285,704	1,304,990	1,324,565
5080-1490-0000	R2R Grant - Roads To Recovery Program	1,413,037	720,914	720,914	720,914
	Sub-Total Income	3,896,520	3,242,118	3,279,404	3,316,979
5020-2330-0000	Urban Roads R&M	20,000	20,000	20,000	20,000
5040-2330-0000	Regional Roads R&M	290,000	290,000	290,000	290,000
5065-2330-0000	Rural Rds Sealed R&M	160,000	175,000	175,000	175,000
5100-2330-0000	Rural Rds Unsealed R&M	480,000	480,000	480,000	480,000
5100-2331-0000	Culverts R&M	30,000	30,000	30,000	30,000
5260-2330-0000	Footpaths, Kerb&Gutter R&M	10,000	10,000	10,000	10,000
	Sub-Total Expenses	990,000	1,005,000	1,005,000	1,005,000
5280-2330-0000	Airstrip Maintenance	8,000	8,000	8,000	8,000

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
5320-2330-0000	Bus Shelters Repairs & Maint	2,000	2,000	2,000	2,000
5400-2330-0000	Street Lighting	49,000	53,000	56,000	59,000
5420-2265-0000	Road Safety Officer	20,000	20,000	20,000	20,000
5420-2330-0000	Trees - Repairs & Maint	65,000	65,000	65,000	65,000
5425-2332-0000	Street Cleaning - Repairs & Maint	50,000	50,000	50,000	50,000
	Sub-Total Expenses	194,000	198,000	201,000	204,000
	Sub-Total Expenses	1,184,000	1,203,000	1,206,000	1,209,000
	Net Result Surplus/(Deficit)	2,712,520	2,039,118	2,073,404	2,107,979
	CARAVAN PARK				
5540-1150-0000	Caravan Park - Rent	40,000	43,000	44,500	46,500
5540-1170-0000	Caravan Park - Washing Machine	500	500	500	500
	Sub-Total Income	40,500	43,500	45,000	47,000
5540-2255-0000	Caravan Park - Electricity Charges	9,500	9,732	10,413	11,142
5540-2275-0000	Caravan Park - Rates & Water Charges	7,500	7,700	7,900	8,100
5540-2290-0000	Caravan Park - Caretakers Commission	28,600	28,600	28,600	28,600
5540-2330-0000	Caravan Park - Repairs & Maint	13,000	13,000	13,000	13,000
	Sub-Total Expenses	58,600	59,032	59,913	60,842
	Net Result Surplus/(Deficit)	18,100	15,532	14,913	13,842
	TOURISM & AREA PROMOTION				
5560-2070-0000	Tourism - Delegates Expenses	2,400	2,400	2,400	2,400
5560-2265-0000	Tourism - Memberships	7,500	7,500	7,500	7,500
5560-2305-0000	Tourism - Advertising	31,000	31,000	31,000	31,000
5560-2308-0000	Tourism - Printing	3,000	3,000	3,000	3,000
5560-2315-0000	Tourism - Promotional Material	3,000	3,000	3,000	3,000
5560-2320-0000	Tourism - Workshop Expenses	2,500	2,500	2,500	2,500
5560-2330-0000	Tourism - Information Bay	4,300	4,300	4,300	4,300
5560-2350-0000	Economic Development Promotion	10,000	10,000	10,000	10,000
5560-2360-0000	Tourism - Other Expenses	1,000	1,040	1,061	1,082
	Sub-Total Expenses	64,700	64,740	64,761	64,782
	INDUSTRIAL DEVELOPMENT				
5580-2330-0000	Industrial Park - Repairs & Maint	1,000	1,000	1,000	1,000
5580-2375-0000	Industrial Park - Rates & Water Charges	10,000	10,404	10,612	10,824

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
	Sub-Total Expenses	11,000	11,404	11,612	11,824
	REAL ESTATE DEVELOPMENT				
5620-2275-0000	Real Estate - Rates On Land For Sales	16,500	16,750	17,000	17,250
	PRIVATE & OTHER WORKS				
5662-1125-0000	Private Works Minor	10,000	10,000	10,000	10,000
5662-1130-0000	Private Works Major	150,000	400,000	400,000	400,000
	Sub-Total Income	160,000	410,000	410,000	410,000
5662-2375-0000	Private Works Expense	150,000	380,000	380,000	380,000
	Net Result Surplus/(Deficit)	10,000	30,000	30,000	30,000
	OFFICES & LEASES				
5664-1345-0000	Offices & Leases - Income	7,000	7,000	7,000	7,000
5664-2245-0000	Offices & Leases - Insurance	900	655	684	715
5664-2275-0000	Offices & Leases - Rates & Water	13,500	13,700	13,900	14,100
5664-2330-0000	Offices & Leases - Repairs & Maintenance	5,000	5,202	5,306	5,412
	Sub-Total Expenses	19,400	19,557	19,890	20,227
	Net Result Surplus/(Deficit)	12,400	12,557	12,890	13,227
	LOCKHART MEMORIAL HALL				
5667-1901-0000	Lockhart Memorial Hall - Hire Income	1,200	1,200	1,200	1,200
5667-2245-0000	Lockhart Memorial Hall - Insurance	3,100	3,494	3,651	3,815
5667-2275-0000	Lockhart Memorial Hall - Rates & Water Charges	1,100	1,301	1,327	1,354
5667-2330-0000	Lockhart Memorial Hall - Repairs & Maint	3,000	3,121	3,183	3,247
5667-2335-0000	Lockhart Memorial Hall - Electricity	2,200	2,519	2,695	2,884
	Sub-Total Expenses	9,400	10,435	10,856	11,300
	Net Result Surplus/(Deficit)	8,200	9,235	9,656	10,100
	THE ROCK MEDICAL CENTRE				
5670-1901-0000	The Rock Med Centre - Rent	12,500	12,700	12,900	13,100
5670-2245-0000	The Rock Med Centre - Insurance	2,000	2,238	2,339	2,444
5670-2275-0000	The Rock Med Centre - Rates & Water Charges	1,200	1,248	1,273	1,298
5670-2300-0000	The Rock Med Centre - R & M	3,000	3,121	3,183	3,247
	Sub-Total Expenses	6,200	6,607	6,795	6,989
	Net Result Surplus/(Deficit)	6,300	6,093	6,105	6,111

