



INVERELL  
SHIRE COUNCIL

2016 - 2017

# Operational Plan and Budget

*Inverell Shire's  
Roadmap for the Future*



*A Community for Everyone*

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## Message from the Mayor

I have pleasure in presenting to you Council's draft Operational Plan and Budget for 2016/2017. These documents are aimed at ensuring the continued financial sustainability and growth of the Shire Community. The draft Operational Plan and Budget have been prepared in accordance with the NSW Integrated Planning and Reporting Guidelines, 2013 and Council's IPART approved Fit for the Future (FFF) Roadmap.

Council has a strong vision for the continued growth of the Shire to maintain it as a strong, vibrant, self-sustaining Community. The strategies and objectives detailed in Council's 2016/2017 Operational Plan and Budget support this Vision.

It has again been a difficult task preparing the Operational Plan and Budget and in carefully matching Council's 2016/2017 income, (which is constrained by a 2016/2017 Rate Pegging limit of just 1.8%) with Council's substantial expenditure needs. This task has been made more difficult by the Federal Governments continued freeze on the indexation on the Finance and Assistance Grants, which will cost the General Fund \$0.436M in 2016/2017. However, a balanced budget has been achieved due to Council's ongoing Operational Efficiency and Effectiveness Program. This Program has delivered a 21% reduction in Council's Real Operating Costs per Capita over the last 7 years. Council's Governance and Administration Costs are now 55% less than the Group 11 (large Rural Council) average and 50% less than the NSW Council average.

The 2016/2017 Operational Plan and Budget continues to build on Council's strong successes. It maintains the large funding increases provided for Road Asset Infrastructure maintenance and renewal activities in the Rural Area, Community Facilities, Waste Services and sustainable Economic Development. The goal of ensuring that the existing service levels are maintained is, however, becoming increasingly difficult as demonstrated by the actions Council must take to meet FFF Benchmarks by 2019/2020.

Again, a large Capital Works and Infrastructure Renewal Program is planned. Rural Roads will benefit from an additional \$2.10M in the Roads to Recovery Program. The 2016/2017 Budget also provides \$0.72M for new bitumen sealing works on Old Stannifer Road at Gilgai, the Kings Plains Road and John Street Inverell which will be a major benefit to the Community. 72% of the Roads Budget will be spent in the Rural Area and 28% in the Urban Areas. Council will in total spend \$21.1M on new Road Assets and Road Asset renewals over 2015/2016 and 2016/2017 under its FFF Roadmap, with 87% of this being spent on Rural Road Asset renewal. By 30 June, 2017 Council's total spend on Road Asset Renewals and Maintenance for the 10 year period will reach \$111.5M.

The Budget provides \$0.83M for Water Fund Asset Renewals and Upgrades, \$0.65M for Sewerage Fund Asset Renewals, \$2.52M for Heavy Plant Purchases and Workshop Upgrades, and \$0.27M for Bushfire Equipment Upgrades.

10 year financial modeling as included in Council's Long Term Financial Plan, indicates that should Council wish to pursue new or expanded activities to meet community needs and expectations, these will need to be funded from new revenue sources, grants or the FFF Roadmap special Rate variation after 2020. These matters are comprehensively addressed in Council's Fit for the Future Roadmap which is available from its Website. It is pleasing to note that the Independent Local Government Review Panel identified Council as a "Stand Alone" Council and that IPART approved Council's FFF Roadmap.

I commend Council's draft 2016/2017 Operational Plan and Budget to you.



Cr Paul Harmon  
Mayor



## General Manager's Introduction

The 2016/2017 draft Operational Plan and Budget makes provision for the continued delivery of a wide range of services and new infrastructure to the Inverell Shire Community.

The 2016/2017 draft Operational Plan and Budget has again been prepared on the basis of delivering a financially and operationally sound "Balanced Budget" in all funds (that is the continuation of all of Council's existing Programs and Services, at the existing Service Levels, with no service or infrastructure cuts). Particular attention has been paid to the need to ensure long term financial sustainability across all Council's functions, and at the same time deliver quality core Local Government Services which optimise whole-of-Community outcomes. However, there is no escaping the fact that increasing cost pressures are making it difficult to deliver services in all of the existing service areas.

The Plan allocates \$13.44M for Asset Renewal works and New Assets in the General, Water and Sewer Funds, funded from ordinary revenues, loans, internally restricted assets and grants.

Council's Strategic Capital Infrastructure and Projects Fund has again been allocated \$515K in the Budget. This includes \$60K as Council's contribution to the \$ for \$ Community Building Partnership Program, \$95K for Local Government Elections, \$20K for Urban Works (John Street, Inverell Upgrade & Seal) and an allocation of \$340K for Urban Works (Oliver Street, Inverell Extension).

The Budget has been prepared on the basis of Council applying the maximum permissible 1.8% General Rate Peg increase against increases in Council's fixed costs. In this regard it is noted that the maximum permissible increase in general rates generates \$190K for 2016/2017, only providing Council with \$3K to fund the increased costs in Council's Works, Service provision and Asset renewal Programs. As highlighted in Council's IPART approved FFF Roadmap, a 14.25% Special Rate Variation is required for Council to meet the FFF Benchmarks set by the NSW Office of Local Government by the 2019/2020 timeframe and its Service Levels and Infrastructure Renewal needs in the medium and long term. A major issue for Council's 2016/2017 Budget again is the impact of the Federal Government's three (3) year indexation freeze on Finance and Assistance Grants. This will cost Council a very substantial \$891K over the period 2014/2015 to 2016/2017 and \$440K in each year after 2016/2017. This is the equivalent of a 4.15% Rate Increase.

It should be noted that the Federal Government will provide Council with a one-off increase of \$2.1M in Roads to Recovery funds. These funds will be utilised on rural roads and supplement the extensive improvement program planned for the rural road network. The total Roads Budget for 2016/2017 is \$13.36M.

Increases in Water, Sewerage, and Waste Management Charges are in line with the significant expenditure needs of those Funds, but are limited to providing sufficient funds to meet the operational and capital costs of these functions, and to ensure their long term sustainability. The increased budget allocations in the Rural Road Maintenance and Rural Road Renewal programs provided in previous years are funded again in 2016/2017. The 2016/2017 Budget provides for a continuing 6.5% increase (\$73K) in the Rural Road Maintenance Grading budget, which provides for an additional 80km of Grading per annum demonstrating Council's continuing commitment to the Rural areas. The Grading Budget at \$1,200K totals 35% of the 2016/2017 Farmland Rates to be collected. The increase in the Grading Budget is funded from the continuing electricity cost savings flowing from Council's Solar Energy Systems. A non-recurrent allocation of \$100K is provided for bitumen shoulder works on the Rural Regional Road network to extend the useful life of the Regional Road Asset.

I submit that the 2016/2017 draft Operational Plan and Budget is a vehicle for ensuring Inverell Shire is well placed to continue its sound economic and Community growth, to achieve all the required Fit for the Future Benchmarks by 2020.

A handwritten signature in black ink, appearing to read 'Paul J Henry', written in a cursive style.

Paul J Henry PSM  
General Manager

## Our Community

Inverell Shire is a dynamic and creative Community that provides an opportunity for its citizens to enjoy a quality lifestyle. The area is endowed with natural resources and citizens who adopt a progressive and inclusive approach to life. These values are encapsulated in the Shire's Vision Statement – "A Community for Everyone".

In the future, it is inevitable that the Community will be faced with challenges that must be addressed. As a Community we must be vigilant to the early warning signs that these challenges are approaching and then be prepared to act decisively in response.

In responding to these challenges Inverell Shire needs to take control of its own destiny. While acknowledging that the Shire is part of a Region and that an integrated approach to challenges is required, the Shire will not be constrained from celebrating and strengthening its own identity.

The Operational Plan is one of Council's three (3) major Strategic Planning documents and has been developed to respond to and manage the challenges facing Inverell Shire. The Strategic Plan outlines where we wish to be as a Community - our Destinations. The Operational Plan details the strategies to be pursued as a means of making progress towards our Destinations over the next 12 months. The plan recognises that our citizens seek to live in a healthy and safe Community that has access to lifelong learning opportunities and which is supported by sound infrastructure and services.

The Operational Plan embraces the "Vision" established in Council's 20 year Strategic Plan, and the "Destinations" (Aspirational Goals) it establishes. This Operational Plan continues the process of addressing the "Term Achievements" as detailed in Council's four (4) year Delivery Plan.



### Council's Vision:

*"A Community For Everyone".*

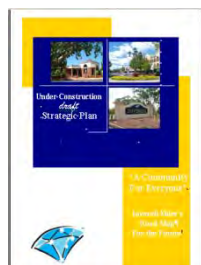
### Council's Destinations:

- *A recognised leader in the broader context;*
- *A community that is healthy, educated and sustainable;*
- *An environment that is protected and sustained;*
- *A strong growing local economy; and*
- *The Community is served by sustainable services and infrastructure.*

## How it All Fits Together

### STRATEGIC PLAN Strategies

20 Years



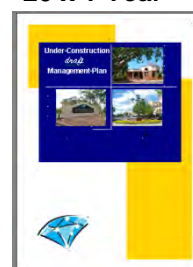
### DELIVERY PLAN Term Achievements

5 x 4 Year



### OPERATIONAL PLAN Operational Objectives

20 x 1 Year



### SUPPORTIVE PLANS

- Financial Management Plan
- Infrastructure Development Plan
- Equal Employment Opportunity Plan
- Council Land Use Management Plan
- Occupational Health and Safety Management
- Economic Development Plan
- State of the Environment Report
- Works and Services Businesses
- Sewerage Management Strategy
- Work Act and Current Budget
- Tourism Strategic Plan

Strategies	Term Achievements	Operational Objectives
Destinations	Delivery	Management
<b>R.</b> <b>A recognised leader in the broader context.</b> <b>R.01</b> Inverell Shire is promoted and distinguished regionally, nationally and internationally.	<b>R.01.1</b> Inverell is recognised locally and throughout the New England area, as a vibrant, innovative and attractive rural centre, with a range of services and experiences complemented by those available in Armidale and Tamworth.	<b>R.01.1.1</b> Increase marketing programs that present Inverell Shire as the attractive, vibrant rural centre of the New England Northwest, designed to distinguish it from other parts of New England and attract visitors.
<b>C.</b> <b>A society that is healthy, educated and sustained.</b> <b>C.01</b> Facilitate the provision of a broad range of services and opportunities which aid the long term sustainability of the Community.	<b>C.01.1</b> Advocate on behalf of the Community for the provision of services which meet Community needs and expectations.	<b>C.01.1.1</b> To provide leadership and advocate to ensure the Community is provided with a broad range of services and opportunities commensurate with other large regional councils.
<b>E.</b> <b>3. An environment that is protected and sustained.</b> <b>E.01</b> Protect, rehabilitate and manage all impacts on the built and natural environment.	<b>E.01.1</b> Environmental Community impact management.	<b>E.01.1.1</b> To establish measures and processes to protect the built environment and safety of the residents of the Shire through both direct control and education.
<b>B.</b> <b>4. Retail, Commercial and Industrial sectors are competitive, dynamic, progressive and flexible.</b> <b>B.01</b> Plan for and promote the clustering of specific business and industry sectors in commercially appropriate locations.	<b>B.01.1</b> Planning Instruments and policies compliance.	<b>B.01.1.1</b> To ensure the physical development of the Shire is in accordance with Community needs and expectations, adopted planning instruments and policies.
<b>S.</b> <b>The Communities are served by sustainable services and infrastructure.</b> <b>S.01</b> Facilitate the sharing of information and ideas through remote communications.	<b>S.01.1</b> Communication Strategic Plan.	<b>S.01.1.1</b> To ensure Communities have cost effective access to communication services.

## Council's Strategic Plans

As indicated above Inverell Shire Council's planned future direction is divided into three (3) separate documents each interdependent. These documents provide information on the direction the Council is going to take, the actions required to progress towards the direction and how the Council is going to measure the level of achievement.

The Strategic Plan provides information on the aspirational goals (defined "Destinations") for the Community, including the organisations Mission and the Purpose. The Delivery Plan is a four (4) year plan outlining the "Term Achievements" which align directly to the Destinations defined in the Strategic Plan. This document provides greater detail on the strategies to be used to achieve progress towards the Destinations. Term Achievements are the framework used in the construction of the Operational Plan. The final document being Council's Operational Plan, defines "Operational Achievements" and activities undertaken by Council and the Officers responsible. The document includes information on Key Performance Indicators (KPI's) and measurable expected outcomes. The KPI's and activities contained in the Operational Plan are to fulfill the Operational Achievements that support the Term Achievements and therefore assist in making progress towards the Destinations contained in the Strategic Plan.






**On the following page is a legend that is common between the:**

- Inverell Shire Council Strategic Plan,
- Inverell Shire Council Delivery Plan,
- Inverell Shire Council Operational Plan.

This format allows for easy understanding of the links and processes between the various activities and their relationship to the overall Destinations for the Community to achieve. Throughout the documents, the colour associated with the relevant Destination has been used to provide for easy use and understanding of the activities listed along with highlighting the Destination the Term and Operational Achievements is aligned to.



## Legend

Destinations	Icon	Code	Colour
1. <i>A recognised leader in the broader context.</i>		R	Yellow
2. <i>A Community that is healthy, educated and sustained.</i>		C	Blue
3. <i>An environment that is protected and sustained.</i>		E	Green
4. <i>A strong growing local economy.</i>		B	Purple
5. <i>The Community is served by sustainable services and infrastructure.</i>		S	Orange

## PART A – STRATEGIC COMPONENT

### Introduction – The 2016/2017 to 2020/2021 Operational Plan

The Operational Plan is the core corporate and strategic document that Council applies in determining its resourcing priorities and direction for the 2016/2017 year in accordance with its Four Year Delivery Program.

The Operational Plan provides a program aimed at meeting the needs of the Inverell Shire Community to the highest possible standard. The Plan states Council's Mission Statement, Customer Commitment, Value Statement, principal activities and strategic objectives, providing an indication of Council's goals for the coming 12 months. To ensure Council's long term financial sustainability, financial modeling has been undertaken for the next 10 years (see Council's Long Term Financial Plan) based on Council's IPART approved Fit for the Future Roadmap, which maintains Council's existing Service and Infrastructure Levels and where relevant, five (5) year financial planning figures are included in the Operational Plan.

The Operational Plan is required to be placed on public exhibition for a period of 28 days, (as required by Section 405 of the *Local Government Act, 1993*), to enable the Community to examine, make comments and recommendations, which reflect their needs and expectations.

## Understanding the Operational Plan

The Operational Plan is divided into five (5) components:

- Strategic Component
- Principal Activities and Other Activities
- Revenue Policy
- Operating Plan and Budget
- Fees and Charges

### **Strategic Component**

This part of the Operational Plan document includes information on the Council's profile, clearly identifying the business in which Council is engaged (its Mission Statement), the service nature of that business as reflected in Council's customer commitment and how Council proposes to conduct that business (Statement of Values).

### **Principal Activities and Other Activities**

This part of the Operational Plan identifies the Principal Activities and associated strategic objectives in which Council is engaged, framed in the context of Council's operational services.

### **Statement of Revenue Policy**

In accordance with the provisions of *Section 404 of the Local Government Act*, this section provides details of the way in which Council proposes to raise the revenue required to meet the expenditure on various works, services and facilities detailed in the Operational Plan. The major source of revenue is identified as sourced through the levy of various rates and charges.

### **Operating Plan and Budget**

Council's Principal Activities are composed of several service functions, which are undertaken to achieve identified outcomes and objectives. This section deals with the Annual Operating Plans and Budgets associated with the delivery of each Council service.

### **Fees and Charges**

This part of the Operational Plan provides the detail of the individual rates and charges to be applied by Council in the financial year ending 30 June, 2017.

## Strategic Direction

### Vision

"A Community for Everyone."

### Mission Statement

"To work with the Community in providing and facilitating the provision of services that enhance the quality of life of all Shire residents."



### Customer Commitment

Inverell Shire Council is a service-based organisation and will conduct itself accordingly. Its customers, both internal and external to the organisation, can reasonably expect the highest possible standards of service. Council Staff will make every effort to ensure that their response reflects the Council's commitment to providing a quality service.

### Value Statement

Council seeks to devote itself to the corporate values made explicit in its Management Plan.

#### Responsiveness

Council is committed to being responsive and accessible to the public and to work in a fair and equitable manner with the organisations and individuals with whom it interacts.

#### Excellence of Service

Council is committed to achieving excellence in its work. Council expects a quality service to be delivered to its customers and high productivity in all areas of Council operations.

#### Respect for Staff

In return for a commitment to Council values, Council is committed to fostering and utilising the skills of its staff and offering an equitable and safe work environment.

These values are fundamental to Council's Management and Business Plans as they underpin the setting of objectives and delivery of Council Services.



## Consultation

Council recognises the importance of consulting with its Community on a continual basis. Consultation is carried out in a variety of ways. This includes direct consultation by individual Elected Councillors, Councillor and Community Representation on a wide range of Council and Community Committees, the public forum session at the monthly Ordinary Meetings of Council, a monthly Radio Talkback Program and Community Public Meetings. The Community Public meetings are held at a variety of locations across the Shire. Council also actively participates and encourages participation in a number of Community Village Precinct Committees. Contact Council for details on 02 6728 8288.

## Comment on the Operational Plan

Council welcomes comment and submissions from the Community, and the Communities input into this Operational Plan. Comments and Submissions should be forwarded in writing to the General Manager at PO Box 138, Inverell NSW 2360, by email to [council@inverell.nsw.gov.au](mailto:council@inverell.nsw.gov.au), or facsimile to 02 6728 8277. Alternatively, direct contact can be made by visiting Council's Administration Centre at 144 Otho Street, Inverell or by phoning Council on 02 6728 8288.

This Draft Operational Plan and Budget will be placed before Council for adoption on Wednesday, 22 June, 2016. Black and white copies of the Operational Plan are available free of charge by contacting Council.



## Profile of the Shire

Inverell is a thriving regional commercial and service centre, reaching an estimated target area of 60,000 people, offering opportunities for resourceful companies and individuals, as well as support services for both commerce and industry. The following matters are highlighted.



### The Area:

The Shire of Inverell covers an area of 8,623 square kilometres of rich farm and grazing land, including large mineral deposits, particularly tin and sapphires – the area produces a significant proportion of the world's sapphires.

Inverell is situated on the Macintyre River in the central New England Tablelands. It is 590 metres above sea level, 664 kilometres north of Sydney, 437 kilometres from Brisbane and only a short drive to the popular mid and northern coastline of eastern Australia. The town is situated on the Gwydir Highway, which connects western New South Wales with the eastern seaboard.

### The People:

The Inverell Shire offers a diverse lifestyle for residents and visitors, while the clean country environment promotes a healthy lifestyle and relaxed peace of mind. The Local Government area has approximately 17,000 residents. The Australian Bureau of Statistics (ABS) Regional Profile Figures for Inverell recorded a population of approximately 12,000 as at 30 June, 2011. The annual population growth is approximately 2.79% making Inverell one of the fastest growing regional centres in New South Wales

### The Economy:

Inverell Shire is unique in that it continues to experience sound growth. Inverell itself is an emerging Major Regional Centre.

Inverell features diverse retail, manufacturing, professional services, construction and agricultural sectors. They are all major contributors to the local economy. Tourism, in particular, is a growing industry in the region contributing \$47M p.a. to the local economy.

### The Climate:

Inverell experiences four (4) distinct seasons. The average Summer temperature is 30 degrees celsius. The average Winter temperature is 18 degrees celsius. Inverell's average annual rainfall is 850 millimeters.

### The Environment:

The Inverell Shire has a unique natural environment consisting of two (2) major river systems, two (2) major water storage dams, Copeton and Pindari, two (2) National Parks (Kwiambal and Kings Plains), 10 State Forests, as well as wilderness areas.

Inverell Shire Council faces the challenge to ensure that the environment is protected and enhanced, facilitating a healthy and safe lifestyle for all and to promote biodiversity. This aim must be achieved



while ensuring an equitable balance between the environment and social and economic development. Council has recently upgraded 7 of its major buildings to solar energy and have installed LED Street lighting across the Shire in its commitment to the environment.

Inverell Shire Council has sound water resources and its water supply has not been impacted by the severe drought and resulting water shortages faced across much of Eastern Australia. Council recognises the need to promote the responsible use of water. Inverell's air is crisp and clean.

#### **Housing:**

Inverell Shire offers a broad range of housing and lifestyle alternatives. These range from unit accommodation to duplexes, small residences through to executive residences on small and large lots (up to approximately 1,200 square metres), and a wide variety of larger lifestyle lots of 1 hectare and over.

Inverell offers a range of Retirement and Aged Cared housing and accommodation alternatives. Aged Care facilities are also available at Ashford. The industry leading H N Mclean Memorial Retirement Village is located in Inverell, servicing the Region.

Building activity remains strong in Inverell Shire and has stabilised after being at record levels for the last five (5) years. There continues to be strong development activity across the Shire. There has been significant commercial development undertaken over the last two (2) years.

#### **Education:**

Inverell Shire is well catered for in respect of Education providing a wide range of alternatives from pre-school through to secondary school. TAFE has a campus in Inverell and Inverell is in close proximity to the University of New England. A University of New England Outreach Centre is located at Inverell TAFE.

#### **Culture:**

Culture is well catered for in the Shire. The Inverell Art Gallery is located in Council's Cultural Precinct in Inverell and is supported by Council. In 2012 an 85 metre mosaic was installed in the footpath by Council, to commemorate the 50<sup>th</sup> anniversary of the Inverell Art Gallery. A number of annual cultural events are conducted including the Inverell Sapphire City Festival and the recently established Multicultural Festival. Inverell Shire also enjoys a rich heritage, reflected in its built and natural environment. Council recognises the importance of its Communities Cultural Assets.

Council provides an annual budget allocation of \$20K for Cultural initiatives. Funds have to date provided a large bronze fountain in Victoria Park, a water feature in the river in Campbell Park and a range of Community Art.



## Map of Inverell Shire





## Councillors Profile

The Inverell Shire Council is made up of 9 Councillors, who elect the Mayor and Deputy Mayor from this body for the ensuing 12 months. The Councillors are elected by residents and ratepayers of the Shire every four (4) years. The next general election will be held in September, 2016.

Mayor Cr Paul Harmon



Deputy Mayor Cr Anthony Michael



Cr Harold Castledine



Cr Phil Girle



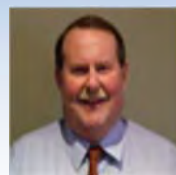
Cr David Jones



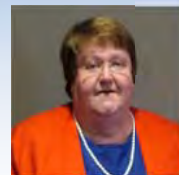
Cr Barry Johnston



Cr Di Baker



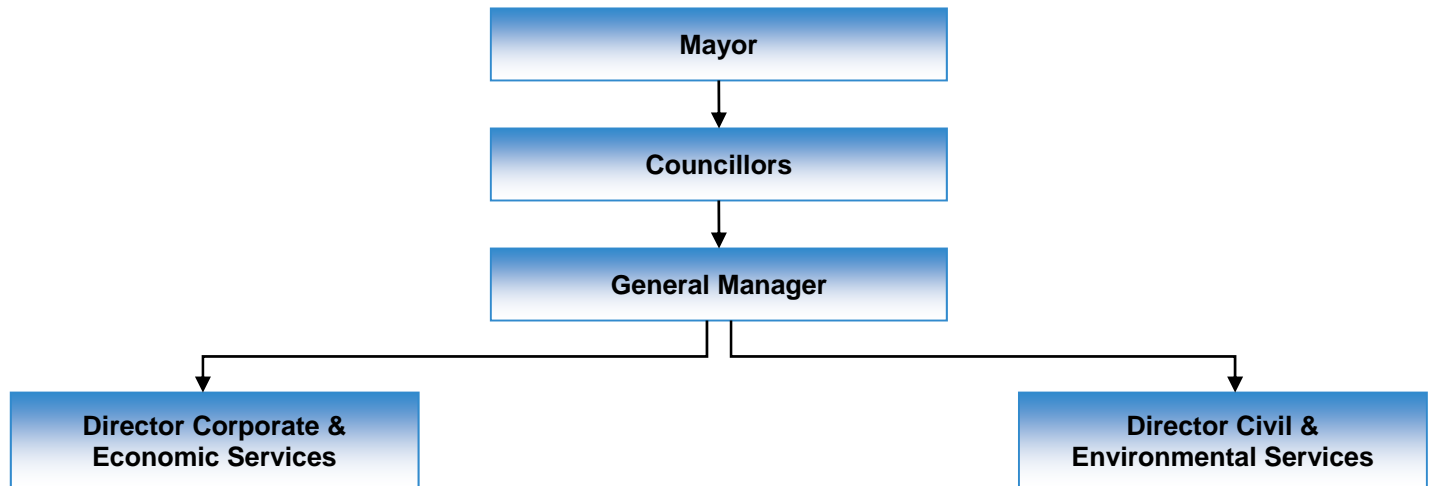
Cr Mal Peters



Cr Jacki Watts

## Organisational Structure

The overall structure of the Inverell Shire Council is demonstrated in the chart below. The organisation consists of the Elected Members, the General Manager and two (2) divisional Directorates.



## Role of the Major Players

### The Mayor

- To provide leadership and guidance to the Community
- To exercise policy-making functions between meetings of the Council
- To preside at meetings of the Council
- To represent Council at civic and ceremonial functions
- To facilitate communication between the Community and the Council by way of correspondence, telephone, face to face meetings and inspections.

### The Councillors

- To represent the interests of the residents and ratepayers
- To provide leadership and guidance to the Community
- To facilitate communication between the Community and the Council
- To attend meetings of the Council.

### The Council

- To determine Council policies and objectives
- To direct and control the affairs of the Council in accordance with the Local Government Act
- To review the performance of the Council and its delivery of services, and the management plans and revenue policies of the Council
- To represent at all times the needs of the Community as a whole.

**The General Manager****Paul Henry PSM**

The General Manager is Council's principal staff officer, and is responsible for the efficient and effective operation of the Council's organisation and for ensuring the implementation of decisions of the Council without delay. His role is:

- The day-to-day management of the Organisation
- To exercise the functions of the Council as are delegated by the Council
- To appoint, direct and dismiss Council employees
- The implementation of Council decisions
- To report to the Council on the contractual conditions of senior staff
- To exercise good corporate governance by clearly demonstrating leadership and commitment
- To ensure compliance with the Local Government Act and other relevant State and Commonwealth Law
- Legal
- Governance
- Communications/Media
- Industry Development.

**The Director Corporate and Economic Services****Ken Beddie**

Corporate and Economic Services is responsible for the following activities:

- Corporate/Strategic Planning and Development
- Corporate/Administrative Services
- Economic Development
- Property Development
- Financial Services
- Information Services
- Human Resource Management
- Asset Management
- Rural Addressing
- Procurement and Contracts
- Depot Services
- Fleet Management Services
- Library Services
- Tourism Services
- Cultural Development
- Community/Social Development
- Community Services
- Aerodrome Services
- Rural Fire Service and State Emergency Service Liaison.



**The Director Civil and Environmental Services****Brett McInnes**

Civil and Environmental Services is responsible for the following activities:

- Statutory and Strategic Planning
- Environmental and Public Health
- Building Control
- Waste Management Services
- Public and Private Swimming Pools
- Caravan Park Supervision
- Cemetery Operations
- Regulatory Services and Compliance
- Heritage Matters
- Survey & Design
- Works Branch Operations
- Major Drainage
- Fleet Operations
- Private Works
- Weight of Loads
- Sporting Facilities Services
- Parks & Reserves Services
- Local Emergency Management
- Water Services
- Sewerage Services
- Traffic Management Services
- Bridges Maintenance & Constructions
- Roads Maintenance Services
- Roads Construction Services.





## How Your Council Functions



Council consists of nine (9) Councillors and is the ultimate decision making body, receiving and acting upon advice from Council Officers, Advisory Sub-Committees and Terminating Committees/Working Parties.

The elected members should reflect the views of the Community and is primarily responsible for making decisions on policy matters and the allocation of funds for Council services.

The *Local Government Act, 1993* provides for the General Manager to exercise the day-to-day management of the Council.



### Advisory Sub-Committees

These particular committees address specialist issues under their jurisdiction. They consist of Councillors and public representatives and are requested to advise only on matters relating to the appropriate function/s. Advisory Sub-Committees report to Council on a regular basis making recommendations in relation to policy and planning.

Current Advisory Sub-Committee include:

- Precinct Committees – Ashford Business Council, Yetman Hall Committee, Delungra District Development Council, Gilgai Recreational Reserve Trust.



