



INVERELL
SHIRE COUNCIL

Operational Plan

2018-2019



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 2018/2019. These documents are aimed at ensuring the continued financial sustainability and growth of the Shire. 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 clear 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 2018/2019 Operational Plan and Budget support this vision.

Council is conscious, as in past financial years, of the need to carefully match income (which is largely contained by rate-pegging) with expenditure where Council is seeking to meet the expectations of the community. As advised on a continuing basis, the Special Rate Variation (SRV) allocates additional revenues in 2018/2019 to maintaining Council's existing service and infrastructure levels as follows:

| | |
|---|------------------|
| • Road grading | \$ 2.6K |
| • Rural Roads maintenance (drainage and shoulders) | \$ 50.0K |
| • Rural Roads heavy patching/Pavement stabilisation | \$ 371.4K |
| • Asset Renewals – road infrastructure backlog prevention | \$ 52.0K |
| • Joint promotions | \$ 22.5K |
| • Maintain existing service levels (maintenance and fix cost increases) | <u>\$ 353.5K</u> |
| Total | \$ 852.0K |

The 2018/2019 Operational Plan and Budget continues to build on Council's strong successes and the 25% in operational efficiencies achieved over the last 7 years as demonstrated by the FFF real operating cost per capita benchmark. The Budget 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 and infrastructure levels are maintained and that Council meets the State Government required FFF Benchmarks by 2019/2020 can only be achieved by the ongoing implementation of the Special Rate Variation.

Again, a large capital works and infrastructure renewal program is planned. The 2018/2019 Budget provides \$10.82M for road maintenance and renewal to ensure existing service and infrastructure levels are met, which will be a major benefit to the community. Over 76% of the Roads Budget will be spent in the rural area and around 24% in the urban areas. The Budget provides \$835K for Water Fund asset renewals and upgrades, \$640K for Sewerage Fund asset renewals, \$3.23M for Heavy Plant purchases and workshop upgrades, and \$197K for bushfire equipment upgrades.

Strong financial modelling indicates that in each of the next five (5) years a balanced Budget will be achieved. Ten-year financial modelling as included in Council's Long Term Financial Plan, provides Council with the capacity to maintain and upgrade existing services and facilities.

I commend Council's draft 2018/2019 Operational Plan and Budget to you.



A handwritten signature in black ink, appearing to read 'Paul Harmon'.

Cr Paul Harmon
Mayor

General Manager's Introduction

The 2018/2019 draft Operational Plan and Budget makes provision for the continued delivery of a wide range of services and new infrastructure to the Inverell community.

The Budget has been prepared on the basis of Council's ongoing implementation of the Special Rate Variation as adopted in 2017/2018. 2018/2019 is the second year of the SRV, being a 14.25% SRV phased in over the three years from 2017/2018 to 2019/2020 plus the IPART Rate Peg (expected total General Rate increase over the three years is 22.2% including the IPART Rate Peg) a financially and operationally sound "Balanced Budget" is delivered 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). Council will meet all the required NSW State Government's FFF Benchmarks by the required 30 June, 2020 deadline.



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 existing service areas.

In developing Council's FFF Roadmap, Council's Long Term Financial Plan and this Operational Plan and Budget, 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. It is noted that the community engagement conducted in respect of Council's proposed SRV clearly demonstrated that the large majority of the Shire community does not want Council to reduce its existing service and infrastructure levels and that the majority of the community support Council's proposed SRV.

Council's Strategic Capital Infrastructure and Projects Fund has again been allocated \$0.54M in the Budget. These funds are allocated as part of Council's contribution to the proposed Gwydir Highway/Bundarra Road Intersection Upgrade. The Federal Government has already advised of \$1.5M in grant funding to this major project and State Funding is being sought.

The Plan allocates \$12.24M for asset renewal works in the General, Water and Sewer Funds, funded from ordinary revenues and grants. No new loan borrowings are proposed in 2018/2019.

The Budget proposes no increases in Water Access, Sewerage Rateable and Waste Management Charges during 2018/2019, being the second year of the SRV three-year phase-in period. This will act to significantly reduce the Total Rate Notice increase that will be applied under the SRV. I submit that the 2018/2019 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 established by the State Government by 2020.

A handwritten signature in black ink, appearing to read 'Paul J Henry'.