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
	LOCKHART MEDICAL CENTRE				
5675-1900-0000	Lockhart Med Centre - Rent	7,900	8,000	8,100	8,200
5675-2245-0000	Lockhart Med Centre - Insurance	3,100	3,494	3,651	3,815
5675-2256-0000	Lockhart Med Centre - Electricity	1,250	1,432	1,532	1,639
5675-2275-0000	Lockhart Med Centre - Rates & Water Charges	1,500	1,509	1,539	1,570
5675-2300-0000	Lockhart Med Centre - Repairs & Maint	3,500	3,641	3,714	3,788
	Sub-Total Expenses	9,350	10,076	10,436	10,812
	Net Result Surplus/(Deficit)	1,450	2,076	2,336	2,612
	Total Operating Income	10,293,547	9,717,909	9,858,827	10,018,216
	Total Operating Expenditure	8,690,454	8,843,309	9,029,312	9,247,921
	Net Operating Surplus/(Deficit)	1,603,093	874,600	829,515	770,295

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
CAPITAL WORKS, ACQUISITION & SALE OF ASSETS					
TRANSPORT & COMMUNICATION					
5040-4600-0000	Regional Roads	950,000	900,000	925,000	925,000
5065-4600-0000	Rural Roads Sealed	1,832,459	1,200,000	1,200,000	1,210,000
5110-4600-0000	Unsealed Rural Roads	740,000	716,000	716,000	716,000
5260-4600-0000	Footpath Construction	45,000	45,000	45,000	45,000
5265-4600-0000	Kerb & Gutter	30,000	40,000	40,000	40,000
	Sub-Total Roads Capital Expenses	3,597,459	2,901,000	2,926,000	2,936,000
5490-4900-0000	Asset Sales - Plant & Equipment	246,000	417,000	195,000	285,550
1490-3289-0000	Real Estate & Other Deferred Debtors	19,000	19,000	19,000	19,000
	Sub-Total Other Capital Income	265,000	436,000	214,000	304,550
FLOOD STUDIES & MITIGATION WORKS					
2020-1410-0000	Env Services - Flood Mit. Construction Grant	556,407	720,000	720,000	-
	Sub-Total Income	556,407	720,000	720,000	-
2020-4600-0000	Env Services - Flood Mit. Construction	649,142	840,000	840,000	-
	Sub-Total Expenses	649,142	840,000	840,000	-
	Net Result Surplus/(Deficit)	(92,735)	(120,000)	(120,000)	-
SWIMMING POOLS IMPROVEMENTS					
3644-1210-0000	Swimming Pool Loan Funds (refer note p21)		300,000	200,000	
3644-4600-0001	Swimming Pools Capital Works (refer note p21)		1,200,000	800,000	
CAPITAL WORKS & ACQUISITIONS					
1020-4605-0000	Computer Asset Purchases	43,000	50,000	50,000	50,000
1490-5100-0000	Loans - Repayments (Principal)	36,220	58,076	67,154	75,659
1060-4610-0000	Depots Improvements	25,000	25,000	25,000	25,000
2020-4605-0000	Dog Pound Upgrade	8,000			
3680-4600-0000	Parks & Gardens Improvements	35,000	30,000	30,000	30,000
5490-4600-0001	Keys & Padlock System	30,000			
5990-3370-0000	Land Development - Carson Rd	350,000			
5490-4600-0000	Asset Purchases - Plant & Equipment	945,000	1,128,000	660,000	924,000

GENERAL FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
	Sub-Total Other Capital Expenses	1,472,220	1,291,076	832,154	1,104,659
	TOTAL CAPITAL INCOME	821,407	1,456,000	1,134,000	304,550
	TOTAL CAPITAL EXPENDITURE	5,718,821	6,232,076	5,398,154	4,040,659
	CAPITAL SURPLUS/(DEFICIT)	(4,897,414)	(4,776,076)	(4,264,154)	(3,736,109)
MOVEMENTS IN RESTRICTED ASSETS					
1490-1716-0000	Transfer from:Infrastructure Reserve-Flood Mitigation	92,735	120,000	120,000	
1490-1716-0000	Transfer from:Infrastructure Reserve-Carson Rd, The Rock	350,000			
1490-1716-0000	Transfer from:Infrastructure Reserve-Swimming Pools		900,000	600,000	
1490-1715-0000	Transfer from:Election Expenses				24,000
	Total Transfers from Reserves	442,735	1,020,000	720,000	24,000
1490-2704-0000	Transfer to:Plant Reserve				
1490-2715-0000	Transfer to:Future Election Expenses	6,000	6,000	6,000	6,000
1490-2716-0000	Transfer to:Future Infrastructure Reserve	-	25,000	250,000	80,000
1490-2717-0000	Transfer to:Natural Disaster	11,200	11,200	11,200	11,200
1490-2728-0000	Transfer to: S94A Reserve	18,000	20,000	20,000	22,000
1490-2725-0000	Transfer to:Future Landfill Land Acquisition	2,000	2,000	2,000	2,000
	Total Transfers to Reserves	37,200	64,200	289,200	121,200
	Net Transfer (to)/from Reserves	405,535	955,800	430,800	97,200
1060-1550-0000	Amounts Payable By Other Fund	80,000	80,000	80,000	80,000
	Total INCOME from Other Funds	80,000	80,000	80,000	80,000
	Sub Total NET Surplus/(Deficit)	(2,808,786)	(2,865,676)	(2,923,839)	(2,983,014)
	Add Back Depreciation	2,818,900	2,877,300	2,935,700	2,994,100
	Budget Surplus/(Deficit)	10,114	11,624	11,861	11,086

The Draft Budget includes Swimming Pools Capital Works totalling \$2million in 2018/19 and 2019/20 to carry out necessary repairs to the Lockhart and The Rock swimming pools. However Council has flagged its intention to make representations to Government and pursue grant opportunities which, if successful, will enable the full refurbishment of the swimming pools at an estimated cost of \$4.2million.