### Terminating Committees/Working Parties

These Committees are appointed where any matter before Council or a Committee requires detailed investigation. Meetings are held on an “as required” basis and terminate once the matter under investigation is reported to Council for determination.



### Section 355 Committees

Section 355 Committees are formed under this section of the *Local Government Act* to “care, control and manage appropriate functions”. The Committees operate under authorities delegated by Council and report annually to Council. These include the Great Inland Fishing Festival, Sapphire City Festival, and Inverell Sports Council. Each of these Committees provide valuable services to the Community.

## Management Team

The Council's Senior Management Team consists of the General Manager and the two (2) Directors of Council's Divisional Directorates, Corporate and Economic Services and Civil and Environmental Services.

In carrying out its responsibilities in the Community, Council provides a range of services and related functions known as activities. Each activity is the responsibility of one (1) of the two (2) Directors

## Objectives of the Executive Services

To ensure Council's Human Resource needs are met, that Council complies with its legislative and governance requirements, to facilitate the communities Social and Cultural Development and to assist in ensuring the Communities Industrial Development needs are adequately catered for. Further to ensure residents and ratepayers are kept informed of Council's decisions and aspirations.

## Objectives of the Corporate and Economic Services Division

To develop a structure within the organisation that will coordinate and achieve all Community, Council and Government needs in an efficient and cost-effective manner. This involves the necessary action to ensure that:

- a) the decisions of Council are promptly and efficiently implemented,
- b) an accounting and information system is in place that provides adequate and accurate financial information to enable the decision making process of Council and the Divisional Officers to be carried out,
- c) a system is in place to ensure that firm budgetary provisions are made for all income, expenditure and capital items so as to provide a clear indication of Council's overall financial planning,
- d) public confidence in the Council and its officers is promoted,
- e) Economic, cultural and social development is facilitated within the Shire, and
- f) Council's resources are utilised appropriately and in accordance with Council Policy and Procedures and Legislative and Regulatory requirements.

## Objectives of the Civil & Environmental Services

To encourage the continued development and growth of the Inverell Shire in an environmentally sensitive manner. This is achieved through the implementation of local environmental plans, development control plans and health and building policies. These are designed to ensure that development occurs in a manner, which conforms, to the requirements of all Government bodies and environmental guidelines and which are aesthetically pleasing.

To provide safe, effective, affordable and sustainable technology based services and infrastructure to the Community, and to Council's internal and external clients as well as the management of the civil infrastructure of the Shire.



## PART B – OPERATIONAL COMPONENT

### Principal Activities/Other Activities

For the purposes of the Operational Plan and Budget, the following summary identifies the Major Principal Activities and their associated services which support Council's Strategic Plan, Delivery Plan, and subsequently this Operational Plan.

#### Corporate Activities

**Strategic Objective:** To provide sound and accountable management for the resources of Council, responsive and representative government, adherence to statutory requirements and the timely and cost efficient provision of services to the organisation as a whole.

Principal Activity	Budget Program	Responsible Division
Corporate	Administrative Services	Corporate and Economic Services
	Financial Services	Corporate and Economic Services
	Information Services	Corporate and Economic Services
	Stores/Purchasing	Corporate and Economic Services
	Corporate Planning	Corporate and Economic Services
	Depots	Corporate and Economic Services

#### Community Activities

**Strategic Objective:** To foster and encourage the development of a wide range of high quality services and facilities to meet the social, recreational, educational, cultural and safety needs of the Community.

Principal Activity	Budget Program	Responsible Division
Community	Library Services	Corporate and Economic Services
	Cultural Services	Corporate and Economic Services
	Social Services	Corporate and Economic Services
	Sporting Facilities Services	Civil and Environmental Services
	Parks and Reserves	Civil and Environmental Services
	Local Emergency Management	Civil and Environmental Services
	Fire Control	Corporate and Economic Services
	Cemetery Operations	Civil and Environmental Services
	Community Services	Civil and Environmental Services

#### Economic Activities

**Strategic Objective:** To encourage sustainable economic growth, such that it enhances the standard of living of all residents, through the operation of key economic business activities and the ongoing promotion of a wide range of development opportunities.

Principal Activity	Budget Program	Responsible Division
Economic	Industrial and Business Development and Promotion	Corporate and Economic Services
	Property Development	Corporate and Economic Services
	Tourism Operations	Corporate and Economic Services
	Private Works	Civil and Environmental Services
	Aerodrome Operations	Corporate and Economic Services
	Caravan Park Services	Civil and Environmental Services



### Transport and Infrastructure Activities

**Strategic Objective:** To provide a transport infrastructure system that satisfies both urban and rural requirements for safe, convenient and reliable access to destinations through pedestrian and vehicular movement.

Principal Activity	Budget Program	Responsible Division
Transport and Infrastructure	Works Branch Operations	Civil and Environmental Services
	Major Drainage	Civil and Environmental Services
	Weight of Loads	Civil and Environmental Services
	Traffic Management Services	Civil and Environmental Services
	Bridge Maintenance and Construction	Civil and Environmental Services
	Roads Construction	Civil and Environmental Services
	Roads Maintenance	Civil and Environmental Services
	Fleet Management Services	Corporate and Economic Services, Civil and Environmental Services
	Survey and Design	Civil and Environmental Services



### Health and Development Activities

**Strategic Objective:** To provide a safe and healthy human environment with access to a high standard of facilities and services as a result of careful planning and responsible development that is mindful of, and compatible with, the natural and built environment.

Principal Activity	Budget Program	Responsible Division
Health and Development	Planning Services	Civil and Environmental Services
	Health Services	Civil and Environmental Services
	Building Services	Civil and Environmental Services
	Waste Management Services	Civil and Environmental Services
	Ordinance Services	Civil and Environmental Services
	Water Services	Civil and Environmental Services
	Sewerage Services	Civil and Environmental Services
	Onsite Sewage Management	Civil and Environmental Services





## Other Significant Activities

### Business and Commercial Activities

Council conducts a number of activities, which are operated on a commercial basis and consequently are categorised in accordance with the requirements of the NSW Government's Policy Statement on the "Application of National Competition Policy to Local Government".

Under these guidelines Council conducts two (2) Category 1 business activities (turnover >\$2M pa), being:

- ◆ Water Supply Activities
- ◆ Waste Water/Sewerage Activities.

The following actions have been taken in regard to these business activities:

- The principles of "Competitive Neutrality" have been applied to Council's Sewerage and Water Funds.
- The Business Activities have been separately identified within Council's operations.
- A "separate Internal Accounting and Reporting Framework" has been established in respect of these activities.
- "Private Sector Pricing Factors" including, tax equivalent payments, debt guarantee fees, rate of return on capital invested and dividend payments have been included in pricing calculations for the setting of charges.

Business Activity Subsidies:

- No theoretical non-cash subsidy is provided to each property ratable to the water charges in respect of private sector pricing factors.
- No theoretical non-cash subsidy is provided to each property ratable to the sewer charges in respect of private sector pricing factors.

## Human Resource Activities

Council is committed to maintaining high quality human resources and as explicitly stated in Council's 'Statement of Values', is further committed to fostering and utilising the skills of its staff in an equitable and safe work environment. Council has prepared a 10 Year Workforce Management Plan. Council has identified five (5) key components of its Human Resource Activities.

### ***Recruitment Philosophy***

The importance of recruiting and selecting the "best" staff in the "best" possible way cannot be underestimated.

Council expressly seeks to make use of the best talent available, (as this ensures the best performance to the organisation and the Community) whilst taking into account modern management practices and complying with regulations and legislation covering the hiring of staff.

The recruitment process focuses on the assessment of applicants for both competency (knowledge, skills and attitude) and preference (activities that they like doing) thereby achieving the "best fit". A process that is consistently applied through the operation of Council's recruitment panel.

### ***Training***

To ensure that appropriate training is provided to enhance the skills and knowledge of employees in a manner that is mutually beneficial.

### ***Intra Organisational Communication***

To provide employees with relevant information and feedback and promote communication across all levels.

### ***Work Health and Safety***

To provide a safe working environment for all employees, by adhering to all the requirements of the *Work Health and Safety Act, 2011*, including in particular the continued operation of Council's Risk Management Committee.

### ***Workers' Compensation and Rehabilitation***

To ensure that all employees injured at work are compensated under the Workers' Compensation Act and are provided with supportive rehabilitation programs.

### ***Industrial Relations***

To promote open and consultative communication between management, employees and industrial unions.

## Equal Employment Opportunity Activities

Council is committed to ensuring that the talents and resources of all employees are fully utilised and that no employee or job applicant regardless of ethnicity, sex, marital status, pregnancy, physical and intellectual impairment, sexuality or age receives less favorable treatment by condition or requirements which cannot be shown to be relevant to performance. Furthermore, Council is unequivocally committed to promoting Equal Employment Opportunity (EEO) for all employees.

Council's EEO Program aims to ensure that all current and prospective employees receive fair and equitable treatment when applying for employment, training or promotion by providing selection criteria based on experience, qualifications and merit.

Council's EEO Policy reinforces the position that equal employment opportunity is a right to fair and unbiased conduct, practices and decisions in all employment related activities and is based on the principle of merit expounded in Council's EEO Program.

## Environmental Activities

Council is committed to an holistic approach in its operational planning process and its operational plans are considered against a background of Environmental Planning. Council monitors and reports on the State of the Environment on an annual basis considering a broad spectrum of environmental issues including:

The Atmosphere  
Land  
Aquatic Systems  
Waste Management  
Biodiversity  
Noise  
Heritage  
Built Environment.



Council's Environmental Reporting and assessment is represented in a dynamic document which changes and evolves as environmental issues, large or small, are resolved and other issues arise. As Council acts for the Community in this matter, it places great emphasis on the involvement of the general public in its role of identifying issues that affect the environment. The Community is further involved in the formulation of policies and plans that play a role in rectifying and preventing damage to the environment, now and in the future.

### **Aims and Objectives of the Plan**

1. To provide comprehensive information on the current state of the environment within the Shire.
2. To provide information to help government departments and the Community to gain a comprehensive picture of the local environment and to assist in decision making, education and identifying future needs.
3. To ensure that the environment is protected and enhanced, facilitating a healthy and safe lifestyle for all, and to promote biodiversity. This aim however must be achieved while ensuring an equitable balance between the environment and social and economic development.
4. To provide the necessary foundation for strategic environmental planning and the development of environmental rehabilitation, restoration and protection initiatives.

Environmental planning considerations underpin Council's management planning philosophy, to form an integral part of the operational plans of Council whilst also separately identified in the State of the Environment Report as a support document to Council's Operational Plan.

### **Onsite Sewage Management**

Council has prepared an Onsite Sewage Management Strategy (OSSMS) which details its approach to the ongoing management of on-site sewage management installations within the Council area. This strategy is designed to ensure that Council follows appropriate guidelines to ensure that the onsite sewerage management systems within the Council area are operating efficiently and safely.

The results of Council's activities throughout any particular year are required to be reported on within the annual State of the Environment Report for that particular year.



## Local Environmental Plan (LEP)

Council is required to develop and implement a Local Environmental Plan (LEP). An LEP is the principal legal document for controlling the development of land at the council level. The zoning provisions detailed in the LEP establish the permissibility of uses and standards and regulate the extent of development on Land in the Shire area. LEP's are prepared by councils and approved by the Minister (after public exhibition). Council's LEP was prepared in 2012.

## Water & Sewerage Businesses

### Water Supply Business

Inverell Shire is well serviced for water and has not experienced the supply difficulties and restrictions faced by other communities. Council owns and operates three (3) water supply schemes providing treated water to over 13,500 people. The schemes are known as:

1. Copeton Water Supply Scheme – supplying treated water to Inverell, Delungra, Gilgai and Tingha within the Guyra Shire. (Water Supplied from Copeton Dam which is three times the size of Sydney Harbour).
2. Ashford Water Supply Scheme – supplying treated water to Ashford. (Water supplied from the Severn River below Pindari Dam. A new \$5M Water Treatment Plant is due for completion in 2016).
3. Yetman Water Supply Scheme – supplying treated water to Yetman from bores.



Council also provides non-potable supplies in Bonshaw and Graman. It manages the schemes as a single water supply fund. The extent of capital investment in the infrastructure associated with Council's water supply requires an extensive knowledge of the system as it is now and the maintenance and capital upgrades it will need in the future. The plan is part of a mechanism of ensuring continuity of supply of treated water to National Health and Medical Research Council standards for the best dollar value.

The Business Plan identifies the means of managing the existing infrastructure identified in Council's Water Assets Register and future assets using the framework of Total Asset Management. Inverell Shire Council recognises the role of government is that of a service and facility provider and this role must be undertaken in the most cost efficient and effective manner. Council also recognises the responsibility to determine natural service areas and communities of interest, without regard to artificial and historical Local Government boundaries while prompting the responsible use of its natural resources.

### **Sewerage Business**

Council owns and operates four (4) sewerage schemes, which serve approximately 10,000 people.

These schemes are at:

- Inverell;
- Ashford;
- Delungra; and
- Gilgai.



The schemes are managed as a single sewerage fund and are operated in an environmentally sensitive manner. There is a capital investment of approximately \$34.5M in the infrastructure and details are recorded in Council's Asset Management System.

## **Access & Social Equity Activities**

### **Social Planning**

The 1996 NSW Social Justice Directions Statement "Fair Go, Fair Share, Fair Say" committed the NSW Government and the Division of Local Government to promoting a more inclusive Community by ensuring that government services are responsive to Community needs and diversity. To this end, Inverell Shire Council has addressed these matters in Council's Strategic Plan. The overriding principles that have been applied in the development of Council's Strategic Plan in this matter are:



The need to promote fairness in the distribution of resources, particularly for those most in need,

The need to promote and recognise people's rights and improve the accountability of decision makers,

The need to ensure that people have fairer access to the economic resources and services essential to meeting their basic needs and improving their quality of life; and

The need to give people better opportunities for genuine participation and consultation about decisions affecting their lives.

The Strategic Plan now serves a crucial role in documenting identified Community needs and providing a clear direction for recommending remedial action to address prioritised service shortfalls. As a consequence, the Strategic Plan serves as an effective tool allowing Council to formulate its management and business plans across the range of Council functions, ensuring that its services, facilities and processes are, as far as possible, accessible and responsive to all members of the Community.

In considering the specific needs of the Community in the development of the Strategic Plan, Council identified six (6) major target groups as a result of detailed scrutiny of demographic data and anecdotal evidence. These include Children; Young People; Women; Older People; Disabled People and Aboriginal People. Council in considering the needs of the Community has not identified people from linguistically and culturally diverse backgrounds as requiring individual attention due to their ability to integrate within the Community.

### **Access Planning**

Council's Access Planning is underpinned by the philosophy that it operates as a tool to assist in the management of Council facilities and services in a manner that facilitates access to and use of those facilities and services by all members of the Community.



Specifically the goals of Council's Access Plan are to:

- Improve services and facilities to existing consumers, customers and elected representatives;
- Maintain Inverell Shire Council's image as a leader in the field of disabled access;
- Allow for a planned and managed change in business or services;
- Allow public consultation for disabled access issues;
- Break down the physical, attitudinal and communication barriers associated with disabled access;
- To undertake a bi-annual review of Council's Access Plan to ensure compliance to current standards and changing needs of the Community;
- To ensure progressive training and education of Council staff to address the goals of the Access Plan.

These goals are taken into consideration in the development of Council's infrastructure renewal and upgrade programs in the Operational Plan. During 2015/2016, Council has again undertaken infrastructure upgrade works in the Inverell Centre Business District and at a range of Sporting Facilities to improve access.

It is noted that in 2016/2017 Council will continue its program of improving disabled access into and around Inverell's CBD and the Shire's Public Facilities.

## Fraud Control

Council takes its duty to effectively and efficiently manage the communities' resources and facilities entrusted to it seriously. Council has established a Fraud Control Policy and also utilises internal and external audit functions to ensure the correct use of Council's Resources. This function is conducted in accordance with Industry Best Practice.

## Cultural Development



The development of the Shires Cultural Assets is underpinned by the definition of Culture adopted from the NSW Local Government and Shires Association as *"the aspirations and activities practiced and utilised by Local Government in the Community to reflect and celebrate the past, current and future identity, character, spirit and sense of place. For Local Government, cultural development is the purposeful pursuit of Council functions that enrich local identity, a sense of place and quality of life."*

The development and implementation of the Strategic Plan in respect of Cultural matters is informed by the following key principles: *Identity, Diversity, Economy, Activity, and Heritage*.

The Strategic Plan includes an expression of the Community's objectives and needs for cultural services and facilities. The communities of the shire are actively involved in a wide array of cultural and artistic activities.

The Operational Plan and Budget provide for a continuation of Council's financial support of the Inverell Art Gallery, being a major Cultural and Tourism Asset of the Shire.



#### **The Strategic Plan considers the following principles:**

- To facilitate the use of appropriate facilities, advocating where necessary for improved infrastructure development.
- Encourage the promotion of local events and activities; promote the value of participation; promote local sponsorship of activities and events; explore opportunities for improved networking.
- To collaborate with and support the efforts of local service providers to enhance the scope of opportunities and to encourage Community participation.
- To ensure more efficient utilisation of existing resources and opportunities.
- To ensure Community needs and expectations are met.
- To enhance the economic potential of Inverell's cultural appeal.
- To maximise the return on Inverell's rich cultural history and heritage, whilst preserving its value.
- To build on Inverell Shire's reputation as a 'desirable destination'.
- To promote equality of access and cultural experience for the whole Community.

### **Economic Development**

Council recognises the importance of facilitating a healthy vibrant, innovative and proactive Community. The prosperity of a region's future depends on the health of its supporting economic base. Council's Strategic Plan requires the *"giving of priority to economic and employment growth and the attraction of visitors"*. Inverell Shire is now the fastest growing Shire in the New England/North West and Inverell is one of the fastest growing regional centres in New South Wales with an annual growth rate of 2.79%

Council's Strategic objectives in respect of a strong economy are:

- Businesses, Institutions and Council are working cooperatively towards agreed initiatives to strengthen and expand the Shires economic base;
- Plan for and promote the clustering of specific businesses and industry sectors in commercially appropriate locations;
- Facilitate access to services and infrastructure including education, training and research for business;
- Develop and promote the Shire as a place for business establishment;
- Assist business to integrate with the Community and natural environment;
- Plan for and promote private and commercial businesses and residential, industrial and commercial development;
- Promote a competitive, dynamic and progressive business environment that improves market value;
- Promote the Shire as a destination for visitors; and
- Generate economic benefits to the Shire by increasing visitation from domestic, regional, national and international market sectors.

Council has successfully and continues to demonstrate leadership in these strategic areas. Key results to date include:

- Redevelopment and beautification of the Inverell CBD and Cultural Precinct including a \$4.5M expansion of these works in 2010, 2011, 2012, 2013 and minor upgrade works in 2014, 2015 and 2016.
- Direct financial and in-kind assistance to Business and the Inverell Chamber of Commerce and

**Industry.**

- Growth and promotion of Inverell's tourism industry through the Visitor Information Centre and provision of comprehensive promotional materials. Tourism is worth in excess of \$47M a year to the local economy.
- Facilitation of business development seminars with the State Government.
- Facilitation of the bi-annual Inverell Skills Retention/Careers Expo.
- Co-ordination of Inverell Business, Tourism and Community Websites.
- Facilitation and participation in regional national and international events promoting Inverell.
- The provision of Financial Assistance to Businesses through its Industry Assistance Programs.

Council participates in the NSW Governments "Small Business Friendly Council" Program. During 2016/2017 Council will be conducting major promotional activities with the Inverell Chamber of Commerce and Industry, reviewing its Policies which impact Small Business and construction of Stage 2 of its Rifle Range Road Industrial Subdivision.

## PART C – STATEMENT OF REVENUE POLICY

### Rates

#### Categorisation of Land – General Rates

Council has adopted the following categories of land for utilisation as the basis of Council's rating system for General rates:

- Farmland
- Residential
- Mining
- Business

NOTE: All individual parcels of land in the Shire will be initially placed in one or other of these categories.

Council has also decided to utilise a system of sub-categories as a mechanism to achieve a more equitable distribution of the rate burden within the Shire. The sub-categories are:

CATEGORY	SUB-CATEGORY
Residential	Inverell Rural (2ha to 40 ha) Ashford Village Delungra Village Gilgai Village Yetman Village General
Business	Inverell Commercial/Industrial Other

#### Rating Structure

Council has chosen to utilise a rating structure that involves the use of a base amount to which an ad valorem amount is added. The base amount and the ad valorem amount may vary from year to year, depending on the total amount of rate income Council chooses to raise and the land value determined by the Valuer General for each individual parcel of land in the Shire.

#### Non-Rateable Lands – Annual Charges

Some land within the Shire is exempt from paying general rates – these lands are called 'non-rateable' land. However annual charges for water services, sewerage services, domestic waste services and waste services are charged on these lands.

Details of these charges are shown elsewhere in Council's Operational Plan.

#### Type of Fees

Section 608 of the *Local Government Act, 1993* permits fees to be charged for services provided by Council. The services for which an approved fee may be charged include the following services provided under the *Local Government Act* or any other Act or the Regulations:

- Supplying a service, product or commodity.
- Giving information.
- Providing a service in connection with the exercise of Council's regulatory functions including receiving an application for approval, granting an approval, making an inspection and issuing a certificate.
- Allowing admission to any building or enclosure.

In particular, Council may charge an approved fee for inspecting premises that are reasonably required to be inspected in the exercise of its functions, whether or not the inspection is requested or agreed to by the owner or occupier of the premises.

The details of each fee proposed to be charged, the type of fee, and the amount of the fee are set out in full in the attached Schedule of Fees and Charges for the financial year 2016/2017.

## Annual Charges

Council proposes to levy annual charges for the following:

- Water Supply Services
- Sewerage Services
- Waste Management, Domestic Waste Management Services and Other Waste Management Services
- Stormwater Management Services

### Water Supply Service (Category 1 – Business Activity)

Council has adopted the principle of 'competitive neutrality' to its Water Supply business activities as part of the National Competition Policy that is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 Government Policy statement on the 'Application of National Competition Policy to Local Government'. The 'Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality' issued by the Department of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provides standard of disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents; Council subsidies; return on investments (rate of return); and dividends paid.

The water charge is levied upon:

- a) Land that is supplied with water from Council mains, and
- b) Vacant land situated within 225 metres of a Council water main, whether or not the property is connected to Council's water supply, provided it is possible to supply water to the property if requested by the owner of the land.

The level of the annual water charge is set to generate sufficient funds to operate and maintain a water supply service. Council's policy is to levy a 'standard' water charge to all serviced areas of the Shire in order to provide equitable access to the service.

### Sewerage Charges (Category 1 – Business Activity)

Council has adopted the principle of 'competitive neutrality' to its Sewerage Service business activities as part of the National Competition Policy that is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996, Government Policy statement on the 'Application of National Competition Policy to Local Government'. The 'Pricing and Costing for Council Businesses A Guide to Competitive Neutrality' issued by the Department of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provides standard of disclosure requirements.



These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents; Council subsidies; return on investments (rate of return); and dividends paid.

Sewerage charges are levied upon:

- a) Land that is connected to Council's sewer mains, and
- b) Vacant land situated within 75 metres of the Council sewer main, whether or not the property is connected to the sewer main, provided it is possible for the land to be serviced if requested.

The level of the annual sewerage charge is set to generate sufficient funds to operate and maintain a sewerage supply service. Council's policy is to levy a 'standard' sewerage charge to all serviced areas of the Shire in order to provide equitable access to the service.

Private residences are levied the annual sewerage charge irrespective of the number of water closets connected to the sewerage system. Other premises, such as flats, motels, hotels etc. are levied multiple sewerage charges for all water closets in excess of two (2).

#### **Waste Management Charge**

The Waste Management Charge is levied on all rateable properties in the Shire.

Income from the Waste Management Charge is utilised to offset the costs associated with the management and maintenance of Council's Waste Depots and associated programs, which are not funded from Council's Domestic Waste and Other Waste Management Charges.

#### **Domestic Waste Management Charge**

This charge is levied on each property in a defined 'scavenging area' for Inverell, the villages and other areas which are provided with garbage service and a recycling service, utilising the 240 litre 'Sulo' bins. The waste collection service is provided by Council. Council significantly expanded the collection areas during 2013/2014 and 2014/2015 for both garbage and recycling services as part of its new Waste Management Strategy. Council partners with Northaven Pty Ltd, a disability employment provider in the delivery of its recycling services.

Income from the Domestic Waste Management charge meets the cost of providing the service, partly funds the maintenance of waste depots and an amount is allocated to a reserve for development of future waste disposal sites and site restoration.

#### **Waste Management Service (Commercial)**

These waste and recycling collection charges are levied on Commercial properties, wishing to use the services. These charges are 'user pays' charges.

#### **Stormwater Management Service Charge**

This charge is levied on all urban land that falls within the residential or business categories for rating purposes (except vacant land) to which Stormwater services are provided in Inverell, Ashford, Delungra, Yetman and Gilgai.

## Loan Borrowings

Borrowings are funds that Council may obtain from external and internal sources either by overdraft or loan or by any other means approved by the Minister for Local Government.

The following borrowings are proposed over the next five (5) years.

YEAR	FUND	PURPOSE	AMOUNT	TOTAL
2016/2017	General	Capital Works	Nil	Nil
2017/2018	General	Capital Works	Nil	Nil
2018/2019	General	Capital Works	Nil	Nil
2019/2020	General	Capital Works	Nil	Nil
2020/2021	General	Capital Works	Nil	Nil

YEAR	FUND	PURPOSE	AMOUNT	TOTAL
2016/2017	Water	Capital Works	Nil	Nil
2017/2018	Water	Capital Works	Nil	Nil
2018/2019	Water	Capital Works	Nil	Nil
2019/2020	Water	Capital Works	Nil	Nil
2020/2021	Water	Capital Works	Nil	Nil

YEAR	FUND	PURPOSE	AMOUNT	TOTAL
2016/2017	Sewer	Capital Works	Nil	Nil
2017/2018	Sewer	Capital Works	Nil	Nil
2018/2019	Sewer	Capital Works	Nil	Nil
2019/2020	Sewer	Capital Works	Nil	Nil
2020/2021	Sewer	Capital Works	Nil	Nil

While no new borrowings are currently planned, Council is currently investigating the provision of additional infrastructure at the Inverell Waste Facility which may require new borrowings in the short to medium term.

Council allocates a significant quantum of Funds to Capital Works each year and also hold funds as Internally Restricted Assets which are available to fund Capital Works.

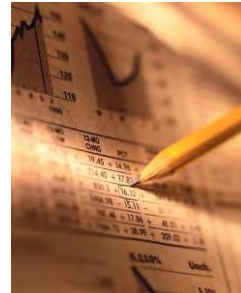
## Goods and Services Tax (GST)

Local Government is treated as a business and GST is payable on all goods and services supplied by Council at the prescribed rate as set by the Commonwealth Treasurer.

However, a number of taxes, fees and charges will be outside the scope of the GST. If a particular fee or charge levied by Council is listed on a determination made by the Commonwealth Treasurer, it will not be subject to GST.

## PART D – OPERATING PLAN AND BUDGET

### 2016/2017 Budget Report



### Introduction

The budgets for the three (3) Activities (General, Water and Sewerage) have been compiled utilising the following principles:

- (1) The delivery of core Government Services and Infrastructure to the Community within current budget limitations.

The Budget has been predicated on the principle that the maintenance of existing facilities should be paramount and therefore maintenance votes in the works area have been maintained. The implications of this principle are raised in the General Manager's Report to the Budget.

- (2) The continuation of Council's Operational Efficiency and Effectiveness program that was implemented in 2009. Outside of fixed cost increases in the Expenditure Budget Votes, the Budget Expenditure Votes in most areas have not been increased for the last six years. This practice has been applied to the 2016/2017 Budget. That said an amount of \$142K has been identified in ongoing efficiency gains (predominantly in respect of electricity costs) in 2015/2016 and this amount has been allocated to Expenditure Budget Votes as detailed on pages 63 and 64.

This program has assisted Council in delivering a 21% reduction in Real Operating Costs per Capita since 2009; however, further gains are now becoming more difficult to achieve.

- (3) The continuation of Council's Strategic Capital Infrastructure and Projects Fund as a vehicle for Council to be able to undertake strategic projects which enhance the amenity of the Community and which provide Council with the capacity to attract grant funding.

- (4) A "Balanced" Budget for all Activities.