Paul J Henry PSM
General Manager

Our Community

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

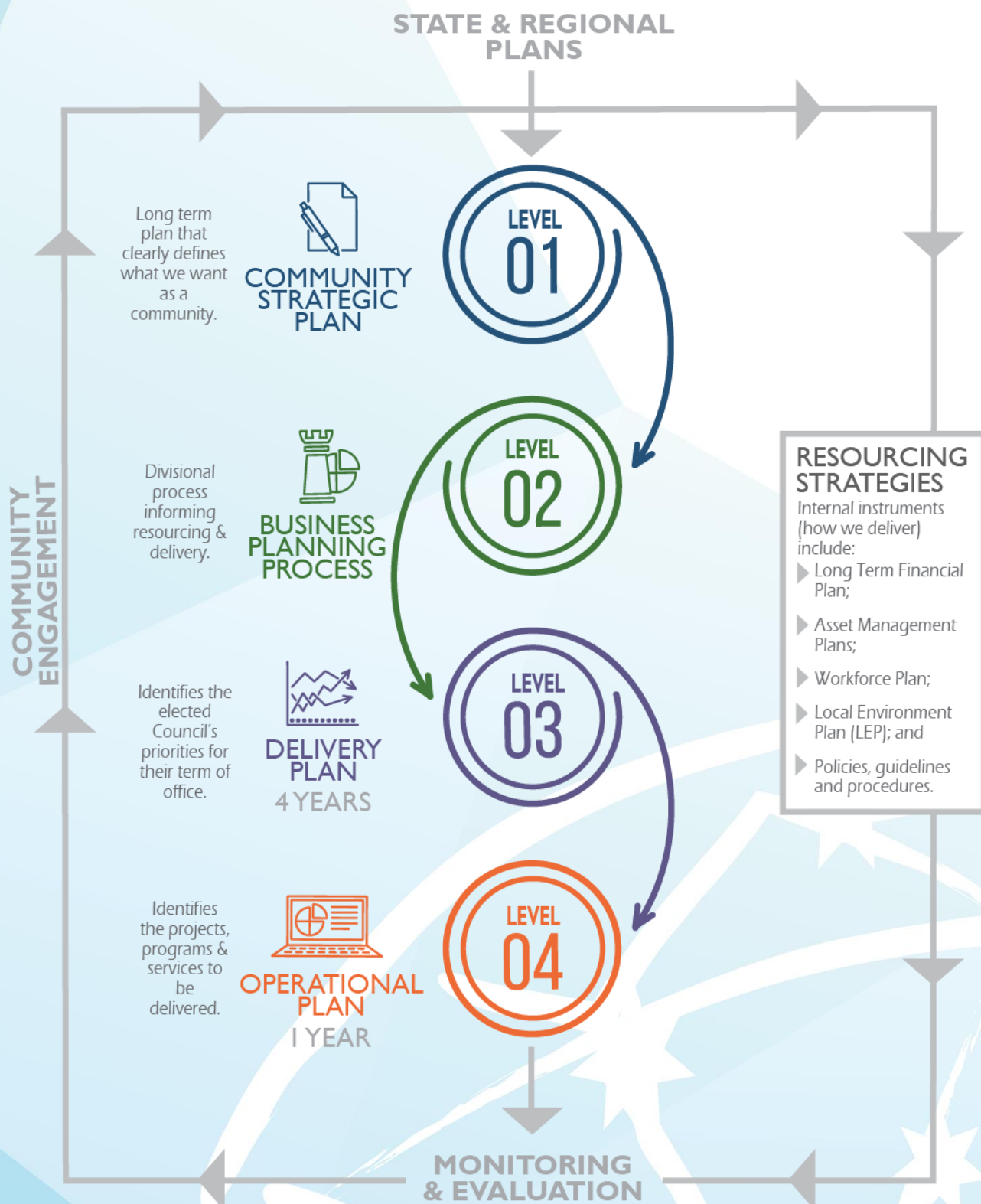
In the future, it is inevitable that the community will be faced with challenges that must be addressed. As a community we must be vigilant to the early warning signs that these challenges are approaching and then be prepared to act decisively in response.

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 Community 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 Community 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.

How it all fits together



Community Strategic Plan

20 years

Delivery Plan

Term Achievements

5 x 4-years

Operational Plan

Operational Achievements

20 x 1-year

Destination 1: A recognised leader in the broader context (Code R)

R.01

Inverell Shire is promoted and distinguished regionally, nationally and internationally.

R.01.01

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.

R.01.01.01

Increase marketing programs that present Inverell Shire as the attractive, vibrant rural centre of the New England North West, designed to distinguish it from other parts of New England and attract visitors.