SEWER FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
8405-1010-0000	Sewer Residential	333,135	341,463	350,000	358,750
8405-1020-0000	Sewer Residential Vacant	21,250	21,781	22,326	22,884
8405-1025-0000	Sewer Non-Residential	75,417	77,303	79,235	81,216
8405-1060-0000	Sewer Non-Residential Vacant	8,656	8,873	9,094	9,322
8405-1100-0000	Treated Effluent Water-Lockhart	7,000	7,175	7,354	7,538
8405-1200-0000	Sewer Interest On Investments	24,000	24,600	25,215	25,845
8405-1220-0000	Sewer Interest on Rates	2,000	2,050	2,101	2,154
8405-1310-0000	Sewer Connection Fees	1,300	1,300	1,300	1,300
8405-1410-0000	Sewer Pensioner Rebate	10,600	10,865	11,137	11,415
	Total Operating Income	483,359	495,410	507,763	520,424
Operating Expenditure					
8405-2005-0000	Sewer All Leave Types	9,000	9,270	9,548	9,835
8405-2007-0000	Sewer OnCosts(Super, W/Comp)	7,000	7,210	7,426	7,649
8405-2070-0000	Sewer Training	3,000	3,090	3,183	3,278
8405-2110-0000	Sewer Interest - Loans	27,200	28,400	27,300	26,100
8405-2220-0000	Sewer Consultants	20,000	50,000	-	-
8405-2245-0000	Sewer Insurances	1,600	1,648	1,697	1,748
8405-2255-0000	Sewer Treatment Works Electricity	32,000	32,960	33,949	34,967
8405-2260-0000	Sewer Telephone	1,000	1,030	1,061	1,093
8405-2275-0000	Sewer Rates & Water Charges	8,500	8,755	9,018	9,288
8405-2280-0000	Sewer Sundries	2,000	2,060	2,122	2,185
8405-2300-0000	Sewer Pensioner Rebate Exp	19,500	20,085	20,688	21,308
8405-2330-0000	Effluent Reuse R&M	18,000	18,540	19,096	19,669
8405-2331-0000	Sewer Mains R&M	15,000	15,450	15,914	16,391
8405-2332-0000	Sewer Pump Stations R&M	30,000	30,900	31,827	32,782
8405-2333-0000	Sewer Treatment Works R&M	100,000	103,000	106,090	109,273
8405-2900-0000	Sewer Depreciation	165,000	169,000	173,000	177,000
Total Operating Expenditure		458,800	501,398	461,918	472,566
Operating Surplus/(Deficit)		24,559	(5,988)	45,845	47,858

SEWER FUND - INCOME & EXPENDITURE		2017/2021 DELIVERY PLAN			
G/L Account No.	Description	2017/18 Operational Plan Estimates	2018/19 Estimates Year 2	2019/20 Estimates Year 3	2020/21 Estimates Year 4
Capital Income					
8405-1230-0000	Sewer Expansion Loan	1,000,000			
		1,000,000	-	-	-
Capital Renewals					
8405-4600-0000	Sewer Capital Renewals	185,000	74,000	167,000	
8405-4600-0001	Sewer Expansion The Rock	1,100,000	450,000		
8405-5100-0000	Sewer Loans - Repayments (Principals)	33,900	38,000	39,000	40,400
		1,318,900	562,000	206,000	40,400
Transfer from Reserves (Income)					
8405-1701-0000	Tfr From Sewer Infrastructure Reserve	215,000	484,000	71,000	75,000
Transfer to Reserves (Expenditure)					
8405-2701-0000	Tfr To Sewer Infrastructure Reserve	-	-	-	175,000
Internal Expenditure					
8405-2450-0000	Administration Expenses	40,000	40,000	40,000	40,000
8405-2460-0000	Technical Staff Services	40,000	40,000	40,000	40,000
		80,000	80,000	80,000	80,000
Add back Depreciation Expense (non-cash)		165,000	169,000	173,000	177,000
Net Surplus/(Deficit)		5,659	5,012	3,845	4,458

PART 2: STATEMENT OF REVENUE POLICY

RATES

Rates and Charges can be paid by either quarterly instalments or a single instalment. The 2017/2018 due dates for these instalments are as follows:

1st instalment or Payment in Full – 31 August 2017

2nd instalment – 30 November 2017

3rd instalment – 28 February 2018

4th instalment – 31 May 2018

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 2017/2018 financial year has been announced at 1.5%. Accordingly, for the 2017/2018 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.

Special Rates Variation

Council adopted a Council Improvement Action Plan (CIAP) as part of its submission to the Fit For the Future process.

A key action included in the CIAP was to make application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation. The application was for a 4.6% per annum increase for seven years (i.e. a cumulative increase of 37%) to enable Council to increase its own source revenue and fund community infrastructure including swimming pool refurbishments, flood mitigation works and road restoration.

IPART's Determination was published on 9 May 2017. IPART determined not to approve the application.

IPART's decision means that Council can only increase its General Rate Income in 2017/18 by no more than the rate peg of 1.5%. It also means that the projects that were proposed to be funded by the Special Rate Variation will need to be reviewed and/or re-scoped.

In this regard, the Draft Budget includes Swimming Pools Capital Works totalling \$2million in 2018/19 and 2019/20 to carry out necessary repairs to the Lockhart and The Rock swimming pools. However, Council has flagged its intention to make representations to Government and pursue grant opportunities which, if successful, will enable the full refurbishment of the swimming pools at an estimated cost of \$4.2million.

