



BUDGET ESTIMATES

Operational Plan Budget 2020 – 2021
Delivery Program Budget 2020 – 2023

BUDGETS & SUPPORTING DOCUMENTATION

Adopted by Council: 20 July 2020, Minute 139/20

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 -18
CAPITAL WORKS, ACQUISITION & SALE OF ASSETS - GENERAL FUND	19
MOVEMENT IN RESTRICTED ASSETS - GENERAL FUND	19 - 20
INCOME & EXPENDITURE - SEWER FUND	21
CAPITAL WORKS, ACQUISITION & SALE OF ASSETS - SEWER FUND	22
MOVEMENT IN RESTRICTED ASSETS - SEWER FUND	22
PART 2: STATEMENT OF REVENUE POLICY	
RATES	24 - 31
SEWERAGE CHARGES	32 - 33
DOMESTIC WASTE MANAGEMENT	34 -36
PRIVATE WORKS CHARGES	37
PART 3: BUSINESS ACTIVITIES, THEMES & STRATEGIES	
BUSINESS ACTIVITIES TO BE UNDERTAKEN BY COUNCIL	39 - 42
BORROWINGS	42
ROADS WORKS BUDGET	43
PROJECTED LOAN REPAYMENTS	44
COUNCIL OBJECTIVES FOR PLANT ACQUISITIONS/REPLACEMENTS AND MAINTENANCE	45
ASSET REPLACEMENT PROGRAM	46 - 47
SUBSIDIES TO RECREATION GROUND MANAGEMENT COMMITTEES	48
SUBSIDIES TO HALL & OTHER MANAGEMENT COMMITTEES	48
SECTION 356 – LG ACT – CAN COUNCIL FINANCIALLY ASSIST OTHERS	49

PART 1: BUDGET ESTIMATES

BUDGET SUMMARY - CONSOLIDATED GENERAL & SEWER FUNDS	2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
Income from Continuing Operations				
Rates & Annual Charges	3,558,325	3,620,231	3,702,557	3,779,231
User Charges & Fees	384,050	384,050	384,050	384,050
Interest & Investment Revenue	62,500	76,500	93,500	135,500
Other Revenues	199,480	199,480	199,480	199,480
Grants & Contributions provided for Operating Purposes	8,586,378	5,858,367	5,889,246	5,889,246
Grants & Contributions provided for Capital Purposes		-	-	-
Total Income from Continuing Operations	12,790,733	10,138,628	10,268,833	10,387,507
Expenses from Continuing Operations				
Employee Benefits & On-Costs	2,906,703	2,952,376	3,016,205	3,049,736
Borrowing Costs	169,109	161,324	153,128	143,493
Materials & Contracts	1,690,869	1,707,240	1,774,332	1,801,495
Depreciation & Amortisation	3,321,400	3,321,400	3,321,400	3,321,400
Other Expenses	1,594,468	1,464,679	1,438,043	1,441,460
Total Expenses from Continuing Operations	9,682,549	9,607,019	9,703,108	9,757,584
	3,108,184	531,609	565,725	629,924
Capital (Balance Sheet) and Reserve Movements				
Capital Expenditure	6,508,611	3,876,000	3,812,000	3,945,000
Loan Repayments (External)	161,847	169,632	177,828	187,463
Proceeds from Sale of intangible & tangible Assets	368,000	374,000	311,000	410,000
Deferred Debtors and Advances received (External)	8,000	8,000	8,000	8,000
Net Transfers to/from Reserves	111,200	166,700	192,200	210,200
Total Capital (Balance Sheet) and Reserve Movements	6,405,658	3,830,332	3,863,028	3,924,663
Net Result (including Depreciation & Other non-cash items)	(3,297,474)	(3,298,723)	(3,297,303)	(3,294,739)
Add back Depreciation Expense (non-cash)	3,321,400	3,321,400	3,321,400	3,321,400
Cash Budget Surplus/(Deficit)	23,926	22,677	24,097	26,661

BUDGET SUMMARY - GENERAL FUND	2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
Income from Continuing Operations				
Rates & Annual Charges	3,039,550	3,093,674	3,168,102	3,234,087
User Charges & Fees	380,050	380,050	380,050	380,050
Interest & Investment Revenue	57,000	68,500	83,500	118,500
Other Revenues	199,480	199,480	199,480	199,480
Grants & Contributions provided for Operating Purposes	8,575,878	5,847,867	5,878,746	5,878,746
Grants & Contributions provided for Capital Purposes	-	-	-	-
Total Income from Continuing Operations	12,251,958	9,589,571	9,709,878	9,810,863
Expenses from Continuing Operations				
Employee Benefits & On-Costs	2,884,703	2,930,046	2,993,540	3,026,674
Borrowing Costs	133,036	126,251	119,055	111,420
Materials & Contracts	1,422,169	1,438,540	1,485,632	1,532,795
Depreciation & Amortisation	3,141,400	3,141,400	3,141,400	3,141,400
Other Expenses	1,543,968	1,414,179	1,387,543	1,390,960
Total Expenses from Continuing Operations	9,125,276	9,050,416	9,127,170	9,203,249
Net Operating Profit /(Loss) for the Year	3,126,682	539,155	582,708	607,614
Capital (Balance Sheet) and Reserve Movements				
Capital Expenditure	6,433,611	3,786,000	3,722,000	3,797,000
Loan Repayments (External)	125,489	132,274	139,470	147,105
Proceeds from Sale of intangible & tangible Assets	368,000	374,000	311,000	410,000
Deferred Debtors and Advances received (External)	8,000	8,000	8,000	8,000
Net Transfers to/from Reserves	71,200	131,700	169,200	210,200
Total Capital (Balance Sheet) and Reserve Movements	6,254,300	3,667,974	3,711,670	3,736,305
Net Result (including Depreciation & Other non-cash items)	(3,127,618)	(3,128,819)	(3,128,962)	(3,128,691)
Add back Depreciation Expense (non-cash)	3,141,400	3,141,400	3,141,400	3,141,400
Cash Budget Surplus/(Deficit)	13,782	12,581	12,438	12,709

BUDGET SUMMARY - SEWER FUND	2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
Income from Continuing Operations				
Rates & Annual Charges	518,775	526,557	534,455	545,144
User Charges & Fees	4,000	4,000	4,000	4,000
Interest & Investment Revenue	5,500	8,000	10,000	17,000
Grants & Contributions provided for Operating Purposes	10,500	10,500	10,500	10,500
Total Income from Continuing Operations	538,775	549,057	558,955	576,644
Expenses from Continuing Operations				
Employee Benefits & On-Costs	22,000	22,330	22,665	23,062
Borrowing Costs	36,073	35,073	34,073	32,073
Materials & Contracts	268,700	268,700	288,700	268,700
Depreciation & Amortisation	180,000	180,000	180,000	180,000
Other Expenses	50,500	50,500	50,500	50,500
Total Expenses from Continuing Operations	557,273	556,603	575,938	554,335
Net Operating Profit /(Loss) for the Year	(18,498)	(7,546)	(16,983)	22,310
Capital (Balance Sheet) and Reserve Movements				
Capital Expenditure	75,000	90,000	90,000	148,000
Loan Repayments (External)	36,358	37,358	38,358	40,358
Net Transfers to/from Reserves	40,000	35,000	23,000	-
Total Capital (Balance Sheet) and Reserve Movements	151,358	162,358	151,358	188,358
Net Result (including Depreciation & Other non-cash items)	(169,856)	(169,904)	(168,341)	(166,048)
Add back Depreciation Expense (non-cash)	180,000	180,000	180,000	180,000
Cash Budget Surplus/(Deficit)	10,144	10,096	11,659	13,952

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
	GOVERNANCE				
0500-2010-0000	Councillors Travel Exp & Sustenance	4,500	4,500	4,500	4,500
0500-2035-0000	Uniform Expenses - Councillors	500	500	500	500
0500-2070-0000	Training Expenses - Councillors	5,000	9,500	9,500	9,500
0500-2225-0000	Mayoral Allowance	26,530	26,818	26,818	26,818
0500-2230-0000	Councillors Fees	99,425	100,766	100,766	100,766
0500-2235-0000	Delegates Expenses - Councillors	12,000	12,000	12,000	12,000
0500-2245-0000	Members Accident Insurance	21,476	21,691	22,016	22,346
0500-2285-0000	Election Expenses	-	30,000	-	-
0500-2295-0000	Sustenance, Meals - Council	3,800	3,800	3,800	3,800
0500-2355-0000	Memberships-LGNSW & Country Mayors Assoc	21,000	21,000	21,000	21,000
0500-2360-0000	Governance Other Exps	8,700	8,700	8,700	8,700
	Sub-Total Expenses	202,931	239,275	209,600	209,930
	ADMINISTRATION				
1020-1010-0000	Certificates - Section 603	4,500	4,500	4,500	4,500
1020-1020-0000	Sundry Admin Income GST	500	500	500	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	1,000	1,000	1,000	1,000
1020-1093-0000	OHS - Incentive Payment & Rebates	12,000	12,000	12,000	12,000
	Sub-Total Income	23,980	23,980	23,980	23,980
1020-2000-0000	Admin - Salaries & Allowances	990,000	999,900	1,024,898	1,040,271
1020-2007-0000	Admin - OnCosts(Sup,W/C,FBT)	135,000	135,000	136,350	136,350
1020-2010-0000	Travelling - Admin	35,350	35,704	36,061	36,061
1020-2035-0000	Contribution For Corporate Uniforms	5,000	5,000	5,000	5,000
1020-2070-0000	Training	56,000	66,000	66,000	66,000
1020-2075-0000	Delegates Expenses	14,000	14,000	14,000	14,000
1020-2090-0000	Membership-REROC & Joint Organisation	43,800	28,800	28,800	28,800
1020-2110-0000	Interest Expense - Loans Admin Building	53,675	50,080	46,202	42,016
1020-2115-0000	Interest Expense - Loans Swimming Pools	79,361	76,171	72,853	69,404
1020-2125-0000	Bank Charges	15,290	15,290	15,290	15,290
1020-2136-0000	Photocopying Supplies	4,000	4,040	4,101	4,163
1020-2137-0000	Photocopy Low Value Lease	31,260	31,573	32,047	32,528
1020-2138-0000	Photocopy Low Value Usage	7,500	7,575	7,689	7,804