Destination 2: A community that is healthy, educated and sustained (Code C)

C.01

Facilitate the provision of a broad range of services and opportunities which aid the long-term sustainability of the community.

C.01.01

Advocate on behalf of the community for the provision of services which meet community needs and expectations.

C.01.01.01

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.

Destination 3: An environment that is protected and sustained (Code E)

E.01

Promote sustainable agricultural activities.

E.01.01

Environmental community impact management.

E.01.01.01

To establish measures and processes to protect the built environment and safety of the residents of the Shire through both direct control and education.

Destination 4: A strong local economy (Code B)

B.01

Business, institutions and Council are working cooperatively towards agreed initiatives to strengthen and expand the Shire's economic base.

B.01.01

Planning instruments and policies compliance.

B.01.01.01

To ensure the physical development of the Shire is in accordance with community needs and expectations, adopted planning instruments and policies.

Destination 5: The communities are supported by sustainable services and infrastructure (Code S)

S.01

Sound Local Government administration, governance and financial management are provided.

S.01.01

Communication Strategic Plan.

S.01.01.01

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:

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

The Community Strategic Plan is our primary strategic document. It sets out our shared goals and aspirations (Destinations) for the future as well as the Council's mission and purpose. The way we bring those aspirations and goals into reality is outlined in our Delivery Plan. The Delivery Plan is a four (4) year plan, outlining the 'Term Achievements', which align directly with the Destinations defined in the Strategic Plan. The Delivery Plan provides greater detail on the strategies to be used in the construction of the Operational Plan.

The Delivery Plan is reviewed annually to establish which objectives set out in the Community Strategic Plan can be achieved within Council's available resources and an Operational Plan of actions for the coming year is created. Each Operational Plan action relates to a Delivery Program strategy, which is then linked to a priority in the Community Strategic Plan, 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 Community Strategic Plan.

This integrated planning process ensures that Council's long-term planning is consistent with the current and future needs of the community. The below legend is used across the Community Strategic Plan, Delivery Plan and Operational Plan.

Throughout the documents, the colour associated with the relevant Destination has been used to provide for easy use and understanding of the activities listed as well as illustrating links to Term Achievements (Delivery Plan) and actions outlined in the Operational Plan.





PART A – STRATEGIC COMPONENT

Introduction – The 2018/2019 to 2022/2023 Operational Plan

The Operational Plan is the core corporate and strategic document that Council applies in determining its resourcing priorities and direction for the 2018/2019 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 ten 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, 2019.

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 for all 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, My Inverell My Say website, Community Public Meetings and via electronic media. 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 community's 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, 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, 27 June, 2018. Black and white copies of the Operational Plan are available free of charge by contacting Council.

Our Shire Profile

Area

8,623km²

Population

16,936

Climate

Mean minimum temperature
7.4° C

Mean maximum temperature
23.9° C

Elevation

584m

Rainfall

780mm

Labour force

6,339

Businesses

1,588

Economy

Inverell LGA produces a growth rate of 2.79 per cent, making the Shire one of the fastest growing centres in New South Wales.

Inverell Shire contributes a Gross Regional Product of \$819 million to the economy and our agriculture sector dominates industry output, driven by broadacre cropping and cattle. In the 2015-2016 financial year, development worth \$54.04 million was approved in Inverell Shire.

The largest employer in Inverell Shire is Bindaree Beef, with other prominent employers including BOSS Engineering, McLean Care, White Rock and Sapphire Wind Farms and Inverell Shire Council.

Environment

Inverell is nestled in the Macintyre valley and supports productive rural communities producing beef, sheep and wool, as well as cereal crops.

The landscape has a diverse range of soils and terrain, which supports a broad range of grazing and cropping enterprises.

The area is home to significant patches of remnant woodland, including state significant ecological communities such as Box Gum Grassy Woodlands.

The Shire's waterways, including the Macintyre, Severn and Dumaresq Rivers are popular recreational fishing destinations and have healthy native fish populations, including Murray Cod and Golden Perch.