Accordingly, the 2017/18 Draft Operational Plan Budget has been prepared on the basis of a 1.5% increase in General Rates Income.

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 2017/2018 rates have been determined using property values with a Base Date of 1st July 2016.

Interest Charge

In accordance with Section 566 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 2017/2018 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 290 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$90,000 in 2017/2018. 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”.

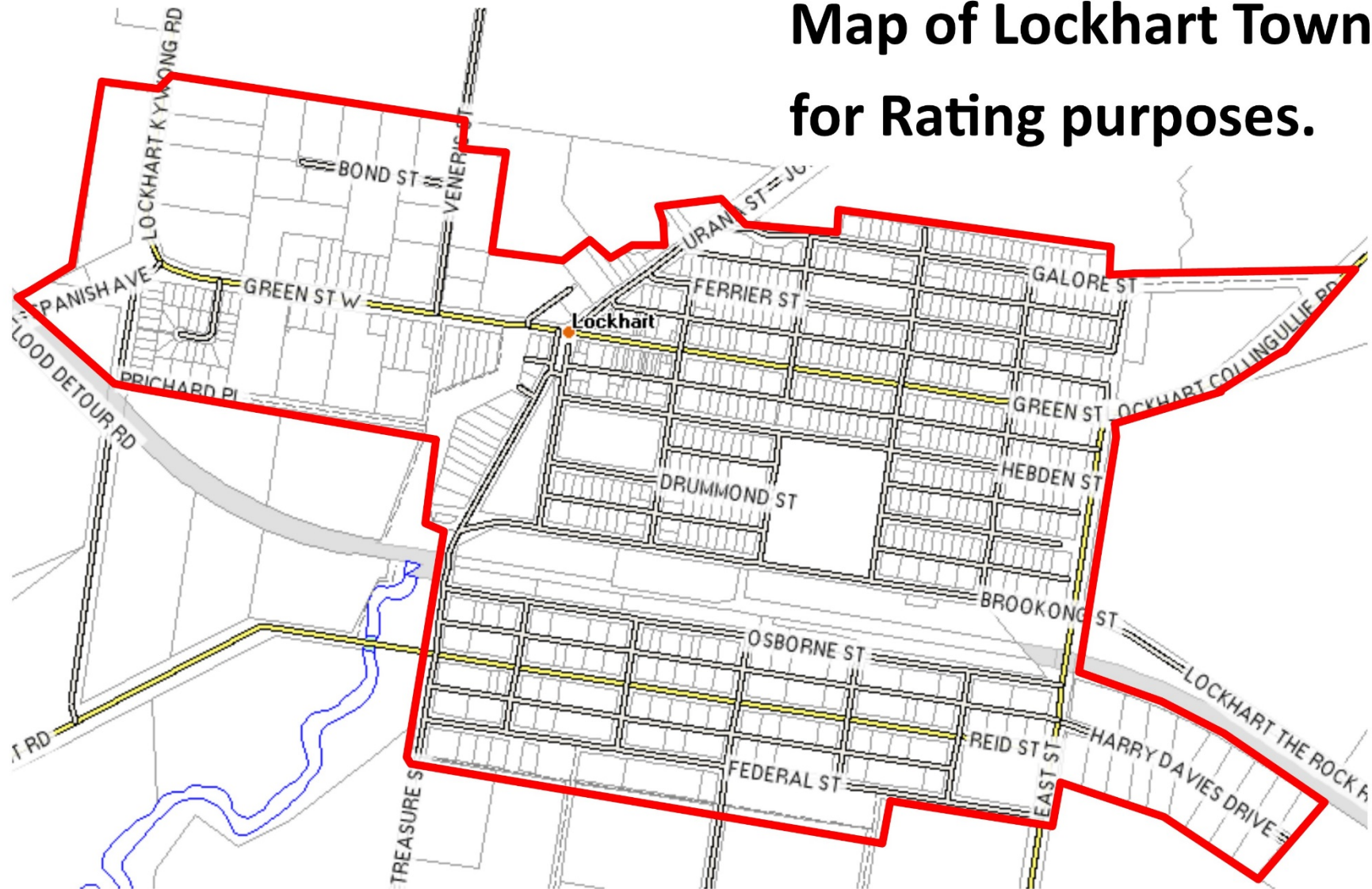
Residential – Rural – Land must be the site of a dwelling, between 2ha and 40ha in size, either not zoned or otherwise designated for use under an environmental planning instrument, or zoned or otherwise designated for use under such an instrument for non-urban purposes, and does not have a significant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