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
1020-2200-0000	Audit Fees - External	29,200	29,492	29,934	30,383
1020-2205-0000	Audit Fees - Internal	16,000	16,160	16,402	16,648
1020-2210-0000	Bad & Doubtful Debts	750	750	750	750
1020-2220-0000	Consultants	25,000	25,250	25,629	26,013
1020-2225-0000	Legal Expenses	1,500	1,500	1,500	1,500
1020-2245-0000	Insurance Expense	75,000	75,750	76,886	78,039
1020-2255-0000	Electricity - Admin Building	16,000	16,160	16,402	16,648
1020-2260-0000	Telephone Expenses	35,000	35,000	35,000	35,000
1020-2275-0000	Rates & Water Charges	2,900	2,929	2,973	3,018
1020-2305-0000	Advertising	14,000	14,000	14,000	14,000
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	Valuer General Fees	21,000	21,000	21,000	21,000
1020-2315-0000	Postage	13,000	13,000	13,000	13,000
1020-2320-0000	Stationery Supplies	13,000	13,000	13,000	13,000
1020-2325-0000	Printing Council Newsletter	15,000	15,000	15,000	15,000
1020-2330-0000	Repairs & Maintenance - Admin Building	11,000	11,110	11,277	11,446
1020-2335-0000	Cleaning Costs - Admin Building	18,000	18,000	18,000	18,000
1020-2345-0000	Grant Application Preparedness	40,000	-	-	-
1020-2355-0000	Subscriptions	10,500	10,500	10,500	10,500
1020-2360-0000	WHS Health Checks	10,000	10,000	10,000	10,000
1020-2370-0000	Website Fees/Charges	25,000	25,250	25,629	26,013
1020-2380-0000	Software Lic Expenses	94,000	94,000	94,000	94,000
1020-2390-0000	IT Support Expenses	32,500	32,500	32,500	32,500
1020-2385-0000	Recruitment Expenses	7,000	7,000	7,000	7,000
	Sub-Total Expenses	2,057,686	2,018,584	2,041,773	2,053,245
	GENERAL REVENUE				
1040-1000-0000	Ordinary Farmland Rates	2,034,853	2,075,550	2,117,061	2,159,402
1040-1020-0000	Residential Rates	12,442	12,691	12,945	13,204
1040-1040-0000	Rural Residential Rates	41,127	41,950	42,789	43,645
1040-1050-0000	Business Rates	20,771	21,186	21,610	22,042
1040-1080-0000	Lockhart Residential Rates	168,302	171,668	175,101	178,603
1040-1110-0000	Lockhart Business Rates	56,901	58,039	59,200	60,384

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
1040-1140-0000	The Rock Residential Rates	158,373	161,540	164,771	168,066
1040-1180-0000	The Rock Business Rates	23,630	24,103	24,585	25,077
1040-1190-0000	Yerong Creek Residential Rates	19,246	19,631	20,024	20,424
1040-1200-0000	Yerong Creek Business Rates	5,047	5,148	5,251	5,356
SUB TOTAL	GENERAL RATES INCOME	2,540,692	2,591,506	2,643,337	2,696,203
1040-1225-0000	Interest On Rates	4,000	8,500	8,500	8,500
1040-1231-0000	Interest On Investment	53,000	60,000	75,000	110,000
1040-1400-0000	Financial Assistance Grant - General Component	2,280,199	2,280,199	2,280,199	2,280,199
1040-1410-0000	Grants - Pensioner Rate Subsidy	17,000	17,000	17,000	17,000
1040-2300-0000	Less: Pension Aband Rates Resid	33,254	33,254	33,254	33,254
	Total GENERAL REVENUE Income	2,320,945	2,332,445	2,347,445	2,382,445
	ENGINEERING & WORKS				
1060-1355-0000	Plant Hire Income	1,570,000	1,570,000	1,570,000	1,570,000
1060-1375-0000	Engineer & Works-Diesel Fuel Rebate	50,000	50,000	50,000	50,000
1080-1600-0000	Outdoor Staff - Oncost Recoveries	710,000	717,100	727,857	738,775
1060-1520-0000	Other Income - HVIS & Oversize Permits	1,000	1,000	1,000	1,000
	Sub-Total Income	2,331,000	2,338,100	2,348,857	2,359,775
1060-2000-0000	Engineering - Salaries & Allowances	410,000	414,100	424,453	430,820
1060-2007-0000	Engineering - OnCosts(Sup,W/C,FBT)	69,000	69,690	70,387	70,387
1060-2010-0000	Engineering - Travelling	37,370	37,744	38,121	38,121
1060-2360-0000	Engineering - Other Expenses	11,000	11,000	11,000	11,000
1060-2390-0000	Depot Expenses	40,000	40,400	41,006	41,621
1080-2005-0000	Outdoor Staff - Leave All Types	280,000	289,800	301,392	305,913
1080-2007-0000	Outdoor Staff - On Costs (Superannuation)	181,800	183,618	185,454	185,454
1080-2035-0000	Outdoor Staff - Safety Equipment PPE	16,000	16,000	16,000	16,000
1080-2040-0000	Outdoor Staff - W/Comp Insurances	87,000	87,000	87,000	87,000
1080-2045-0000	Outdoor Staff - W/Comp Excess	1,500	1,500	1,500	1,500
1080-2500-0000	Plant Running Expenses	920,000	929,200	943,138	957,285
	Sub-Total Expenses	2,053,670	2,080,052	2,119,451	2,145,101
	Net Result Surplus/(Deficit)	277,330	258,048	229,406	214,674
	DEPRECIATION				
1490-2900-0000	Depreciation - Plant & Equipment	555,000	555,000	555,000	555,000

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
1490-2905-0000	Depreciation - Office Equipment	29,000	29,000	29,000	29,000
1490-2910-0000	Depreciation - Furniture & Fittings	9,200	9,200	9,200	9,200
1490-2915-0000	Depreciation - Buildings Non Specialised	60,000	60,000	60,000	60,000
1490-2920-0000	Depreciation - Buildings Specialised	197,000	197,000	197,000	197,000
1490-2925-0000	Depreciation - Structures	10,500	10,500	10,500	10,500
1490-2930-0000	Depreciation - Roads, Bridges, Footpaths	2,113,000	2,113,000	2,113,000	2,113,000
1490-2935-0000	Depreciation - Stormwater Drainage	6,700	6,700	6,700	6,700
1490-2945-0000	Depreciation - Open Spaces	81,000	81,000	81,000	81,000
1490-2950-0000	Depreciation - Swimming Pools	80,000	80,000	80,000	80,000
		3,141,400	3,141,400	3,141,400	3,141,400
	FIRE PROTECTION				
1540-1400-0000	Grant - NSW ESL Rebate	88,405	-	-	-
1540-1420-0000	Grant - Hazard Reduction BRIMS	-	-	-	-
	Sub-Total Income	88,405	-	-	-
1540-2265-0000	NSW Rural Fire Service - Contribution	281,100	196,922	196,922	196,922
1540-2270-0000	Fire & Rescue NSW - Contribution	21,188	21,188	21,188	21,188
1540-2245-0000	Bush Fire Facilities - Insurance	4,044	4,084	4,145	4,207
1540-2275-0000	Bush Fire - Rates & Water Charges	3,453	3,488	3,540	3,593
1540-2333-0000	Hazard Reduction Expenses BRIMS	-	-	-	-
1540-2346-0000	Bush Fire - Other Expenses	2,000	2,000	2,000	2,000
	Sub-Total Expenses	311,785	227,682	227,795	227,910
	Net Result Surplus/(Deficit)	223,380	227,682	227,795	227,910
	ANIMAL CONTROL				
1560-1110-0000	Dog Impounding Fees	1,500	1,500	1,500	1,500
1560-1130-0000	Registration Income	2,000	2,000	2,000	2,000
1560-1135-0000	Mirco Chip Fees	600	600	600	600
	Sub-Total Income	4,100	4,100	4,100	4,100
1560-2270-0000	Registration Expenses	2,000	2,000	2,000	2,000
	Sub-Total Expenses	2,000	2,000	2,000	2,000
	Net Result Surplus/(Deficit)	2,100	2,100	2,100	2,100
	EMERGENCY SERVICES				
1620-2275-0000	SES - Rates & Water Charges	2,047	2,067	2,098	2,129
1620-2290-0000	SES - Yearly Contributions	6,370	6,370	6,370	6,370