Noting these principles, a "Balanced" and "Operationally Sound" (all existing Services and Infrastructure delivered, maintained and renewed to service standards) Budget has been presented. No "Surplus Funds" have been identified with all revenues being matched to expenditures to maintain Council's existing programs and service levels. The Budget recommends the continuation of all of Council's existing Services and its strong Asset Management Program which is now a major requirement of the State Government. That said this is now the sixth Budget in which Budget Allocations have been largely frozen at their 2011/2012 level, other than unavoidable increases in fixed costs due to funding limitations. This has placed Council at a point where it is impacting Council's ability to deliver services and infrastructure at the existing Service Levels as many Maintenance, Works and other Service provision budgets cannot be increased to match cost increases.

## Major Impacts on Budget

When preparing the Budget, the following external matters (beyond Council's ability to control income/expenditure) have needed to be taken into account. The factors are:

- Ratepegging limit – IPART has advised Council of the maximum permissible increase. The draft estimates have been prepared on the basis of Council utilising the full 1.8% increase in the General Activities rate income for 2016/2017. The 1.8% increase yields Council additional revenue of \$190K. It is recommended that Council again take the maximum permissible increase allowed. Failure to do so will negatively impact Council's sustainability. The NSW Independent Local Government Review Panel noted in November, 2012 that the average Rates in NSW are \$120 per capita or 22% less than the average Rates across the remainder of Australia (Based on Inverell's Shire population of 16,846 people this \$120 per capita equates to an amount of \$2.02M or a rate increase of 21.23%).
- Fixed Cost increases in the General Fund are \$187K (to be funded from the Rate Peg increase) and Water Fund \$196K. Fixed costs will decrease in Sewerage Fund of \$27K.
- The Electricity Costs included in the draft Budget are \$559K General Fund, \$756K Water Fund and \$170K Sewer Fund for a total of \$1.485M. Council's Electricity costs are now \$445K or 23% less than 6 years ago (due largely to Council's energy efficiency and solar generation initiatives).
- Wages and salaries increases averaging 2.8% (Local Government State Award increase effective 1 July, 2016), on top of a 2.7% in July 2015, 3.5% in July 2014, 3.25% in July 2013, have been allowed for, including increases in respect of Staff Movements within Council's Salary System. The Superannuation Guarantee Charge has been allowed for at the legislated 9.5%. It is a fact that each year the Award Increase has exceeded the Rate Peg provision in this matter. The Rate Peg only provides for a 2.4% increase in Wage and Salary Costs, which IPART have not explained.
- Insurance Premium decreased across the three (3) Funds totaling \$6.8K
- The Finance Assistant Grant has been included at \$3.4M, the ACRD Road Grant at \$1.9M being the same level provided in 2013/2014, noting the Federal Government's three (3) year indexation freeze on this grant. The Roads to Recovery Grant will be \$3.01M in 2016/2017 (including a special one-off supplementary allocation of \$2.1M) and the Regional Roads Block Grant \$2.4M.
- Cost shifting is now reported by Local Government New South Wales (LGNSW) to be costing Councils 6% of their Total Annual Revenues (In the General fund this equates to \$1.6M or a 15.2% Rate Increase). Cost Shifting occurs when Federal and State Governments transfer the costs of delivering the services and infrastructure, they have previously been responsible for providing, onto Local Government, without providing the funding to Local Government to fund the delivery of these services and infrastructure.

Noting these matters, no new or additional services have been provided for in the General Fund 2016/2017 Budget. The Water and Sewer Fund (restricted by legislation) continue to have the capacity to fund new services and infrastructure, however, the major focuses within these funds are asset management and asset renewal needs.

On a cash basis the General Fund will return a Cash Surplus of \$1,556, Water Fund a Cash Surplus of \$1,036 and Sewerage Fund a Cash Surplus of \$131 for a Combined Fund Cash Surplus of \$2,723. The 2016/2017 General Fund Budget does not meet all the required Fit for the Future (FFF) Benchmarks. Council's IPART approved Fit for the Future Roadmap, however, puts in place a strategy for the achievement of all the Benchmarks by 2020.



## General Activities Budget

### 1. General Rates and Charges

This Budget has been prepared on a balanced basis. Details of increases in votes, one off allocations and details of major Budget Allocations and Cost increases included in the Budget are shown in Attachment 1 - 9. Details of Council's major Works Programs - Roads are included in Attachments 3 and 4. Council Roads Expenditure in 2016/2017 totals 42.8% of the General Fund Budget.

#### 1.1 General Rates

The rate increase allowable in terms of Section 506 of the Act (Ratepegging Section) for the 2016/2017 rating year is 1.8% and has been included to fund the increase in fixed costs in the General Fund. Revenue generated from levying the estimated maximum permissible increase of 1.8% is only \$190K. The increase in Council's "fixed costs" in the General Fund totals \$187K. This leaves a nominal amount of \$3K in funding available for other maintenance budgets (Non Fixed Cost budgets) which have not increase for a number of years. This comes on top of the 2015/2016 short fall of 165K and 2014/2015 shortfall \$146.4K. This comes on top of the three (3) year freeze on indexation on Council's Finance and Assistance Grant. This will impact service delivery.

IPART have calculated the Local Government Cost Index increase to September, 2015 at 1.78%, and then rounded it up to 1.8%. The methodology for calculating the Local Government Cost Index disadvantages large Rural Council's with a low Shire population density and vast road network. The current index also as noted above only provides for a 2.4% increases in employment costs when the legislated Local Government State Award increase for 2016/2017 is 2.8%.

It is recommended that the maximum permissible increase allowed by IPART be taken. Failure to take the maximum increase allowed will further negatively impact on Council's sustainability in future years noting the inadequacy of the 2016/2017 increase.

### 2. Waste Management Charges

Waste Management continues to be a significant issue for Council. It is recommended that the Waste Management Charge be increased to \$80.00 (was \$70.00) and levied on all ratable properties, the Domestic Waste Management – Occupied Charge be increased to \$320.00 (was \$300.00), the Domestic Waste Management – Unoccupied Charge be set at \$50.00 (was \$40.00) and the Commercial Waste Management Charge be increased to \$320.00 plus GST if applicable (was \$300.00). The Weekly Commercial Recycling Collection Charge is \$110.00 and the Fortnightly Charge \$55.00. On this basis the Waste Charges to be collected from each Charge Type are as follows:

Waste Management Charge	\$ 629,280
DWM – Occupied Charge	\$ 2,074,880
DWM – Unoccupied Charge	\$ 19,350
Commercial Waste Management/Recycling Charge	\$ 130,665
<b>TOTAL</b>	<b>\$ 2,854,178</b>

Council's Waste Functions are fully self-funding, however, it is noted that should the current \$76.70 per ton (was \$65.40 in previous year) State Government Waste Levy become payable by Council, the abovementioned Waste Charges would need to increase by at least \$460K or 15% (minimum 6,000 tons @ \$76.70).

It is likely that Council will be forced to pay these charges to the State Government in future years. While the State Government propose that the purpose of the levy is to reduce the amount of waste going to landfill and to promote more recycling and materials recovery the levy has to be paid by Councils to the NSW Environmental Protection Authority, who then utilise the funds to fund their operations and programs. This is an example of the State Government shifting their costs onto Council at the ultimate expense of Council's Ratepayers.

**3. Fees and Charges**

Also included with the Budget are the proposed 2016/2017 Fees and Charges.

Many Fees and Charges have been increased from the level set at the 2015/2016 Budget Meeting. Where an increase is recommended, these fees are highlighted.

It is noted that GST has been added to those fees and charges to which the tax applies.

**4. Loan Borrowings**

No new borrowings are proposed for the General, Water or Sewer Funds for the 2016/2017 Financial Year.

Details of Council's outstanding loan commitments for all Funds are shown in Attachment 9, noting that the General Fund and Sewerage Fund are currently debt free. That said, the General Fund has only a limited capacity to fund loan repayments.

As Council has been declared as a Fit for the Future Council, Council can now access borrowings from NSW Treasury Corporation at significantly reduced interest rates.

**5. Internally Restricted Assets (Formerly Reserves) all Funds (IRA)**

This Budget recommends \$1.881M be transferred from Internally Restricted Assets to fund specific capital expenditure items.

The transfers are:

Plant Purchases (Funded from accumulated Plant Depreciation Charges)	\$ 1.83M - Capital
GPS Plant Units	\$ 0.05M - Expensed

The level of transfers from the Waste Management (implementation of new Waste Strategy) and Gravel Pit Restoration Internally Restricted Assets are not known at this time, but will be substantial and subject of a separate report to Council as information becomes available. The Waste Internally Restricted Assets balance at 30 June, 2017 is shown at \$2.4M. These funds cannot be utilised for other Council purposes such as Road Works or other community infrastructure.

A table showing the Internally Restricted Assets and movements proposed by the Budget is shown in Attachment 6, with the balance at 30/06/2017 expected to be \$14.9M in General Fund (dependent on the completion of Internally Restricted Funded Projects – see the Notes on Attachment 6 for details), \$2.63M in Water Fund and \$1.62M in Sewer Fund. The interest that accrues on these funds contributes substantially to the funding of Council's continuing Works Programs. As these funds reduce, so does the quantum of Funds available to the annual Works Program.

A review of Council's Internally Restricted Assets will indicate a significant reduction in the quantum of Funds held in this area from the levels of previous years, with substantial commitments against the remaining funds.

**6. Capital Expenditure**

A list of capital items excluding roads proposed for 2016/2017 is shown in Attachment 5.

The funding sources for these items are:

	<b>General</b>	<b>Water</b>	<b>Sewer</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Grants/Other Contributions	300,678	-	-	300,678
Loans	-	-	-	-
Revenue	1,498,190	831,950	647,000	2,977,140
Internal Restricted Assets	1,831,500	-	-	1,831,500
	3,630,368	831,950	647,000	5,109,318
Grants/Contributions – Roads	6,262,285			6,262,285
Internally Restricted Assets	-			-
Revenue Funding – Roads	2,063,769			2,063,769
	<b>11,956,422</b>	<b>831,950</b>	<b>647,000</b>	<b>13,435,372</b>

No Capital Expenditures have been recommended outside of Council's existing programs, and increases are generally limited to inflation.

**7. Plant Purchases**

The Council's Plant acquisitions (known as "Inverfleet") is based on a 10 Year "rolling" Replacement Plan, which is funded through the "hire charges" for Council Plant on Council works.

In 2016/2017 the proposed plant purchases have an estimated net changeover price of \$1,831,500 (includes \$80,000 for Small Plant and \$40,000 for new Workshop Equipment) as shown in Attachment 8. This program may be varied during the year to reflect Council's changing needs.

The proposed purchases for 2016/2017 are shown in Attachment 8. Council will note that the recently extended Light Vehicle changeover periods were increased to 80,000km, up from 60,000km. Financial modeling indicates that this changed procedure is delivering net cost savings to Council of up to \$60K p.a. or \$0.6M over the next 10 years, which come on top of the existing \$1.2M savings. Prior to this change being implemented, Financial Modeling had indicated that the Light Vehicle Hire charges would have needed to increase by up to 20% to cover the escalating capital costs of the Light Vehicle Fleet. This also resulted in Council being able to allocate \$0.5M for the Plant Internally Restricted Asset as a one-off transfer to Shire Rural Roads Renewal in 2015/2016.

\$0.05M is provided in the Plant Budget for the fitting of GPS devices to a range of Plant Items across the Fleet as approved by Council. An amount of \$3.46M is held in the Plant Internally Restricted Asset to Fund Council's replacement needs. This is funded from the Plant Depreciation Expense.

**SUMMARY OF INVERFLEET OPERATIONS FOR 2016/2017**

Full details in Attachment 7

	<b>\$</b>
Total Net Plant Income	5,536,150
<u>Less Plant Operating Costs/Works Programs</u>	5,536,084
Surplus from Operations	66
Add back Depreciations	1,626,000
<u>Less Transfer to Plant IRA for Purchases</u>	1,626,000
Net Surplus from operations	<b>\$66</b>

It is noted that Council's Plant Hire Rates will not be increased on 1 July, 2016 noting the financial benefits flowing from the recent major review of Council's Plant Fleet. The Plant Hire Charges will be reviewed on a quarterly basis and adjusted if necessary to ensure the continued viability of the Fleet. This is the fourth year the Hire rates have not needed to be increased.



## Sewerage Activities

Council is required to comply with the National Guidelines as agreed by COAG in respect of the pricing of its Sewerage Services. It is required in complying with these Guidelines at a minimum standard that Council's Sewerage Operations at least break even financially after the depreciation of assets is brought to account. Council's Sewerage Fund is in a sound Financial Position.

This Activity's Budget is based on:

- a) A "Balanced" Budget; and
- b) A 5% increase in Sewerage Charges

The Nursing Homes/Supported Aged Care Sewerage Charge of \$2,342.00 p.a. is recommended. This will apply to H N McLean; however, the annual subsidy will still be in the vicinity of \$8K p.a. This subsidy is able to be provided under the NSW Best Practice Management Water and Sewerage Guidelines.



On this basis, the Sewerage Charges to be collected from each Charge Type are listed in the following table.

It is noted that the Typical Residential Sewerage Charge for NSW Residents for 2013/2014 was \$625.00 and the Typical Residential Bill for Councils 3,000 to 10,000 sewer connections was \$588.00 (last published figures). The proposed 2016/2017 Inverell Shire Residential Sewerage Charge are still 25% lower than the 2013/2014 Typical NSW Residential Sewerage Charge.

		Charge
Sewer – Occupied	\$ 2,272,000	\$ 500.00
Sewer – Vacant	\$ 50,393	\$ 313.00
Sewer – Flats/Units	\$ 72,929	\$ 313.00/Unit
Sewer – Hotels/Clubs	\$ 24,000	\$ 1500.00
Sewer – Motels, Hotel/Motels Complexes and Caravan Parks.	\$ 44,699	\$ 500.00 Residence \$ 500.00 Restaurant \$ 156.60/ensuite unit \$ 1500.00/Amenities Block
Sewer – Non-Rateable Schools – WC's	\$ 21,155	\$ 72.45/WC
Sewer – Non-Rateable Other – WC's	\$ 39,606	\$ 120.75/WC
Sewer – Non-Rateable – Urinals	\$ 4,781	\$ 72.45/Urinal
Sewer – Not-for-profit Nursing Homes	\$ 4,684	\$ 2,342.00
<b>TOTAL</b>	<b>\$ 2,534,247</b>	

## Water Activities

Council is required to comply with the National Guidelines as agreed by COAG in respect of the pricing of its Water Supply Services. Council complies with these guidelines at a minimum standard.



This Activity's Budget is presented on the following basis:

- a) A "Balanced" Budget;
- b) An Increase in the availability base charge of \$17.50 to \$364.00 per assessment (includes first water meter).
- c) Additional water meters will incur a charge of \$364 per meter.
- d) A Water Consumption Charge for Commercial Consumers of \$1.45/KL
- e) A "Stepped Tariff" Water Consumption Charge for Residential and Non-Ratable Consumers of:
  - \$1.45/KL 0 to 600KL; and
  - \$1.70/KL 600KL and Over.
- f) A water Consumption Charge for Sporting Associations of \$1.02/KL
- g) A Water Consumption charge for supply to Tingha (Guyra Shire Council) of 1.45KL
- h) A Raw Water Consumption Charge of \$0.38/KL.
- i) An increase in the cost per kilolitre of water for the Abattoirs to 76.00 cents per KL (less the 20 per cent early settlement discount). Significant costs will be incurred in the medium term in respect of the dedicated pumps which service the Abattoir.



It is noted that the Abattoir will continue to receive water at less than cost, with an annual subsidy of approximately \$300K being provided by Council in this matter. This subsidy is able to be provided under the NSW Best Practice Management Water and Sewerage Guidelines.

While Council's Water Charges do not fully comply with the Best Practice Guidelines, Council's Charge Structure continues to ensure security of supply, responsible water usage, the ability to fund asset renewal and investment in new infrastructure, and Typical Resident Water bills in line with the Typical NSW Residential Water Bill and below inland averages.

On the basis of the Water Charges indicated above the following amounts are proposed to be collected from each Charge Type as listed in the table below.

		Charge
Water Access Charge	\$ 2,205,840	\$ 364.00
Water Charge – per kl	\$ 1,536,500	\$ 1.47/kl
Raw Water Consumption Charge – per kl	\$ 6,300	\$ 0.38/kl
Guyra Shire Council - Tingha	\$ 75,000	\$ 1.45/kl
Abattoir Water Consumption Charge – per kl	\$ 328,000 (net)	\$ 0.76/kl
<b>TOTAL</b>	<b>\$ 4,151,640</b>	

## Rate Comparisons 2016/2017

RATE COMPARISONS 2016/2017							
Includes new valuations as issued by the Valuer General							
General Rates							
General Base Amount				NIL increase proposed	\$	185.00	
Domestic Waste Management				\$20 increase proposed	\$	320.00	
Waste Management Charge				\$10 increase proposed	\$	80.00	
Domestic Waste Management - Un Occupied Charge				\$10 increase proposed	\$	50.00	
Sewerage (occupied) Rateable Charges				\$23.80 increase proposed	\$	500.00	
Water Charges				\$17.50 increase proposed	\$	364.00	
Stormwater Management Service Charges				NIL increase proposed	\$	25.00	
		Rateable Land Value Base Date 2013	Rate Proposed	2015/2016 Levy	2016/2017 Proposed	Difference	Overall Increase
<b>RESIDENTIAL - ASHFORD</b>			<b>0.021622</b>				%
271-7	House - Dudley St	10,500	General	406.93	412.03	5.10	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Stormwater	25.00	25.00	-	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,624.63	1,701.03	76.40	4.70%
7457-5	House - Dudley St	17,000	General	544.31	552.57	8.26	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Stormwater	25.00	25.00	-	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,762.01	1,841.57	79.56	4.52%
398-8	House - Duff St	9,500	General	385.79	390.41	4.62	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Stormwater	25.00	25.00	-	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,603.49	1,679.41	75.92	4.73%
<b>RESIDENTIAL - DELUNGRA</b>			<b>0.013920</b>				%
1005-8	House - Railway St	16,000	General	401.24	407.72	6.48	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Stormwater	25.00	25.00	-	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,618.94	1,696.72	77.78	4.80%
1022-3	House - Reedy St	19,000	General	441.79	449.48	7.70	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Stormwater	25.00	25.00	-	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,659.49	1,738.48	79.00	4.76%
866-4	House - Burnett St	20,000	General	455.30	463.40	8.10	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Stormwater	25.00	25.00	-	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,673.00	1,752.40	79.40	4.75%
<b>RESIDENTIAL - YETMAN</b>			<b>0.018262</b>				%
6614-2	House - Macintyre St	13,000	General	415.28	422.41	7.12	
			Water	346.50	364.00	17.50	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,131.78	1,186.41	54.62	4.83%
6617-5	House - Macintyre St	29,800	General	712.88	729.21	16.33	
			Water	346.50	364.00	17.50	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,429.38	1,493.21	63.83	4.47%
7467-4	House - Warialda St	20,400	General	546.37	557.54	11.18	
			Water	346.50	364.00	17.50	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,262.87	1,321.54	58.68	4.65%

		Rateable Land Value Base Date 2013	Rate Proposed	2015/2016 Proposed	2016/2017 Proposed	Difference	Overall Increase
<b>RESIDENTIAL - GILGAI</b>			<b>0.010648</b>				<b>%</b>
1349-0	House - Hall St	24,000	General	433.59	440.55	6.96	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Stormwater	25.00	25.00	-	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,651.29	1,729.55	<b>78.26</b>	4.74%
1404-3	House - Short St	36,000	General	557.89	568.33	10.44	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Stormwater	25.00	25.00	-	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,775.59	1,857.33	<b>81.74</b>	4.60%
1387-0	House - Park St	37,400	General	572.39	583.24	10.85	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Stormwater	25.00	25.00	-	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,790.09	1,872.24	<b>82.15</b>	4.59%
<b>RESIDENTIAL - INVERELL</b>			<b>0.013365</b>				<b>%</b>
3487-6	House - Gordon St	61,300	General	989.26	1,004.27	15.02	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
			Stormwater	25.00	25.00	-	
				2,206.96	2,293.27	<b>86.32</b>	3.91%
5323-1	House - Short St	52,300	General	871.18	883.99	12.81	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
			Stormwater	25.00	25.00	-	
				2,088.88	2,172.99	<b>84.11</b>	4.03%
7881-6	House - Runnymede	84,600	General	1,294.95	1,315.68	20.73	
			Water	346.50	364.00	17.50	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				2,011.45	2,079.68	<b>68.23</b>	3.39%
3064-3	House - Eugene St	7,540	General	283.92	285.77	1.85	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
			Stormwater	25.00	25.00	-	
				1,501.62	1,574.77	<b>73.15</b>	4.87%
<b>RESIDENTIAL - GENERAL</b>			<b>0.008784</b>				<b>%</b>
1877-0	House - Tingha Road	54,100	General	651.13	660.21	9.09	
			Water	346.50	364.00	17.50	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,367.63	1,424.21	<b>56.59</b>	4.14%
6246-3	House - Nullamana	10,000	General	271.16	272.84	1.68	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				641.16	672.84	<b>31.68</b>	4.94%
8130-7	House - Warialda Road	89,200	General	953.55	968.53	14.99	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,323.55	1,368.53	<b>44.99</b>	3.40%



		Rateable Land Value Base Date 2013	Rate Proposed	2015/2016 Proposed	2016/2017 Proposed	Difference	Overall Increase
<b>RESIDENTIAL RURAL</b>			<b>0.005867</b>				%
110894-3	Defraignes Lane 8.605HA	153,000	General	1,062.46	1,082.65	20.20	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
			Water	346.50	364.00	17.50	
				1,778.96	1,846.65	67.70	3.81%
111804-1	Gwydir Highway 14.06ha	180,000	General	1,217.30	1,241.06	23.76	
			Water	346.50	364.00	17.50	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,933.80	2,005.06	71.26	3.68%
5416-3	Swanbrook Road 3.16HA	132,000	General	942.02	959.44	17.42	
			Water	346.50	364.00	17.50	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				1,658.52	1,723.44	64.92	3.91%
<b>BUSINESS - INVERELL INDUSTRIAL / COMMERCIAL</b>			<b>0.032990</b>				%
2760-7	Byron St	150,000	General	5,028.50	5,133.50	105.00	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Waste Management	70.00	80.00	10.00	
			Stormwater	75.00	75.00	-	
				5,996.20	6,152.50	156.30	2.61%
4987-4	Ring St	74,200	General	2,580.92	2,632.86	51.94	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Waste Management	70.00	80.00	10.00	
			Stormwater	100.00	100.00	-	
				3,573.62	3,676.86	103.24	2.89%
5448-6	Swanbrook Road	147,000	General	4,931.63	5,034.53	102.90	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Waste Management	70.00	80.00	10.00	
			Stormwater	100.00	100.00	-	
				5,924.33	6,078.53	154.20	2.60%
<b>BUSINESS OTHER</b>			<b>0.024088</b>				%
946-4	Business - Delungra	24,700	General	763.72	779.97	16.25	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Stormwater	100.00	100.00	-	
			Waste Management	70.00	80.00	10.00	
				1,756.42	1,823.97	67.55	3.85%
2914-0	Business Clive St	133,000	General	3,301.19	3,388.70	87.51	
			Water	346.50	364.00	17.50	
			Sewer	476.20	500.00	23.80	
			Stormwater	100.00	100.00	-	
			Waste Management	70.00	80.00	10.00	
				4,293.89	4,432.70	138.81	3.23%
1855-6	Tingha Road G.C	198,000	General	4,824.14	4,954.42	130.28	
			Water (2 meters)	693.00	728.00	35.00	
			Waste Management	70.00	80.00	10.00	
				5,587.14	5,762.42	175.28	3.14%
1192-4	Ph Clare 29.91HA Mining	25,000	General	770.75	787.20	16.45	
			Waste Management	70.00	80.00	10.00	
				840.75	867.20	26.45	3.15%
8852-6	PH Buckley 150HA Mining	350,000	General	8,385.50	8,615.80	230.30	
			Waste Management	70.00	80.00	10.00	
				8,455.50	8,695.80	240.30	2.84%
<b>FARMLAND</b>			<b>0.004941</b>				%
8637-1	PH Lockerby 404 HA	109,000	General	711.80	723.57	11.77	
			Waste Management	70.00	80.00	10.00	
				781.80	803.57	21.77	2.78%
9755-0	PH Delungra 1886 HA	762,000	General	3,867.75	3,950.04	82.30	
			Garbage Collection	300.00	320.00	20.00	
			Waste Management	70.00	80.00	10.00	
				4,237.75	4,350.04	112.30	2.65%
540-5	PH Balacclava 5994HA	7,370,000	General	35,804.21	36,600.17	795.96	
			Waste Management	70.00	80.00	10.00	
				35,874.21	36,680.17	805.96	2.25%
<b>MINING</b>			<b>0.026000</b>				%
	No current valuations	-	General	0.00	-	-	
				0.00	0.00	0.00	

In the development of the 2016/2017 Budget, the total quantum of the “average rate bill” increase has been taken into consideration. Noting the proposed increases in Water, Sewerage Charges and Waste Charges, a recommendation has not been made for a “Special Variation” in the General Rate in 2016/2017 above the 1.8% IPART Rate Peg limit. This however, has a number of implications for the General Fund which are dealt with in the General Manager’s Report on the 2016/2017 Operational Plan and Budget. Council’s Fit for the Future Roadmap and Long Term Financial Plan indicate that Council requires a 14.25% Special Rate Variation to be delivered over three (3) years commencing in 2017/2018.

Ratepayers who are suffering genuine Financial Hardship and Pensioners have access to a range of concessions to enable them to meet their rate payment obligation. These are included in Council’s “Write-offs – Rates, Charges and Debt Hardship Policy, Council’s “Write-offs – Extra Charges (Pensioners) Hardship Policy and Council’s Debt Collection Policy.