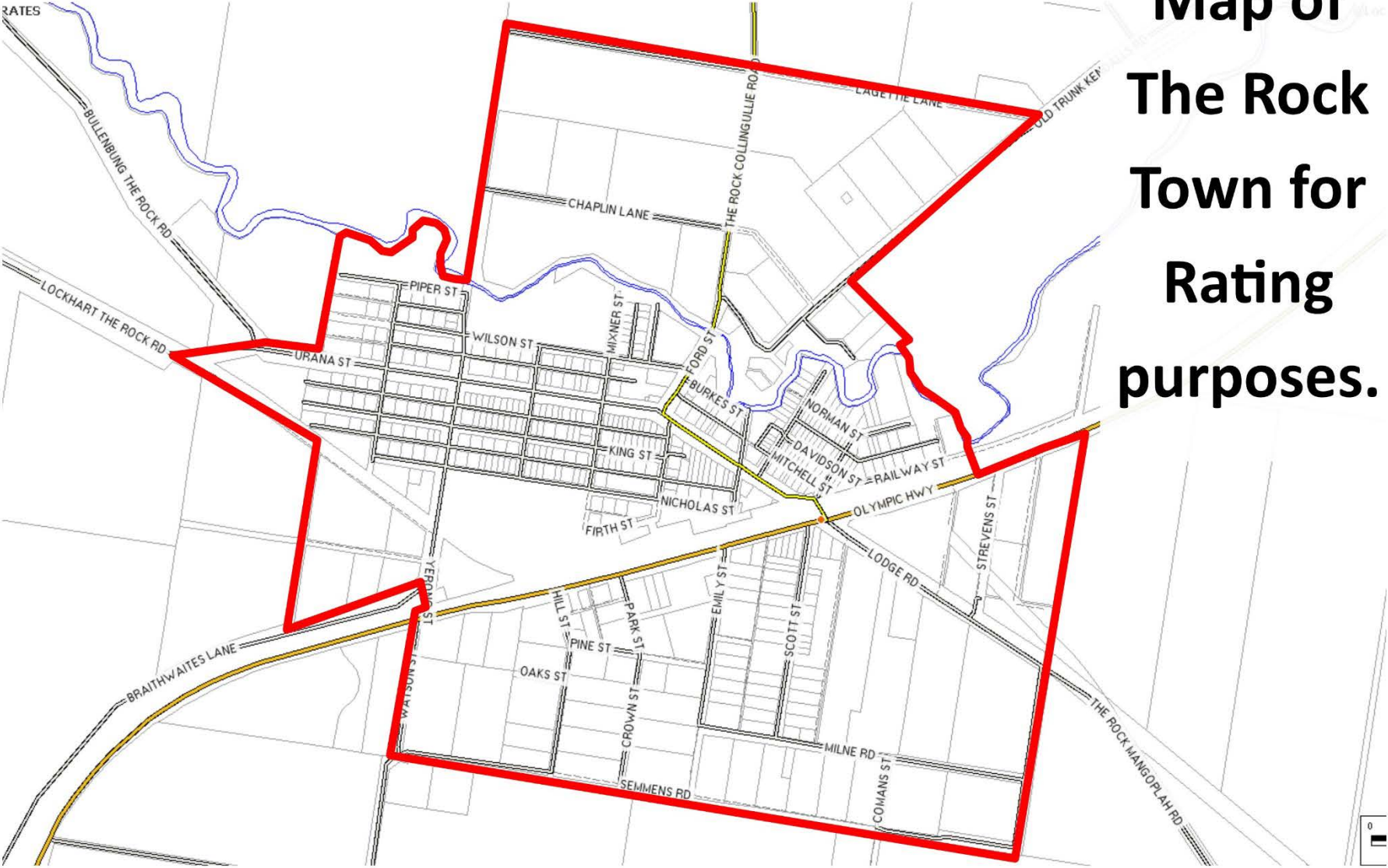
Business - The Rock – Land is categorised as business if it cannot be categorised as Farmland, Residential or Mining and the land is located within The Rock town area as defined on map entitled “Map of The Rock Town for Rating purposes”.

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”.

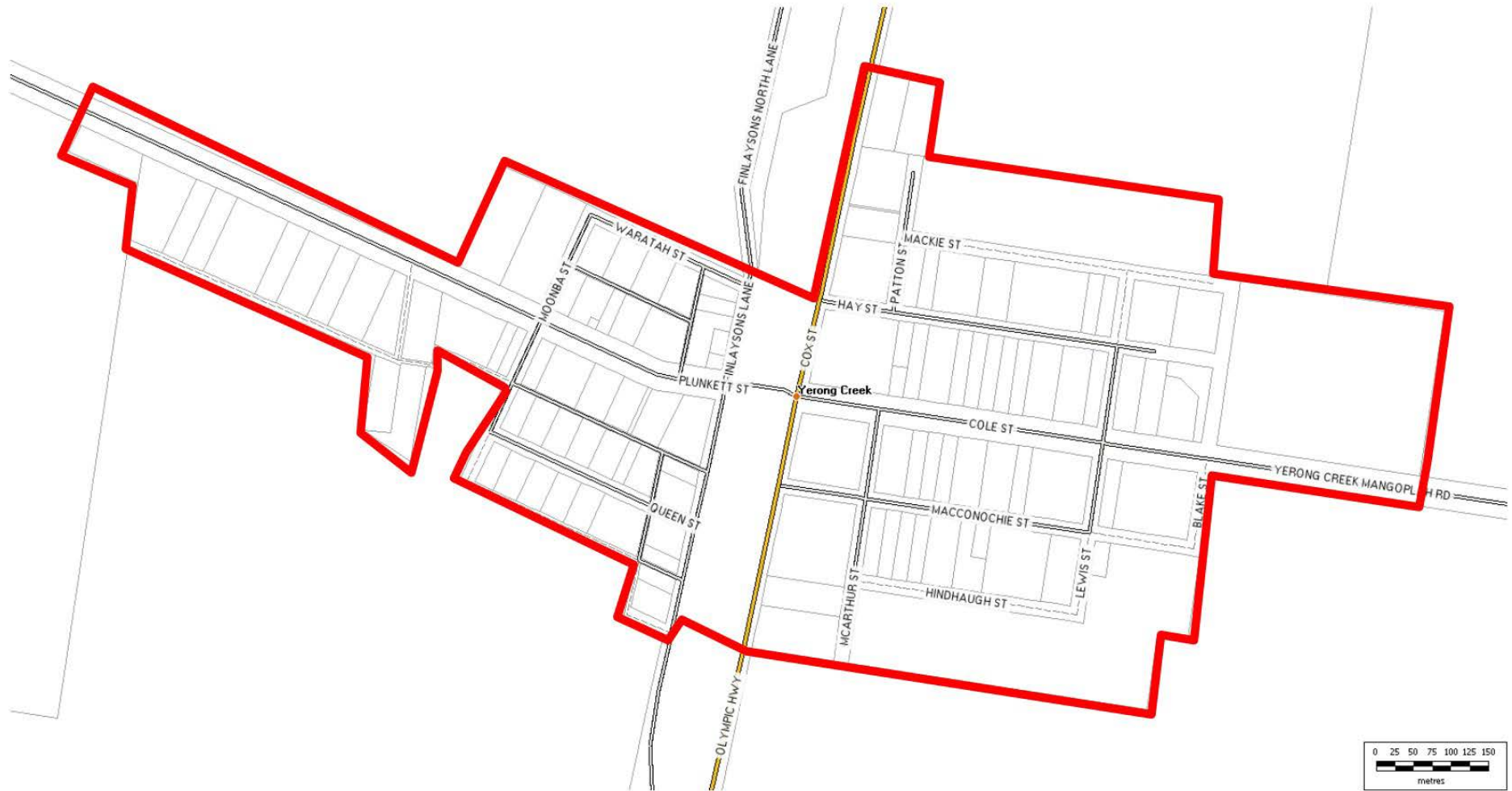
Map of Lockhart Town for Rating purposes.