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
1620-2330-0000	SES - Working Expenses	2,000	2,020	2,050	2,081
	Sub-Total Expenses	10,417	10,457	10,518	10,580
	ENVIRONMENTAL SERVICES				
2020-1140-0000	Env Services - DA Fees	22,000	22,000	22,000	22,000
2020-1144-0000	Env Services - Subdivision Fees	2,200	2,200	2,200	2,200
2020-1150-0000	Env Services - Food Inspections	2,500	2,500	2,500	2,500
2020-1155-0000	Env Services - 10.7 Planning Certificates	5,000	5,000	5,000	5,000
2020-1160-0000	Env Services - Construction Certificates	12,000	12,000	12,000	12,000
2020-1165-0000	Env Services - Other Fees	5,000	5,000	5,000	5,000
2020-1170-0000	Env Services - Occupation Certificates	4,000	4,000	4,000	4,000
2020-1175-0000	Env Services - Compliance Certificate	1,000	1,000	1,000	1,000
2020-1180-0000	Env Services - Applic to Install Plumb & Drain	4,000	4,000	4,000	4,000
2020-1185-0000	Env Services - OnSite Sewer Inspection Fee	7,500	7,500	7,500	7,500
2020-1190-0000	Env Services - Private Pools Cert Of Compliance	5,500	5,500	5,500	5,500
2020-1405-0000	Env Services - S7.12 Contributions	18,000	18,000	18,000	18,000
	Sub-Total Income	88,700	88,700	88,700	88,700
2020-2000-0000	Env Services - Salaries & Allowances	245,000	247,450	253,636	257,441
2020-2007-0000	Env Services - OnCosts(Sup,W/C,FBT)	34,000	34,340	34,683	34,683
2020-2010-0000	Env Services - Travelling Expenses	19,240	19,432	19,626	19,626
2020-2025-0000	Env Services - LEP Review	20,000	20,200	20,503	20,811
2020-2275-0000	Env Services - Consultants	22,000	7,070	7,176	7,284
2020-2280-0000	Env Services - Food Shop Inspections	2,500	2,525	2,563	2,601
2020-2330-0000	Env Services - Early Warning System Exps	8,000	8,080	8,201	8,324
2020-2355-0000	Env Services - Accreditation Fees	3,000	3,000	3,000	3,000
2020-2360-0000	Env Services - Other Expenses	1,000	1,010	1,025	1,040
	Sub-Total Expenses	354,740	343,107	350,413	354,810
	Net Result Surplus/(Deficit)	266,040	254,407	261,713	266,110
	NOXIOUS WEEDS				
2100-1400-0000	Noxious Plt-Grants - Inspectorial	68,669	41,557	41,557	41,557
	Sub-Total Income	68,669	41,557	41,557	41,557
2100-2000-0000	Noxious Weeds - Salary	68,000	68,680	70,397	71,453
2100-2007-0000	Noxious Weeds - OnCosts(Sup,W/C,FBT)	9,898	9,997	10,097	10,097
2100-2070-0000	Noxious Weeds - Training Expenses	3,500	3,500	3,500	3,500

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
2100-2010-0000	Noxious Weeds - Travelling	9,000	9,000	9,000	9,000
2100-2280-0000	Destruction Of Pests	6,000	6,060	6,151	6,243
2100-2281-0000	Landcare Expenses - Environmental Weeds	6,000	6,060	6,151	6,243
2100-2283-0000	Noxious Weeds - Invasive Weeds LCA Lands	43,204	43,636	44,291	44,955
2100-2285-0000	Noxious Weeds - Other Expenditure	750	758	769	781
	Sub-Total Expenses	146,352	147,691	150,356	152,272
	Net Result Surplus/(Deficit)	77,683	106,134	108,799	110,715
	OUT OF SCHOOL HOURS CARE				
2560-1205-0000	OSHC - Customer Payments	147,000	147,000	147,000	147,000
2560-1405-0000	OSHC - Australian Government Operating Grant	27,000	27,000	27,000	27,000
	Sub-Total Income	174,000	174,000	174,000	174,000
2560-2000-0000	OSHC - Wages & Salaries	96,350	99,722	102,215	103,748
2560-2007-0000	OSHC - On Costs (Super & W/Comp)	12,120	12,241	12,363	12,363
2560-2370-0000	OSHC - Sundry Expenses	20,500	20,500	20,500	20,500
	Sub-Total Expenses	128,970	132,463	135,078	136,611
	Net Result Surplus/(Deficit)	45,030	41,537	38,922	37,389
	YOUTH SERVICES				
2580-1400-0000	Grant - Youth Week	1,500	1,500	1,500	1,500
	Sub-Total Income	1,500	1,500	1,500	1,500
2580-2265-0000	Youth Activities	10,000	14,140	14,352	14,567
2580-2270-0000	Youth Officer	22,550	23,339	23,922	24,281
2600-2270-0000	KAB NSW - EnviroMentors	4,200	4,242	4,306	4,371
	Sub-Total Expenses	36,750	41,721	42,580	43,219
	Net Result Surplus/(Deficit)	35,250	40,221	41,080	41,719
	MAGNOLIA LODGE				
2622-1345-0000	Magnolia Lodge - Rent	39,000	39,000	39,000	39,000
2622-2245-0000	Magnolia Lodge - Insurance	3,826	3,864	3,922	3,981
2622-2255-0000	Magnolia Lodge - Electricity	1,629	1,645	1,670	1,695
2622-2275-0000	Magnolia Lodge - Rate & Water Charges	14,400	14,544	14,762	14,983
2622-2330-0000	Magnolia Lodge - Repairs & Maint	16,000	16,160	16,402	16,648
	Sub-Total Expenses	35,855	36,213	36,756	37,307
	Net Result Surplus/(Deficit)	3,145	2,787	2,244	1,693
	COUNCIL HOUSING				

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
3022-1345-0000	Dwellings - Rent	35,000	35,000	35,000	35,000
3022-2245-0000	Dwellings - Insurance	4,041	4,081	4,142	4,204
3022-2275-0000	Dwellings - Rates & Water Charges	6,000	6,060	6,151	6,243
3022-2330-0000	Dwellings - Repairs & Maint	6,191	6,253	6,347	6,442
	Sub-Total Expenses	16,232	16,394	16,640	16,889
	Net Result Surplus/(Deficit)	18,768	18,606	18,360	18,111
	YOUTH FLATS				
3024-1346-0000	Youth Flats - Rents	14,000	14,000	14,000	14,000
3024-2275-0000	Youth Flats - Rates & Water Charges	4,589	4,635	4,705	4,776
3024-2285-0000	Youth Flats - Insurance	1,598	1,614	1,638	1,663
3024-2330-0000	Youth Flats - Repairs & Maint	6,000	6,060	6,151	6,243
	Sub-Total Expenses	12,187	12,309	12,494	12,682
	Net Result Surplus/(Deficit)	1,813	1,691	1,506	1,318
	DOMESTIC WASTE MANAGEMENT				
3060-1000-0000	Domestic Waste Management Charge - Residential	387,600	388,975	406,479	416,641
3060-1010-0000	Domestic Waste Management Charge - Vacant	11,342	11,332	11,842	12,138
3060-1020-0000	Domestic Waste Management Charge - Add Services	10,530	10,741	11,224	11,505
3060-1030-0000	Non-Residential Management Charge - Business	46,800	48,066	50,229	51,485
3060-1015-0000	Non-Residential Management Charge - Vacant	3,336	3,422	3,576	3,665
3060-1040-0000	Non-Residential Management Charge - Add Services	17,955	18,314	19,138	19,616
3060-1070-0000	Tip Availability Charge	21,295	21,318	22,277	22,834
3060-1135-0000	Landfill Tipping Fees	23,000	23,000	23,000	23,000
3060-1340-0000	Sale of Big Bins	4,000	4,000	4,000	4,000
3060-1410-0000	Pensioner Rebate - Waste Managemnt Combined	19,500	19,500	19,500	19,500
3060-1415-0000	CDS Share Funding Recycling	10,000	10,000	10,000	10,000
	Sub-Total Income	555,358	558,668	581,265	594,384
3060-2265-0000	Tidy Towns Competition	-	-	-	-
3060-2275-0000	Landfill Sites - Rates Council Property	1,200	1,212	1,230	1,248
3060-2280-0000	Waste Management - Other	21,000	21,210	21,528	21,851
3060-2281-0000	Kerbside Pickup Program	18,000	18,180	18,453	18,730
3060-2300-0000	Pensioner Abandoned Rates - Combined	36,000	36,000	36,000	36,000
3060-2302-0000	Recycling Expenses - Kurrajong	15,000	15,150	15,377	15,608
3060-2304-0000	Waste Management Collection Charges - Cleanaway	170,000	171,160	174,127	176,739

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
3060-2330-0000	Landfill Operating Expenses	240,000	242,600	246,239	249,933
	Sub-Total Expenses	501,200	505,512	512,954	520,109
	Net Result Surplus/(Deficit)	54,158	53,156	68,311	74,275
	PUBLIC CEMETERIES & TOILETS				
3180-1100-0000	Public Cemeteries	45,000	45,000	45,000	45,000
3180-2275-0000	Public Cemeteries - Rates & Water Charges	12,000	12,120	12,302	12,487
3180-2330-0000	Public Cemeteries - Repairs & Mntce	51,000	51,510	52,283	53,067
	Sub-Total Expenses	63,000	63,630	64,585	65,554
	Net Result Surplus/(Deficit)	18,000	18,630	19,585	20,554
	HERITAGE				
3220-1400-0000	Heritage Local Grants Program	5,500	5,500	5,500	5,500
3220-1420-0000	Heritage Advisor Grant	6,000	6,000	6,000	6,000
	Sub-Total Income	11,500	11,500	11,500	11,500
3220-2360-0000	Heritage Advisor	12,000	12,120	12,302	12,487
3220-2365-0000	Heritage Local Grants Program Expenditure	11,000	11,110	11,277	11,446
3220-2375-0000	Heritage Other Expenses	500	505	513	521
	Sub-Total Expenses	23,500	23,735	24,092	24,454
	Net Result Surplus/(Deficit)	12,000	12,235	12,592	12,954
	PUBLIC LIBRARIES				
3520-1400-0000	Library - State Funding	48,000	48,000	48,000	48,000
		48,000	48,000	48,000	48,000
3520-2000-0000	Library - Salaries & Wages	3,075	3,183	3,263	3,312
3520-2265-0000	Library - Contribution To R.R.L.	119,658	119,658	119,658	119,658
3520-2270-0000	Library - Wi Fi Expenditure	2,000	2,020	2,050	2,081
3520-2360-0000	Library - Other Expenses	2,000	2,020	2,050	2,081
	Sub-Total Expenses	126,733	126,881	127,021	127,132
	Net Result Surplus/(Deficit)	78,733	78,881	79,021	79,132
	MUSEUMS				
3540-1403-0000	Museum - Advisor Grant	7,000	7,000	7,000	7,000
3540-1405-0000	Museum - Advisor Travel Grant	3,500	3,500	3,500	3,500
	Sub-Total Income	10,500	10,500	10,500	10,500
3540-2270-0000	Museum - Advisor	14,000	14,140	14,352	14,567
3540-2271-0000	Museum - Advisor Travel	3,000	3,030	3,075	3,121