**INVERELL SHIRE COUNCIL  
ESTIMATES OF INCOME & EXPENDITURE  
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)  
FOR THE YEAR ENDING 30 JUNE 2016**

ESTIMATES FOR	ESTIMATED Expenses	ESTIMATED Revenues	ESTIMATED Operating Result	
<b>Functions/Activities</b>				
Goverance	311,210	-	311,210	
Administration	6,334,260	(4,838,820)	1,495,440	
Public Order & Safety	940,845	(646,860)	293,985	
Health	(168,822)	(20,750)	(189,572)	
Environment	2,798,196	(3,075,865)	(277,669)	
Community Services & Education	1,389,043	(1,263,553)	125,490	
Housing & Community Amentities	687,525	(249,774)	437,751	
Water Supplies	3,223,073	(4,227,186)	(1,004,113)	
Sewerage Services	1,753,701	(2,493,649)	(739,948)	
Recreation & Culture	2,098,291	(175,100)	1,923,191	
Mining Manufacturing & Construction	385,780	(177,600)	208,180	
Transport & Communication	5,214,811	(6,338,457)	(1,123,646)	
Economic Affairs	1,294,993	(343,000)	951,993	
General Purpose Revenue	-	(16,459,664)	(16,459,664)	
<i>Sub Totals - Functions</i>	<i>26,262,906</i>	<i>(40,310,278)</i>	<i>(14,047,372)</i>	
<b>Add Expenses not Involving Flows of Funds</b>				
Depreciation			8,208,400	
Increase in Employee's Leave Entitlements			2,168,040	
Carrying Amount of Assets Sold			85,110	
<b>Subtract Income not Involving Flow of Funds</b>				
Non-Cash Contributions (eg Land)				
<i>Sub Total - Funds Not Involving Flow of Funds</i>			<i>10,461,550</i>	
<b>Less Non-Operating Funds Employed</b>				
Proceeds from Sale of Assets			(245,000)	
Costs of Real Estate Asset Sold				
Loan Fund Used			(2,000,000)	
Other Debt Finance				
Repayment by Deferred Debtors			(800)	
<i>Sub Total - Non-Operating Funds Employed</i>			<i>(2,245,800)</i>	
<b>Add Funds Deployed for Non Operating Purposes</b>				
Acquisition of Assets			17,335,311	
Development of Real Estate				
Advances to Deferred Debtors				
Repayment of Loans			499,735	
Repayment of Other Debts				
<i>Sub total - Funds Deployed for Non operating Purposes</i>			<i>17,835,046</i>	
<b>Subtract Unexpended Grants &amp; Contributions Received During the Year</b>				
Unexpended Specific Purpose Grants			-	
Developer Contributions (S.94 and Water & Sewer)			(167,250)	
<i>Sub Total - Unexpended Grants &amp; Contributions Received During the Year</i>			<i>(167,250)</i>	
<b>Total Income and Expenditure</b>			<b>11,836,174</b>	
Add Back Non Cash Amounts			(8,293,510)	
Add Transfers to/(from) Internally Restricted Assets			(3,549,616)	
<b>BUDGET (SURPLUS)/DEFICT</b>			<b>(6,952)</b>	
<b>BUDGET SUMMARY FOR YEAR ENDING 30JUNE 2016</b>				
The anticipated result for the year is a deficit of \$11,836,174 which consists of:				
GENERAL	10,348,265	Deficit		
WATER SUPPLY	802,802	Deficit		
SEWERAGE SERVICES	685,107	Deficit		
<b>TOTAL*</b>	<b>11,836,174</b>	<b>Deficit</b>		
*These reflect the results of activities EXCLUDING the net movement of internally restricted assest (Reserves)				
To assist in understanding the result under the old "Working Funds" format the result are as listed in the following table				
	GENERAL	WATER	SEWERAGE	TOTAL
Anticipated (Surplus)/ Deficit	10,348,265	802,802	685,107	11,836,174
Deduct Depreciation	(6,714,900)	(803,500)	(690,000)	(8,208,400)
Net Reserves Utilised	(3,549,616)	-	-	(3,549,616)
Carrying Amount of of Assets Sold	(85,110)	-	-	(85,110)
Working Funds Results (Surplus) / Deficit	(1,361)	(698)	(4,893)	(6,952)

**INVERELL SHIRE COUNCIL  
BUDGETED STATEMENT OF CASH FLOWS  
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)  
FOR THE YEAR ENDING 30 JUNE 2016**

<i>ESTIMATES FOR</i>	<i>\$000</i>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
<b><u>Receipts</u></b>	
<i>Rates &amp; Annual Charges</i>	( 16,944)
<i>User Charges &amp; Fees</i>	( 3,385)
<i>Interest &amp; Investment Revenue</i>	( 1,087)
<i>Other Revenue</i>	( 441)
<i>Grants &amp; Contributions provided for operating purposes</i>	( 8,779)
<i>Grants &amp; Contributions-Capital</i>	( 5,035)
<b><u>Payments</u></b>	
<i>Employee Benefits &amp; On Costs</i>	12,961
<i>Borrowing Costs</i>	251
<i>Materials &amp; Contracts</i>	6,200
<i>Other Expenses</i>	4,211
<i>Suspense / Disbursement Accounts</i>	-
<i>Net Cash provided by (or used in) operating activities</i>	( 12,047)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
<b><u>Receipts</u></b>	
<i>Sale of investments</i>	
<i>Sale of Real Estate Assets</i>	
<i>Sale of Property, Plant &amp; Equipment</i>	( 245)
<i>Sale of interest in joint ventures/associates</i>	
<i>Other</i>	
<b><u>Payments</u></b>	
<i>Purchase of Investments</i>	
<i>Purchase of Property, Plant &amp; Equipment</i>	17,335
<i>Purchase of Real Estate</i>	
<i>Other</i>	
<i>Net cash provided by (or used in) investing activities</i>	17,090
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
<b><u>Receipts</u></b>	
<i>Borrowings &amp; Advances</i>	( 2,001)
<i>Other</i>	
<b><u>Payments</u></b>	
<i>Borrowings &amp; Advances</i>	500
<i>Lease Liabilities</i>	
<i>Other</i>	
<i>Net cash provided by (or used in) financing activities</i>	( 1,501)
<i>Net Increase/(decrease) in cash assets held</i>	3,543

**INVERELL SHIRE COUNCIL  
CONSOLIDATED PROFIT AND LOSS STATEMENT  
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)  
FOR THE YEAR ENDING 30 JUNE 2016**

<i>ESTIMATES FOR</i>	<i>\$000</i>
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>	
Employee Benefits & On Costs	12,961
Borrowing Costs	251
Materials & Contracts	6,200
Depreciation	8,208
Other Expenses	4,211
<b>TOTAL EXPENSES FROM ORDINARY ACTIVITIES</b>	<b>31,831</b>
<b>REVENUE FROM ORDINARY ACTIVITIES</b>	
Rates & Annual Charges	( 16,944)
User Charges & Fees	( 3,385)
Interest & Investment Revenue	( 1,087)
Other Revenue	( 441)
Grants & Contributions provided for operating purposes	( 8,779)
Net Gain/Loss on Disposal of Assets	( 160)
<b>TOTAL REVENUE FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS</b>	<b>( 30,795)</b>
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS</b>	<b>1,036</b>
Grants & contributions provided for Capital Purposes	( 5,035)
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS</b>	<b>( 3,998)</b>
Extraordinary Items	
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES</b>	<b>( 3,998)</b>
<b>ADD BACK NON-CASH ITEMS</b>	
Depreciation	( 8,208)
Carring Amount of Assets Sold (Book Value of Plant & Equipment to be sold)	( 85)
<b>TOTAL NON-CASH ITEMS</b>	<b>( 8,294)</b>
<b>CAPITAL AMOUNTS</b>	
Repayment by Deferred Debtors	( 1)
Loan Proceeds	( 2,000)
Acquisition of Assets	17,335
Principal Loan Repayments	500
<b>TOTAL CAPITAL AMOUNTS</b>	<b>15,834</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>3,543</b>
<b>INTERNALLY RESTRICTED ASSET MOVEMENTS</b>	
Nett Transfers to/From Internally Restricted Assets	( 3,550)
<b>UNALLOCATED CONSOILDATED NET (PROFIT)/LOSS</b>	<b>( 7)</b>



**INVERELL SHIRE COUNCIL  
ESTIMATES OF INCOME & EXPENDITURE  
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)  
FOR THE YEAR ENDING 30 JUNE 2017**

ESTIMATES FOR	ESTIMATED Expenses	ESTIMATED Revenues	ESTIMATED Operating Result
<b>Functions/Activities</b>			
Governance	310,360	-	310,360
Administration	6,226,124	(5,445,020)	781,104
Public Order & Safety	963,979	(558,982)	404,997
Health	(205,508)	(20,750)	(226,258)
Environment	2,855,658	(3,321,515)	(465,857)
Community Services & Education	107,395	(1,260)	106,135
Housing & Community Amenities	965,685	(267,684)	698,001
Water Supplies	3,320,814	(4,368,945)	(1,048,131)
Sewerage Services	1,767,297	(2,618,993)	(851,696)
Recreation & Culture	2,139,871	(175,100)	1,964,771
Mining Manufacturing & Construction	310,475	(177,600)	132,875
Transport & Communication	5,039,882	(6,536,248)	(1,496,366)
Economic Affairs	1,323,998	(308,000)	1,015,998
General Purpose Revenue	-	(16,787,853)	(16,787,853)
<i>Sub Totals - Functions</i>	25,126,030	(40,587,950)	(15,461,920)
<b>Add Expenses not Involving Flows of Funds</b>			
Depreciation			8,218,950
Increase in Employee's Leave Entitlements			2,333,515
Carrying Amount of Assets Sold			286,612
<b>Subtract Income not Involving Flow of Funds</b>			
Non-Cash Contributions (eg Land)			
<i>Sub Total - Funds Not Involving Flow of Funds</i>			10,839,077
<b>Less Non-Operating Funds Employed</b>			
Proceeds from Sale of Assets			(689,500)
Costs of Real Estate Asset Sold			-
Loan Fund Used			-
Other Debt Finance			-
Repayment by Deferred Debtors			-
<i>Sub Total - Non-Operating Funds Employed</i>			(689,500)
<b>Add Funds Deployed for Non Operating Purposes</b>			
Acquisition of Assets			13,435,372
Development of Real Estate			
Advances to Deferred Debtors			
Repayment of Loans			527,560
Repayment of Other Debts			
<i>Sub total - Funds Deployed for Non operating Purposes</i>			13,962,932
<b>Subtract Unexpended Grants &amp; Contributions Received During the Year</b>			
Unexpended Specific Purpose Grants			-
Developer Contributions (S.94 and Water & Sewer)			(167,250)
<i>Sub Total - Unexpended Grants &amp; Contributions Received During the Year</i>			(167,250)
<b>Total Income and Expenditure</b>			8,483,339
Add Back Non Cash Amounts			(8,505,562)
Add Transfers to/(from) Internally Restricted Assets			19,500
<b>BUDGET (SURPLUS)/DEFICIT</b>			(2,723)

**BUDGET SUMMARY FOR YEAR ENDING 30JUNE 2017**

The anticipated result for the year is a deficit of \$8,483,339 which consists of:

GENERAL	6,954,006	Deficit
WATER SUPPLY	822,464	Deficit
SEWERAGE SERVICES	706,869	Deficit
<b>TOTAL*</b>	<b>8,483,339</b>	<b>Deficit</b>

\*These reflect the results of activities EXCLUDING the net movement of internally restricted asset (Reserves)

To assist in understanding the result under the old "Working Funds" format the result are as listed in the following table

	GENERAL	WATER	SEWERAGE	TOTAL
Anticipated (Surplus)/ Deficit	6,954,006	822,464	706,869	8,483,339
Deduct Depreciation	(6,688,450)	(823,500)	(707,000)	(8,218,950)
Net Reserves Utilised	19,500	-	-	19,500
Carrying Amount of Assets Sold	(286,612)	-	-	(286,612)
<b>Working Funds Results (Surplus) / Deficit</b>	<b>(1,556)</b>	<b>(1,036)</b>	<b>(131)</b>	<b>(2,723)</b>

**INVERELL SHIRE COUNCIL  
ESTIMATES OF INCOME & EXPENDITURE  
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)  
FOR THE YEAR ENDING 30 JUNE 2018**

ESTIMATES FOR	ESTIMATED Expenses	ESTIMATED Revenues	ESTIMATED Operating Result	
<b>Functions/Activities</b>				
Goverance	318,310	-	318,310	
Administration	6,690,320	(4,978,220)	1,712,100	
Public Order & Safety	988,660	(558,980)	429,680	
Health	(210,700)	(20,750)	(231,450)	
Environment	2,923,450	(3,393,370)	(469,920)	
Community Services & Education	109,530	(1,260)	108,270	
Housing & Community Amentities	988,850	(267,690)	721,160	
Water Supplies	3,393,140	(4,472,510)	(1,079,370)	
Sewerage Services	1,802,950	(2,681,100)	(878,150)	
Recreation & Culture	2,193,120	(176,520)	2,016,600	
Mining Manufacturing & Construction	318,700	(177,600)	141,100	
Transport & Communication	5,156,828	(4,508,176)	648,652	
Economic Affairs	1,357,230	(308,000)	1,049,230	
General Purpose Revenue	-	(17,639,668)	(17,639,668)	
<i>Sub Totals - Functions</i>	26,030,388	(39,183,844)	(13,153,456)	
<b>Add Expenses not Involving Flows of Funds</b>				
Depreciation			8,234,030	
Increase in Employee's Leave Entitlements			2,398,680	
Carrying Amount of Assets Sold			239,800	
<b>Subtract Income not Involving Flow of Funds</b>				
Non-Cash Contributions (eg Land)				
<i>Sub Total - Funds Not Involving Flow of Funds</i>			10,872,510	
<b>Less Non-Operating Funds Employed</b>				
Proceeds from Sale of Assets			(436,000)	
Costs of Real Estate Asset Sold				
Loan Fund Used			-	
Other Debt Finance				
Repayment by Deferred Debtors			-	
<i>Sub Total - Non-Operating Funds Employed</i>			(436,000)	
<b>Add Funds Deployed for Non Operating Purposes</b>				
Acquisition of Assets			10,868,548	
Development of Real Estate				
Advances to Deferred Debtors				
Repayment of Loans			551,540	
Repayment of Other Debts				
<i>Sub total - Funds Deployed for Non operating Purposes</i>			11,420,088	
<b>Subtract Unexpended Grants &amp; Contributions Received During the Year</b>				
Unexpended Specific Purpose Grants			-	
Developer Contributions (S.94 and Water & Sewer)			(167,250)	
<i>Sub Total - Unexpended Grants &amp; Contributions Received During the Year</i>			(167,250)	
<b>Total Income and Expenditure</b>			8,535,892	
Add Back Non Cash Amounts			(8,473,830)	
Add Transfers to/(from) Internally Restricted Assets			(63,620)	
<b>BUDGET (SURPLUS)/DEFICT</b>			(1,558)	
<b>BUDGET SUMMARY FOR YEAR ENDING 30JUNE 2018</b>				
The anticipated result for the year is a deficit of \$8,535,892 which consists of:				
GENERAL	7,001,972	Deficit		
WATER SUPPLY	825,360	Deficit		
SEWERAGE SERVICES	708,560	Deficit		
<b>TOTAL*</b>	<b>8,535,892</b>	<b>Deficit</b>		
*These reflect the results of activities EXCLUDING the net movement of internally restricted assest (Reserves)				
To assist in understanding the result under the old "Working Funds" format the result are as listed in the following table				
	GENERAL	WATER	SEWERAGE	TOTAL
Anticipated (Surplus)/ Deficit	7,001,972	825,360	708,560	8,535,892
Deduct Depreciation	(6,699,720)	(825,550)	(708,760)	(8,234,030)
Net Reserves Utilised	(63,620)	-	-	(63,620)
Carrying Amount of of Assets Sold	(239,800)	-	-	(239,800)
Working Funds Results (Surplus) / Deficit	(1,168)	(190)	(200)	(1,558)

**INVERELL SHIRE COUNCIL  
ESTIMATES OF INCOME & EXPENDITURE  
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)  
FOR THE YEAR ENDING 30 JUNE 2019**

ESTIMATES FOR	ESTIMATED Expenses	ESTIMATED Revenues	ESTIMATED Operating Result	
<b>Functions/Activities</b>				
Governance	326,460	-	326,460	
Administration	6,853,690	(5,063,420)	1,790,270	
Public Order & Safety	1,013,960	(558,980)	454,980	
Health	(216,000)	(20,750)	(236,750)	
Environment	2,992,920	(3,467,030)	(474,110)	
Community Services & Education	111,700	(1,260)	110,440	
Housing & Community Amentities	1,012,580	(267,690)	744,890	
Water Supplies	3,467,640	(4,578,640)	(1,111,000)	
Sewerage Services	1,840,210	(2,744,770)	(904,560)	
Recreation & Culture	2,247,650	(177,970)	2,069,680	
Mining Manufacturing & Construction	327,130	(177,600)	149,530	
Transport & Communication	5,341,107	(4,581,857)	759,250	
Economic Affairs	1,391,330	(308,000)	1,083,330	
General Purpose Revenue	-	(18,623,228)	(18,623,228)	
<i>Sub Totals - Functions</i>	26,710,377	(40,571,195)	(13,860,818)	
<b>Add Expenses not Involving Flows of Funds</b>				
Depreciation			8,249,130	
Increase in Employee's Leave Entitlements			2,465,660	
Carrying Amount of Assets Sold			463,800	
<b>Subtract Income not Involving Flow of Funds</b>				
Non-Cash Contributions (eg Land)				
<i>Sub Total - Funds Not Involving Flow of Funds</i>			11,178,590	
<b>Less Non-Operating Funds Employed</b>				
Proceeds from Sale of Assets			(773,000)	
Costs of Real Estate Asset Sold				
Loan Fund Used			-	
Other Debt Finance				
Repayment by Deferred Debtors			-	
<i>Sub Total - Non-Operating Funds Employed</i>			(773,000)	
<b>Add Funds Deployed for Non Operating Purposes</b>				
Acquisition of Assets			12,180,340	
Development of Real Estate				
Advances to Deferred Debtors				
Repayment of Loans			575,050	
Repayment of Other Debts				
<i>Sub total - Funds Deployed for Non operating Purposes</i>			12,755,390	
<b>Subtract Unexpended Grants &amp; Contributions Received During the Year</b>				
Unexpended Specific Purpose Grants			-	
Developer Contributions (S.94 and Water & Sewer)			(167,250)	
<i>Sub Total - Unexpended Grants &amp; Contributions Received During the Year</i>			(167,250)	
<b>Total Income and Expenditure</b>			9,132,912	
Add Back Non Cash Amounts			(8,712,930)	
Add Transfers to/(from) Internally Restricted Assets			(422,590)	
<b>BUDGET (SURPLUS)/DEFICT</b>			(2,608)	
<b>BUDGET SUMMARY FOR YEAR ENDING 30JUNE 2019</b>				
The anticipated result for the year is a deficit of \$9,132,912 which consists of:				
GENERAL	7,595,762	Deficit		
WATER SUPPLY	826,990	Deficit		
SEWERAGE SERVICES	710,160	Deficit		
<b>TOTAL*</b>	<b>9,132,912</b>	<b>Deficit</b>		
*These reflect the results of activities EXCLUDING the net movement of internally restricted assest (Reserves)				
To assist in understanding the result under the old "Working Funds" format the result are as listed in the following table				
	GENERAL	WATER	SEWERAGE	TOTAL
Anticipated (Surplus)/ Deficit	7,595,762	826,990	710,160	9,132,912
Deduct Depreciation	(6,710,990)	(827,610)	(710,530)	(8,249,130)
Net Reserves Utilised	(422,590)	-	-	(422,590)
Carrying Amount of of Assets Sold	(463,800)	-	-	(463,800)
Working Funds Results (Surplus) / Deficit	(1,618)	(620)	(370)	(2,608)

**INVERELL SHIRE COUNCIL  
ESTIMATES OF INCOME & EXPENDITURE  
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)  
FOR THE YEAR ENDING 30 JUNE 2020**

<i>ESTIMATES FOR</i>	<i>ESTIMATED Expenses</i>	<i>ESTIMATED Revenues</i>	<i>ESTIMATED Operating Result</i>
<b>Functions/Activities</b>			
Governance	334,790	-	334,790
Administration	7,021,540	(5,150,710)	1,870,830
Public Order & Safety	1,039,920	(558,980)	480,940
Health	(221,400)	(20,750)	(242,150)
Environment	3,064,190	(3,542,530)	(478,340)
Community Services & Education	113,910	(1,260)	112,650
Housing & Community Amenities	1,036,970	(267,690)	769,280
Water Supplies	3,543,500	(4,687,440)	(1,143,940)
Sewerage Services	1,878,420	(2,810,020)	(931,600)
Recreation & Culture	2,303,590	(179,460)	2,124,130
Mining Manufacturing & Construction	335,810	(177,600)	158,210
Transport & Communication	5,528,887	(4,657,347)	871,540
Economic Affairs	1,426,280	(308,000)	1,118,280
General Purpose Revenue	-	(19,782,525)	(19,782,525)
<i>Sub Totals - Functions</i>	<i>27,406,407</i>	<i>(42,144,312)</i>	<i>(14,737,905)</i>
<b>Add Expenses not Involving Flows of Funds</b>			
Depreciation			8,264,250
Increase in Employee's Leave Entitlements			2,534,500
Carrying Amount of Assets Sold			395,850
<b>Subtract Income not Involving Flow of Funds</b>			
Non-Cash Contributions (eg Land)			
<i>Sub Total - Funds Not Involving Flow of Funds</i>			<i>11,194,600</i>
<b>Less Non-Operating Funds Employed</b>			
Proceeds from Sale of Assets			(609,000)
Costs of Real Estate Asset Sold			-
Loan Fund Used			-
Other Debt Finance			-
Repayment by Deferred Debtors			-
<i>Sub Total - Non-Operating Funds Employed</i>			<i>(609,000)</i>
<b>Add Funds Deployed for Non Operating Purposes</b>			
Acquisition of Assets			12,600,610
Development of Real Estate			
Advances to Deferred Debtors			
Repayment of Loans			599,760
Repayment of Other Debts			
<i>Sub total - Funds Deployed for Non operating Purposes</i>			<i>13,200,370</i>
<b>Subtract Unexpended Grants &amp; Contributions Received During the Year</b>			
Unexpended Specific Purpose Grants			-
Developer Contributions (S.94 and Water & Sewer)			(167,250)
<i>Sub Total - Unexpended Grants &amp; Contributions Received During the Year</i>			<i>(167,250)</i>
<b>Total Income and Expenditure</b>			<b>8,880,815</b>
Add Back Non Cash Amounts			(8,660,100)
Add Transfers to/(from) Internally Restricted Assets			(223,010)
<b>BUDGET (SURPLUS)/DEFICIT</b>			<b>(2,295)</b>

**BUDGET SUMMARY FOR YEAR ENDING 30JUNE 2020**

The anticipated result for the year is a deficit of \$8,880,815 which consists of:

GENERAL	7,339,695	Deficit
WATER SUPPLY	829,470	Deficit
SEWERAGE SERVICES	711,650	Deficit
<b>TOTAL*</b>	<b>8,880,815</b>	<b>Deficit</b>

\*These reflect the results of activities EXCLUDING the net movement of internally restricted asset (Reserves)

To assist in understanding the result under the old "Working Funds" format the result are as listed in the following table

	GENERAL	WATER	SEWERAGE	TOTAL
Anticipated (Surplus)/ Deficit	7,339,695	829,470	711,650	8,880,815
Deduct Depreciation	(6,722,280)	(829,670)	(712,300)	(8,264,250)
Net Reserves Utilised	(223,010)	-	-	(223,010)
Carrying Amount of of Assets Sold	(395,850)	-	-	(395,850)
<b>Working Funds Results (Surplus) / Deficit</b>	<b>(1,445)</b>	<b>(200)</b>	<b>(650)</b>	<b>(2,295)</b>

**INVERELL SHIRE COUNCIL  
ESTIMATES OF INCOME & EXPENDITURE  
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)  
FOR THE YEAR ENDING 30 JUNE 2021**

<i>ESTIMATES FOR</i>	<i>ESTIMATED Expenses</i>	<i>ESTIMATED Revenues</i>	<i>ESTIMATED Operating Result</i>
<b>Functions/Activities</b>			
Governance	343,370	-	343,370
Administration	7,193,730	(5,240,150)	1,953,580
Public Order & Safety	1,066,560	(558,980)	507,580
Health	(226,940)	(20,750)	(247,690)
Environment	3,137,400	(3,619,910)	(482,510)
Community Services & Education	116,160	(1,260)	114,900
Housing & Community Amenities	1,061,980	(267,690)	794,290
Water Supplies	3,620,730	(4,798,950)	(1,178,220)
Sewerage Services	1,917,360	(2,876,910)	(959,550)
Recreation & Culture	2,360,960	(180,980)	2,179,980
Mining Manufacturing & Construction	344,700	(177,600)	167,100
Transport & Communication	5,734,221	(4,734,713)	999,508
Economic Affairs	1,462,100	(308,000)	1,154,100
General Purpose Revenue	-	(20,248,617)	(20,248,617)
<i>Sub Totals - Functions</i>	<i>28,132,331</i>	<i>(43,034,510)</i>	<i>(14,902,179)</i>
<b>Add Expenses not Involving Flows of Funds</b>			
Depreciation			8,279,420
Increase in Employee's Leave Entitlements			2,605,250
Carrying Amount of Assets Sold			513,800
<b>Subtract Income not Involving Flow of Funds</b>			
Non-Cash Contributions (eg Land)			
<i>Sub Total - Funds Not Involving Flow of Funds</i>			<i>11,398,470</i>
<b>Less Non-Operating Funds Employed</b>			
Proceeds from Sale of Assets			(734,000)
Costs of Real Estate Asset Sold			-
Loan Fund Used			-
Other Debt Finance			-
Repayment by Deferred Debtors			-
<i>Sub Total - Non-Operating Funds Employed</i>			<i>(734,000)</i>
<b>Add Funds Deployed for Non Operating Purposes</b>			
Acquisition of Assets			13,337,852
Development of Real Estate			
Advances to Deferred Debtors			
Repayment of Loans			625,950
Repayment of Other Debts			
<i>Sub total - Funds Deployed for Non operating Purposes</i>			<i>13,963,802</i>
<b>Subtract Unexpended Grants &amp; Contributions Received During the Year</b>			
Unexpended Specific Purpose Grants			-
Developer Contributions (S.94 and Water & Sewer)			(167,250)
<i>Sub Total - Unexpended Grants &amp; Contributions Received During the Year</i>			<i>(167,250)</i>
<b>Total Income and Expenditure</b>			<b>9,558,843</b>
Add Back Non Cash Amounts			(8,793,220)
Add Transfers to/(from) Internally Restricted Assets			(767,870)
<b>BUDGET (SURPLUS)/DEFICIT</b>			<b>(2,247)</b>

**BUDGET SUMMARY FOR YEAR ENDING 30JUNE 2021**

The anticipated result for the year is a deficit of \$9,558,843 which consists of:

GENERAL	8,014,013	Deficit
WATER SUPPLY	830,760	Deficit
SEWERAGE SERVICES	714,070	Deficit
<b>TOTAL *</b>	<b>9,558,843</b>	<b>Deficit</b>

\*These reflect the results of activities EXCLUDING the net movement of internally restricted asset (Reserves)

To assist in understanding the result under the old "Working Funds" format the result are as listed in the following table

	GENERAL	WATER	SEWERAGE	TOTAL
Anticipated (Surplus)/ Deficit	8,014,013	830,760	714,070	9,558,843
Deduct Depreciation	(6,733,600)	(831,740)	(714,080)	(8,279,420)
Net Reserves Utilised	(767,870)	-	-	(767,870)
Carrying Amount of Assets Sold	(513,800)	-	-	(513,800)
<b>Working Funds Results (Surplus) / Deficit</b>	<b>(1,257)</b>	<b>(980)</b>	<b>(10)</b>	<b>(2,247)</b>



**INVERELL SHIRE COUNCIL**  
**BUDGETED STATEMENT OF CASH FLOWS**  
**(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)**

<i>ESTIMATES FOR</i>	<i>2016/2017</i>	<i>2017/2018</i>	<i>2018/2019</i>	<i>2019/2020</i>	<i>2020/2021</i>
	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
<b><u>Receipts</u></b>					
<i>Rates &amp; Annual Charges</i>	( 17,724)	( 18,677)	( 19,715)	( 20,930)	( 21,453)
<i>User Charges &amp; Fees</i>	( 3,371)	( 3,422)	( 3,475)	( 3,529)	( 3,585)
<i>Interest &amp; Investment Revenue</i>	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,027)
<i>Other Revenue</i>	( 427)	( 427)	( 427)	( 427)	( 427)
<i>Grants &amp; Contributions provided for operating purposes</i>	( 7,670)	( 7,792)	( 7,967)	( 8,146)	( 8,329)
<i>Grants &amp; Contributions-Capital</i>	( 5,128)	( 3,064)	( 3,101)	( 3,139)	( 3,178)
<b><u>Payments</u></b>					
<i>Employee Benefits &amp; On Costs</i>	12,670	13,421	13,783	14,154	14,536
<i>Borrowing Costs</i>	209	185	161	136	110
<i>Materials &amp; Contracts</i>	4,887	5,594	5,819	6,048	6,296
<i>Other Expenses</i>	4,287	4,288	4,387	4,489	4,592
<i>Suspense / Disbursement Accounts</i>	-	-	-	-	-
<i>Net Cash provided by (or used in) operating activities</i>	( 13,296)	( 10,922)	( 11,562)	( 12,371)	( 12,464)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
<b><u>Receipts</u></b>					
<i>Sale of investments</i>					
<i>Sale of Real Estate Assets</i>					
<i>Sale of Property, Plant &amp; Equipment</i>	( 690)	( 436)	( 773)	( 609)	( 734)
<i>Sale of interest in joint ventures/associates</i>					
<i>Other</i>					
<b><u>Payments</u></b>					
<i>Purchase of Investments</i>					
<i>Purchase of Property, Plant &amp; Equipment</i>	13,435	10,869	12,180	12,601	13,338
<i>Purchase of Real Estate</i>					
<i>Other</i>					
<i>Net cash provided by (or used in) investing activities</i>	12,746	10,433	11,407	11,992	12,604
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
<b><u>Receipts</u></b>					
<i>Borrowings &amp; Advances</i>	-	-	-	-	-
<i>Other</i>					
<b><u>Payments</u></b>					
<i>Borrowings &amp; Advances</i>	528	552	575	600	626
<i>Lease Liabilities</i>					
<i>Other</i>					
<i>Net cash provided by (or used in) financing activities</i>	528	552	575	600	626
<i>Net Increase/(decrease) in cash assets held</i>	( 22)	62	420	221	766

**INVERELL SHIRE COUNCIL**  
**CONSOLIDATED PROFIT AND LOSS STATEMENT**  
**(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)**