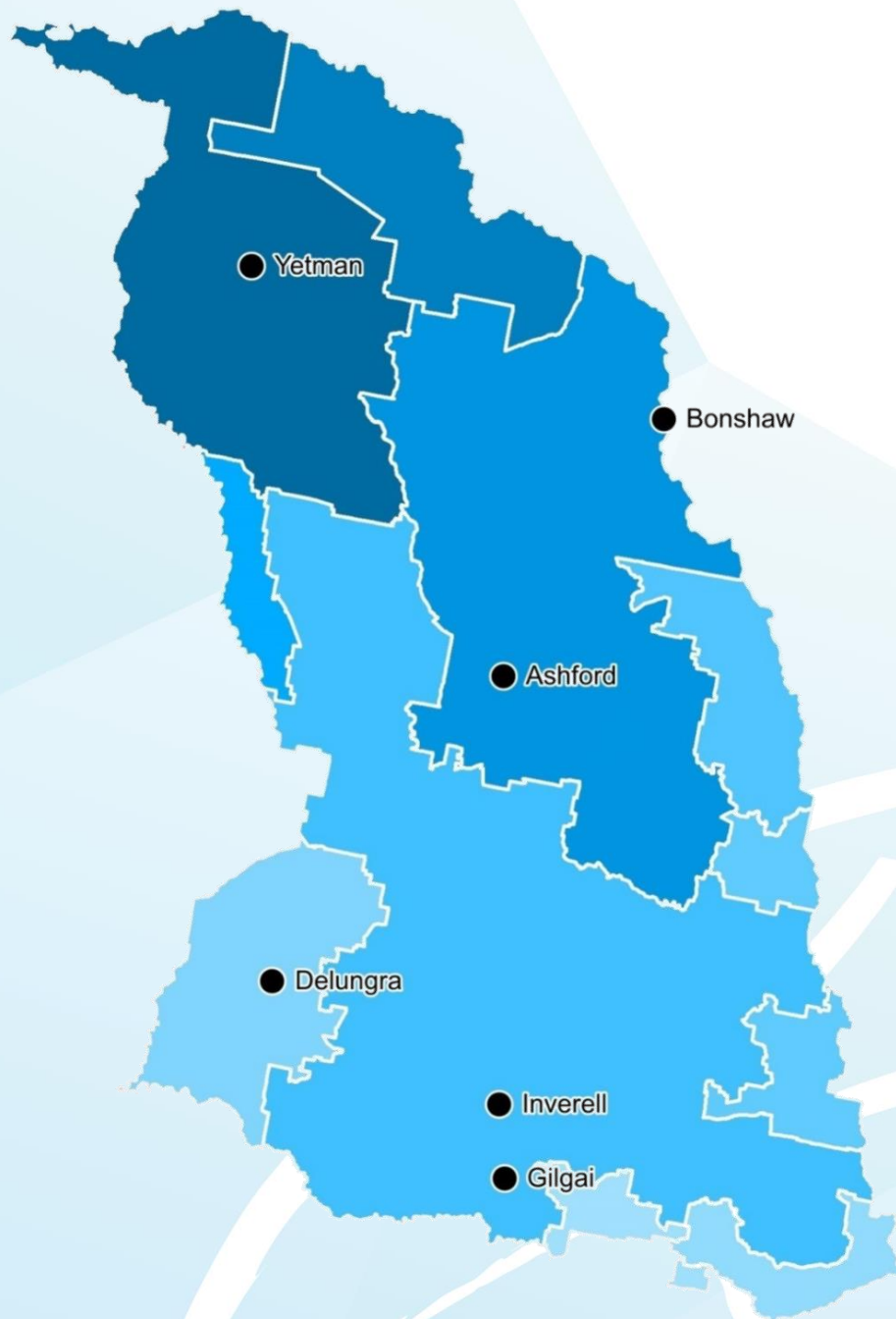
History

Before the arrival of European settlers in 1827, the Inverell district was inhabited by the people of the Anaiwan and Kamilaroi nations.

By 1835, squatters had moved into the district, establishing large sheep and cattle stations. The 1870s brought the discovery of tin deposits, followed by silver, diamonds and sapphires.

The early 1900s saw the disaggregation of large land holdings into productive family farms and Inverell developed into a regional centre by 1950. The establishment of Copeton Dam in the 1970s assured Inverell a reliable long-term water supply and provided a strong platform for sustainable economic and population growth

Map of Inverell Shire



Our Councillors

The Inverell Shire Council consists of nine Councillors, who elect the Mayor and Deputy Mayor from this body for the ensuing two years. The Councillors are elected by residents and ratepayers of the Shire every four years. The next general election will be held in September, 2020.