Map of The Rock Town for Rating purposes.



Map of Yerong Creek Town for Rating purposes.



Rating Structure 2017-18								Rate Pegg Increase	1.5%
Rate/Charge	Rate Code	No. of Assess.	Land Value	Base Rate %	Base Rate \$	Ad Valorem Rate (c in the \$)	Base Income	Ad Valorem Income	Total Income
Ordinary General Rates									
Farmland	1	1,120	\$694,837,901	0%	0	0.271854	0	1,888,946	\$1,888,946
Residential	2	93	\$440,816	33%	40	1.749573	3,720	7,712	\$11,432
Residential - Rural	4	97	\$9,305,561	13%	50	0.358449	4,850	33,356	\$38,206
Residential - Lockhart	5	462	\$11,054,395	22%	75	1.103796	34,650	122,018	\$156,668
Residential - The Rock	6	409	\$22,265,910	21%	75	0.508696	30,675	113,266	\$143,941
Residential - Yerong Ck	7	88	\$1,924,755	39%	80	0.562843	7,040	10,833	\$17,873
Business	8	50	\$430,770	29%	120	3.371521	6,000	14,524	\$20,524
Mining	9	0	\$0		150	1.800000	0	0	\$0
Business - Lockhart	10	119	\$2,772,072	32%	150	1.363673	17,850	37,802	\$55,652
Business - The Rock	11	38	\$2,053,071	23%	130	0.801022	4,940	16,446	\$21,386
Business - Yerong Ck	12	13	\$213,238	14%	50	1.894420	650	4,040	\$4,690
Total Ordinary Rates		2,489	\$745,298,489				110,375	2,248,942	\$2,359,317

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 2017/2018 financial year:

RESIDENTIAL WITH DWELLING

Lockhart - An annual sewerage availability charge of **\$495.00** 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 **\$495.00** 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 **\$495.00** 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 **\$250.00** 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 **\$250.00** 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 **\$250.00** 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			2017/18	2018/19
Lockhart	Non-Residential	Operational Charge	\$1.55	\$1.37
		Access Fee	\$220.00	\$250.00
		Minimum	\$386.00	\$495.00
		Vacant	\$220.00	\$250.00
The Rock	Non-Residential	Operational Charge	\$1.18	\$1.37
		Access Fee	\$260.00	\$250.00
		Minimum	\$426.00	\$495.00
		Vacant	\$260.00	\$250.00
Yerong Creek	Non-Residential	Operational Charge	\$1.37	\$1.37
		Access Fee	\$240.00	\$250.00
		Minimum	\$465.00	\$495.00
		Vacant	\$240.00	\$250.00

Non-Residential	2017/18 Access Charge \$		
Water meter connection size	Lockhart	The Rock	Yerong Creek
All Sizes	\$220	\$260	\$240

Non-Residential	2017/18 Availability Charge \$
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:	
Lockhart	\$220.00 per annum.
The Rock	\$260.00 per annum.
Yerong Creek	\$240.00 per annum.

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 2017/18.

Non-Residential Sewer Charges moving to equalisation across the Shire commenced in 2016/17, with the Draft Operational Plan Budget 2017/18 being Year 2 of moving fees and charges to equalisation.

For 2017/18 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 2017/2018 financial year:

Domestic Waste Management Service Charge:

- **\$372.00** 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:

- **\$51.00** 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:

- **\$122.00** 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 2017/2018 financial year:

Waste Management Charge:

- **\$372.00** 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:

- **\$51.00** 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:

- **\$122.00** per additional bin.
- Applies to all assessments requesting additional general waste or recycling service.

Tip Availability charge:

- **\$51.00** 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 2017/18

		2017-18			
	Revenue	No.	Price	Expenses	Income
3060-1000	Domestic Waste Management Charge - Combined	944	372.00		351,168
3060-1010	Domestic Waste Management Charge (Vacant Land)	209	51.00		10,659
3060-1020	Domestic Waste Management Charge - Add Services	67	122.00		8,174
3060-1030	Waste Management Charge - Business	122	372.00		45,384
3060-1040	Waste Management Charge - Additional Services	116	122.00		14,152
3060-1015	Waste Management - Vacant	62	51.00		3,162
3060-1070	Tip Availability Charge	381	51.00		19,431
3060-1135	Tipping Fees				18,000
3060-1340	Sale of Bins				3,000
3060-1410	Pensioner Rebate - DWM combined				19,000
	Expenditure				
3060-2280	Waste Management Other Expenses			20,000	
3060-2281	Kerbside Pickup			15,000	
3060-2300	Less Pensioner Abandoned - DWM combined			35,000	
3060-2302	Recycling Expenses - General			5,700	
3060-2303	Recycling Charges Cleanaway	1143		89,000	
3060-2304	WM Contractors Charges Cleanaway	1172		108,000	
3060-2330	Rubbish Tips - Operating Expenses			200,000	
	Other Expenses			2,300	
	Provision for future events				
	Provision for plant replacement			0	
	Provision for acquisition of future tip sites			2,000	
	TOTAL of REASONABLE COSTS			477,000	
	TOTAL REVENUE				492,130
	BUDGET SURPLUS/(DEFICIT)				15,130

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 2017/2018</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 Sewer Fund during 2017/2018.