<i>ESTIMATES FOR</i>	<i>2016/2017</i>	<i>2017/2018</i>	<i>2018/2019</i>	<i>2019/2020</i>	<i>2020/2021</i>
	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>					
Employee Benefits & On Costs	12,670	13,421	13,783	14,154	14,536
Borrowing Costs	209	185	161	136	110
Materials & Contracts	4,887	5,594	5,819	6,048	6,296
Depreciation	8,219	8,234	8,249	8,264	8,279
Other Expenses	4,287	4,288	4,387	4,489	4,592
<b>TOTAL EXPENSES FROM ORDINARY ACTIVITIES</b>	<b>30,270</b>	<b>31,722</b>	<b>32,399</b>	<b>33,091</b>	<b>33,814</b>
<b>REVENUE FROM ORDINARY ACTIVITIES</b>					
Rates & Annual Charges	( 17,724)	( 18,677)	( 19,715)	( 20,930)	( 21,453)
User Charges & Fees	( 3,371)	( 3,422)	( 3,475)	( 3,529)	( 3,585)
Interest & Investment Revenue	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,027)
Other Revenue	( 427)	( 427)	( 427)	( 427)	( 427)
Grants & Contributions provided for operating purposes	( 7,670)	( 7,792)	( 7,967)	( 8,146)	( 8,329)
Net Gain/Loss on Disposal of Assets	( 403)	( 196)	( 309)	( 213)	( 220)
<b>TOTAL REVENUE FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS</b>	<b>( 30,622)</b>	<b>( 31,542)</b>	<b>( 32,920)</b>	<b>( 34,272)</b>	<b>( 35,041)</b>
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS</b>	<b>( 351)</b>	<b>180</b>	<b>( 521)</b>	<b>( 1,181)</b>	<b>( 1,227)</b>
Grants & contributions provided for Capital Purposes	( 5,128)	( 3,064)	( 3,101)	( 3,139)	( 3,178)
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS</b>	<b>( 5,480)</b>	<b>( 2,884)</b>	<b>( 3,622)</b>	<b>( 4,320)</b>	<b>( 4,405)</b>
Extraordinary Items					
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES</b>	<b>( 5,480)</b>	<b>( 2,884)</b>	<b>( 3,622)</b>	<b>( 4,320)</b>	<b>( 4,405)</b>
<b>ADD BACK NON-CASH ITEMS</b>					
Depreciation	( 8,219)	( 8,234)	( 8,249)	( 8,264)	( 8,279)
Carrying Amount of Assets Sold (Book Value of Plant & Equipment to be sold)	( 287)	( 240)	( 464)	( 396)	( 514)
<b>TOTAL NON-CASH ITEMS</b>	<b>( 8,506)</b>	<b>( 8,474)</b>	<b>( 8,713)</b>	<b>( 8,660)</b>	<b>( 8,793)</b>
<b>CAPITAL AMOUNTS</b>					
Repayment by Deferred Debtors	-	-	-	-	-
Loan Proceeds	-	-	-	-	-
Acquisition of Assets	13,435	10,869	12,180	12,601	13,338
Principal Loan Repayments	528	552	575	600	626
<b>TOTAL CAPITAL AMOUNTS</b>	<b>13,963</b>	<b>11,420</b>	<b>12,755</b>	<b>13,200</b>	<b>13,964</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>( 22)</b>	<b>62</b>	<b>420</b>	<b>221</b>	<b>766</b>
<b>INTERNALLY RESTRICTED ASSET MOVEMENTS</b>					
Net Transfers to/From Internally Restricted Assets	20	( 64)	( 423)	( 223)	( 768)
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>( 3)</b>	<b>( 2)</b>	<b>( 3)</b>	<b>( 2)</b>	<b>( 2)</b>

**COUNCIL OF THE SHIRE OF INVERELL**  
**CONSOLIDATED BALANCE SHEET**  
**(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)**

	Audited Actual 2014 \$'000	Audited Actual 2015 \$'000	Estimated 2016 \$'000	Estimated 2017 \$'000	Estimated 2018 \$'000	Estimated 2019 \$'000	Estimated 2020 \$'000
<b>ASSETS</b>							
<b>CURRENT ASSETS</b>							
Cash and Cash Equivalents	16,841	3,023	643	611	492	515	736
Investments	16,668	35,518	34,518	34,518	34,518	34,018	33,518
Receivables	6,475	4,132	4,131	4,141	4,151	4,161	4,171
Inventories	576	594	594	594	594	594	594
Other	278	502	502	502	502	502	502
Non-Current assets classified as held for sale	1,024	481	481	481	481	481	481
<b>TOTAL CURRENT ASSETS</b>	<b>41,862</b>	<b>44,250</b>	<b>40,869</b>	<b>40,847</b>	<b>40,738</b>	<b>40,271</b>	<b>40,002</b>
<b>NON - CURRENT ASSETS</b>							
Investments	7,000	8,000	8,000	8,000	8,000	8,000	8,000
Receivables	105	195	195	185	175	165	155
Infrastructure, Property, Plant and Equipment	525,214	607,279	616,321	621,250	623,645	627,112	631,053
Investment Property	2,667	2,667	2,667	2,667	2,667	2,667	2,667
<b>TOTAL NON - CURRENT ASSETS</b>	<b>534,986</b>	<b>618,141</b>	<b>627,183</b>	<b>632,102</b>	<b>634,487</b>	<b>637,944</b>	<b>641,875</b>
<b>TOTAL ASSETS</b>	<b>576,848</b>	<b>662,391</b>	<b>668,052</b>	<b>672,949</b>	<b>675,225</b>	<b>678,215</b>	<b>681,877</b>
<b>LIABILITIES</b>							
<b>CURRENT LIABILITIES</b>							
Payables	2,634	2,750	2,750	2,695	2,639	2,582	2,524
Borrowings	166	337	514	552	575	600	626
Provisions	3,863	3,893	3,893	3,893	3,893	3,893	3,893
<b>TOTAL CURRENT LIABILITIES</b>	<b>6,663</b>	<b>6,980</b>	<b>7,157</b>	<b>7,140</b>	<b>7,107</b>	<b>7,075</b>	<b>7,043</b>
<b>NON - CURRENT LIABILITIES</b>							
Payables	0	0	0	0	0	0	0
Borrowings	1,638	3,221	4,707	4,141	3,566	2,966	2,340
Provisions	1,522	1,608	1,608	1,608	1,608	1,608	1,608
<b>TOTAL NON - CURRENT LIABILITIES</b>	<b>3,160</b>	<b>4,829</b>	<b>6,315</b>	<b>5,749</b>	<b>5,174</b>	<b>4,574</b>	<b>3,948</b>
<b>TOTAL LIABILITIES</b>	<b>9,823</b>	<b>11,809</b>	<b>13,472</b>	<b>12,889</b>	<b>12,281</b>	<b>11,649</b>	<b>10,991</b>
<b>NET ASSETS</b>	<b>567,025</b>	<b>650,582</b>	<b>654,580</b>	<b>660,060</b>	<b>662,944</b>	<b>666,566</b>	<b>670,886</b>
<b>EQUITY</b>							
Retained Earnings	376,510	491,980	495,978	501,458	504,342	507,964	512,284
Revaluation Reserves	190,515	158,602	158,602	158,602	158,602	158,602	158,602
Council equity interest	567,025	650,582	654,580	660,060	662,944	666,566	670,886
Minority equity interest	0	0	0	0	0	0	0
<b>TOTAL EQUITY</b>	<b>567,025</b>	<b>650,582</b>	<b>654,580</b>	<b>660,060</b>	<b>662,944</b>	<b>666,566</b>	<b>670,886</b>

Further more detailed information is provided for the 10 year period commencing 2016/2017 in Council's Long Term Financial Plan, which is available on Council's Website.

## Asset Management

### Strategic Asset Management

Council is committed to strategic long term Asset Management as a primary means of ensuring the continued financial sustainability of the Council and Community. Council has over the last 10 years placed significant emphasis on the maintenance, renewal and upgrade of its assets. Council maintains a substantial Asset Inventory and all of its Assets are recorded in its Asset Register. Council is currently in the process of expanding the information held in its systems into a comprehensive strategic Asset Management Plans.

### Asset Renewal, Upgrade and New Assets

Council recognises the importance of ensuring it renews and upgrades its assets at a rate at least equivalent to depreciation and that generally, new assets should only be acquired after its current asset maintenance, renewal and upgrade needs are met.

### Capital Expenditure on Assets

The following table indicates Council's level of Capital Expenditure on Asset Renewal, Asset Upgrade and New Assets over the next five (5) years.

	2016/2017 \$'000 Actuals	2017/2018 \$'000 Estimated	2018/2019 \$'000 Estimated	2019/2020 \$'000 Estimated	2020/2021 \$'000 Estimated
Capital Asset Expenditure	13,435	10,869	12,180	12,601	13,338
Annual Depreciation Exp.	8,219	8,234	8,249	8,264	8,279
<b>Surplus/(Deficit)</b>	<b>5,216</b>	<b>2,635</b>	<b>3,931</b>	<b>4,337</b>	<b>5,059</b>

As shown, Council is budgeting to spend \$21.2M more on Asset Renewals and Upgrades over the next five (5) years than the Depreciation Expense. These Asset Renewal and Upgrade works follow on from the substantial works completed and in progress being the new \$5.0M Ashford Water Treatment Plant, the \$3.0M Inverell Sewerage Treatment Plant Renewal, Upgrade Project, and the \$0.9M Cameron Park Redevelopment and the Fit for the Future Shire Rural Roads Program. These also come on the back of the major asset renewals being the \$1.75M Town Hall Redevelopment, \$1.6M Varley Oval Redevelopment, \$0.75M New Linking Together Centre, \$1.5M New Transport Museum, \$0.32M Ashford SES Building and the \$0.5M Ashford Medical Centre Development (total \$21.32M). Council has also recently received a \$0.93M Grant for the Upgrade of the Inverell Sports Complex.

### Maintenance of Assets

Council on a continuing basis seeks to maintain its Assets to a high standard. Asset maintenance funds are allocated in each yearly budget based on historical costs and on a needs basis as identified in Council's Assets Management Systems. In instances where emergency maintenance of an asset is required, which cannot be funded from the annual maintenance budget, funds are available in Council's Internally Restricted Assets which may be redirected for these purposes. Council maintains specific Internally Restricted Assets for emergency equipment breakdown in its customer sensitive Water and Sewerage Funds.

### Insurance coverage of Assets

Council comprehensively insures all of its assets. On an annual basis Council reassesses the values of its assets for insurance coverage purposes. This reassessment of values has contributed to the significant increase in insurance costs.

### Disposal of Assets

On a continuing basis Council reviews its Assets to identify Assets which are obsolete or surplus to Council's requirements. Assets so identified are disposed of in accordance with Council's Procurement and Disposals Policy.

### Budget Report Attachments

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## Attachment 1

### SIGNIFICANT VARIATIONS/ONE OFF EXPENDITURE INCREASES

Again, as in previous years, the 2016/2017 draft Budget does not allocate funds to any "Non-recurrent Discretionary Expenditure". The draft Budget provides for only minimal or in a significant number of cases, no increased budget allocations in ongoing programs. The draft Budget does not provide for any new ongoing programs or services.

Noting the above, and the need for Council to take actions to ensure it continues to be sustainable in the long term, during 2016/2017 it will again be required that Council continue to review and consolidate its Programs, Service Levels and Service Delivery Methods. It will also be required going forward, that Council continue to carefully consider the impact that any new project, infrastructure or initiative will have on Council's Operational Budget. While Council has been able to absorb a range of cost increases in the past, this is now becoming increasingly difficult. The Committee will be aware that in the General Fund, Council has now reached a point where only very minimal further energy costs savings will be possible. This has been an area where major cost savings have been realised through Council utilisation of Solar Energy Systems and energy efficient Lighting.

It is noted that while increases in Budget Allocations over and above inflation from general revenues were made in many Budget areas over the 10 year period to 30 June, 2011 since that time the majority of budgets have been frozen outside of fixed cost increases. This like the Energy Cost savings has resulted in improved efficiencies and cost savings, however, Council has now reached a point where any further cost savings will largely only come about as a result of reduced Service Levels in future years.

Council will be aware that in 2010/2011 an amount of \$400K was permanently transferred from the Strategic Capital Infrastructure and Projects Fund to Road and Road Infrastructure maintenance activities on a continuing basis, along with \$500K being transferred from the Urban Works Program to Rural Local Roads maintenance. This action resulted in the total quantum of Council's Road and Road Infrastructure funding increasing by 44% over the 11 years to 30 June, 2016 as opposed to a Rate Pegging Increase of only 27.2% over the same period. These increases were complimented by revised Plant Fleet management practices which have seen only minimal increases in Council's Plant Hire Rates, resulting in a significantly increased capacity to undertake works (rates would normally increase by 3% each year). As detailed below the large proportion of the ongoing cost savings identified in 2015/2016 have again been allocated to Rural Roads.

#### i) INCREASES IN COUNCIL'S FIXED COSTS:

The increases in fixed costs across Council's General Fund have largely been in the areas of Employment Costs, Contracts, Materials, Electricity/Gas and Fuel, Insurances and Legislative Compliance. Examples of these cost increases are as follows:

#### a) Insurance:

Council's insurances increased by over 500% during the period 1 July, 1998 to 30 June, 2016. The following costs are expected in 2016/2017.

<u>BUDGET</u>	<u>2015/2016</u>	<u>2016/2017</u>
General Fund	\$ 549,130	\$ 548,664
Water Fund	\$ 66,482	\$ 63,030
Sewer Fund	\$ 40,051	\$ 37,235
TOTAL	\$ 655,663	\$ 648,929

Note: As shown Council has been able to achieve a small cost saving in this area due to Council's ongoing strong Risk Management performance.

b) Legislative Compliance:

It is difficult to calculate the current cost to Council of Legislative Compliance, as it is now a significant factor in almost all of Council's operations, especially in respect of the WH&S Act.

A summary of the easily identified significant increases in fixed costs incurred by Council in respect of Environmental Legislative Compliance costs is as follows:

Environmental Costs	2015/2016	2016/2017
• Garbage Tip EPA Licence	\$ 3,600	\$ 3,600
• Garbage Tip Environmental Monitoring	\$30,500	\$30,500
• Environmental Works – Maintenance/Construction Programs	\$10,000	\$10,000
<b>TOTAL</b>	<b>\$44,100</b>	<b>\$44,100</b>

Fortunately, Council's Waste Operations are not subject to the State Based Waste Levies at this time. Should these become applicable to Council, a very substantial cost would apply which would need to be passed directly onto Shire Ratepayers.

Council also pays a Load Based License Fee for discharge from the Sewerage Treatment Works of approximately \$92.5K per annum.

c) Employment Costs – Combined Fund:

	General	Water	Sewer	TOTAL
Wages/Oncost	12,469,639	1,080,624	300,751	13,851,013
Superannuation	1,284,549	152,657	48,748	1,485,955
<b>TOTAL 2016/2017</b>	<b>13,754,188</b>	<b>1,233,281</b>	<b>349,499</b>	<b>15,336,968</b>
Wages/Oncost	11,817,843	859,760	291,316	12,968,919
Superannuation	1,268,011	128,461	55,675	1,452,146
<b>TOTAL 2015/2016</b>	<b>13,085,854</b>	<b>988,221</b>	<b>346,991</b>	<b>14,421,065</b>
<b>Increase/(Decrease)</b>	<b>668,335</b>	<b>245,060</b>	<b>2,508</b>	<b>915,903</b>

As shown above, the Total Net Cost increase in Employment Costs for 2016/2017 will be \$915,903 across the three (3) Funds with the Legislated Award increase again being greater than the Rate Peg amount. The above increase includes \$406,147 in additional wages for new positions for Waste Management. Council will resume operational management of all Landfills effective 1 July, 2016. An additional Engineer has been provided for the Water Fund at \$159,033. This position will be absorbed into the existing Water Fund Staff Structure in the medium term. Taking these new positions into account the above net increase is only \$350,723.

The continuing large deficit in the now closed Defined Benefits Superannuation Scheme continues to impact Employer Superannuation Contribution Costs.

Continuing actions are being taken to contain Employment Costs and to deliver further efficiencies. Council's continuing strong performance in respect of having one of the lowest Workers Compensation premiums for NSW Councils at \$1.67 for every \$100.00 of wages paid is noted (the Industry average is \$3.60). Across the region over the last three (3) years and again in 2015/2016, a number of Councils have and will again be reducing Employment Costs by way of significant decreases in employment numbers, which then has a negative flow on effect to service and infrastructure delivery, negatively impacting their economic and population growth. Inverell Shire has had the highest population growth in the Northern Tablelands Electorate over the last five (5) years.

d) Contracts, Materials, Electricity and Fuel:

These increases have now flattened out and reduced as a result of Council's Energy Efficiency Initiatives.

In the 2016/2017 Budget the following costs have been provided for in the Combined Fund:

	General Fund	Water Fund	Sewer Fund	TOTAL
• Contracts	\$ 600,485	\$ 9,150	\$ 5,300	\$ 614,935
• Electricity	\$ 559,285	\$ 756,000	\$ 170,000	\$ 1,485,285
<b>Total</b>	<b>\$ 1,159,700</b>	<b>\$ 765,150</b>	<b>\$ 175,300</b>	<b>\$ 2,100,220</b>

The following are the cost increases/(decreases) above the 2015/2016 budget:

• Contracts	\$ (419,525)	\$ 70	\$ 0	\$ (419,455)
• Electricity	\$ (62,150)	\$ (46,000)	\$ (27,000)	\$ (135,150)
<b>Total</b>	<b>\$ (481,675)</b>	<b>\$ (45,930)</b>	<b>\$ (27,000)</b>	<b>\$ (554,605)</b>

As noted above, Council will resume operational management of all Landfills effective 1 July, 2016. Accordingly the reduction in Contracts in the General Fund needs to be offset against the increase in Wages in the General Fund. The \$62K decrease in Electricity Costs in the General Fund has been used to partly fund a number of cost increases in the General Fund Budget as detailed below.

The expected electricity cost savings flowing from the installation of the LED Street Lighting have not been included in the 2016/2017 draft Budget on the basis Essential Energy are seeking an increase in Street Lighting Maintenance Charges in 2016/2017 equivalent to Council's expected annual cost savings. It is also advised that Council has indicated that the savings realised in this area would be utilised in future years to fund new Street Lights.

It is noted that this Total Net Increase in Council's fixed costs across the Combined Fund of \$355K comes on top of a cost increase of \$400K in 2015/2016, \$290K in 2014/2015, \$508K in 2013/2014, \$379K in 2012/2013, \$231K in 2011/2012, \$453K in 2010/2011, \$174K in 2009/2010, \$226K in 2008/2009 and \$311K in 2007/2008.

The impact of Fuel and other costs increases is not known at this time, however, it is expected that Council's Plant Hire Rates will not need to be increased at 1 July, 2016.

The Operational Plan and Budget provide for a continuation of Council's financial support of the Inverell Art Gallery, being a major Cultural and Tourism Asset of the Shire.

The abovementioned information, however, highlights that Council must utilise the maximum increase allowed under rate pegging each year combined with sound and justifiable increases in its other fees and charges, if Council wishes to maintain its services to a minimum level and to be sustainable in the medium and long term. As indicated this must be linked with a continued review and consolidation of Council's services and programs.

Based on the abovementioned information, it will be necessary for Council to implement its IPART approved FFF Roadmap in 2017/2018.

ii) OTHER BUDGET INCREASES – ADMINISTRATIVE AND OTHER PROGRAMS:

In respect of Council's Revenue funded Administrative and Other Programs, outside of increases in the Budget to cover increases in fixed costs, the only increases provided have been provided to the following Budgets:

• Local Heritage Program	\$ 20,000
• Opera in the Paddock (Program Re-instated)	\$ 5,000
• Grafton to Inverell	\$ 1,000
• Administration Postage	\$ 2,700

• Finance Postage	\$ 1,575
• Library Postage	\$ 900
	TOTAL \$ 31,175

With the exception of the \$20K proposed allocation to the Local Heritage Program and re-instatement of a \$5K contribution to Opera in the Paddock the remaining cost increases, being Postage, are unavoidable.

These increases have been funded from ongoing efficiency gains and related cost savings realised in the last 12 months and expected to be carried in to 2016/2017 and future budgets.

No other Budget increases can be provided for without a Special Rate Variation in 2016/2017.

iii) SERVICE LEVELS – WORKS AND MAINTENANCE PROGRAMS:

In the preparation of the 2016/2017 draft Budget as indicated above, all fixed cost increases have been provided for.

In respect of Council's Revenue funded Works and Maintenance Programs, outside of increases in the budget to cover increases in fixed costs and some Grant Funded Programs, the only increases provided have been provided to the following Budgets:

• Road Grading (budget to meet service levels)	\$ 73,000
• Cameron Park Maintenance	\$ 15,000
• May Street Park Maintenance (New Budget)	\$ 3,000
• Public Toilets Maintenance	\$ 5,000
• Lake Inverell Maintenance	\$ 3,000
• Central Business District Maintenance	\$ 4,000
• Cycleway Maintenance	\$ 2,000
• Ashford Oval Expenses	\$ 1,000
• Victoria Park Expenses	\$ 1,000
• Campbell Park Expenses	\$ 1,000
• Bellevue Park Expenses	\$ 3,000
	TOTAL \$ 111,000

These increases have been funded from ongoing efficiency gains and related cost savings realised in the last 12 months and expected to be carried in to 2016/2017 and future budgets.

As shown, the major beneficiary is in the area of Council's Rural Road Budget – Grading, with the 2016/2017 draft Budget providing a 6.5% increase in the Rural Roads Grading Budget to meet Service Levels in this area. This provides for an additional 80km of grading with the Grader, Watercart and Roller. The Total Grading Budget is now \$1.2M per annum.

The remaining additional budget allocation increases are to meet increased operating costs in the identified areas.

No other Budget increases can be provided for without a Special Rate Variation in 2016/2017.

**Attachment 2****INDUSTRY ASSISTANCE AND PROMOTION:**

The 2016/2017 Operational Plan includes an allocation for the assistance and promotion of Business and Industry of \$150K. These funds may be utilised, subject to a Resolution of Council, for works on Private Lands or for the provision of direct financial assistance to private individuals and businesses during 2016/2017.

Council will shortly be undertaking the next stage of the Rifle Range Road Industrial Subdivision and it is recommended that these funds be allocated to these works noting the limited number of Industrial Blocks available in Inverell.



## Attachment 3

## 2016/2017 WORKS PROGRAM

<b>URBAN WORKS PROGRAM</b>			
Income	Revenue Funded		(647,000)
Expenditure	<b>Urban Streets - Program</b>		
	PJ-138270-1000	Urban Works Program	517,000
		Asset Maintenance Program	100,000
	<b>Community Programs</b>		
	PJ-139120-3050	Delungra Upgrade Works	6,000
	PJ-139120-3001	Ashford Community Works	6,000
	PJ-139120-3020	Bonshaw Community Works	1,000
	PJ-139120-3230	Yetman Community Works	6,000
	PJ-139120-3080	Graman Community Works	1,000
	PJ-139120-3090	Gum Flat Community Works	1,000
	PJ-139120-3070	Gilgai Community Works	5,000
	PJ-139120-3160	Oakwood Community Works	1,000
	PJ-139120-3150	Nullamanna Community Works	1,000
	PJ-139120-3060	Elsmore Community Works	1,000
	PJ-139120-3190	Stannifer Community Works	1,000
			-
<b>STORMWATER MANAGEMENT PROGRAM</b>			
Income	Revenue Funded		(139,000)
Expenditure	PJ-135960-3100	Drainage Project	139,000
			-
<b>CBD WORKS</b>			
Income	Revenue Funded		(108,465)
Expenditure	PJ-141330-4570	Maintenance	61,165
	PJ-141340-1000	Major Maintenance	10,000
	PJ-141330-3600	CBD Tree Maintenance	10,000
	PJ-141331-4450	Upgrade Works	17,300
	PJ-141330-1260	CBD Landscaping	10,000
			-
<b>RTA BLOCK GRANT PROGRAM - Regional Roads, Grant Funded</b>			
Income	PJ-122400-1000	Grant Funding	(2,413,000)
Expenditure	PJ-137560-1000	Maintenance	1,120,000
	PJ-137561-1000	Capital Upgrades	100,000
	PJ-137561-1000	Resealing Program	425,000
	PJ-137830-1000	Heavy Patching	169,516
	PJ-143001-1100	Allocation to \$ for \$ Repair Program	471,484
	PJ-137840-1000	Traffic Facilities	112,000
	PJ-137810-1000	Pavement Management	15,000
			-
<b>RTA BLOCK GRANT PROGRAM - SH 12</b>			
Income	PJ-122370-1000-42201	Grant Funded	(423,000)
Expenditure	PJ-137770-1000	As per Contract	423,000
			-
<b>REPAIR PROGRAM</b>			
Income	PJ-122460-1000-41422	Grant Funding	(471,484)
Expenditure		Block Grant \$ for \$ Funding	(471,484)
		Allocation from Block Grant	942,968
			-
<b>ACRD PROGRAM</b>			
Income	Grant Funded		(1,918,253)
Expenditure	PJ-122760-1000-41400	Grant Funding	623,500
	PJ-138690-4450	Gravel Resheeting	22,000
		Blacksport Program	741,000
		Bitumen Reseals	114,000
		Culverts & Causeways	118,753
		Renewal/Reconstruction /Heavy Patching	270,000
		Maintenance Program	5,000
		Environmental Works	24,000
	PJ-138910-1000	Pavement Management	-
			-
<b>3x4 PROGRAM</b>			
Income	PJ-122860-4450-45009	Grant Funded - Must be utilised on Regional Roads	(160,000)
Expenditure	PJ-138730-4450		160,000
			-
<b>ROADS TO RECOVERY</b>			
Income	PJ-122880-1000-45009	Grant Funding	(3,010,064)
Expenditure		Bitumen Surface Rehabilitation	2,400,000
		Culverts/Causeways/Bridges	100,000
		Renewal/Reconstruction/Heavy Patching	137,064
		Gravel Resheeting	373,000
			-
<b>Road Asset Renewal/Upgrade Program (Non-Recurent)</b>			
Income	Revenue Funded		(1,000,000)
Expenditure		Regional Road Shoulder Maintenance	100,000
		Urban Road Rehabilitation	200,000
		Rural Roads New Bitumen	700,000
			-