Cr Paul Harmon
Mayor



Cr Anthony Michael
Deputy Mayor



Cr Di Baker



Cr Paul King



Cr Kate Dight



Cr Mal Peters



Cr Stewart Berryman



Cr Neil McCosker

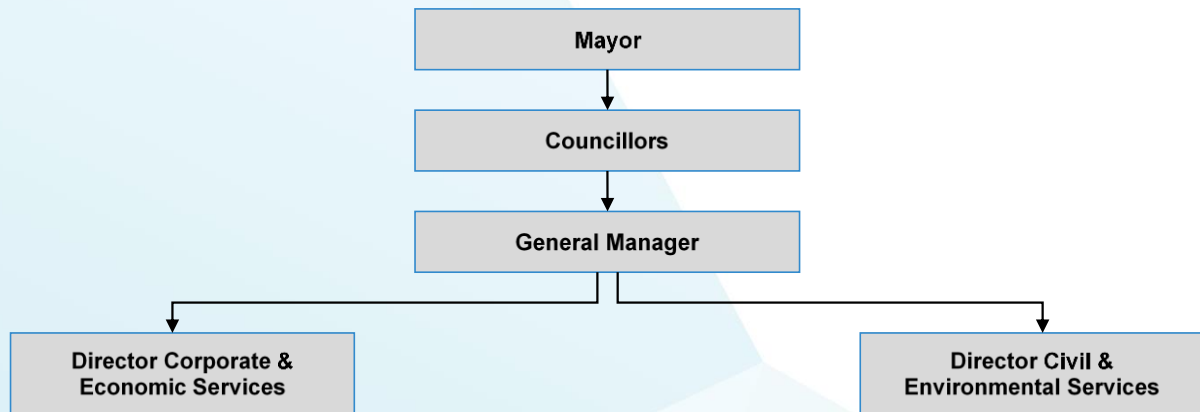


Cr Jacki Watts



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.

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.

Director Corporate and Economic Services

Scott Norman

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.

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 Councillors and is the ultimate decision-making body for the organisation. Council receives and acts upon advice from Council officers, advisory sub-committees and terminating committee / 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 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-Committees include:

- Local Emergency Management;
- Conduct Review;
- Precinct Committees – Ashford, Yetman and Delungra; and
- Traffic.

Terminating Committees/Working Groups:

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, 1993* to ‘care, control and manage appropriate functions’. These Committees operate under authorities delegated by Council and report annually to Council. These include the Sapphire City Festival and Inverell Sports Council.

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 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 and Environmental Services Division

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 Community 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; and
- 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; and
- "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 six (6) 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

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 and Sewerage Business

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 Armidale Regional Council. (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 Water Treatment Plant was completed 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 12,000 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. Council is currently undertaking a major upgrade and expansion of the Inverell Sewerage Treatment Plant with works to be completed in 2018.

Access and 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 Community 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 2017/2018, Council has again undertaken infrastructure upgrade works in the Inverell Central Business District and at a range of sporting facilities to improve access. Council is also currently providing improved disabled access and access facilities in Yetman. The new Ashford Sports Ground amenities block has full disabled access.

It is noted that in 2018/2019 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 Shire's 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 Community Strategic Plan in respect of cultural matters is informed by the following key principles: *Identity, Diversity, Economy, Activity, and Heritage*.

The Community 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 Community 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 Community 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 Shire's 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, 2016 and 2017.
- 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.
- Provision of the Rifle Range Road Stage 2 Industrial Land Subdivision which will be completed in 2018/2019.

Council participates in the NSW Government's "Small Business Friendly Council" program. During 2018/2019 Council will be conducting major promotional activities with the Inverell Chamber of Commerce and Industry, reviewing its Policies which impact small business and as noted completing Stage 2 of its Rifle Range Road industrial subdivision. The communities need for industrial land is not currently being met by the private market.



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 (2 ha 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 2018/2019.

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. The level of the Charge is set by the State Government.