SUMMARY ROADS WORKS BUDGET 2017-2018					
Regional Roads		\$ 290,000	5040-2330-0000	\$ 950,000	5040-4600-0000
Local Sealed Roads					
	Urban Sealed Rds	\$ 20,000	5020-2330-0000	\$ -	5020-4600-0000
	Rural Sealed Rds	\$ 160,000	5065-2330-0000	\$ 1,832,459	5065-4600-0000
Local Unsealed Roads					
	Rural Unsealed Rds	\$ 480,000	5100-2330-0000	\$ 740,000	5110-4600-0000
Footpath		\$ 10,000	5260-2330-0000	\$ 45,000	5260-4600-0000
Bridges		\$ -	5260-2330-0000	\$ 30,000	5265-4600-0000
Culvert		\$ 30,000	5100-2331-0000	\$ -	5100-4600-0000
Total Repairs & Maintenance		\$ 990,000		\$ 3,597,459	Total Renewal/Capital

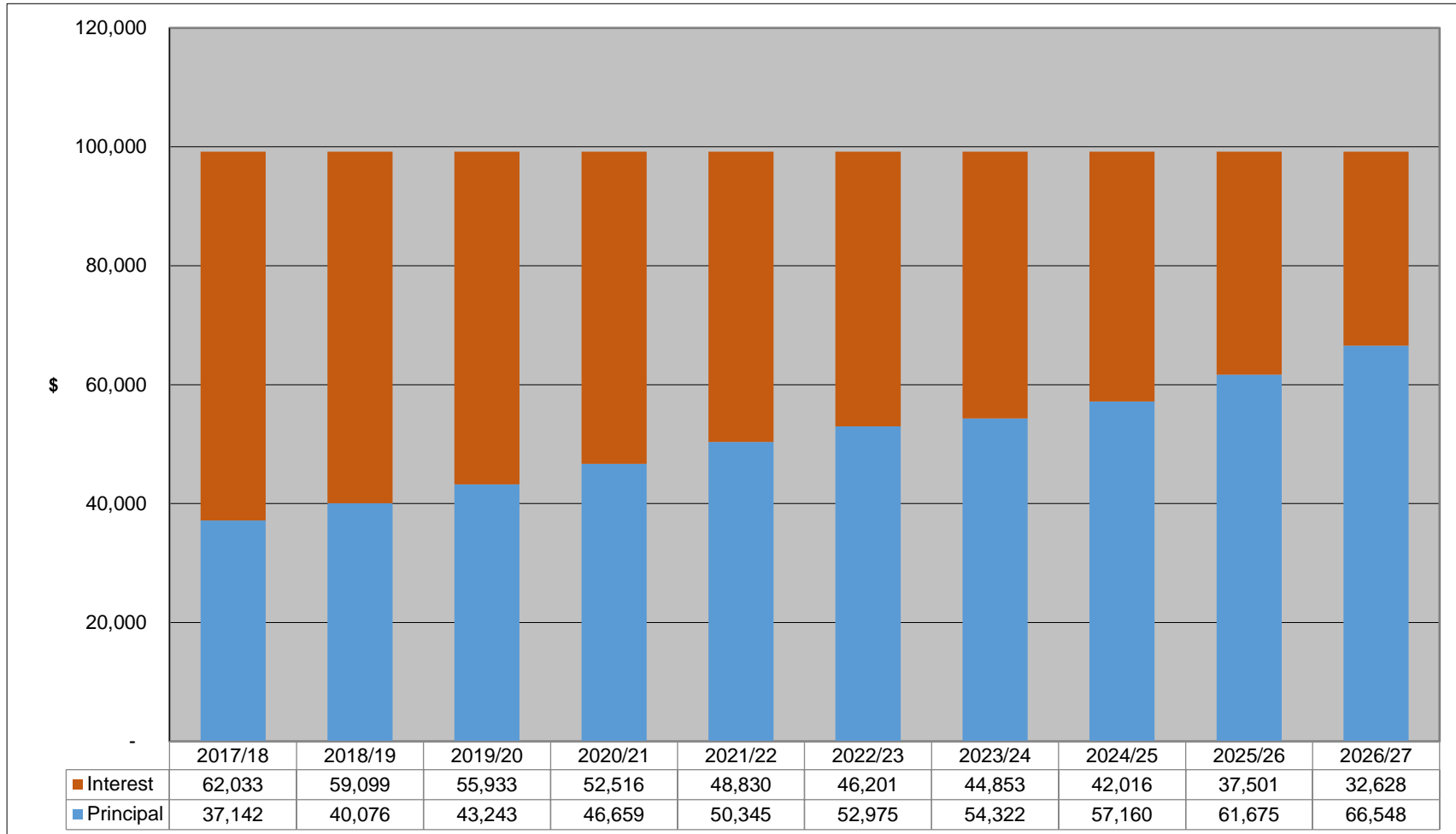
CAPITAL RENEWAL PROGRAM 2018 TO 2021

			2017/18	2018/19	2019/20	2020/21
PAMPS/Cycleways						
Street	Village					
Cole Street	Yerong Creek (School to Rec Ground)					
Pamps Prog	Various		\$45,000	\$30,000	\$30,000	\$30,000
Cycleway Prog				\$15,000	\$15,000	\$15,000
			\$45,000	\$45,000	\$45,000	\$45,000
Bridge Repairs						
Street	Activity	Location				
Various Misc Reapirs	Bridge: repairs to HML	Various	\$30,000	\$40,000	\$40,000	\$40,000
			\$30,000	\$40,000	\$40,000	\$40,000
Roads - Regional (Sealed)						
Road	Activity	length				
Various - Ensure 15 yr reseals	Reseals	8km/year	\$250,000	\$275,000	\$275,000	\$275,000
MR370 - Narrandera Road	Nth Wattle Lm	2 km				
MR59 - Reid Street	Shoulder Sealing					
MR59 - Wagga Road	Brookdale Intersection		\$300,000			
MR543 - Collingullie The Rock Rd	Shoulder Widening		\$325,000	\$475,000	\$500,000	\$500,000
Various - Heavy Patching Sections	Heavy Patch Pav Fail	6700 sqm/year	\$75,000	\$150,000	\$150,000	\$150,000
			Total:	\$950,000	\$900,000	\$925,000
Roads - Local (Sealed)						
Road	Activity	length				
Various - Ensure 21 yr reseals	Reseals	18km/year	\$350,000	\$250,000	\$250,000	\$260,000
Western Road	Shoulder Widen/Rehab (30km)	2km/year	\$300,000	\$300,000	\$300,000	\$300,000
Osborne-Y/C Road	Shoulder Widen/Rehab (36km)	2km/year	\$300,000	\$300,000	\$300,000	\$300,000
Bidgemia Road	Rehab - Albury Rd to West Rd (6km)	1km/year				\$150,000
Bidgemia Road	Rehab - western end, Mt Ulva Ln (1km)	1km			\$150,000	
Y/C-Mangoplah Road	Reconstruction Section	2km	\$300,000	\$200,000		
T/R-Mangoplah Road	Shoulder Widen/Rehab (12km)	1km/year	\$300,000	\$150,000	\$150,000	\$150,000
Lockhart-The Rock Road	Various Heavy Patching	-			\$50,000	\$50,000
Unallocated	TBA		\$282,459			
			Total:	\$1,832,459	\$1,200,000	\$1,200,000
Roads - Local (Unsealed)						
Road	Activity	length				
Various - Ensure 20 yr Resheets	Re-Sheets	39km/year	\$740,000	\$716,000	\$716,000	\$716,000
			Total:	\$740,000	\$716,000	\$716,000

PROJECTED LOAN REPAYMENTS

GENERAL FUND - PRINCIPAL & INTEREST

(Loan for Administration Building)



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 2018-2021						
	Description	LSC Officer	Plant No.	Estimated Purchase	Estimated Sale Price	Nett Cost
2017/18						