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
3540-2272-0000	Museum - Advisor Special Projects	1,000	1,010	1,025	1,040
3540-2275-0000	Museum - Rates & Water Charges	2,300	2,323	2,358	2,393
3540-2330-0000	Museum - Other Exps & R&M	1,000	1,010	1,025	1,040
	Sub-Total Expenses	21,300	21,513	21,835	22,161
	Net Result Surplus/(Deficit)	10,800	11,013	11,335	11,661
	RECREATION, CULTURE & AMENITIES				
3600-2265-0000	Public Halls - Subsidies S356	30,700	27,000	27,000	27,000
3600-2330-0000	Public Halls & Rec Grd Buildings - R&M	2,000	4,040	4,101	4,163
3680-2265-0000	Recreation Grounds - Subsidies S356	102,760	77,500	77,500	77,500
3680-2331-0000	Public Toilets - Repairs & Maint	37,000	37,370	37,931	38,500
3620-2263-0000	Purchase SOL Artworks	-	1,010	1,025	1,040
	Sub-Total Expenses	150,500	146,920	147,557	148,203
	LOCKHART SWIMMING POOL				
3644-2100-0000	Lockhart Pool - Contractor Payments	24,000	24,240	24,604	24,973
3644-2245-0000	Lockhart Pool - Insurance	13,000	13,130	13,327	13,527
3644-2255-0000	Lockhart Pool - Electricity	19,000	19,190	19,478	19,770
3644-2260-0000	Lockhart Pool - Telephone	700	700	700	700
3644-2275-0000	Lockhart Pool - Rates & Water Charges	7,000	7,070	7,176	7,284
3644-2330-0000	Lockhart Pool - Repairs & Maint	25,000	25,250	25,629	26,013
	Sub-Total Expenses	88,700	89,580	90,914	92,267
	THE ROCK SWIMMING POOL				
3646-2100-0000	The Rock Pool - Contractor Payments	24,000	24,240	24,604	24,973
3646-2245-0000	The Rock Pool - Insurance	7,000	7,070	7,176	7,284
3646-2255-0000	The Rock Pool - Electricity	15,000	15,150	15,377	15,608
3646-2260-0000	The Rock Pool - Telephone	700	700	700	700
3646-2275-0000	The Rock Pool - Rates & Water Charges	10,000	10,100	10,252	10,406
3646-2330-0000	The Rock Pool - Repairs & Maint	25,000	26,750	27,151	27,558
	Sub-Total Expenses	81,700	84,010	85,260	86,529
	PARKS & GARDENS				
3680-2000-0000	Parks & Gardens - Inspections	3,600	3,636	3,691	3,746
3680-2245-0000	Parks & Gardens - Insurance	6,000	6,060	6,151	6,243
3680-2255-0000	Parks & Gardens - Electricity	6,229	6,291	6,385	6,481
3680-2275-0000	Parks & Gardens - Rates & Water	34,500	34,845	35,368	35,899

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
3680-2330-0000	Parks & Gardens - Repairs & Maint	277,000	279,770	283,967	288,227
3680-2346-0000	Parks & Gardens - Minor Plant Purch	4,000	4,040	4,101	4,163
	Sub-Total Expenses	331,329	334,642	339,663	344,759
	QUARRIES & PITS				
4560-2275-0000	Quarries - Rates & Water Charges	4,285	4,328	4,393	4,459
4560-2390-0000	Quarries Operating Expenses	10,000	10,100	10,252	10,406
	Sub-Total Expenses	14,285	14,428	14,645	14,865
	TRANSPORT & ROADS				
5010-1400-0000	Financial Assistance Grant - Roads Component	1,374,121	1,387,862	1,401,741	1,401,741
5010-1402-0000	R2R Grant - Roads To Recovery Program	1,269,841	677,249	677,249	677,249
5010-1405-0000	Block Grant - Regional Rds Op	914,000	929,000	944,000	944,000
5010-1406-0000	Block Grant - Regional Rds Supplementary Op	101,000	101,000	101,000	101,000
5010-1407-0000	Block Grant - Regional Rds Traffic Control Op	71,000	73,000	75,000	75,000
5010-1414-0000	Restart NSW Growing Local Economies	2,050,643	-	-	-
5010-1415-0000	RMS Grant - Reg Rds Repair Program - RRRP	195,000	195,000	195,000	195,000
	Sub-Total Income	5,975,605	3,363,111	3,393,990	3,393,990
5020-2330-0000	Urban Roads R&M	70,000	70,700	71,761	72,837
5040-2330-0000	Regional Roads R&M	300,000	303,000	307,545	312,158
5065-2330-0000	Rural Rds Sealed R&M	160,000	161,600	164,024	166,484
5100-2330-0000	Rural Rds Unsealed R&M	540,000	545,400	553,581	561,885
5260-2330-0000	Footpaths, Kerb&Gutter R&M	20,000	10,100	10,252	10,406
	Sub-Total Expenses	1,090,000	1,090,800	1,107,163	1,123,770
5280-2330-0000	Airstrip Maintenance	8,000	8,080	8,201	8,324
5320-2330-0000	Bus Shelters Repairs & Maint	1,000	1,010	1,025	1,040
5400-2330-0000	Street Lighting	44,000	44,440	45,107	45,784
5420-2265-0000	Road Safety Officer	27,000	27,945	28,644	29,074
5420-2330-0000	Trees - Repairs & Maint	70,000	70,700	71,761	72,837
5425-2330-0000	Drainage R&M	20,000	20,200	20,503	20,811
5425-2331-0000	Levees R&M	10,000	10,100	10,252	10,406
5425-2332-0000	Street Cleaning - Repairs & Maint	40,000	40,400	41,006	41,621
	Sub-Total Expenses	220,000	222,875	226,499	229,897
	Sub-Total Expenses	1,310,000	1,313,675	1,333,662	1,353,667
	Net Result Surplus/(Deficit)	4,665,605	2,049,436	2,060,328	2,040,323

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
	CARAVAN PARK				
5540-1150-0000	Caravan Park - Rent	72,000	72,000	72,000	72,000
5540-1170-0000	Caravan Park - Washing Machine	1,250	1,250	1,250	1,250
	Sub-Total Income	73,250	73,250	73,250	73,250
5540-2255-0000	Caravan Park - Electricity Charges	15,000	15,150	15,377	15,608
5540-2275-0000	Caravan Park - Rates & Water Charges	10,000	10,100	10,252	10,406
5540-2290-0000	Caravan Park - Caretakers Fee	25,740	25,997	26,387	26,783
5540-2330-0000	Caravan Park - Repairs & Maint	15,000	15,150	15,377	15,608
	Sub-Total Expenses	65,740	66,397	67,393	68,405
	Net Result Surplus/(Deficit)	7,510	6,853	5,857	4,845
	TOURISM & AREA PROMOTION				
5560-2070-0000	Tourism - Delegates Expenses	2,000	2,020	2,050	2,081
5560-2265-0000	Tourism - Memberships	12,000	12,000	12,000	12,000
5560-2305-0000	Tourism - Advertising	32,000	32,000	32,000	32,000
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	1,000	1,000	1,000	1,000
5560-2330-0000	Tourism - Product Development	5,000	5,000	5,000	5,000
5560-2350-0000	Economic Development Promotion	8,000	8,000	8,000	8,000
5560-2355-0000	Tourism - Visitor Information Centre	2,000	2,020	2,050	2,081
5560-2360-0000	Tourism - Other Expenses	1,600	1,616	1,640	1,665
	Sub-Total Expenses	69,600	69,656	69,740	69,827
	REAL ESTATE DEVELOPMENT				
5580-2330-0000	Real Estate for Sale - R&M	3,000	3,030	3,075	3,121
5580-2375-0000	Real Estate for Sale - Rates & Water	25,500	25,755	26,141	26,533
5620-1910-0000	Real Estate - Nett Result Sale Of Land				
	Sub-Total Expenses	28,500	28,785	29,216	29,654
	PRIVATE & OTHER WORKS				
5662-1125-0000	Private Works Minor	12,000	12,000	12,000	12,000
	Sub-Total Income	12,000	12,000	12,000	12,000
5662-2375-0000	Private Works Expense	9,000	9,090	9,226	9,364
	Net Result Surplus/(Deficit)	3,000	2,910	2,774	2,636