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 |
|-----------|---------|---------------|-----------|-----------|
| 2018/2019 | General | Capital Works | Nil | Nil |
| 2019/2020 | General | Capital Works | Nil | Nil |
| 2020/2021 | General | Capital Works | 2,000,000 | 2,000,000 |
| 2021/2022 | General | Capital Works | Nil | Nil |
| 2022/2023 | General | Capital Works | Nil | Nil |

| YEAR | FUND | PURPOSE | AMOUNT | TOTAL |
|-----------|-------|---------------|--------|-------|
| 2018/2019 | Water | Capital Works | Nil | Nil |
| 2019/2020 | Water | Capital Works | Nil | Nil |
| 2020/2021 | Water | Capital Works | Nil | Nil |
| 2021/2022 | Water | Capital Works | Nil | Nil |
| 2022/2023 | Water | Capital Works | Nil | Nil |

| YEAR | FUND | PURPOSE | AMOUNT | TOTAL |
|-----------|-------|---------------|--------|-------|
| 2018/2019 | Sewer | Capital Works | Nil | Nil |
| 2019/2020 | Sewer | Capital Works | Nil | Nil |
| 2020/2021 | Sewer | Capital Works | Nil | Nil |
| 2021/2022 | Sewer | Capital Works | Nil | Nil |
| 2022/2023 | Sewer | Capital Works | Nil | Nil |

Council has made provisions for new loan borrowings in 2018-2028 Long Term Financial Plans. These funds will be allocated to the Inverell Swimming Pool Redevelopment.

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 identified 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

2018 / 2019 Budget Report

Introduction

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

- (1) The sustainable provision of core Local Government Services and Infrastructure to the community.
- (2) Some votes have been reduced below the 2017/2018 level due to “special one off” expenditure being included in the votes in that year being excluded and also due to ongoing cost savings being identified.

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.

- (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 a capacity to attract grant funding (most grant funding now requires \$ for \$ matching contributions).
- (4) A “Balanced” Budget for all activities is to be presented to the Committee for consideration.

Under these principles, a “Balanced” and “Operationally Sound” Budget, that is a Budget that provides for the continuation of all Council's existing programs and services at the existing Service Levels with no service cuts, has been presented. No “Surplus Funds” have been identified for allocation later in 2018/2019 as needs arise, with all revenues being matched to expenditures to maintain the Budget in balance.

The Budget recommends the continuation of all of Council's existing services and provides substantial funding for the ongoing implementation of Council's Asset Management Program, which is a major requirement of the State Government under the Integrated Planning and Reporting Guidelines, 2013.

Major Impacts on Budget

When preparing the Budget, it was necessary for the following external factors (beyond Council's ability to control income/expenditure) to be taken into account. The factors include:

- Rate-pegging limit – IPART has advised Council of the maximum permissible increase. The draft estimates have been prepared on the basis of Council utilising the full 7.25% increase in the General Activities rate income for 2018/2019. This is consistent with Council's adopted FFF Roadmap and Special Rates Variation strategies. The 7.25% increase yields Council additional revenue of \$852K. It is recommended that Council again take the maximum permissible increase allowed. Failure to do so will negatively impact Council's sustainability.
- Fixed Cost increases in the General Fund of \$782K, Sewer Fund of \$23K and a decrease in Water Fund of \$185K as detailed in section 4.2.1 of this document.
- The Electricity Costs included in the draft Budget are \$469K General Fund, \$674K Water Fund and \$167K Sewer Fund for a total of \$1310K being a significant reduction on previous years (due largely to Council's energy efficiency and solar generation initiatives).

- Wage and salary increases averaging 2.8% (Local Government State Award increase effective 1 July, 2016), 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 in salaries and wages has exceeded the Rate Peg approved for all NSW councils. The inadequate 2018/19 Rate Peg index only provided for a 2.4% increase in wage and salary costs for which they did not include an explanation in the rate peg determination.
- Insurance Premium decreased across the three (3) Funds \$5.7K.
- The Finance Assistant Grant has been included at \$3.6M, the ACRD Road Grant at \$1.99M, the Roads to Recovery Grant at \$0.91M and the Regional Roads Block Grant at \$2.461M.
- The official Australia Cash Rate as set by the Reserve Bank (RBA) has remained at historic lows of 1.50% for 19 consecutive months. In fact, there has not been no official rate increase since November 2010. These historically low interest rates have limited Council's ability to generate additional interest revenue to offset Councils works programs. The 2018/2019 budget has allocated \$879K in the General Fund, \$75K for the Water Fund and \$87K for the Sewer Fund. These are similar allocations to 2016/17 and 2017/2018. Most economists, including Councils investment advisor, CPG Research & Advisory Pty, and TCorp Local Government Services, have all indicated that interest rates will remain low until late 2019. This means that Council will continue to receive low term deposit rates throughout 2018/2019 with 12-month deposits predicted to be in the 2.50%-2.70% range.
- 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 services and infrastructure onto Local Government, without providing the funding to Local Government to fund the service and infrastructure delivery.
- The Federal Government's three (3) year freeze on indexation of the Finance and Assistance Grant cost the General Fund \$436K in 2016/2017 in lost revenue. While the freeze has been lifted the lost revenue is ongoing.