## Attachment 4

SUMMARY OF SHIRE ROAD AND ROADSIDE FACILITIES MAINTENANCE/UPGRADE PROGRAMS						
		2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
<b>GRAVEL SHIRE ROADS</b>						
Maintenance	Maintenance Grading	975,000	975,000	975,000	975,000	975,000
	Maintenance Grading MCE Allocation		152,000	152,000	152,000	225,000
	Roadside Facilities and Furnishings	219,400	219,625	219,800	220,450	220,690
		<b>1,194,400</b>	<b>1,346,625</b>	<b>1,346,800</b>	<b>1,347,450</b>	<b>1,420,690</b>
New Surfaces	New Gravel Surfaces/Patching - Revenue Funded	182,950	182,950	182,950	172,950	172,950
	New Gravel Surfaces - ACRD Funded	572,000	572,000	623,500	623,500	623,500
	New Gravel Surfaces - Roads to Recovery Funded	373,000	373,000	373,000	746,000	373,000
		<b>1,127,950</b>	<b>1,127,950</b>	<b>1,179,450</b>	<b>1,542,450</b>	<b>1,169,450</b>
	<b>TOTAL GRAVEL ROADS BUDGET</b>	<b>2,322,350</b>	<b>2,474,575</b>	<b>2,526,250</b>	<b>2,889,900</b>	<b>2,590,140</b>
<b>SEALED SHIRE ROADS</b>						
Maintenance	Bitumens Seal and Shoulder Maintenance	320,060	320,285	320,515	320,750	321,000
	ACRD Funded Maintenance Program	Included in Jobs	Included in Jobs	Included in Jobs	Included in Jobs	Included in Jobs
	Roadside Facilities and Furnishings	174,980	174,980	174,980	174,980	174,980
		<b>495,040</b>	<b>495,265</b>	<b>495,495</b>	<b>495,730</b>	<b>495,980</b>
New Surfaces	Bitumen Reseals - ACRD Funded	560,000	565,000	565,000	725,000	725,000
	Bitumen Surface Renewal - ACRD Funded	117,000	117,000	117,000	119,224	118,753
	Bitumen Reseals - Roads to Recovery Funded	299,968	299,968	299,968	600,000	-
	Bitumen Surface Renewal - Roads to Recovery Funded	150,000	150,000	150,000	274,128	2,400,000
		<b>1,126,968</b>	<b>1,131,968</b>	<b>1,131,968</b>	<b>1,718,352</b>	<b>3,243,753</b>
	<b>TOTAL SHIRE SEALED ROADS BUDGET</b>	<b>1,622,008</b>	<b>1,627,233</b>	<b>1,627,463</b>	<b>2,214,082</b>	<b>3,739,733</b>
<b>INVERELL URBAN MAINTENANCE</b>						
Maintenance	Inverell Sealed Streets Maintenance	275,405	275,855	276,320	276,795	277,285
	Roadside Facilities/Furnishings/Town Approaches	40,000	40,000	40,000	40,000	40,000
	Inverell Unsealed Streets/Laneways/Footpaths Mtce	162,980	162,980	162,980	162,980	162,980
	Carparks	54,282	61,420	63,665	67,940	69,320
	Urban Drainage Maintenance (Part was prev. Capital)	47,998	48,060	48,480	48,410	48,510
	Bitumen Driveways	11,845	11,845	11,845	11,845	11,845
	Cycleway Maintenance	8,000	8,000	8,000	8,000	10,000
	Bus Shelters	3,047	3,015	3,460	3,720	3,390
	Expanded Maintenance Program					
	CBD Maintenance Program	57,165	57,165	57,165	57,165	61,165
	CBD Tree Maintenance	20,000	20,000	20,000	20,000	20,000
	CBD Minor Capital Upgrades	10,000	10,000	10,000	10,000	10,000
	CBD Major maintenance	17,300	17,300	17,300	17,300	17,300
	Traffic Signs Maintenance	50,090	50,180	50,270	50,360	50,460
	New Traffic Signs	15,090	15,180	15,270	15,360	15,460
	Street Tree Maintenance	55,000	55,000	55,000	55,000	55,000
	New Street Trees	7,725	7,725	7,725	7,725	7,725
	Tree Grow Out Facility	1,500	1,500	1,500	1,500	1,500
	Street Lighting	259,190	288,800	288,800	288,800	250,000
	Street Cleaning	255,035	254,350	291,750	291,850	291,900
		<b>1,351,652</b>	<b>1,388,375</b>	<b>1,429,530</b>	<b>1,434,750</b>	<b>1,403,840</b>
New Surfaces/Pavem	Urban Works Program - Revenue Funded	500,000	517,000	517,000	296,600	517,000
	Bitumen Reseals	155,000	160,000	160,000	160,000	160,000
	Urban Drainage Program (Stormwater Man.Charge)	107,250	-	-	129,000	139,000
	Footpaths	-	-	-	-	-
	Cycleway - Concrete Surface	-	-	-	220,400	-
	Laneways	-	-	-	-	-
		<b>762,250</b>	<b>677,000</b>	<b>677,000</b>	<b>806,000</b>	<b>816,000</b>
	<b>TOTAL URBAN STREETS BUDGET</b>	<b>2,113,902</b>	<b>2,065,375</b>	<b>2,106,530</b>	<b>2,240,750</b>	<b>2,219,840</b>
<b>VILLAGES MAINTENANCE</b>						
Maintenance	Villages Sealed Streets Maintenance	24,720	24,720	24,720	24,720	24,720
	Roadside Facilities and Furnishings	30,335	30,035	30,035	30,035	30,035
	Villages Unsealed Streets/Footpaths Maintenance	36,050	36,050	36,050	36,050	36,050
	Gilgai Drainage					
	Street Cleaning	35,680	26,130	26,270	26,345	31,120
		<b>126,785</b>	<b>116,935</b>	<b>117,075</b>	<b>117,150</b>	<b>121,925</b>
New Surfaces/Pavem	Bitumen Reseals-ACRD Funding	15,000	16,000	16,000	16,000	16,000
	Bitumen Reseals-Revenue Funded	22,969	22,969	22,969	22,969	22,969
	Urban Drainage Program (Stormwater Man.Charge)	107,250	107,250	107,250	129,000	139,000
		<b>37,969</b>	<b>146,219</b>	<b>146,219</b>	<b>167,969</b>	<b>177,969</b>
	<b>TOTAL VILLAGE STREETS BUDGET</b>	<b>164,754</b>	<b>263,154</b>	<b>263,294</b>	<b>285,119</b>	<b>299,894</b>
<b>BLACK SPOTS</b>						
	ACRD	22,000	22,000	22,000	22,000	22,000
	R2R					
		<b>22,000</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>
<b>BRIDGES/CULVERTS/CAUSEWAYS - SHIRE ROADS</b>						
	Revenue Funded	29,120	29,120	29,120	29,120	29,120
	ACRD Funded	114,000	114,000	114,000	114,000	114,000
	Roads to Recovery Funded	100,000	100,000	100,000	200,000	100,000
	Grant Funded				800,000	-
	IRA Funded				200,000	-
		<b>243,120</b>	<b>243,120</b>	<b>243,120</b>	<b>1,343,120</b>	<b>243,120</b>
	<b>TOTAL RECURRENT ALLOCATION</b>	<b>6,488,134</b>	<b>6,695,457</b>	<b>6,788,657</b>	<b>8,994,971</b>	<b>9,114,727</b>
			<b>INCREASE SINCE 2006/07</b>			<b>44%</b>
			<i>Excluding Supplementary R2R allocation</i>			
	<b>PLUS SPECIAL ALLOCATIONS</b>					
	Inverell Town Signs Upgrade					
	Strategic Projects - Urban Works (SCPIF)	260,000	-	295,000	-	-
	Strategic Links - New Bitumen Seals (SCIPF)					
	Strategic Projects - Village Urban Drainage (SCPIF)				380,000	360,000
	Bitumen Reseals - Fit for the Future Backlog Program				1,846,097	-
	Bitumen Surface Renewal - Fit for the Future Backlog				1,247,379	-
	New Gravel Surfaces - Fit for the future Backlog Program				998,140	-
	Road Asset Renewal/Update Program - Non Recurrent Program (Reginal Road Shoulder Maintenance)					100,000
	Road Asset Renewal/Update Program - Non Recurrent Program (Urban Rehabilitation)					200,000
	Road Asset Renewal/Update Program - Non Recurrent Program (Rural Roads New Bitumen Seals)					700,000
	<b>GRAND TOTAL FOR SHIRE ROADS</b>	<b>6,748,134</b>	<b>6,695,457</b>	<b>7,083,657</b>	<b>13,466,587</b>	<b>10,474,727</b>
	Strategic Projects - Urban Works (SCPIF)					
	BLOCK GRANT REGIONAL ROADS - MTCE	2,062,000	2,000,000	1,135,000	1,560,000	1,416,516
	BLOCK GRANT REGIONAL ROADS - RENEWAL			210,000	343,771	525,000
	REPAIR PROGRAM Council Contribution	69,000	300,000	538,841	462,229	471,484
	REPAIR PROGRAM RMS Contribution	69,000		458,841	462,229	471,484
	<b>GRAND TOTAL FOR REGIONAL ROADS</b>	<b>2,200,000</b>	<b>2,300,000</b>	<b>2,342,682</b>	<b>2,828,229</b>	<b>2,884,484</b>
	<b>GRAND TOTAL</b>	<b>8,948,134</b>	<b>8,995,457</b>	<b>9,426,339</b>	<b>16,294,816</b>	<b>13,359,211</b>

As shown, Council's recurrent Shire Road Funding Program has increased by 44% over the 10 years to 30 June, 2017 as opposed to a Rate Pegging Increase of only 27.2% over the same period. This excludes supplementary funding allocations from Council's Strategic Capital Infrastructure and Projects Fund for Special Strategic Projects, the supplementary Roads to Recovery in 2015/2016 and 2016/2017, the 2015/2016 Timber Bridge Replacement Project and the Special Shire Roads Asset Infrastructure Program.

## Attachment 5

CAPITAL EXPENDITURE 2016/2017							
PROGRAM	LEDGER NUMBER	DESCRIPTION	ORIGINAL CAPITAL BUDGET		Classification		
			AMOUNT	SECTION TOTAL	FUNDING	AMOUNT	
ADMINISTRATIVE SERV.	159060-1000	OFFICE FURNITURE & EQUIPMENT-DESKS, CHAIRS	5,200		Renewal		
	134940-1000	ACQUISITION OF ART PRIZE	4,500		New Asset		
	160470-1000	ART GALLERY REFURBISHMENTS	5,000	14,700	Renewal		
ENGINEERING	160800-1100	ENGINEERS INSTRUMENTS & EQUIPMENT	2,100	2,100	Renewal		
BUSH FIRE	159141-1000	EQUIPMENT ISSUES	265,678	265,678	Renewal	GRANT	121121-1000 265,678
SES	132851-4450	SES BUILDING UPGRADE	7,150	7,150	Renewal		
INFORMATION SERVICES	130101-1000	COMPUTER EQUIPMENT	44,290		Renewal		
	130101-4910	COMPUTER EQUIPMENT	32,000		Renewal		
	130111-5130	COMPUTER EQUIPMENT - NEW PRINTING EQUIPMENT	39,200				
	130111-5162	COMPUTER EQUIPMENT - NEW HARDWARE	32,000	147,490	Renewal		
SPORTING FIELDS	160660-1100	SPORTS GROUND IMPROVEMENT-SPORT CNL	20,000	20,000	New Asset	CONTRIBUTION	127090-1000 10,000
CEMETERY	136391-4450	CEMETERY	1,000	1,000	New Asset		
LIBRARY	160180-1100	LIBRARY-CORPORATE SERVICE COLLECTION	1,350		Renewal		
	160190-1000	LIBRARY BOOKS	56,500		Renewal		
	160200-1000	LIBRARY BOOKS - CO-OPERATIVE CONTRIBUTION	21,000		Renewal		
	160240-1000	NON BOOK MATERIALS-VIDEOS CASSETTES ETC.	9,250		Renewal		
	160270-1000	LIBRARY SECURITY SYSTEM	2,150		Renewal		
	160393-1000	LIBRARY-SPECIAL GRANT PROJECT	25,000	115,250	New Asset	GRANT	160389-1000 25,000
WASTE MANAGEMENT	159759-1000	WASTE MANAGEMENT CAPITAL INFRASTRUCTURE	316,000	316,000	New Asset		
SCIP	141899-1000	STRATEGIC CAPITAL INFRASTRUCTURE PROGRAM	60,000	60,000	Renewal	SCIPF	161920-6220 420,000
OTHER NEW INFRASTRUCTURE ASSETS	129381-1000	MINOR COMMUNITY INFRASTRUCTURE ASSETS	160,000	160,000	New Asset		
PLANT	161590-1000	SMALL PLANT	80,000		Renewal	PLANT REPLACE. IRA	161680-6220 2,521,000
	161610-1000	WORKSHOP EQUIPMENT	40,000		Renewal	Less Sales	(689,500)
	161600-1000	LIGHT CARS/TRUCKS	743,500		Renewal		1,831,500
	161620-1000	HEAVY PLANT	1,657,500		Renewal		
	148221-1000	INVERELL WORKSHOP EQUIPMENT		2,521,000	Renewal		
						TOTAL GRANT / OTHER FUNDING	300,678
						LOAN FUNDS	-
						TOTAL 15/16 UNEXPENDED GRANTS	-
						TOTAL REVOTES/EQUITY	-
						TOTAL IRA FUNDING	1,831,500
						REVENUE FUNDING REQUIRED	1,498,190
SEWERAGE	907170-1000	OTHER EQUIPMENT - Sewer Rodding Equip; Gas Detectors	10,000		Renewal	CAPITAL WORKS IRA	907360-6220 -
	907110-1100	MAINS RELINING PROGRAM	90,000		Renewal		
	907270-1000	PUMPING STATIONS UPGRADES	440,000		Renewal		
	907250-3100	RETICULATION MAINS	107,000				
						TOTAL IRA FUNDING	-
						GRANT FUNDING	-
						LOAN FUNDS	-
						TOTAL REVOTES/EQUITY	-
						REVENUE FUNDING REQUIRED	647,000
WATER	813220-1100	MAINS REPLACEMENT - INVERELL	135,000		Renewal		
	813230-3100	MINOR MAINS EXTENSIONS-INVERELL	50,000		New Asset		
	813285-1000	BACKFLOW PREVENTION WORKS	275,000		Renewal		
	813288-3100	TELEMETRY UPGRADES	300,000		Renewal		
	813280-3001	METERING - ASHFORD			Renewal	CAPITAL WORKS IRA	813380-6220 -
	813280-3020	METERING - DELUNGRA			Renewal		
	813280-3100	METERING - INVERELL	66,950		Renewal		
	813280-3230	METERING - YETMAN			Renewal		
	813280-3020	METERING - BONSHAW			Renewal		
	813290-3100	OTHER EQUIPMENT	5,000		Renewal		
						TOTAL IRA FUNDING	-
						LOAN FUNDING	-
						TOTAL REVOTES/EQUITY	-
						REVENUE FUNDING REQUIRED	831,950
ROADS	135960-3100	URBAN DRAINAGE RECONSTRUCTION-Construction Costs	139,000		Renewal		
	138270-1000	URBAN WORKS PROGRAM	517,000		Renewal		
	137561-1000	BLOCK GRANT WORKS	525,000		Renewal	GRANT	122400-4450 525,000
	138691-1000	ACRD GRANT WORKS	1,624,253		Renewal	GRANT	122760-1000 1,624,253
	1387330-4450	3x4 GRANT WORKS	160,000		Renewal	GRANT	122860-4450 160,000
	138280-1000	REPAIR PROGRAM WORKS (PJ143003,143004)	942,968		Renewal	GRANT	122460-1000 942,968
	138400-1000	ROADS TO RECOVERY PROGRAM WORKS	3,010,064		Renewal	GRANT	122880-1000 3,010,064
	141331-4450	CBD WORKS	17,300		Renewal	GRANT	145861-1000 100,000
	139120	VILLAGES DEVELOPMENT WORKS	30,000		Renewal		
	139200-1000	VILLAGES BITUMEN RESEALS	22,969		Renewal		
	140110-1100	GRAVEL RESHEETING MINOR ROADS	44,220		Renewal		
	140190-1000	GRAVEL RESHEETING MINOR ROADS	33,280		Renewal		
	139422	URBAN REHABILITATION - NON-RECURRENT PROGRAM	200,000		Renewal	IRA	
	139420	NEW BITUMEN SEALS - NON RECURRENT PROGRAM	700,000		New Asset	TOTAL IRA FUNDING	-
	141899-1000	STRATEGIC CAPITAL INFRASTRUCTURE/PROEJCTS FUND (Extension Oliver Street and John Street Sealing)	360,000		New Asset	GRANT FUNDING	6,362,285
						TOTAL 15/16 UNEXPENDED GRANTS	-
						TOTAL REVOTES/EQUITY	-
						REVENUE FUNDING REQUIRED	1,963,769
TOTAL			8,326,054	8,326,054			
TOTAL ACQUISITION OF ASSETS			13,435,372				
TOTAL ASSET RENEWALS			11,798,872				
TOTAL NEW ASSETS			1,636,500				
						TOTAL IRA FUNDING	1,831,500
						GRANT FUNDING	6,662,963
						LOAN FUNDING	-
						TOTAL 15/16 UNEXPENDED GRANTS	-
						TOTAL REVOTES/EQUITY	-
						REVENUE FUNDING REQUIRED	4,940,909
						TOTAL	13,435,372

## Attachment 6

INTERNALLY RESTRICTED ASSETS (CASH) MOVEMENTS							
4/04/2016	EST. BAL. 30/6/15	TRANSFER TO	TRANSFER FROM	EST. BAL. 30/6/2016	TRANSFER TO	TRANSFER FROM	EST. BAL. 30/6/2017
PURPOSE		Code 6210	Code 6220		Code 6210	Code 6220	
GENERAL ACTIVITIES	\$	\$	\$	\$	\$	\$	\$
BUILDING REFURBISHMENT/UPGRADE	2,567,843.18		747,000	1,820,843.18			1,820,843.18
EQUIP. UPGRADE/EMERGENCY MTCE	210,805.00			210,805.00			210,805.00
COMPUTER/IT SYSTEMS UPGRADES	758,046.00		51,000	707,046.00			707,046.00
INDUSTRIAL DEVELOPMENT	668,600.00			668,600.00			668,600.00
RESIDENTIAL DEVELOPMENT	7,309.77			7,309.77			7,309.77
AERODROME UPGRADE	134,330.00		130,000	4,330.00			4,330.00
COPETON NORTHERN FORESHORES	49,000.00			49,000.00			49,000.00
LIBRARY BUILDING REFURBISHMENT	202,000.00			202,000.00			202,000.00
INDUSTRIAL/TOURISM PROMOTION	11,594.00			11,594.00			11,594.00
GARBAGE DEPOT LAND PURCHASE ETC	169,391.00			169,391.00			169,391.00
GARBAGE DEGRADATION/REHAB.	938,342.00	120,000		1,058,342.00	120,000		1,178,342.00
WASTE INFRASTRUCTURE	354,286.00	220,000		574,286.00			574,286.00
WASTE-EXTERNALTY SUSTAINABILITY	177,000.00	120,000		297,000.00	120,000		417,000.00
PLANT REPLACEMENT	3,972,547.00	1,676,000	1,429,000	4,219,547.00	1,626,000	1,881,500	3,464,047.00
			500,000	(500,000.00)			
GRAVEL PIT RESTORATION	118,679.00	17,500		136,179.00	17,500		153,679.00
GRAVEL PIT RESTORATION -Roads	55,960.00	17,500		73,460.00	17,500		90,960.00
COMMUNITY CAPITAL PROJECTS AND LAND	1,505,000.00		855,000	650,000.00			650,000.00
BUSINESS UNITS	2,138,616.00		2,138,616	-			-
STRATEGIC CAPITAL PROJECTS FUND	4,450.00	-	-	4,450.00			4,450.00
STRATEGIC DEVELOPMENT FUND	1,115,611.00		700,000	415,611.00			415,611.00
EMPLOYEE LEAVE ENTITLEMENTS	1,010,710.46			1,010,710.46			1,010,710.46
WORKERS COMP INSURANCE	438,903.00			438,903.00			438,903.00
TOWN HALL MAJOR MTCE/UPGRADE	100,000.00			100,000.00			100,000.00
INSURANCE EXCESS/SELF INSURANCE	161,848.00			161,848.00			161,848.00
SWIMMING POOLS UPGRADE/FENCING	2,002,000.00			2,002,000.00			2,002,000.00
ROAD RESUMPTIONS	20,000.00			20,000.00			20,000.00
INVERELL HOCKEY FACILITY	300,000.00			300,000.00			300,000.00
CONNECTIONS PLANT/EQUIP.	54,220.61		54,221	-			-
CONNECTIONS ELE	25,792.00		25,792	-			-
LINKING TOGETHER CENTRE ELE	17,834.45		17,834	-			-
LINKING TOGETHER CENTRE	0.00			-			-
SES BUILDINGS	67,311.00			67,311.00			67,311.00
FUND TOTAL	19,358,029.47	2,171,000	6,648,463	14,880,566.41	1,901,000	1,881,500	14,900,066.41
WATER SUPPLY							
EMPLOYEE LEAVE ENTITLEMENTS	55,000.00			55,000.00	-	-	55,000.00
EQUIPMENT BREAKDOWN	107,940.00			107,940.00	-	-	107,940.00
REVENUE EQUALISATION	470,000.00			470,000.00			470,000.00
FUTURE CAPITAL WORKS	1,997,260.00			1,997,260.00			1,997,260.00
FUND TOTAL	2,630,200.00	-	-	2,630,200.00	-	-	2,630,200.00
SEWERAGE SERVICES							
EMPLOYEE LEAVE ENTITLEMENTS	15,000.00			15,000.00	-	-	15,000.00
EQUIPMENT BREAKDOWN	109,078.82			109,078.82	-	-	109,078.82
FUTURE CAPITAL WORKS	1,496,200.00			1,496,200.00			1,496,200.00
FUND TOTAL	1,620,278.82	-	-	1,620,278.82	-	-	1,620,278.82
TOTAL OF ALL FUNDS	23,608,508.29	2,171,000	6,648,463	19,131,045.23	1,901,000	1,881,500	19,150,545.23
INTERNALLY RESTRICTED ASSETS COMMITMENTS							
Note 1 - Building Refurbishment/Upgrade Projects - Asset Renewal funded from annual depreciation expense, includes \$600K provision for new RFS Headquarters Building 2016/2017							
Note 2 - Replace Property/Revenue System 2017/2018							
Note 3 - Funding received from Federal Compensation Package - New Taxi-way to CASA requirements 2015/2016							
Note 4 - Waste Management Strategy Implementation Funding and future land purchases/degradation requirements, including new Garbage Trucks, Solar Power, Weghbridges, Tip Closures etc							
Note 5 - Plant Fleet future acquisitions fund - Asset Renewal plus GPS devices							
Note 6 - Future Capital Works/Non-Trading Land Purchases/Industrial Land Development Fund				300,000.00	Industrial Land Development		
				200,000.00	Tintot Bridge Replacement		
				150,000.00	Council Contribution to Heritage Trade Training Centre		
				650,000.00			
Note 7 - Strategic Capital Projects and Infrastructure Fund		Cameron Oval		250,000	2015/2016 Program	Asset Renewal - Grant Funding \$510k	
		Inverell Sports Complex		250,000	2015/2016 Program	Asset Renewal - Grant Funding \$930k	
		Ashford Amenites		200,000	2015/2016 Program		
				700,000			
Note 8 - Future Capital Works		Ashford Water Treatment Plant		850,000.00	Ashford Plant River Inlet and Plant Ancillary Works		
		Lake Inverell Safety Works		400,000.00	State Government requirement		
		Other Capital Works		700,000.00	Inverell Treatment Works Renewal/Refurbishment Project		
				1,950,000.00			
These funds are held as Cash and Investments, primarily as Term Deposits							

## Attachment 7

INVERFLEET OPERATIONS 2016-2017					
FROM 01-Jul-2016 TO 30-Jun-2017					
SUFFIX	DESCRIPTION	2017 BUDGET	2017 Y.T.D.	% VOTE	BALANCE
	Operators Wages	32,000		0.0%	32,000
	Workshop Wages	311,468		0.0%	311,468
	Repairs	15,000		0.0%	15,000
	Parts	398,500		0.0%	608,500
	Tyres	195,000		0.0%	195,000
	Fuel	1,041,000		0.0%	1,041,000
	Registration	185,000		0.0%	185,000
	Accident Expenses	5,000		0.0%	5,000
	Depreciation	1,550,000		0.0%	1,550,000
	Oils & Lubricants	40,000		0.0%	40,000
	Cutting Edges	55,000		0.0%	55,000
	Insurance	129,000		0.0%	129,000
148170	Miscellaneous +G4817.000	253,000		0.0%	253,000
148190	Insurance Excess	8,000		0.0%	8,000
148210	Ashford Workshop Exp.	17,000		0.0%	17,000
148220	Inverell Workshop Exp.	49,345		0.0%	49,345
148230	Apprentice Exp.	15,000		0.0%	15,000
148240	Administration Charge	303,081		0.0%	303,081
148250	Small Plant & Tools	105,370		0.0%	105,370
994825	Depreciation Small Plant & Tools	76,000		0.0%	76,000
148260	Plant & Tools under \$750	3,000		0.0%	3,000
148280	Oncosts (Super,w/comp etc.)	172,780		0.0%	172,780
146370	2 Way Radio SYSTEM UPGRADE	0		0.0%	0
146380	2 Way Radio M & R	22,540		0.0%	22,540
146390	2 Way Radio Installations	2,500		0.0%	2,500
146400	2 Way Radio Licences	1,500		0.0%	1,500
	<b>TOTAL OPERATING COSTS:</b>	<b>4,986,084</b>	<b>-</b>	<b>0.0%</b>	<b>1,388,413</b>
128780	Council Hire	-5,402,000	-	0.0%	-5,402,000
128781	RTA Hire	0	-	0.0%	0
128782	Private Hire	-6,000	-	0.0%	-6,000
G2315	Apprentice Subsidy		-	0.0%	0
127800	Radio Communications Site	-5,000	-	0.0%	-5,000
148400	Small Plant & Tools	-123,150	-	0.0%	-123,150
	<b>TOTAL OPERATING INCOME:</b>	<b>-5,536,150</b>	<b>-</b>	<b>0.0%</b>	<b>-1,299,794</b>
	<b>NET RESULT:</b>	<b>-550,066</b>	<b>-</b>	<b>0.0%</b>	<b>-550,066</b>
	Less GPS Units funded from IRA's	<b>-50,000</b>	<b>-</b>	<b>0.0%</b>	<b>-50,000</b>
	Less Funding to Non-recurrent Roads Program	<b>600,000</b>	<b>-</b>		
	Less Capital Replacement Inflation Allowance		<b>-</b>		
		<b>-66</b>	<b>-</b>	<b>0.0%</b>	<b>-66</b>
<b>REPLACEMENT PROGRAM</b>					
161620	Heavy Plant Purchases	1,657,500	-	0.0%	1,657,500
161600	Light Plant Purchases	743,500	-	0.0%	743,500
161590	Small Plant Purchases	80,000	-	0.0%	80,000
	Workshop Upgrades	0	-	0.0%	0
148221	Workshop Equipment	40,000	-	0.0%	40,000
		<b>2,521,000</b>	<b>-</b>	<b>0.0%</b>	<b>2,521,000</b>
168100	Sale of Heavy Plant	-349,000	-	0.0%	-349,000
168110	Sale of Light Plant	-340,500	-	0.0%	-340,500
168120	Sale of Small Plant	0	-	0.0%	0
	<b>NET RESULT:(Surplus)/Deficit</b>	<b>1,831,500</b>	<b>-</b>		<b>1,831,500</b>
<b>PLANT RESERVE</b>					
G6168	Estimated Balance 1.7.14	3,719,547	-		3,719,547
G6168.802	Transfer from 2016/2017	-1,831,500	-		-1,831,500
G6168.801	Transfer to 2016/2017	1,626,000	-		1,626,000
G6168	Balance 30.06.2015	3,514,047	-		3,514,047



## Attachment 8

**2016/2017 PLANT REPLACEMENT PROGRAM**

		PLANT No.	DESCRIPTION	Comments	PURCH DATE	EST.BOOK VALUE 31.12.16	EST. TRADE /SALE	EST. PROFIT / (LOSS)	EST. NEW UNIT COST	EST. NET CHANGE OVER
H E A V Y  P L A N T	FL000072	9002	Grader		28-Dec-06	\$0	\$110,000	\$110,000	\$360,000	(\$250,000)
	FL000063	9004	Grader		16-May-07	\$0	\$110,000	\$110,000	\$400,000	(\$290,000)
	FL000004	9011	Scraper/Grid Roller		17-Nov-95	\$1	\$10,000	\$9,999	\$0	\$10,000
	FL000113	9022	Bobcat Loader		30-May-08	\$0	\$15,000	\$15,000	\$72,500	(\$57,500)
	FL000350	9034	Backhoe Loader	Inverell Yard Loader-SELL Only	1-Jul-14	\$1	\$5,000	\$4,999	\$0	\$5,000
	FL000134	9167	Mower		22-Apr-09	\$0	\$4,000	\$4,000	\$30,000	(\$26,000)
	FL000191	9168	Mower		2-Dec-10	\$1	\$4,000	\$3,999	\$30,000	(\$26,000)
	FL000156	9171	Mower		17-Mar-10	\$1	\$4,000	\$3,999	\$30,000	(\$26,000)
	FL000075	9526	Truck		21-May-07	\$1	\$50,000	\$49,999	\$250,000	(\$200,000)
	FL000201	9531	Sweeper		8-Jun-11	\$1	\$2,000	\$1,999	\$85,000	(\$83,000)
	FL000048	9547	Water Cart		8-Feb-01	\$1	\$35,000	\$34,999	\$180,000	(\$145,000)
		9030	Loader	Old Unit (9303.1 FL000070) to Replace Yard Loader		\$0	\$0	\$0	\$220,000	(\$220,000)
	TOTAL					\$7	\$349,000	\$348,993	\$1,657,500	(\$1,308,500)
						PJ-168090-1000-62023	PJ-168100-1000-41008		PJ-161620-1000-61001	
		PLANT No.	DESCRIPTION	Comments	PURCH DATE	EST.BOOK VALUE 31.12.16	EST. TRADE /SALE	EST. PROFIT / (LOSS)	EST. NEW UNIT COST	EST. NET CHANGE OVER
L I G H T  V E H I C L E S	FL000186	9200	Sedan		22-Oct-10	\$1	\$16,500	\$16,499	\$36,000	(\$19,500)
	FL000379	9251	Sedan		16-Dec-14	\$22,695	\$15,000	(\$7,695)	\$38,500	(\$23,500)
	FL000359	9294	Sedan		31-Mar-14	\$17,005	\$17,000	(\$5)	\$42,000	(\$25,000)
	FL000331	9301	UTILITY		5-Aug-13	\$11,565	\$14,000	\$2,435	\$33,500	(\$19,500)
	FL000383	9302	UTILITY		12-Mar-15	\$14,564	\$10,000	(\$4,564)	\$26,000	(\$16,000)
	FL000381	9303	UTILITY		19-Jan-15	\$24,797	\$18,000	(\$6,797)	\$42,000	(\$24,000)
	FL000375	9305	UTILITY		13-Nov-14	\$25,312	\$20,000	(\$5,312)	\$42,000	(\$22,000)
	FL000234	9310	UTILITY		23-Jul-12	\$8,725	\$12,000	\$3,275	\$28,500	(\$16,500)
	FL000206	9313	UTILITY		28-Jul-11	\$1	\$15,000	\$14,999	\$31,000	(\$16,000)
	FL000215	9358	UTILITY		29-Mar-12	\$1,230	\$18,000	\$16,770	\$42,500	(\$24,500)
	FL000220	9361	UTILITY		30-Mar-12	\$1,376	\$15,000	\$13,624	\$31,000	(\$16,000)
	FL000365	9363	UTILITY		21-Jul-14	\$23,844	\$24,000	\$156	\$47,500	(\$23,500)
	FL000103	9369	UTILITY		14-Feb-12	\$671	\$11,000	\$10,329	\$28,000	(\$17,000)
	FL000288	9372	UTILITY		10-May-13	\$15,725	\$23,000	\$7,275	\$42,000	(\$19,000)
	FL000344	9374	UTILITY		12-Feb-14	\$19,146	\$18,000	(\$1,146)	\$42,500	(\$24,500)
	FL000295	9375	UTILITY		28-Jun-13	\$11,445	\$11,000	(\$445)	\$28,000	(\$17,000)
	FL000386	9377	UTILITY		23-Mar-15	\$26,896	\$20,000	(\$6,896)	\$42,000	(\$22,000)
	FL000353	9381	UTILITY		23-May-14	\$19,415	\$15,000	(\$4,415)	\$36,500	(\$21,500)
	FL000267	9397	UTILITY		21-Dec-12	\$14,390	\$23,000	\$8,610	\$42,000	(\$19,000)
	FL000391	9399	UTILITY		1-Jun-15	\$27,803	\$25,000	(\$2,803)	\$42,000	(\$17,000)
	TOTAL					\$286,605	\$340,500	\$53,895	\$743,500	(\$403,000)
						PJ-168130-1000-62023	PJ-168110-1000-41008		PJ-161600-1000-61001	

**LIGHT PLANT REPLACEMENT PROGRAMME 2012/2013 - 2021/2022**

The Replacement Schedule is based on the following replacement cycle. However, changes may be made from time to time to reflect Council's changing needs as work programmes and practises change.