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
	OFFICES & LEASES				
5664-1345-0000	Offices & Leases - Income	6,500	6,500	6,500	6,500
5664-2245-0000	Offices & Leases - Insurance	2,300	2,323	2,358	2,393
5664-2275-0000	Offices & Leases - Rates & Water	14,000	14,140	14,352	14,567
5664-2330-0000	Offices & Leases - Repairs & Maintenance	2,000	5,050	5,126	5,203
	Sub-Total Expenses	18,300	21,513	21,836	22,163
	Net Result Surplus/(Deficit)	11,800	15,013	15,336	15,663
	LOCKHART MEMORIAL HALL				
5667-1901-0000	Lockhart Memorial Hall - Hire Income	1,000	1,000	1,000	1,000
5667-2245-0000	Lockhart Memorial Hall - Insurance	2,700	2,727	2,768	2,810
5667-2275-0000	Lockhart Memorial Hall - Rates & Water Charges	1,200	1,212	1,230	1,248
5667-2330-0000	Lockhart Memorial Hall - Repairs & Maint	3,000	3,030	3,075	3,121
5667-2335-0000	Lockhart Memorial Hall - Electricity	1,500	1,515	1,538	1,561
	Sub-Total Expenses	8,400	8,484	8,611	8,740
	Net Result Surplus/(Deficit)	7,400	7,484	7,611	7,740
	THE ROCK MEDICAL CENTRE				
5670-1901-0000	The Rock Med Centre - Rent	13,000	13,000	13,000	13,000
5670-2245-0000	The Rock Med Centre - Insurance	2,300	2,323	2,358	2,393
5670-2275-0000	The Rock Med Centre - Rates & Water Charges	1,400	1,414	1,435	1,457
5670-2300-0000	The Rock Med Centre - R & M	4,000	3,030	3,075	3,121
	Sub-Total Expenses	7,700	6,767	6,868	6,971
	Net Result Surplus/(Deficit)	5,300	6,233	6,132	6,029
	VALMAR GROUP HOME				
5675-1900-0000	Premises - Rent	17,000	17,000	17,000	17,000
5675-2245-0000	Premises - Insurance	3,100	3,131	3,178	3,226
5675-2256-0000	Premises - Electricity	1,400	1,414	1,435	1,457
5675-2275-0000	Premises - Rates & Water Charges	1,600	1,616	1,640	1,665
5675-2300-0000	Premises - Repairs & Maint	3,500	3,535	3,588	3,642
	Sub-Total Expenses	9,600	9,696	9,841	9,990
	Net Result Surplus/(Deficit)	7,400	7,304	7,159	7,010
	Total Operating Income	12,251,958	9,589,571	9,709,878	9,810,863
	Total Operating Expenditure	9,215,276	9,140,416	9,217,170	9,293,249
	Net Operating Surplus/(Deficit)	3,036,682	449,155	492,708	517,614

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
CAPITAL WORKS, ACQUISITION & SALE OF ASSETS					
TRANSPORT & COMMUNICATION					
5040-4600-0000	Regional Roads	990,000	990,000	990,000	990,000
5040-4615-0000	Regional Rds MR59 Shoulder Widening	2,581,311	-	-	-
5065-4600-0000	Rural Roads Sealed	1,030,000	1,030,000	1,000,000	1,000,000
5110-4600-0000	Unsealed Rural Roads	690,000	690,000	690,000	690,000
5265-4600-0000	Kerb & Gutter	5,000	-	-	-
	Sub-Total Roads Capital Expenses	5,296,311	2,710,000	2,680,000	2,680,000
CAPITAL WORKS & ACQUISITIONS					
1490-3289-0000	Real Estate & Other Deferred Debtors	8,000	8,000	8,000	8,000
5490-4900-0000	Asset Sales - Plant & Equipment	368,000	374,000	311,000	410,000
	Sub-Total Other Capital Income	376,000	382,000	319,000	418,000
1020-4600-0000	Administration Offices Development	-	-	-	-
1020-4605-0000	Computer Asset Purchases	40,000	13,000	45,000	45,000
1490-5100-0000	Loans - Repayments (Principal) Admin Building	45,501	49,096	52,975	57,160
1490-5105-0000	Loans - Repayments (Principal) Swimming Pools	79,988	83,178	86,495	89,945
1490-5110-0000	Viatek Equipment Lease	-	-	-	-
1060-4610-0000	Depots Improvements	22,500	25,000	25,000	25,000
3680-4600-0000	Parks & Gardens Improvements	34,000	21,000	21,000	21,000
5540-4600-0000	Caravan Park Improvements	10,000	10,000	10,000	10,000
5990-3370-0000	Land Development				
5490-4600-0000	Asset Purchases - Plant & Equipment	1,030,800	1,007,000	941,000	1,016,000
	Sub-Total Other Capital Expenses	1,262,789	1,208,274	1,181,470	1,264,105
	TOTAL CAPITAL INCOME	376,000	382,000	319,000	418,000
	TOTAL CAPITAL EXPENDITURE	6,559,100	3,918,274	3,861,470	3,944,105
	CAPITAL SURPLUS/(DEFICIT)	(6,183,100)	(3,536,274)	(3,542,470)	(3,526,105)
MOVEMENTS IN RESTRICTED ASSETS					
1490-1716-0000	Transfer from:Infrastructure Reserve	-	-	-	-
1490-1715-0000	Transfer from:Election Reserve	-	20,000	-	-
	Total Transfers from Reserves	-	20,000	-	-
1490-2704-0000	Transfer to:Plant Reserve	-			
1490-2715-0000	Transfer to:Future Election Expenses	6,000	-	6,000	6,000

GENERAL FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
1490-2716-0000	Transfer to:Future Infrastructure Development	36,000	82,500	134,000	175,000
1490-2717-0000	Transfer to:Natural Disaster	11,200	11,200	11,200	11,200
1490-2728-0000	Transfer to:S7.12 Reserve	18,000	18,000	18,000	18,000
	Total Transfers to Reserves	71,200	111,700	169,200	210,200
	Net Transfers to/from Reserves	71,200	131,700	169,200	210,200
1060-1550-0000	Amounts Payable By Other Fund	90,000	90,000	90,000	90,000
	Total INCOME from Other Funds	90,000	90,000	90,000	90,000
	Sub Total NET Surplus/(Deficit)	(3,127,618)	(3,128,819)	(3,128,962)	(3,128,691)
	Add Back Depreciation	3,141,400	3,141,400	3,141,400	3,141,400
	Budget Surplus/(Deficit)	13,782	12,581	12,438	12,709

SEWER FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
8405-1010-0000	Sewer Residential	387,430	393,241	399,140	407,123
8405-1020-0000	Sewer Residential Vacant	27,604	28,018	28,438	29,007
8405-1025-0000	Sewer Non-Residential	94,029	95,439	96,871	98,808
8405-1060-0000	Sewer Non-Residential Vacant	9,713	9,858	10,006	10,206
8405-1100-0000	Treated Effluent Water-Lockhart	4,000	4,000	4,000	4,000
8405-1200-0000	Sewer Interest On Investments	4,000	6,000	8,000	15,000
8405-1220-0000	Sewer Interest on Rates	1,500	2,000	2,000	2,000
8405-1310-0000	Sewer Connection Fees	-	-	-	-
8405-1410-0000	Sewer Pensioner Rebate	10,500	10,500	10,500	10,500
	Total Operating Income	538,775	549,057	558,955	576,644
Operating Expenditure					
8405-2005-0000	Sewer All Leave Types	12,000	12,180	12,363	12,579
8405-2007-0000	Sewer OnCosts(Super, W/Comp)	8,000	8,120	8,242	8,386
8405-2070-0000	Sewer Training	2,000	2,030	2,060	2,097
8405-2110-0000	Sewer Interest - Loans	36,073	35,073	34,073	32,073
8405-2220-0000	Sewer Consultants - Scoping Study & IWCM	10,000	10,000	30,000	10,000
8405-2245-0000	Sewer Insurances	1,500	1,500	1,500	1,500
8405-2255-0000	Sewer Treatment Works Electricity	30,000	30,000	30,000	30,000
8405-2260-0000	Sewer Telephone	1,300	1,300	1,300	1,300
8405-2275-0000	Sewer Rates & Water Charges	9,000	9,000	9,000	9,000
8405-2280-0000	Sewer Sundries	1,400	1,400	1,400	1,400
8405-2300-0000	Sewer Pensioner Rebate Exp	19,000	19,000	19,000	19,000
8405-2330-0000	Effluent Reuse R&M	10,000	10,000	10,000	10,000
8405-2331-0000	Sewer Mains R&M	15,000	15,000	15,000	15,000
8405-2332-0000	Sewer Pump Stations R&M	27,000	27,000	27,000	27,000
8405-2333-0000	Sewer Treatment Works R&M	105,000	105,000	105,000	105,000
8405-2900-0000	Sewer Depreciation	180,000	180,000	180,000	180,000
	Total Operating Expenditure	467,273	466,603	485,938	464,335
	Operating Surplus/(Deficit)	71,502	82,454	73,017	112,310

SEWER FUND - INCOME & EXPENDITURE		2020/21 Operational Plan Estimates	2020/2023 DELIVERY PLAN ESTIMATES		
G/L Account No.	Description		2021/22 Estimates Year 2	2022/23 Estimates Year 3	2023/24 Estimates Year 4
Capital Renewals					
8405-4600-0001	Sewer Capital Renewals	-	-	-	-
8405-4600-0000	Sewer Expansion The Rock	75,000	90,000	90,000	148,000
8405-5100-0000	Sewer Loans - Repayments (Principals)	36,358	37,358	38,358	40,358
		111,358	127,358	128,358	188,358
Transfer from Reserves (Income)					
8405-1701-0000	Tfr From Sewer Infrastructure Reserve	-	-	-	-
Transfer to Reserves (Expenditure)					
8405-2701-0000	Tfr To Sewer Infrastructure Reserve	40,000	35,000	23,000	-
Internal Expenditure					
8405-2450-0000	Administration Expenses	45,000	45,000	45,000	45,000
8405-2460-0000	Technical Staff Services	45,000	45,000	45,000	45,000
		90,000	90,000	90,000	90,000
	Add back Depreciation Expense (non-cash)	180,000	180,000	180,000	180,000
Net Surplus/(Deficit)		10,144	10,096	11,659	13,952

PART 2: STATEMENT OF REVENUE POLICY

RATES

Rates and Charges can be paid by either quarterly instalments or a single instalment. The 2020/2021 due dates for these instalments are as follows:

1st instalment or Payment in Full – 30 September 2020

2nd instalment – 30 November 2020

3rd instalment – 28 February 2021

4th instalment – 31 May 2021

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 2020/2021 financial year has been announced at 2.6%. Accordingly, for the 2020/2021 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. The amount an individual ratepayer pays depends on the rateable value of their land as supplied to councils by the NSW Valuer General. Updated valuations are provided to councils every four years. Therefore, every four years there is a redistribution of the rate burden based on the relative change in an individual ratepayer's property value. The NSW Valuer Generals office has provided new valuations to take effect from 1 July 2020, therefore each ratepayer's 2020/21 rates notice will be calculated using these new valuations.