Accordingly, Council does not have the financial capacity to fund new services or any capital projects other than those detailed in the Budget Report in the General Fund 2018/2019 draft Budget. The Water and Sewer Fund (these funds are restricted in their use by legislation and cannot be utilised outside of these activities) continue to have the capacity to fund new services and capital projects on a priority basis; however, the major focuses within the Water and Sewerage Funds are asset management and asset renewal.

On a cash basis, the General Fund will return a Cash Surplus of \$2,240, Water Fund a Cash Surplus of \$2,087 and Sewerage Fund a Cash Surplus of \$1,100 for a Combined Fund Cash Surplus of \$5,427.

Council's IPART approved FFF Roadmap, including the SRV, puts in place a strategy for the achievement of all Fit for the Future Benchmarks by 2020. It is mandatory that a Council achieves 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.

1.1 General Rates

A key principle applied to the preparation of a General Activity was the 'Operationally Sound' principle. Under this principle, all existing services were delivered, maintained and renewed to Council's service standards.

The key features of this option are:

- A 7.25% rate increase in 2018/19 as part of Council's adopted Special Rate Variation (SRV). This rate increase will raise \$852K additional rate income to that which was raised in 2017/18.
- The additional rate increase for 2018/2019 will provide funding for:

| | |
|---|------------------|
| - Road Grading | \$ 2.6K |
| - Rural Roads Maintenance (drainage and shoulders) | \$ 50.0K |
| - Rural Roads Heavy Patching/Pavement Stabilisation | \$ 371.4K |
| - Asset Renewals – Road Infrastructure Backlog Prevention | \$ 52.0K |
| - Joint Promotions | \$ 22.5K |
| - Maintain existing service levels (maintenance and fix cost increases) | <u>\$ 353.5K</u> |
| Total | \$ 852.0K |

As shown the large majority will be used to ensure service levels and infrastructure are maintained on Council's vast road network.

- Utilising the full allowable increase to fund increases in Council's fixed costs,
- Continuation of the existing rating structure ie. Base amount and an *ad valorem* rate;
- A base rate of \$212.00.

It is recommended that the maximum permissible increase allowed by IPART of 7.25% be taken. Under this scenario, Council will meet all the State Government required FFF Benchmarks by the required 30 June, 2020 deadline and also be in a sound position to maintain its existing service and infrastructure levels, and further to address the infrastructure backlog on its road network.

Failure to take the maximum increase allowed will further negatively impact on Council's sustainability in future years.

2. Waste Management Charges

Waste Management continues to be a significant issue for Council. It is recommended under Council's FFF Roadmap SRV scenario that the Waste Management Charge remain at \$80.00 for 2018/2019 and levied on all ratable properties, the Domestic Waste Management – Occupied Charge remain at \$320.00 for 2018/2019, the Domestic Waste Management – Unoccupied Charge remain at \$50.00 and the Commercial Waste Management Charge remain at \$320.00 plus GST if applicable for 2018/2019. 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 | \$ 636,960 |
| DWM – Occupied Charge | \$ 2,131,840 |
| DWM – Unoccupied Charge | \$ 18,700 |
| Commercial Waste Management/Recycling Charge | \$ 173,320 |
| TOTAL | \$ 2,960,820 |

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 2018/2019 Fees and Charges.

Many Fees and Charges have been increased from the level set at the 2017/2018 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 2018/2019 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 \$2,546K be transferred from Internally Restricted Assets to fund specific capital expenditure items. That said further actual transfers will occur in the Water, Sewerage and Waste Funds as ongoing projects are completed.

The 2018/2019 Budgeted transfers from reserves are:

| | |
|--|---------------------|
| Plant Purchases (Funded from accumulated Plant Depreciation Charges) | \$ 2,447K - Capital |
| GPS Plant Units | \$ 50K – Expensed |
| Gravel Pit Restoration | \$ 49K |

The level of transfers from the Waste Management (implementation of new Waste Strategy) 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, 2018 is estimated to be \$3.7M, however, costs are currently being incurred in this area with the continued implementation of the Waste Strategy. These funds cannot be utilised for other Council purposes such as road works or other community infrastructure.

Economic development Internally Restricted Assets makes provisions for Chester Street Rehabilitation (with Gwydir Highway roundabout) \$1M. The Transfer of these funds will be dependent on RMS Design Approvals and RMS Contributions and will be subject of a separate report to Council.