1060-4600-0001	4WD Dual Cab	DEES		44,000	24,000	20,000
1060-4600-0001	4WD Dual Cab	Facilities Officer		35,000	25,000	10,000
1060-4600-0001	4WD Dual Cab	Manager Works		35,000	25,000	10,000
1060-4600-0001	4WD Utility Tray	Tips		30,000	10,000	20,000
1060-4600-0001	Utility	Mechanic		35,000	20,000	15,000
				179,000	104,000	75,000
5490-4600-0001	Gravel Truck & Trailer	Works Crew	1125	240,000	50,000	190,000
5490-4600-0001	Gravel Truck & Trailer	Works Crew	1133-34	240,000	50,000	190,000
5490-4600-0001	Truck Float	Float Prime Mover	1139	160,000	25,000	135,000
5490-4600-0001	4 WD Utility	Noxious Weeds	1227	36,000	15,000	21,000
5490-4600-0001	Mower	P&G	1386	90,000	2,000	88,000
				766,000	142,000	624,000
			Total:	945,000	246,000	699,000
2018/19						
1060-4600-0001	Sedan	GM		35,000	20,000	15,000
1060-4600-0001	Sedan	DCCS		42,000	25,000	17,000
1060-4600-0001	Sedan	MES		34,000	30,000	4,000
1060-4600-0001	4WD Dual Cab	Manager Works		34,000	21,000	13,000
1060-4600-0001	Sedan	TEDO		28,000	5,000	23,000
				173,000	101,000	72,000
5490-4600-0001	CAT 12t Roller	Grader Crew	962	170,000	55,000	115,000
5490-4600-0001	Mower	P&G	1212	50,000	8,000	42,000
5490-4600-0001	CAT 12t Roller	Grader Crew	963	170,000	55,000	115,000
5490-4600-0001	Mower	P&G	1336	50,000	8,000	42,000
5490-4600-0001	Loader 930	Works	1355	245,000	80,000	165,000
5490-4600-0001	Loader 938	Works	1356	270,000	110,000	160,000
				955,000	316,000	639,000
			Total:	1,128,000	417,000	711,000

ASSET REPLACEMENT PROGRAM 2018-2021						
	Description	LSC Officer	Plant No.	Estimated Purchase	Estimated Sale Price	Nett Cost
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	NOW	1516	32,000	12,000	20,000
1060-4600-0001	4WD Utility Tray	P&G The Rock	1515	32,000	12,000	20,000
				180,000	109,000	71,000
5490-4600-0001	Car Trailer	DS		10,000	1,000	9,000
5490-4600-0001	John Deere Tractor	The Rock		70,000	5,000	65,000
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
				480,000	86,000	394,000
			Total:	660,000	195,000	465,000

2020-21						
1060-4600-0001	Sedan	GM		35,000	20,550	14,450
1060-4600-0001	4WD Dual Cab	MES		43,000	35,000	8,000
1060-4600-0001	Sedan	DCCS		46,000	25,000	21,000
1060-4600-0001	Sedan	Manager Works		34,000	23,000	11,000
1060-4600-0001	Sedan	TEDO		34,000	10,000	24,000
				192,000	113,550	78,450
5490-4600-0001	Grader 12M	Works		350,000	75,000	275,000
5490-4600-0001	Truck P&G	P&G		80,000	15,000	65,000
5490-4600-0001	Truck - Concrete Crew	Works Crew		100,000	20,000	80,000
5490-4600-0001	4WD Utility Tray	Sewer		32,000	12,000	20,000
5490-4600-0001	Caterpillar Backhoe	Concrete Crew		170,000	50,000	120,000
				732,000	172,000	560,000
			Total:	924,000	285,550	638,450

Section 356 Contributions	2016/17 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	\$ 500
The Rock Recreation Ground	\$ 12,500
The Rock Showground and Golf Course	\$ 1,800
Yerong Creek Recreation Ground	\$ 7,000
3680-2265	\$ 52,400