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 2020/2021 rates have been determined using property values with a Base Date of 1st July 2019.

Maximum Interest Rate on Overdue Rates and Charges

In accordance with section 566(3) of the Act, it has been determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2020 to 31 December 2020 (inclusive) will be 0.0% per annum and that the maximum rate of interest payable on overdue rates and charges for the period 1 January 2021 to 30 June 2021 (inclusive) will be 7.0% per annum.

The interest rate has been set at 0.0% for the first half of the 2020/21 financial year in response to the financial impacts faced by the community as a result of the COVID-19 Pandemic.

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 332 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$87,500 in 2020/2021. The 55% pensioner subsidy received from the NSW Government will amount to approximately \$46,400 with the remaining \$41,100 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”.

Diagram 1

Map of Lockhart Town for Rating purposes.

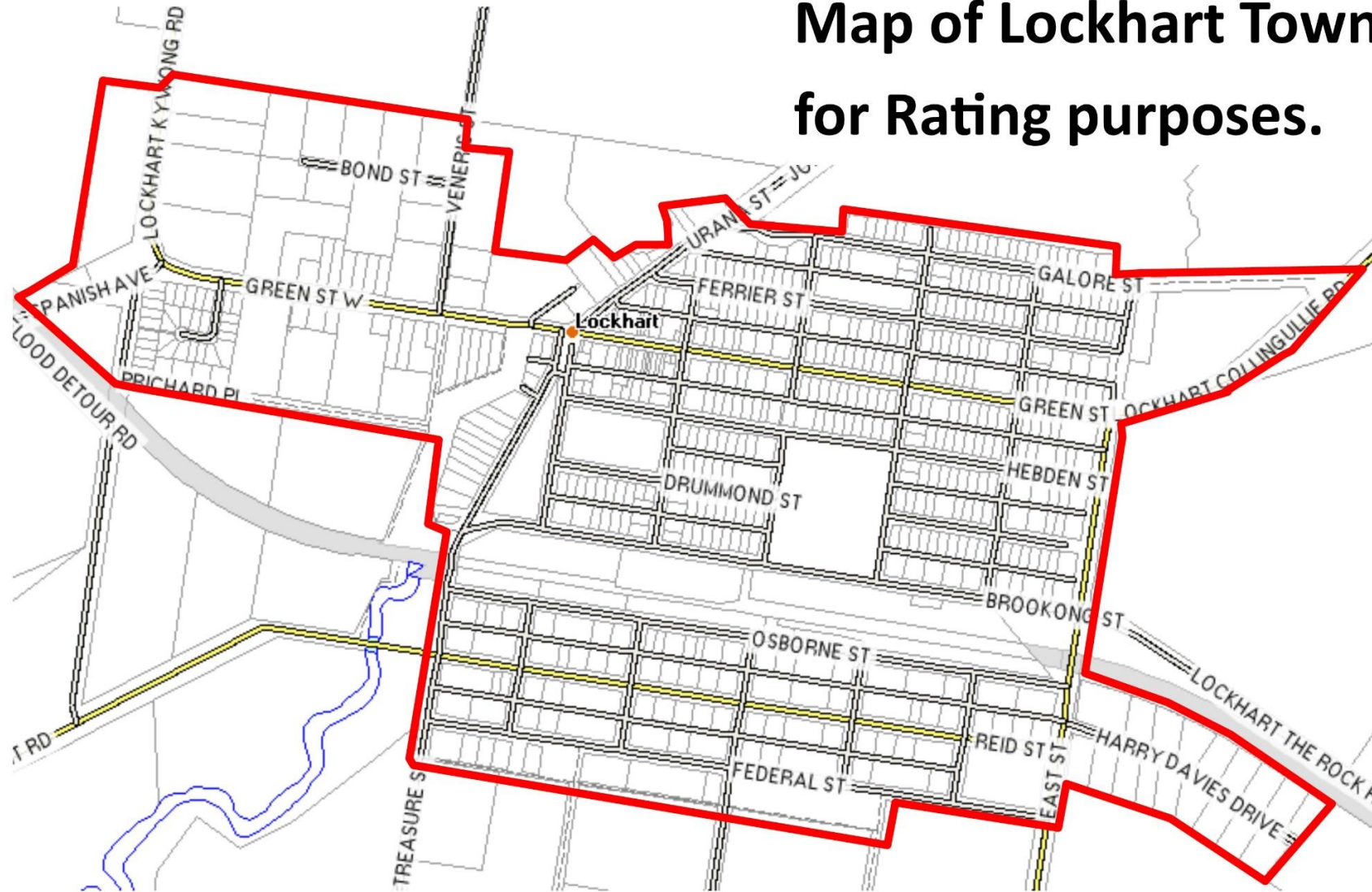


Diagram 2

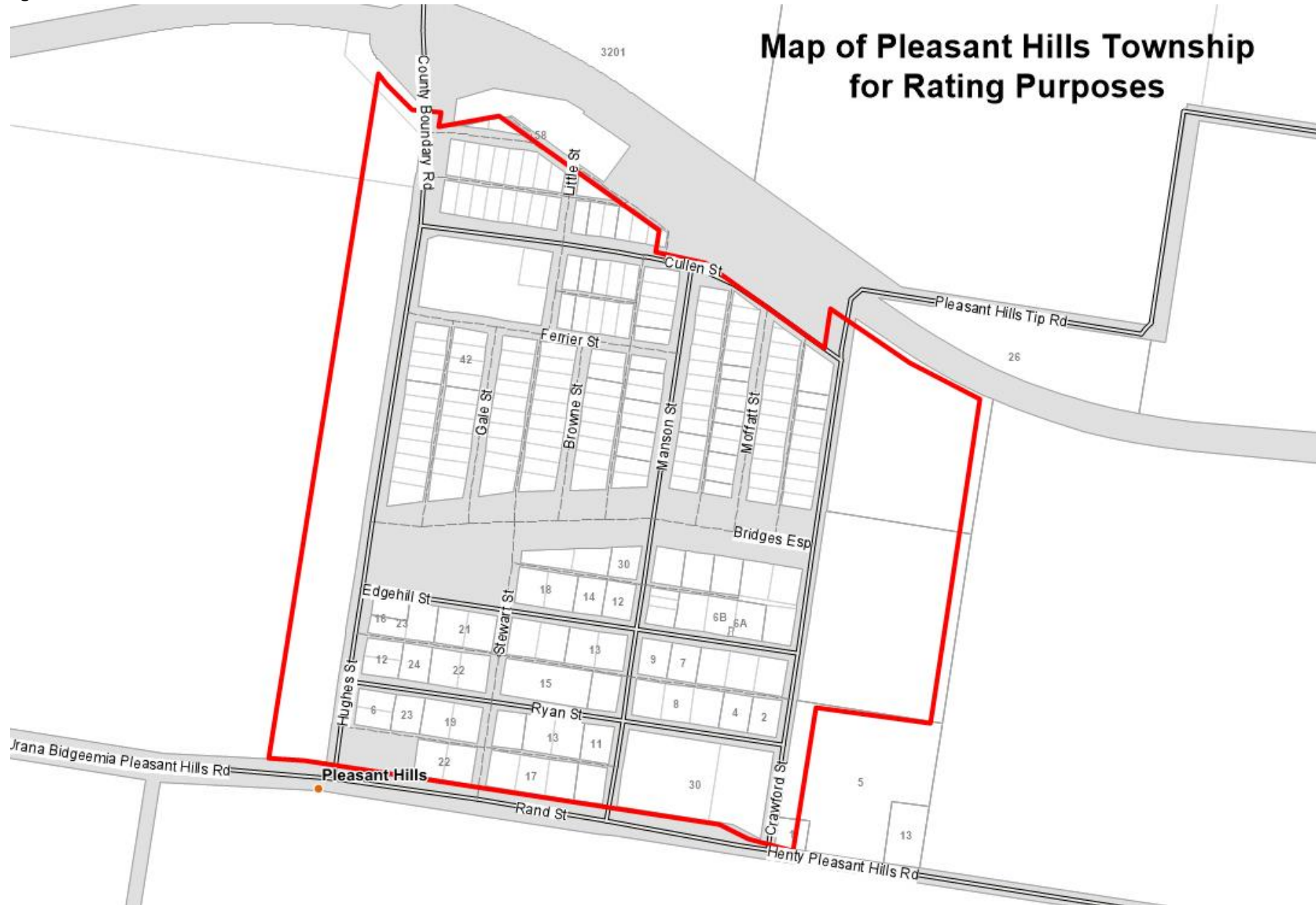


**Map of
The Rock
Town for
Rating
purposes.**

Map of Yerong Creek Town for Rating purposes.