Note: This replacement schedule and review timeframes shall change in line with market changes.

Type	Commence Reviewing at (Kms)	or at (years)	Replace - subject to availability (km)
Executive Vehicles	40,000	2 - 3	As determined
Sedans / Wagons	60,000	3 - 4	80,000
Utes	70,000	3 - 4	80,000
Vans / Large crew (carrying capacity utes)	80,000	3 - 5	90,000 - 100,000
Small Trucks	140,000	5 - 6	160,000

# TEN (10) YEAR FINANCIAL AND ASSET MANAGEMENT PLAN, 2010 - 2020

The Replacement Schedule is based on the following replacement cycle. However, changes may be made from time to time to reflect Council's changing needs as work programmes and practises change.

TYPE	REVIEW AT YEARS	INDICATIVE YEARS	INDICATIVE HOURS/KILOMETRES
Graders	9	10	10,000
Front End Loader	9	10	10,000
Backhoe Loader	9	10	10,000
Excavator	5	6	6,000 - 7,000
Pavement Reclaimer/Rotary Mixer	12	15	8,000
Cement/Lime Spreader Truck	12	15	8000hrs/300,000Km
Scaper	14	15	10,000
Scaper Grid	Reclaim as required and keep under review		
Haul Tractor	9	10	10,000
Slashing Tractor - Large	9	10	10,000
Slashing Tractor	9	10	10,000
Self Propelled Roller - Vibrating	9	10	6000 - 7000
Self Propelled Roller - Rubber Tire	9	10	6000 - 7000
Roller Static	Reclaim as required and keep under review		
Roller Grid	Reclaim as required and keep under review		
1.5 Ton Roller	Monitor Use and Condition Programme as required		
Loader Skid Steer	5	6	4,000
Mini Excavator	7	8	4,000
Posi-Track Loaders	6	8	10,000
Grader Trucks	8	10	300,000Km
Truck 2/3 Tonne	8	10	180,000Km
Truck 4/5 Tonne	8	10	180,000Km
Truck 8/9 Tonne	8	10	200,000Km
Truck 13 Tonne	8	10	300,000Km
Truck 13 Tonne Heavy - Mack	8	10	300,000Km
Water Trucks	8	10	300,000Km
Truck Prime Mover - Large	8	10	350,000Km
Truck Prime Mover Water Tanker/Tipper	14	15	350,000Km
Low Loader/Water Cart Bodies	14	15	Subject to Review
Fuel Tanker	Reclaim as required and retain		
Pig Trailer	8	10	250,000Km
Super Dog Trailer	8	10	250,000Km
Compressor (Low Usage)	Monitor Use and Condition Programme as required		
Truck - Jetpatcher	8	10	300,000Km
Truck- Street Sweeper	5	6	8,000
Kerb and Gutter Machine	Reclaim as required and retain		
Footpath Sweeper	5	6	3,000
Traffic Lights	9	10	
Cherry Picker	Rebuild at 10 Years	Replace at 18 Years	
Wood Chipper	Monitor Use and Condition Programme as required		
Cranes	Reclaim as required and retain (10 Year Rebuild and Certification)		
Tractor Type Mower/Sports Fields	Monitor Use and Condition Programme as required		
Units 150-153, 169 S/P Roller	Monitor Use and Condition Programme as required		
Forklift	9	10	Rotate with Ashford Depot
Out Front Mower	5	6	2,000
Sports Field Mower (Toro Unit)	8	10	Subject to Review
Robotic Survey Stations	5	5	Subject to Review
Garbage Trucks	5	6	Subject to Review
Plant Trailers	19	20	

## Attachment 9

WATER FUNDLOAN REPAYMENTS 2017

PURPOSE	LENDER	YEAR BORROWED	AMOUNT BORROWED	TERM YEARS	INTEREST RATE	OWING 1ST JULY	INTEREST REPAY	PRINCIPAL REPAY	DUE 30TH JUNE	MATURITY DATE
Ashford Water Treatment Plant	NAB	2013	2,000,000	10	5.400	1,463,636.19	75,320.71	184,849.49	1,278,786.70	16-Jan-23
TOTALS \$						1,463,636.19	75,320.71	184,849.49	1,278,786.70	

SEWER FUNDLOAN REPAYMENTS SEWERAGE FUND 2017

PURPOSE	LENDER	YEAR BORROWED	AMOUNT BORROWED	TERM YEARS	INTEREST RATE	OWING 1ST JULY	INTEREST REPAY	PRINCIPAL REPAY	DUE 30TH JUNE	MATURITY DATE
NEW Treatment Works Renewal	NAB	2014	2,000,000	10	4.160	1,757,268.75	71,059.70	169,551.17	1,587,717.58	2025
						2,000,000	1,757,268.75	71,059.70	169,551.17	1,587,717.58

GENERAL FUNDLOAN REPAYMENTS GENERAL FUND 2017

PURPOSE	LENDER	YEAR BORROWED	AMOUNT BORROWED	TERM YEARS	INTEREST RATE	OWING 1ST JULY	INTEREST REPAY	PRINCIPAL REPAY	DUE 30TH JUNE	MATURITY DATE
Waste Management	Tcorp	2016	2,000,000	10	3.140	2,000,000.00	61,451.42	173,142.38	1,826,857.62	2026
						2,000,000	2,000,000.00	61,451.42	173,142.38	1,826,857.62

Council maintains strong borrowing capacity in the General Fund, particularly in respect of the Waste Function.

## Strategic Capital Infrastructure/Projects Fund

Council recognises the need to ensure the long term financial sustainability and growth of its Community, and that substantial funds must be available for strategic projects which enhance and strengthen the Shire Community economically, culturally and socially. The expenditure of funds in these areas usually results in a flow on increase in Council's general revenues. Council also recognises that any new project or initiative undertaken, must not negatively impact financially or otherwise on Council's ability to meet its current and future service and infrastructure maintenance and renewal needs.

In this regard, Council has been financially responsible and quarantined the funds previously allocated to loan repayments specifically for projects which would have otherwise been funded by way of loans or which assist the economic, cultural and social growth of the Community. This highly successful strategy has and continues to enable this Council to undertake a range of very successful projects (eg CBD Redevelopment, Visitors Centre, Campbell Park Upgrade, Library Redevelopment, new Rural Bitumen Seals and accelerating the Urban Works Program) which have resulted in Inverell emerging as a Regional Centre.

In 2010/2011 Council, following the adoption of a 10 Year Road Infrastructure Financial Plan and Asset Management Plan allocated an amount of \$250K from this fund on a continuing basis to Council's Road and supporting Infrastructure Maintenance Program. A further \$250K was allocated into Council Road Asset Renewal Program, the majority of which was allocated to Gravel Resheeting on Local and Minor Roads (Budget Allocation to Roads etc increased by 25% over four (4) years to end of 2010/2011). This reduced the annual quantum of funds available in 2010/2011 from \$1M to \$560K. The proposed allocation for 2016/2017 is \$515K, being the same level as 2014/2015 and 2015/2016.

If Council is to be in a position to fund strategic projects which grow the Shire and subsequently generate new revenues for Council, it is critical that this fund not reduce below this amount. The annual provision of these funds is essential to Council's ability to attract special State and Federal Government Grants all of which basically now require at least a matching Council contribution.

The 2016/2017 Budget allocates the \$515K to the following priority areas as resolved by Council in the development of Council's new Four (4) Year Delivery Plan:

- |   |   |         |
|---|---|---------|
| • | Community Building Partnerships Program \$ for \$                               | \$ 60K  |
| • | Local Government Election Expenses  | \$ 95K  |
| • | John Street, Inverell – Upgrade & Seal  | \$ 20K  |
| • | Urban Works – Oliver Street Extension<br>to Swanbrook Road & intersection Works | \$ 340K |



## Operational Plan – Strategic Objectives 2016/2017

A Community for Everyone - Inverell Shire Council 2013 – 2017



CATEGORY	CODE	NAME	RESPONSIBLE OFFICER
<b>Destination</b>	<b>1R</b>	<b>Regional</b>	
Strategy	R.01	Inverell Shire is promoted and distinguished regionally, nationally and internationally.	
Term Achievement	R.01.01	Inverell is recognised locally and throughout the New England area as a vibrant, diverse, innovative and attractive rural centre with a range of services and experiences complemented by those available in Armidale and Tamworth.	
Operational Objective	R.01.01.01	Undertake marketing programs that presents Inverell Shire as an attractive and vibrant community that distinguishes it from other centres of the region.	GM
	R.01.1.1.K	<b>KPI</b> <i>Marketing Campaigns</i>	<b>Target</b> <i>2 per annum</i> <b>Outcome</b>
Strategy	R.02	Inverell exhibits the qualities of and operates as one of the three principle centres of the New England North West area as reflected by its strong economic, cultural and social diversity.	
Term Achievement	R.02.01	Inverell's attractive Central Business District provides an expansive range of economic, social and lifestyle services to the New England North West area and South Queensland.	
Operational Objective	R.02.01.01	Facilitates the activities of local non-government organisations to undertake servicing of the Shire and the wider region.	GM
	R.02.1.1.K	<b>KPI</b> <i>Non-Government Organisation (NGO)</i>	<b>Target</b> <i>1 per annum</i> <b>Outcome</b>
Strategy	R.03	Villages offer a range of district level services and lifestyles reflective of their historic traditions.	
Term Achievement	R.03.01	Ashford offers a range of district level retail and services to its surrounding community.	
Operational Objective	R.03.01.01	District level retail and business services are provided in Ashford by Council, other agencies and private interest.	GM
	R.03.1.1.K	<b>KPI</b> <i>Village Business Strategic Plan implemented</i>	<b>Target</b> <i>100%</i> <b>Outcome</b>
Strategy	R.04	Inverell Shire positively influences policy on rural and regional growth.	
Term Achievement	R.04.01	Joint responses and initiatives are regularly developed with neighbouring Councils and regional organisations on rural and regional issues.	
Operational Objective	R.04.01.01	Establish a program of regular meetings with neighbouring Councils to identify and develop approaches to contemporary regional issues.	GM
	R.04.1.1.K	<b>KPI</b> <i>Inter-Council forums held</i>	<b>Target</b> <i>1 per annum</i> <b>Outcome</b>



**A Community for Everyone - Inverell Shire Council 2013 – 2017**

Strategy	R.05	Provide access to services in the Shire equivalent to or better than that in other major regional areas.			
Term Achievement	R.05.01	A plan that identifies the required services to be provided to this community by other levels of Government is in place, which will act as a basis for Council's advocacy for service equity.			
Operational Objective	R.05.01.01	Identify community issues regarding levels of social service needed by Inverell Shire citizens, particularly target groups identified in the Social Planning framework, and work with Council partners to develop proactive responses to these needs.			GM
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
Operational Objective	R.05.1.1.K	Service Provider partnerships established	1 per annum		
	R.05.01.02	Develop an advocacy strategy for the provision of services from other levels of government for this community.			GM
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	R.05.1.2.K	Advocacy Strategy adopted	100%		
Strategy	R.06	Council ensures it is able to provide resources to effectively deliver its Strategy and Programs.			
Term Achievement	R.06.01	Council provides adequate resources to deliver its programs and has introduced measures to increase its capacity to deliver cost effective and efficient services.			
Operational Objective	R.06.01.01	Develop annual and longer term resource plans aligned to Council's strategic programs.			GM
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	R.06.1.1.K	NSW Local Government Integrated Planning and Reporting requirements met	100%		
Term Achievement	R.06.02	Council's financial sustainability is being managed through best practices, diverse investment strategies and asset management control.			
Operational Objective	R.06.02.01	Management of Council's assets achieves the highest order of effectiveness and efficiency.			GM
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	R.06.2.1.K	Asset replacement program formulated and funded	100%		
Operational Objective	R.06.02.02	Achieve agreed financial performance targets.			DCS
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	R.06.2.2.K	Financial performance targets achieved	100%		
Strategy	R.07	Council is recognised for and distinguished by its management, innovation and customer service.			
Term Achievement	R.07.01	Council's operating culture is flexible, efficient, integrated and aligned to Council's strategic objectives and program delivery.			
Operational Objective	R.07.01.01	Implement a structured program of continuous improvement based on identifying and adopting leading practice, across the organisation.			GM
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	R.07.1.1.K	Operational Culture management program implemented	1 per annum		
Strategy	R.08	Council leads the community by influencing and participating in policy development to the benefit of the Shire through partnerships and alliance with government, regional interests, shire groups and communities.			
Term Achievement	R.08.01	A targeted program of advocacy and policy discussion is being conducted with the active cooperation of others benefiting interests around social, environmental, economic and infrastructure priorities.			
Operational Objective	R.08.01.01	To facilitate intergovernmental relations to ensure maximum cooperation between the Council and the Federal and State Governments to achieve the optimum support for the Shire.			GM
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	R.08.1.1.K	Key Government forums attended	4 per annum		

## A Community for Everyone - Inverell Shire Council 2013 – 2017



CATEGORY	CODE	NAME	RESPONSIBLE OFFICER
<b>Destination</b>	<b>2C</b>	<b>Community</b>	
Strategy	C.01	Facilitate the provision of a broad range of services and opportunities which aid the long term sustainability of the community.	
Term Achievement	C.01.01	Advocate on behalf of the community for the provision of services which meet community needs and expectations.	
Operational Objective	C.01.01.01	To provide community leadership and advocacy to ensure the community is provided with a broad range of services and opportunities commensurate with other regional centres.	GM
		<b>KPI</b>	<b>Target</b>
	C.01.1.1.K	Advocacy and Engagement program implemented	100%
Term Achievement	C.01.02	Manage on behalf of the community issues which impact on or threaten the medium and long term sustainability of the community.	
Operational Objective	C.01.02.01	To provide leadership and community direction to ensure that issues which impact on the community are managed for the benefit of the community.	GM
		<b>KPI</b>	<b>Target</b>
	C.01.2.1.K	Community issue management mechanism implemented	100%
Term Achievement	C.01.03	Facilitate community development and growth through the support of community groups.	
Operational Objective	C.01.03.01	To provide an annual allocation of support funding to enable donations to be considered by Council to assist community groups in achieving their community objectives.	GM
		<b>KPI</b>	<b>Target</b>
	C.01.3.1.K	A Sustainable level of annual support/donation funding is available and utilised to assist Community Groups	100%
Strategy	C.02	Seek to ensure developments make adequate provision for services that meet the needs and expectations of the community.	
Term Achievement	C.02.01	Council advisory services and collaborative partnerships are encouraging developments with the capacity for the provision of appropriate open spaces, community facilities and other community needs.	
Operational Objective	C.02.01.01	To provide advisory services on social, technical, engineering and environmental matters associated with development application to ensure compatibility of Council's policies and standards with the outcome sort by the developer.	DCES
		<b>KPI</b>	<b>Target</b>
	C.02.1.1.K	Development applications are processed within 40 working days.	100%



## A Community for Everyone - Inverell Shire Council 2013 – 2017

Strategy	C.03	Promote an ordered and safe community.			
Term Achievement	C.03.01	Compliance and regulation programs have been developed and implemented to provide a safe environment for citizens and visitors.			
Operational Objective	C.03.01.01	To promote the image of Council by providing timely response to citizen requests regarding Acts and Regulations.			DCS
	C.03.1.1.K	<b>KPI</b> <i>Customer requests concerning possible statutory requirement breaches dealt with within 10 working days</i>	<b>Target</b> 100%	<b>Outcome</b>	
Term Achievement	C.03.02	Appropriate management plans and facilities are developed and implemented in partnership with emergency services.			
Operational Objective	C.03.02.01	To ensure the availability of an adequate emergency response service within the Shire to deal with natural disasters and man-made incidences.			DCES
	C.03.2.1.K	<b>KPI</b> <i>Legislative requirements met an SES Volunteers supported</i>	<b>Target</b> 100%	<b>Outcome</b>	
Operational Objective	C.03.02.02	To support the provision and maintenance of an effective Rural Fire Service with the necessary levels of plant, equipment and well-organised and trained volunteers for the mitigation and suppression of fires.			DCES
	C.03.2.2.K	<b>KPI</b> <i>Fire Protection resources and equipment funded and maintained at a high standard</i>	<b>Target</b> 100%	<b>Outcome</b>	
Operational Objective	C.03.02.03	To partner with the local Police Service to ensure adequate resources are available to protect and serve the community of Inverell Shire.			DCES
	C.03.2.3.K	<b>KPI</b> <i>Police staff numbers are maintained per capita</i>	<b>Target</b> 100%	<b>Outcome</b>	
Strategy	C.04	Improve the integration of natural and built environments.			
Term Achievement	C.04.01	Development controls are promoting excellence in rural design that balances the protection and enhancement of the natural environment with the needs of the citizens.			
Operational Objective	C.04.01.01	To ensure that the physical development of the Shire provides for a variety of living choices which is in harmony with the natural characteristics and the surrounding built environment.			DCES
	C.04.1.1.K	<b>KPI</b> <i>Development control plans, policies, procedures and practices implemented</i>	<b>Target</b> 100%	<b>Outcome</b>	
Strategy	C.05	Create clean and attractive seats and public places.			
Term Achievement	C.05.01	Council's maintenance programs are improving and enhancing the cleanliness and safety of streetscapes.			
Operational Objective	C.05.01.01	To enhance and maintain streetscapes to ensure they are attractive, safe and welcoming.			MCE
	C.05.1.1.K	<b>KPI</b> <i>Parks and Gardens maintenance service levels met on an annual basis</i>	<b>Target</b> 100%	<b>Outcome</b>	

## A Community for Everyone - Inverell Shire Council 2013 – 2017

Strategy	C.06	Reduce the consumption of non-renewable resources.			
Term Achievement	C.06.01	Council has developed and implemented a Community Waste management program that educates community, undertakes resource recovery initiatives, and minimise resource utilisation.			
Operational Objective	C.06.01.01	To promote the reduction of non-renewable resource consumption.			MEE
	C.06.1.1.K	<b>KPI</b> <i>Waste Management and Recycling Strategy implemented</i>	<b>Target</b> 100%	<b>Outcome</b>	
Strategy	C.07	Provide local opportunities for recreation, cultural, and social activities.			
Term Achievement	C.07.01	Council has locally focused cultural programs and initiatives that facilitate forums, networks and training opportunities that are conducive to strengthening relationships between tourism, arts, heritage, sports and recreational interests.			
Operational Objective	C.07.01.01	To provide and assist community groups in the provision of recreational and cultural facilities and services for the enjoyment of all residents and visitors to the Shire.			DCS
	C.07.1.1.K	<b>KPI</b> <i>Council assists in the facilitation of events and/or activities annually</i>	<b>Target</b> 6 events	<b>Outcome</b>	
Term Achievement	C.07.02	The Shire's recreational areas and facilities are contemporary and conducive to the community's wellbeing.			
Operational Objective	C.07.02.01	Contribute to the physical wellbeing of the community through the provision of active recreation areas.			MCE
	C.07.2.1.K	<b>KPI</b> <i>Customer requests concerning unsatisfactory condition of active recreational areas/sporting facilities</i>	<b>Target</b> < 12 per annum	<b>Outcome</b>	
Operational Objective	C.07.02.02	To provide landscaped areas, passive recreational facilities and playgrounds to promote a healthy living environment.			DCS
	C.07.2.2.K	<b>KPI</b> <i>Customer requests concerning unsatisfactory condition of passive recreational areas</i>	<b>Target</b> < 12 per annum	<b>Outcome</b>	
Term Achievement	C.07.03	The youth of Inverell are supported by programs and initiatives that increase opportunities for young people to work, live and train in Inverell.			
Operational Objective	C.07.03.01	The provision of programs which enhance opportunities for the youth and encourage youth leadership development.			DCS
	C.07.3.1.K	<b>KPI</b> <i>Council participates in the School based Trainee and Work Experience programs on an annual basis</i>	<b>Target</b> < 12 per annum	<b>Outcome</b>	

## A Community for Everyone - Inverell Shire Council 2013 – 2017

Strategy	C.08	Reduce the risk to the community arising from emergency events.			
Term Achievement	C.08.01	Shire-wide waterway management strategies are being implemented.			
Operational Objective	C.08.01.01	To facilitate the sustainable management of waterways in the Shire area.			MEE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	C.08.1.1.K	Council is working with the Local Land Services to provide improved outcomes for Shire Waterways	100%		
Term Achievement	C.08.02	Council provides advisory services for residential, commercial and rural property management consistent with best practices and government guidelines.			
Operational Objective	C.08.02.01	To promote preventative property management. To protect the build and natural environment and to reduce the risk of preventative disasters.			DCES
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	C.08.2.1.K	Preventative property management and natural disaster awareness campaigns conducted with Government Bodies	1 per annum		
Strategy	C.09	Create a strong sense of community identity.			
Term Achievement	C.09.01	The community is recognised for its preservation and conservation of cultural heritage.			
Operational Objective	C.09.01.01	Provide and maintain cemeteries to a standard, which displays respect and dignity for the deceased.			MEE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	C.09.1.1.K	Customer requests concerning condition of cemeteries	< 12 per annum		
Term Achievement	C.09.02	Council is actively supportive of community groups achieving their objectives.			
Operational Objective	C.09.02.01	To provide an annual allocation of support funding (dollar for dollar) to enable donations to be considered by Council to assist community groups in achieving their community objectives.			DCES
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	C.09.2.1.K	Budget allocation provided	100%		
Strategy	C.10	Contribute to the health of the community by promoting healthy lifestyles and practices.			
Term Achievement	C.10.01	Council is actively supportive and involved in programs and initiatives that promote and contribute healthy lifestyles and practices.			
Operational Objective	C.10.01.01	To establish measures and processes to protect the environment and safety of the residents of the Shire through both direct control and education.			MEE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	C.10.1.1.K	Customer requests concerning public health issues	< 36 per annum		
Strategy	C.11	Develop a range of educational and skills development opportunities to meet the requirements of the community.			
Term Achievement	C.11.01	The Shire's culture of lifelong learning is nurtured and promoted with increased access to learning opportunities that contribute to an improved quality of life.			
Operational Objective	C.11.01.01	Develop and implement skills training and retention strategies that address the needs and requirements of the Shire's residents and businesses.			DCS
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	C.11.1.1.K	Skills training and Retention strategies implemented	100%		



## A Community for Everyone - Inverell Shire Council 2013 – 2017

Strategy	C.12	Facilitate the provision of affordable housing and accommodation to meet the requirements of the Shire's residents.			
Term Achievement	C.12.01	Council through facilitation and advocacy to Government departments promote the provision of affordable housing.			
Operational Objective	C.12.01.01	Develop and implement an affordable housing strategy that addresses the needs and requirements of the Shire's residents.			DCS
	C.12.1.1.K	<b>KPI</b> <i>Affordable Housing Strategy developed with appropriate Government Bodies</i>	<b>Target</b> 100%	<b>Outcome</b>	
Strategy	C.13	Facilitate activities that improve the quality of life for people who are requiring support.			
Term Achievement	C.13.01	Council encourages collaboration between community services providers in the provision of sustainable community services.			
Operational Objective	C.13.01.01	To work with community based groups to provide services for the aged, disabled and youth of the Shire.			DCS
	C.13.1.1.K	<b>KPI</b> <i>Community based groups assisted on an annual basis</i>	<b>Target</b> > 3 groups	<b>Outcome</b>	
Strategy	C.14	Facilitate the provision of opportunities for residents to gain employment.			
Term Achievement	C.14.01	Council is actively seeking collaboration with and between, educational departments, employment agencies, and public and private organisations for economic and employment growth.			
Operational Objective	C.14.01.01	Participate in, coordinate and initiate relevant programs that will deliver access to a full range of employment opportunities to the Shire's residents.			DCS
	C.14.1.1.K	<b>KPI</b> <i>Careers Expo/Youth Development Activities conducted</i>	<b>Target</b> 1 per annum	<b>Outcome</b>	
Strategy	C.15	The social wellbeing and health of individuals and communities within the Shire is being maintained and improved.			
Term Achievement	C.15.01	Strategies are in place to respond to the social and health needs of the community.			
Operational Objective	C.15.01.01	Actively participate in the formulation, Management and implementation of the Shire's Social Plan.			DCS
	C.15.1.1.K	<b>KPI</b> <i>Action Plan implemented through Linking Together Centre</i>	<b>Target</b> 100%	<b>Outcome</b>	
Term Achievement	C.15.02	Council is providing a diverse range of literature in all contemporary mediums to support the educational and recreational needs of the community.			
Operational Objective	C.15.02.01	To provide and maintain a high quality library service which meets the educational, recreational and cultural needs and expectation of the community.			MLS
	C.15.2.1.K	<b>KPI</b> <i>Customer Survey satisfaction level</i>	<b>Target</b> 90%	<b>Outcome</b>	
Operational Objective	C.15.02.02	To provide for the recording of local history and the contributions made by the traditional land owners and the pioneers to the current generation.			MLS
	C.15.2.2.K	<b>KPI</b> <i>Local Studies Collection maintained at Shire Library</i>	<b>Target</b> 100%	<b>Outcome</b>	

## A Community for Everyone - Inverell Shire Council 2013 – 2017

Strategy	C.16	Families and children are valued and supported to enable them to contribute to the economic, cultural and social wellbeing of the Shire.			
Term Achievement	C.16.01	Services are provided to meet the diverse needs of families and to support the development of children.			
Operational Objective	C.16.01.01	Advocate for standards of care and education to promote and support families, child safety and wellbeing.			GM
		KPI	Target	Outcome	
	C.16.1.1.K	Council participates in Inverell Place Team meetings through the LTC	100%		