Diagram 4



Proposed Rating Structure 2020-21

**Rate Peg
Increase**

2.6%

<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	1,121	\$1,068,794,910	0%	0	0.190388	\$0	\$2,034,853	\$2,034,853
Residential	2	94	\$604,830	30%	40	1.435439	\$3,760	\$8,682	\$12,442
Residential - Rural	4	97	\$11,970,300	12%	50	0.303056	\$4,850	\$36,277	\$41,127
Residential - Lockhart	5	461	\$12,326,350	21%	75	1.084883	\$34,575	\$133,727	\$168,302
Residential - The Rock	6	418	\$26,983,020	20%	75	0.470752	\$31,350	\$127,023	\$158,373
Residential - Yerong Ck	7	88	\$1,925,250	37%	80	0.634019	\$7,040	\$12,206	\$19,246
Business	8	47	\$519,120	27%	120	2.914836	\$5,640	\$15,131	\$20,771
Mining	9	0	\$0	0%	150	1.800000	\$0	\$0	\$0
Business - Lockhart	10	113	\$3,029,340	30%	150	1.318787	\$16,950	\$39,951	\$56,901
Business - The Rock	11	39	\$2,570,830	21%	130	0.721929	\$5,070	\$18,560	\$23,630
Business - Yerong Ck	12	13	\$234,320	13%	50	1.877028	\$650	\$4,398	\$5,048
Total Ordinary Rates		2,491	\$1,128,958,270				\$109,885	\$2,430,807	\$2,540,692

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 2020/2021 financial year:

RESIDENTIAL WITH DWELLING

Lockhart - An annual sewerage availability charge of **\$530.00** 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 **\$530.00** 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 **\$530.00** 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 **\$268.00** 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 **\$268.00** 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 **\$268.00** 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			2020/2021
Lockhart, The Rock & Yerong Creek	Non-Residential	Operational Charge	\$1.37
		Access Fee	\$268.00
		Minimum	\$530.00
		Vacant	\$268.00
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	\$268.00

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 moved 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 2020/2021 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 2020/2021 financial year:

Domestic Waste Management Service Charge:

- **\$400.00** per assessment. Covers the cost of:
 - weekly collection of 240 litre **FOGO (Food Organics & Garden Organics)** bin.
 - fortnightly collection of 240 litre **General Waste** bin.
 - 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. (diagrams 1, 2, 3 & 4)

Domestic Waste Vacant Charge:

- **\$55.60** per assessment.
- Applies to all vacant (no dwelling) rateable residential assessments located within the area for which the service is available.

Additional Bin Service(s):

- **\$135.00** per additional bin.
- Applies to all assessments requesting additional **FOGO, General Waste and/or Recycling** bin service(s).

Any eligible assessment that is outside the collections areas (diagrams 1, 2, 3 & 4) that choose to opt into the bin collection service can only do so for the full service, which is an annual charge of \$400, plus the purchase of all three bins ie FOGO, General Waste and Recycling bins whether or not all services will be used.

WASTE MANAGEMENT NON-RESIDENTIAL

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 2020/2021 financial year:

Waste Management Charge:

- **\$400.00** per assessment. Covers the cost of:
 - weekly collection of 240 litre **FOGO (Food Organics & Garden Organics)** bin.
 - fortnightly collection of 240 litre **General Waste** bin.
 - fortnightly collection of 240 litre **Recycling** bin
- Applies to all Non-residential assessments located within the area for which the service is available. (diagrams 1, 2, 3 & 4)

Waste Management Vacant Charge:

- **\$55.60** per assessment.
- Applies to all vacant non-residential rateable assessments located within the area for which the service is available.

Additional Bin Service(s):

- **\$135.00** per additional bin.
- Applies to all assessments requesting additional **FOGO, General Waste and/or Recycling** bin service(s).

Tip Availability charge:

- **\$55.60** per assessment. Contributes to the costs of running Councils four (4) landfill operations.
- 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.

Any eligible assessment that is outside the collections areas (diagrams 1, 2, 3 & 4) that choose to opt into the bin collection service can only do so for the full service, which is an annual charge of \$400, plus the purchase of all three bins ie FOGO, General Waste and Recycling bins whether or not all services will be used

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 2020/21						
	Revenue	No.	Price	Increase	Expenses	Income
3060-1000	Domestic Waste Management Charge - Residential	969	400.00	1.0%		387,600
3060-1010	Domestic Waste Management Charge - Vacant	204	55.60	1.1%		11,342
3060-1020	Domestic Waste Management Charge - Additional Services	78	135.00	-31.8%		10,530
3060-1030	Non-Residential Management Charge - Business	117	400.00	1.0%		46,800
3060-1015	Non-Residential Management Charge - Vacant	60	55.60	1.1%		3,336
3060-1040	Non-Residential Management Charge - Additional Services	133	135.00	-31.8%		17,955
3060-1070	Tip Availability Charge	383	55.60	1.1%		21,295
3060-1135	Tipping Fees					23,000
3060-1340	Sale of Bins					4,000
3060-1410	Pensioner Rebate - Waste Management Combined					19,500
3060-1415	CDS Share Funding Recycling					10,000
	Expenditure					
3060-2280	Waste Management Other Expenses				21,000	
3060-2281	Kerbside Pickup				18,000	
3060-2300	Less Pensioner Abandoned - Waste Management Combined				36,000	
3060-2302	Recycling Expenses - Kurrajong				15,000	
3060-2304	Waste Management Collection Charges - Cleanaway				170,000	
3060-2330	Landfill Operating Expenses				240,000	
	Other Expenses				1,200	
	Provision for future events					
	Provision for acquisition of future tip sites				0	
	TOTAL of REASONABLE COSTS				501,200	
	TOTAL REVENUE					555,358
	BUDGET SURPLUS/(DEFICIT)					54,158

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 2020/2021</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	\$4	per square metre
Jetpatcher – Double Coat	\$6	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
Gravel Supply (at cost + 12.5%)		

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 and industrial 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 service providers 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. 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

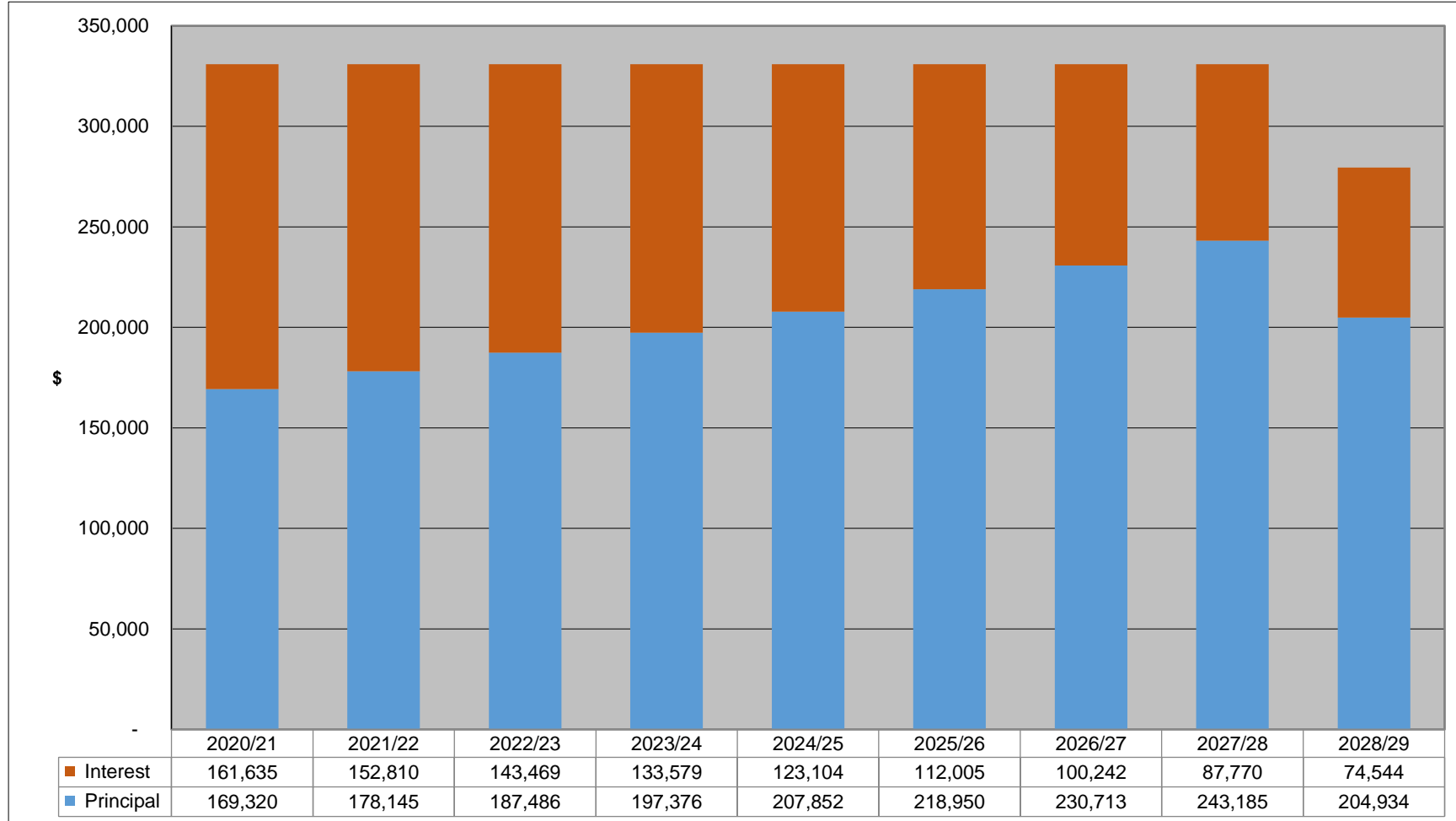
Section 621 of the Act allows Council to borrow by way of an overdraft or loan or by any other means approved by the Minister (Section 622). Council does not intend to borrow funds in General Fund for 2020/2021 financial year.

SUMMARY ROADS WORKS BUDGET 2020-21				
Regional Roads	\$ 300,000	5040-2330-0000	\$ 990,000	5040-4600-0000
MR 59 Shoulder Widening			\$ 2,615,234	5040-4615-0000
Local Sealed Roads				
Urban Sealed Rds	\$ 70,000	5020-2330-0000	\$ -	5020-4600-0000
Rural Sealed Rds	\$ 160,000	5065-2330-0000	\$ 1,030,000	5065-4600-0000
Local Unsealed Roads				
Rural Unsealed Rds	\$ 540,000	5100-2330-0000	\$ 690,000	5110-4600-0000
Footpath / Kerb & Gutter	\$ 20,000	5260-2330-0000	\$ 5,000	5265-4600-0000
Total Repairs & Maintenance	\$ 1,090,000		\$ 5,330,234	Total Renewal/Capital

PROJECTED LOAN REPAYMENTS

CONSOLIDATED FUNDS - PRINCIPAL & INTEREST

(Loans for Administration Building, Swimming Pools & Sewer Network)



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

	Description	LSC Officer	Plant No.	Estimated Purchase	Estimated Sale Price	Nett Cost
2020-21						
1060-4600-0001	Sedan	GM	1907	44,000	20,000	24,000
1060-4600-0001	Sedan	DCCS	1905	44,000	25,000	19,000
1060-4600-0001	4WD Dual Cab	MES	1904	44,000	30,000	14,000
1060-4600-0001	Sedan	Manager Works	1910	36,000	20,000	16,000
1060-4600-0001	Sedan	TEDO	1969	36,000	20,000	16,000
				204,000	115,000	89,000
5490-4600-0001	950H Loader	Works		340,000	110,000	230,000
5490-4600-0001	Truck - Concrete Crew	Works	1231	120,000	30,000	90,000
5490-4600-0001	4WD Utility Tray	Sewer	1670	35,000	15,000	20,000
5490-4600-0001	Caterpillar Backhoe	Concrete Crew	1758	175,000	50,000	125,000
5490-4600-0001	4wd Single cab	Compliance Officer	1417	36,000	14,000	22,000
5490-4600-0001	Post Hole Boarer for #2065	Works		3,800	0	3,800
5490-4600-0001	Mechanics ute	Workshop	1727	42,000	17,000	25,000
5490-4600-0001	Bin Trailer	P&G	9875	34,000	2,000	32,000
5490-4600-0001	Catcher Mower	P&G	1936	41,000	15,000	26,000
				826,800	253,000	547,800
			Total:	1,030,800	368,000	636,800
2021-22						
1060-4600-0001	4WD Dual Cab	DEES	2203	44,000	35,000	9,000
1060-4600-0001	4WD Dual Cab	Facilities Officer	2208	38,000	15,000	23,000
1060-4600-0001	4WD Dual Cab	Environmental Officer	2201	38,000	15,000	23,000
1060-4600-0001	4WD Dual Cab	Works Officer	2206	46,000	25,000	21,000
				166,000	90,000	76,000
5490-4600-0001	4WD Utility Tray	Tips	1671	46,000	15,000	31,000
5490-4600-0001	Utility	Mechanic	1817	60,000	35,000	25,000
5490-4600-0001	Grader Crew	Works Crew	1223	56,000	20,000	36,000
5490-4600-0001	Truck P&G	P&G	1426	75,000	20,000	55,000
5490-4600-0001	Loader 938	Works	1356	290,000	100,000	190,000
5490-4600-0001	4WD Utility	Noxious Weeds	1515	34,000	14,000	20,000
5490-4600-0002	Loader 930	Works	1355	280,000	80,000	200,000
				841,000	284,000	557,000
			Total:	1,007,000	374,000	633,000

ASSET REPLACEMENT PROGRAM

	Description	LSC Officer	Plant No.	Estimated Purchase	Estimated Sale Price	Nett Cost
2022-23						
1060-4600-0001	Sedan	GM	2107	50,000	25,000	25,000
1060-4600-0001	Sedan	DCCS	2105	50,000	25,000	25,000
1060-4600-0001	4WD Dual Cab	MES	2104	43,000	20,000	23,000
1060-4600-0001	Sedan	Manager Works	2110	43,000	20,000	23,000
1060-4600-0001	Sedan	TEDO	2169	43,000	20,000	23,000
				229,000	110,000	119,000
5490-4600-0001	Utility	P&G	1815	52,000	17,000	35,000
5490-4600-0001	Mower	P&G Lockhart	1852	60,000	7,000	53,000
5490-4600-0001	Mower	P&G T/Rock	1812	60,000	7,000	53,000
5490-4600-0001	Light Truck	P&G T/Rock	1619	80,000	20,000	60,000
5490-4600-0001	Prime Mover	Float Prime Mover	1839	280,000	100,000	180,000
5490-4600-0001	Steel Drum Roller	Works Crew	963	180,000	50,000	130,000
				712,000	201,000	511,000
			Total:	941,000	311,000	630,000
2023-24						
1060-4600-0001	4WD Dual Cab	DEES	2203	44,000	35,000	9,000
1060-4600-0001	4WD Dual Cab	Facilities Officer	2208	38,000	15,000	23,000
1060-4600-0001	4WD Dual Cab	Environmental Officer	2201	38,000	15,000	23,000
1060-4600-0001	4WD Dual Cab	Works Officer	2206	46,000	25,000	21,000
				166,000	90,000	76,000
5490-4600-0001	Chipper	P&G	1554	70,000	20,000	50,000
5490-4600-0001	Gravel Truck & Trailer	Works Crew	1824-25	390,000	150,000	240,000
5490-4600-0001	Gravel Truck & Trailer	Works Crew	1833-34	390,000	150,000	240,000
				850,000	320,000	530,000
			Total:	1,016,000	410,000	606,000

Section 356 Contributions	2020/21 SUBSIDIES
Pleasant Hills Community Hotel	\$ 6,000
Seniors Citizens Week Donations	\$ 600
Australia Day Hosting Committee Contribution	\$ 4,000
Lions Club Lockhart - Recycling	\$ 3,200
Unallocated for requests during year	\$ 38,300
1020-2308	\$ 52,100

Subsidies to public Hall Management Committees

Bidgeemia Public Hall	\$ 2,100
Milbrulong Public Hall	\$ 2,100
Pleasant Hills Public Hall	\$ 4,200
The Rock Public Hall	\$ 7,000
Urangeline Peace Hall	\$ 2,100
Yerong Creek Public Hall	\$ 4,200
Property & Buildings Insurance	\$ 9,000
3600-2265	\$ 30,700

Subsidies to Recreation Ground Management Committees

Lockhart & District Historical Society Museum	\$ 3,640
Lockhart Recreation Ground	\$ 17,500
Lockhart Showground & Racecourse	\$ 4,900
Osborne Recreation Ground	\$ 16,800
Pleasant Hills Recreation Reserve	\$ 2,100
The Rock Recreation Ground	\$ 17,500
The Rock Showground and Golf Course	\$ 2,520
Yerong Creek Recreation Ground	\$ 9,800
Property & Buildings Insurance	\$ 28,000
3680-2265	\$ 102,760

SECTION 356 – LOCAL GOVERNMENT ACT – CAN COUNCIL FINANCIALLY ASSIST OTHERS

Section 356 of the Local Government Act states that: -

- 1) *“A council may, in accordance with a resolution of the council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.*
- 2) *A proposed recipient who acts for private gain is not ineligible to be granted financial assistance but must not receive any benefit under this section until at least 28 days’ public notice of the council’s proposal to pass the necessary resolution has been given.*
- 3) *However, public notice is not required if:*
 - a) *the financial assistance is part of a specific program, and*
 - b) *the program’s details have been included in the council’s draft operational plan for the year in which the financial assistance is proposed to be given, and*
 - c) *the program’s proposed budget for that year does not exceed 5 per cent of the council’s proposed income from the ordinary rates levied for that year, and*
 - d) *the program applies uniformly to all persons within the council’s area or to a significant group of persons within the area.”*

For the purposes of Section 356 (3) notice is given that Council has adopted Policy 1.21 Investment Attraction Incentives Policy.

The Policy is aimed at supporting an economy and business operating environment that encourages investment. The policy is focused on targeted investment support, whereby the nature and scale of the proposed investment will stimulate significant economic benefits diversity and value-add to the wider regional economy beyond the growth of the business itself.

Council’s support for new investment in the Lockhart Shire may be provided in a number of ways both non-financial and financial including but not limited to:-

- Non-financial assistance, including (but not limited to) dedicated business officer assistance, fast-tracked development application process, assistance and support with property location, business support networks and marketing; and
- Financial assistance, including (but not limited to) interest free vendors terms, a discount on the price of industrial land, a discount on the price of residential land purchased in conjunction with an industrial lot, waiving of development application fees and deferred payment of infrastructure charges

These incentives are available for strategically important projects within identified industries and locations which will diversify the economy, support jobs growth and investment growth and provide a net community benefit.

The level of incentive applicable to a development and/or project will be determined by the eligibility criteria and assessment process outlined in the Policy document. Investment Attraction Incentives Scheme Guidelines have also been established to assist with this process.

The Policy is contained in the Lockhart Shire Council Policy Register which can be viewed or downloaded from Council’s website at <https://www.lockhart.nsw.gov.au/f.ashx/PoliciesPlansandReports/DOC-Policy-Register-20200519.pdf>