Strategy	C.17	Promote Inverell Shire as an integral component of the cultural fabric of the New England North West Region.			
Term Achievement	C.17.01	Inverell is recognised as an integral component of cultural diversity and excellence in the New England North West Region.			
Operational Objective	C.17.01.01	Develop partnerships and projects with cultural organisations and connect where appropriate with cultural plans and development of other Council's on the New England Region.			GM
		KPI	Target	Outcome	
	C.17.1.1.K	Cultural asset or development project completed	1 per annum		





## A Community for Everyone - Inverell Shire Council 2013 – 2017



CATEGORY	CODE	NAME	RESPONSIBLE OFFICER
<b>Destination</b>	<b>3E</b>	<b>Environment</b>	
Strategy	E.01	Promote sustainable agricultural activities.	
Term Achievement	E.01.01	Council is facilitating a coordinated approach to achieving an ecologically, economically and socially sustainable agricultural sector in Inverell and the region.	
Operational Objective	E.01.01.01	To facilitate the management and protection of the Shire's agricultural land for sustainable agriculture use with agricultural activity contributing to its protection and enhancement and to achieve positive economic, environmental and social outcomes.	MEE
		<b>KPI</b>	<b>Target</b>
	E.01.1.1.K	Collaborative workshops held	1 per term
Strategy	E.02	Council's strategies to achieve sustainable, productive use of rural lands and preservation of the rural qualities are implemented.	
Term Achievement	E.02.01	Council's adopted strategic planning documents and development control plan are being implemented as the basis for future rural land use decisions.	
Operational Objective	E.02.01.01	Develop and implement contemporary planning controls to encourage sustainable agricultural land uses and preserve the Shires rural qualities and landscapes.	DCES
		<b>KPI</b>	<b>Target</b>
	E.02.1.1.K	Programs and or initiatives are implemented that support the Border Rivers Catchment Action Plan	1 per term



## A Community for Everyone - Inverell Shire Council 2013 – 2017

Strategy	E.03	Protect, rehabilitate and manage all impacts on the built and natural environment.			
Term Achievement	E.03.01	Industrial and residential estate areas designed constructed and maintained to deliver ecologically sustainable outcomes.			
Operational Objective	E.03.01.01	To establish measures and processes to protect the built environment and safety of the residents of the Shire through both direct control and education.			MEE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
		<i>All inspections and approvals completed within agreed timeframes</i>	<i>95%</i>		
Term Achievement	E.03.1.1.K E.03.02	Programs to reduce environmental degradation and the loss of biodiversity through weed invasion have been developed and implemented.			
Operational Objective	E.03.02.01	To facilitate the management of noxious weeds and to ensure appropriate control measures are implemented.			ECC
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
		<i>Implemented weed management programs</i>	<i>1 per annum</i>		
E.03.2.1.K Term Achievement	E.03.03	The Shire's built and natural heritage is being promoted, protected and conserved.			
Operational Objective	E.03.03.01	To facilitate the protection and rehabilitation of significant examples of the built environment.			DCES
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
		<i>Environmental rehabilitation forum held</i>	<i>1 per annum</i>		
Term Achievement	E.03.3.1.K E.03.04	A community environmental impact assessment has been completed to identify resources that must be preserved and protected.			
Operational Objective	E.03.04.01	To facilitate the adoption of energy efficient practices and the use of renewable resources.			MEE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
		<i>Approved program and/or initiatives implemented</i>	<i>1 per annum</i>		
Operational Objective	E.03.4.1.K E.03.04.02	To facilitate the implementation of management practices which ensure the wise consumption of ground and surface water resources.			MEE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
		<i>Approved program and/or initiatives implemented</i>	<i>1 per term</i>		
Strategy	E.04	Conserve and rehabilitate core vegetation areas and manage major impacts on corridors and remnant bushland.			
Term Achievement	E.04.01	The biological diversity on Council controlled land is being protected and conserved through partnerships and the implementation of a biodiversity conservation and bushland management strategy.			
Operational Objective	E.04.01.01	To facilitate the conservation, management and rehabilitation of the Shire's bushlands and river systems.			MEE
Operational Objective	E.04.01.02	To assist in the restocking of suitable fish species in the river system.			MEE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
		<i>Fish restocking of river</i>	<i>1 per annum</i>		



**A Community for Everyone - Inverell Shire Council 2013 – 2017**

Strategy	E.05	Manage human impacts on the Shire's unique diversity of plants and animals.		
Term Achievement	E.05.01	Council continues to minimise the community impact on the Shire's bio-diversity.		
Operational Objective	E.05.01.01	To provide a safe, reliable and economic solid waste collection and disposal service which meets modern environmental standards.	MEE	
		KPI	Target	Outcome
	E.05.1.1.K	Measured reduction in % of domestic waste deposited at the tip	2% per annum	
Operational Objective	E.05.01.02	To facilitate recycling strategies which assist in the protection of the environment and which minimises the quantity of waste going to land fill.	MEE	
		KPI	Target	Outcome
	E.05.1.1.K	Reduction in % of recyclable waste disposed as land fill.	2% per annum	
Term Achievement	E.05.02	Council has a partnership program in place to promote companion animal welfare.		
Operational Objective	E.05.02.01	To assist in the welfare of companion animals in the Shire by promoting and protecting them through the development and adoption of sound animal welfare standards and practices.	ECC	
		KPI	Target	Outcome
	E.05.2.1.K	Animal Welfare requirements complied with and appropriate programs implemented	100%	
Strategy	E.06	Protect and manage significant natural features and landscapes.		
Term Achievement	E.06.01	Council has a partnership program to identify, protect and maintain the Shire's Natural Heritage strategy.		
Operational Objective	E.06.01.01	To facilitate the management of the Shire's living heritage in protecting significant landscapes and natural features.	DCES	
		KPI	Target	Outcome
	E.06.1.1.K	Catalogue of Living Heritage updated and available	100%	
Strategy	E.07	Inverell Shire conducts itself as a responsible Environmental practitioner through prudent consumption of resources and recycling initiatives.		
Term Achievement	E.07.01	Council leads the Shire by advocacy, example and partnerships for sustainable waste management initiatives.		
Operational Objective	E.07.01.01	Develop and enhance collaborative partnerships for sustainability with the Shire's communities, organisations and business groups.	MEE	
		KPI	Target	Outcome
	E.07.1.1.K	Waste management strategies implemented	100%	



## A Community for Everyone - Inverell Shire Council 2013 – 2017



CATEGORY	CODE	NAME	RESPONSIBLE OFFICER
<b>Destination</b>	<b>4B</b>	<b>Economy</b>	
Strategy	B.01	Business, institutions and Council are working cooperatively towards agreed initiatives to strengthen and expand the Shire's economic base.	
Term Achievement	B.01.01	The Shire's business community, learning institutions and training institutions are working in an integrated way to strengthen and develop the Shire's economic base.	
Operational Objective	B.01.01.01	Work with appropriate economic partners on developing mutual understanding and support for a common agenda for action.	
Strategy	B.02	Plan for and promote the clustering of specific business and industry sectors in commercially appropriate locations.	
Term Achievement	B.02.01	Networks and clusters of similar economic activity are developing in appropriate areas.	
Operational Objective	B.02.01.01	To ensure the physical development of the Shire is in accordance with community needs and expectations, using adopted planning instruments and policies.	DCES
		<b>KPI</b>	<b>Target</b> <b>Outcome</b>
	B.02.1.1.K	Local Environmental Plan Information available and relevant assistance provided to Developers	100%
Operational Objective	B.02.01.02	To develop a Land Use Strategy and subsequent planning instruments that facilitates the retention and growth of industrial land use as a key component of an employment generating mix of uses to support economic growth.	DCES
		<b>KPI</b>	<b>Target</b> <b>Outcome</b>
	B.02.1.2.K	Review of current Land Use Plans and Strategies to provide for future growth	100%
Strategy	B.03	Facilitate access to services and infrastructure including education, training and research for business.	
Term Achievement	B.03.01	A collaborative relationship between Council and businesses in the Shire is established and maintained, that is conducive to economic growth and business sustainability.	
Operational Objective	B.03.01.01	To facilitate the collaboration of organisations in networking and information sharing to obtain services required to allow viable businesses to start and/or grow.	TMM
		<b>KPI</b>	<b>Target</b> <b>Outcome</b>
	B.03.1.1.K	Business meetings held/information shared and opportunities for growth identified	1 per annum





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Strategy	B.04	Develop and promote the Shire as the place for business establishment.			
Term Achievement	B.04.01	Council is working with relevant organisations to identify and cultivate market and development opportunities.			
Operational Objective	B.04.01.01	To facilitate the economic and industrial development of the Shire with the view to maintaining population growth and the retention and expansion of businesses and services to the Shire and Region.			TMM
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	B.04.1.1.K	Careers Expo and/or Skills Development/Retention Event held	1 per annum		
Term Achievement	B.04.02	The means of attracting economic contributors to the Shire have been incorporated in to relevant programs.			
Operational Objective	B.04.01.01	To facilitate the completion of a Business Retention and Expansion Survey each four (4) years as an indicator of the status of the local economy.			TMM
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	B.04.2.1.K	Business Retention and Expansion Survey conducted during the term	1 per term		
Term Achievement	B.04.03	Develop and implement a business marketing strategy.			
Operational Objective	B.04.03.01	Develop and implement a business marketing strategy.			TMM
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	B.04.3.1.K	Industrial Development opportunities are pursued	100%		
Strategy	B.05	Assist business to integrate with the community and natural environment.			
Term Achievement	B.05.01	Businesses intending to relocate from other regional centres and or cities are systematically identified and are being encouraged to locate to Inverell or surrounding areas.			
Operational Objective	B.05.01.01	To ensure new or relocated business integrate effectively to allow for viability in the community economically, environmentally and visually.			GM
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	B.05.1.1.K	Businesses assisted	2 per annum		
Strategy	B.06	Plan for and promote private and commercial businesses and residential, industrial and commercial development.			
Term Achievement	B.06.01	Sufficient and serviced lands are available to meet the Shire's business development and residential needs.			
Operational Objective	B.06.01.01	To maintain a suitable portfolio of land for development and sale at a fair market price.			DCS
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	B.06.1.1.K	Property portfolio maintained at sufficient levels	100%		
Term Achievement	B.06.02	Council is a proactive partner in all activities to improve economic sustainability of the Shire's Industrial/Commercial sector.			
Operational Objective	B.06.02.01	To provide high quality technical advice to Council and to ensure that works are surveyed and designed well in advance of requirements and all necessary information for development control is available.			MEE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	B.06.2.1.K	Customer requests concerning survey and design complaints	< 2 per annum		

**A Community for Everyone - Inverell Shire Council 2013 – 2017**

Strategy	B.07	Promote a competitive, dynamic and progressive business environment that improves market value.			
Term Achievement	B.07.01	Programs are implemented that broaden the Shire's economic base and are conducive to promoting a competitive market environment.			
Operational Objective	B.07.01.01	To provide the community with an alternative and competitive source of engineering design and construction expertise within the constraints of Council's Works Program.			GM
	B.07.1.1.K	KPI <i>Private Works projects completed</i>	Target 12	Outcome	
Strategy	B.08	Promote the Shire as a destination for visitors.			
Term Achievement	B.08.01	Programs are in place that promotes the Shire as a unique holiday experience.			
Operational Objective	B.08.01.01	To promote the Shire as a destination for long and short stay visitors.			TMM
	B.08.1.1.K	KPI <i>Average Percentage Increase in visitors to the Tourist Centre over the term/regional performance</i>	Target 3% per annum	Outcome	
Operational Objective	B.08.01.02	To facilitate the provision of a wide range of visitor accommodation information and choices.			TMM
	B.08.1.2.K	KPI <i>Accommodation brochure available</i>	Target 100%	Outcome	
Strategy	B.09	Generate economic benefits to the Shire by increasing visitation from domestic, regional, national and international market sectors.			
Term Achievement	B.09.01	Programs are attracting domestic and international visitors for cultural and recreational events, exchange programs, educational and training experiences.			
Operational Objective	B.09.01.01	A program is in place with Council's international relationships cultural and economic exchange.			EPRO
	B.09.1.1.K	KPI <i>Exchange program</i>	Target 1 per term	Outcome	





## A Community for Everyone - Inverell Shire Council 2013 – 2017



CATEGORY	CODE	NAME	RESPONSIBLE OFFICER
<b>Destination</b>	<b>5S</b>	<b>Services</b>	
Strategy	S.01	Sound Local Government Administration, Governance and Financial Management are provided.	
Term Achievement	S.01.01	Council has implemented leading practice ethical and corporate governance standards.	
Operational Objective	S.01.01.01	To provide a range of resources, services and systems which underpin Council's administrative processes in a timely and efficient manner.	DCS
		<b>KPI</b>	<b>Target</b>
	S.01.1.1.K	All administrative service level agreements achieved	100%
Operational Objective	S.01.01.02	To provide robust governance and administrative systems which ensure the ongoing health and stability of Council, the discharge of statutory and governance responsibilities, proper reporting and the efficient use of Council's resources.	DCS
		<b>KPI</b>	<b>Target</b>
	S.01.1.2.K	Governance compliance achieved as measured by Office of Local Government	100%
Operational Objective	S.01.01.03	To effectively and efficiently plan, organise, direct and control the Activities of Council.	GM
		<b>KPI</b>	<b>Target</b>
	S.01.1.3.K	Performance Planning System implemented	100%
Term Achievement	S.01.02	A sound long term financial position is maintained.	
Operational Objective	S.01.02.01	To manage Council Finances with the view to ensuring Council's ongoing financial health and stability, the discharge of statutory and fiduciary responsibilities, proper accounting systems and standards and an efficient and equitable revenue base.	MFS
		<b>KPI</b>	<b>Target</b>
	S.01.2.1.K	All statutory compliance achieved	100%
Term Achievement	S.01.03	Council provides a safe, supportive, equitable, and appropriately equipped workplace environment.	
Operational Objective	S.01.03.01	To provide a range of resources, services and systems that support the recruitment of high quality staff, based upon EEO principles and promotes sound staff management practices, the development of staff skills and expertise.	HRO
		<b>KPI</b>	<b>Target</b>
	S.01.3.1.K	A staff positions filled with appropriately qualified staff	100%
Operational Objective	S.01.03.02	To provide a safe and healthy work environment.	GM
		<b>KPI</b>	<b>Target</b>
	S.01.3.2.K	Workers Compensation Insurance Premiums below Industry Averages	100%
Term Achievement	S.01.04	The organisation embraces new technology, systems and processes to improve efficiency and effectiveness.	
Operational Objective	S.01.04.01	To develop and maintain an integrated, cost-effective and efficient range of application software, management systems and other technologies which contribute to the ability of Council to improve the level of efficiency and productivity.	MIS
		<b>KPI</b>	<b>Target</b>
	S.01.4.1.K	System availability	99.9%
Operational Objective	S.01.04.02	To provide record and document management services in accordance with Council's policies and procedures and the current State Records Act.	MIS
		<b>KPI</b>	<b>Target</b>
	S.01.4.2.K	State Records Act Key obligations achieved	100%

## A Community for Everyone - Inverell Shire Council 2013 – 2017

Operational Objective	S.01.04.03	To develop, integrate, manage and maintain geographical systems that provide timely access and usage of Council's mapping/geographical information to maximise the efficiency of decision making and planning.			MIS
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
Term Achievement	S.01.4.3.K	Geographical Customer requests responded to within 48 hours	100%		
Operational Objective	S.01.05	Best Practice in Procurement and Inventory Management have been adopted and implemented.			CSC
	S.01.05.01	To provide and maintain quality stock control of goods and material purchasing activities.			
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
Operational Objective	S.01.5.1.K	Stock items missing or unaccounted write-off less than \$3K p.a. average over term	< \$3K per annum		CSC
	S.01.05.02	To provide a functional work base and amenities for Council's staff and the secure storage of materials, store item as well as plant and equipment.			
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
Term Achievement	S.01.5.2.K	Resource requests completed within 24 hours	100%		
	S.01.06	Council has implemented programs and initiatives that increase public awareness of Council's role in supporting community lifestyles.			
Operational Objective	S.01.06.01	To promote and improve public awareness of Council's Tasks and operations thereby promoting the corporate image of the Council.			GM
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
Term Achievement	S.01.6.1.K	Mediums used for public awareness programs expanded	2 mediums		
Operational Objective	S.01.07	A contemporary system of risk management and internal control is operating.			DCS
	S.01.07.01	To ensure that Council operates using innovative, flexible and responsible management systems capable of providing efficient, effective and economical management.			
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
Term Achievement	S.01.7.1.K	Management systems review	1 per annum		
	S.01.08	Council has developed and implemented a fleet management strategy that adopts fleet and plant equipment best practices and benchmarking and is reflective of Energy Efficiency Best Practices (EEBP).			
Operational Objective	S.01.08.01	To provide and maintain a modern efficient and reliable plant fleet to enable Council's Works Program to be carried out in the most effective manner and at a competitive cost.			MFS
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
Term Achievement	S.01.8.1.K	Plant utilisation return on capital investment provides for continued delivery of a modern Plant Fleet	100%		
	S.01.09	Best Value principles specified in the Local Government Act along with contemporary asset management processes have been implemented for asset sustainability.			
Operational Objective	S.01.09.01	To provide and maintain a modern efficient and reliable asset management system which enables the effective and efficient management of Council.			DCES
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
Term Achievement	S.01.9.1.K	Asset Management system available	100%		
	S.01.10	Best Practice in Land Use Administration has been adopted and implemented.			
Operational Objective	S.01.10.01	To provide and maintain a modern efficient and reliable land use administration system which enables the effective and efficient management of Shire land.			MIS
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	S.01.10.1.K	Review of Land Administration system	1 per annum		



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Strategy	S.02	Council displays leadership, community engagement and collaboration with others.		
Term Achievement	S.02.01	Council is managing its statutory requirements and the needs of a participatory community in a transparent and balanced way.		
Operational Objective	S.02.01.01	Develop, review and monitor policies and procedures to enable the organisation to engage more effectively with the community while meeting its statutory and public interest obligations.		<b>GM</b>
	S.02.1.1.K	<b>KPI</b> <i>Review of current practices completed</i>	<b>Target</b> <i>100%</i>	<b>Outcome</b>
Strategy	S.03	Council provides equitable services, consistent with available resources and priorities to meet the Shire's identified needs and preferences.		
Term Achievement	S.03.01	Services and programs that Council provides are determined based on equity, customer requirements and community benefits, best value and excellence.		
Operational Objective	S.03.01.01	Appropriate services and programs are selected based on considerations of equity, best value, relevance and benefit to the community.		<b>DCS</b>
	S.03.1.1.K	<b>KPI</b> <i>Annual Operational Plan and Budget Adopted</i>	<b>Target</b> <i>1 per annum</i>	<b>Outcome</b>
Strategy	S.04	Council's workforce and workplace match contemporary and emerging organisational needs and requirements.		
Term Achievement	S.04.01	Council's workforce is appropriately planned, skilled, and empowered and Council is recognised as an employer of choice.		
Operational Objective	S.04.01.01	Policies, procedures and practices are developed to make Council a leading employer in the New England region.		<b>GM</b>
	S.04.1.1.K	<b>KPI</b> <i>Key Staff are retained</i>	<b>Target</b> <i>100%</i>	<b>Outcome</b>
Strategy	S.05	Attractive and vibrant town centres, local centres and community meeting places are provided.		
Term Achievement	S.05.01	Local centres, community facilities and prominent meeting places are increasingly valued and recognised by the community as a focus of their village and feature of the Shire.		
Operational Objective	S.05.01.01	Engage the Shire's communities in identifying and creating community places that are valued and used		<b>DCS</b>
	S.05.1.1.K	<b>KPI</b> <i>Village Project developed and implemented for each Village</i>	<b>Target</b> <i>1 per annum</i>	<b>Outcome</b>
Strategy	S.06	Established population centres are revitalised and people have pride in the community in which they live.		
Term Achievement	S.06.01	A program of renewal for village facilities is implemented that contributes to a sense of community identity and cohesiveness.		
Operational Objective	S.06.01.01	Work with residents to create and revitalise places and spaces to reflect their local identity, making public places more appealing for use by broad range of community members.		<b>DCS</b>
	S.06.1.1.K	<b>KPI</b> <i>Service Clubs and Resident Groups are undertaking Community Revitalisation Projects</i>	<b>Target</b> <i>1 per annum</i>	<b>Outcome</b>

## A Community for Everyone - Inverell Shire Council 2013 – 2017

Strategy	S.07	Provide accessible and usable recreation facilities and services meet the needs of the community.			
Term Achievement	S.07.01	Recreational and leisure facilities and services meet community needs and are maintained to promote optimal utilisation.			
Operational Objective	S.07.01.01	Facilitate joint use of the Shire's recreation and leisure facilities, sporting and open space facilities including co-location of programs.			MCE
	S.07.1.1.K	<b>KPI</b> Council recreational and leisure facilities utilised by at least two groups	<b>Target</b> > 2 groups	<b>Outcome</b>	
Strategy	S.08	Civil infrastructure is secured, maintained and used to optimum benefit.			
Term Achievement	S.08.01	An asset management strategy is in operation for civil infrastructure that optimises its use and maintains it to agreed standards fit for its contemporary purpose.			
Operational Objective	S.08.01.01	An Asset Management Strategy for Civil assets is developed, maintained and implemented.			DCES
	S.08.1.1.K	<b>KPI</b> Asset Management Plan available	<b>Target</b> 100%	<b>Outcome</b>	
Strategy	S.09	Council's buildings, parks and open space assets are maintained to a standard fit for their contemporary purpose.			
Term Achievement	S.09.01	A building asset management strategy is in operation that maintains Council's assets to appropriate standards fit for contemporary purposes.			
Operational Objective	S.09.01.01	Complete a register of assets and condition assessment of Council buildings.			DCES
	S.09.1.1.K	<b>KPI</b> Condition Assessment and Audit performed	<b>Target</b> 1 per annum	<b>Outcome</b>	
Strategy	S.10	Maintain and enhance a safe, efficient and effective local road network.			
Term Achievement	S.10.01	Road network capacity, safety and efficiency are improved and traffic congestion is reduced.			
Operational Objective	S.10.01.01	A program is being implemented to address deficiencies and areas of congestion in the local road network.			DCES
	S.10.1.1.K	<b>KPI</b> Traffic Blackspot Program grant funding applications submitted for identified safety upgrade works	<b>Target</b> 1 per annum	<b>Outcome</b>	
Strategy	S.11	Facilitate the sharing of information and ideas through remote communications.			
Term Achievement	S.11.01	Through collaborative partnerships and community advocacy, initiatives are being implemented to provide cost effective communications services to the community.			
Operational Objective	S.11.01.01	To ensure communities have cost effective access to communication services.			DCS
	S.11.1.1.K	<b>KPI</b> Advocate for the provision of Broadband and mobile service coverage for all citizens of the Inverell Shire	<b>Target</b> 98% Coverage	<b>Outcome</b>	
Term Achievement	S.11.02	Inverell, through collaborative partnerships, has programs and initiatives to increase computer literacy within the community.			
Operational Objective	S.11.01.01	To promote the development of computer skills and the application of communications technologies of the business and residential community.			DCS
	S.11.2.1.K	<b>KPI</b> Skills Exchange/Communications Forum/Information Sessions held	<b>Target</b> 1 per annum	<b>Outcome</b>	



**A Community for Everyone - Inverell Shire Council 2013 – 2017**

Strategy	S.12	Provision of safe and efficient networks to ensure connectivity between population centres.			
Term Achievement	S.12.01	Inverell continues to be serviced by domestic Air Services.			
Operational Objective	S.12.01.01	To provide an airport facility approved by the Civil Aviation Safety Authority that caters for private and commercial aviation operators and their passengers.			DCS
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	S.12.1.1.K	Registration Renewed	1 per annum		
Term Achievement	S.12.02	A sustainable and strategic approach to the management of Council's Assets is undertaken			
Operational Objective	S.12.02.01	To effectively plan, organise, direct and control the Council's Works Program to ensure all works are carried out: In the most effective manner; To the highest possible standard; and Within the vote provided by Council.			MCE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	S.12.2.1.K	Programs delivered on time and budget	100%		
Term Achievement	S.12.03	Programs and initiatives to reduce the incidence of overloaded vehicles using the road system are implemented.			
Operational Objective	S.12.03.01	To eliminate the incidence of overloaded vehicles using the road network in the Shire.			MCE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	S.12.3.1.K	Reduction of infringements recorded	3%		
Term Achievement	S.12.04	Programs to improve the road system and promote road safety that are meeting community, environmental and economic needs are being implemented.			
Operational Objective	S.12.04.01	To optimise safe traffic-flow throughout the road network by providing safe and clear traffic guidance and public education.			DCES
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	S.12.4.1.K	Reduction in customer requests concerning the road network	5%		
Term Achievement	S.12.05	A Bridge Management Plan has been developed and implemented that meets the community needs and Council's duty of care obligations to the community.			
Operational Objective	S.12.05.01	Ensure availability, uninterrupted, safe traffic flow across the Shire where Bridge maintenance and construction is required to link road network.			MCE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	S.12.5.1.K	Available access to village centres and towns	100%		
Term Achievement	S.12.06	A program of prioritised works has been developed and is being implemented in partnership with the State and Federal Government to maintain the efficiency of major roads as demand grows.			
Operational Objective	S.12.06.01	To maintain the state regional/rural and local/urban road network to in accordance with the priorities established by Council, thereby ensuring the safe and efficient movement of vehicular, cycling and pedestrian traffic throughout the Shire.			MCE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	S.12.6.1.K	Reduction in customer requests concerning road repairs	3%		
Operational Objective	S.12.06.02	To fully utilise available funds, sourced both internally and externally, to improve the state regional/rural and local/urban road network to adopted standards in accordance with the priorities established by Council.			MCE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>	
	S.12.6.2.K	Construction programs completed on time and on budget	100%		

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Strategy	S.13	Provide communities with quality potable water supply, effective drainage and sewerage systems.		
Term Achievement	S.13.01	Council has developed and implemented a sustainable Integrated Water Management Strategy compliant with Government Best-Practices and legislation.		
Operational Objective	S.13.01.01	To provide and maintain an adequate water supply and related service to the community based on a responsible view of water as a commodity and as a scarce natural resource.		MEE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>
	S.13.1.1.K	Treatment water consumption does not exceed treatment plant capacity	90%	
Operational Objective	S.13.01.02	To provide an environmentally responsible sewerage system, which maintains the health of the Inverell Shire Community, is cost effective, customer focused and caters for the sustainable growth of the community.		MEE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>
	S.13.1.2.K	Reduction of customer requests concerning sewer and drainage issues	3%	
Operational Objective	S.13.01.03	To provide a stormwater drainage system, which minimizes the impact of storm events, is cost effective, customer focused and caters for the sustainable growth of the community while assisting the health of the Shire's river system.		MCE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>
	S.13.1.3.K	Customer requests responded to within 24 hours	95%	
Strategy	S.14	Increase the number of people walking and cycling, particularly for journeys within the community.		
Term Achievement	S.14.01	Programs and initiatives are being implemented that encourage alternate methods of transport that increase the community health and wellbeing.		
Operational Objective	S.14.01.01	Promote cycling and walking (including wheelchair and authorised scooters) as an essential component in integrated transport and land use by creating and supporting infrastructure and facilities that encourage such alternative methods of transport.		DCES
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>
	S.14.1.1.K	Walking and cycling initiatives/infrastructure or programs implemented	1 per annum	
Operational Objective	S.14.01.02	Develop and implement marketing strategies and education programs that promote cycling and walking (including wheelchair and authorised scooters).		DCES
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>
	S.14.1.2.K	Marketing campaigns executed	1 per annum	
Strategy	S.15	Promote the effective integration of waste management and recycling services.		
Term Achievement	S.15.01	Council has an integrated waste management plan that not only meets statutory recycling levels but also meets environmental and community demands.		
Operational Objective	S.15.01.01	To establish and maintain effective partnerships that deliver an innovative approach that takes advantage of the most practical and sustainable waste management solutions available.		MEE
		<b>KPI</b>	<b>Target</b>	<b>Outcome</b>
	S.15.1.1.K	Reduction of domestic waste at tip	5% reduction	

**PART E – FEES AND CHARGES****Schedule of Fees and Charges 2016/2017**

The Fees and Charges which are recommended for increase in the 2016/2017 financial year are highlighted.

# Council's Vision

**A Community for Everyone**

# Council's Mission

**To work with the Community in providing and facilitating the provision of services that enhance the quality of life of all Shire residents.**

## Contact Details

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