A table showing the Internally Restricted Assets and movements proposed by the Budget is shown in Attachment 6, with the balance at 30/06/2019 expected to be \$19.7M (down from \$20.1M) in General Fund (dependent on the completion of Internally Restricted Funded Projects – see the Notes on Attachment 6 for details), \$4.2M in Water Fund and \$2.6M 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 2018/2019 is shown in Attachment 5.

The funding sources for these items are:

| | General \$ | Water \$ | Sewer \$ | Total \$ |
|------------------------------|----------------------|--------------------|--------------------|--------------------|
| Grants/Other Contributions | 232,400 | - | - | 232,400 |
| Loans | - | - | - | - |
| Revenue | 1,963,260 | 834,660 | 640,000 | 3,437,920 |
| Internal Restricted Assets | 2,497,500 | - | - | 2,497,500 |
| | 4,693,160 | 834,660 | 640,000 | 6,167,820 |
| Grants/Contributions – Roads | 4,267,969 | | | 4,267,969 |
| Revenue Funding – Roads | 1,807,075 | | | 1,807,075 |
| | 10,768,204 | 834,660 | 640,000 | 12,245,864 |

It is also proposed to transfer \$1M from IRA's for the Chester Street Heavy Vehicle Route Upgrade with timing of this Project dependent on the RMS funding and approvals of the Gwydir Highway/Bundarra Road Intersection Upgrade. Council has received an allocation of \$1.5M from the Federal Government in this matter.

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 2018/2019 the proposed plant purchases have an estimated net changeover price of \$2,547,500 (includes \$80,000 for small plant, \$50,000 for GPS Units and \$40,000 for new workshop equipment) as

shown in Attachment 8. 2018/2019 is a high expenditure year. This program may be varied during the year to reflect Council's changing needs.

The proposed purchases for 2018/2019 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 modelling 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 – 2016/2017.

\$0.05M is again 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 \$2.08M (down from \$2.95M due to substantial purchases and the allocation of \$0.5M to the Rural Roads Backlog Program) is estimated to be held in the Plant Internally Restricted Asset as at 30 June, 2019 to fund Council's replacement needs. This is funded from the Plant Depreciation Expense. Financial modeling indicates that this amount will reduce to a low \$0.48M in 2023/2024, however, it will then recover in future years.

SUMMARY OF INVERFLEET OPERATIONS FOR 2018/2019

Full details in Attachment 7

| | \$ |
|--|---------------------|
| Total Net Plant Income | 5,189,320 |
| <u>Less</u> Plant Operating Costs/Works Programs | 5,189,219 |
| Surplus/(Deficit) from Operations | 101 |
| Add back Depreciations | 1,625,000 |
| <u>Less</u> Transfer to Plant IRA for Purchases | 1,625,000 |
| Net Surplus from operations | <u>\$101</u> |

It is noted that Council's Plant Hire Rates will be increased on 1 July, 2018 by 3% to ensure the long term sustainability of Council's plant fleet. The Plant Hire Charges will then be reviewed on a quarterly basis and adjusted if necessary to ensure the continued viability of the fleet. This is the first increase in the Plant Hire Charges in the last five years.

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 0% increase in Rateable Sewerage Charges and a 5.0% increase Non-rateable Charges.

The Nursing Homes/Supported Aged Care Sewerage Charge of \$2,342.00 p.a. is again 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 2015/2016 was \$718.00 and the Typical Residential Bill for Councils 3,000 to 10,000 sewer connections was \$638.00 (last published figures). The proposed 2018/2019 Inverell Shire Residential Sewerage Charge are now 30% (was 25% lower than the 2015/2016 Typical NSW Residential Sewerage Charge). This is another strong indicator of the level of efficiency delivered by Council to its community across all of its services.

| Charge Type | Total Amount | Unit Charge |
|---|--------------|---|
| Sewer – Occupied | \$ 2,295,500 | \$ 500.00 |
| Sewer – Vacant | \$ 44,133 | \$ 313.00 |
| Sewer – Flats/Units | \$ 73,868 | \$ 313.00/Unit |
| Sewer – Hotels/Clubs | \$ 24,000 | \$ 1500.00 |
| Sewer – Motels, Hotel/Motels Complexes and Caravan Parks. | \$ 43,886 | \$ 500.00 Residence \$ 500.00 Restaurant \$ 156.60/ensuite unit \$ 1500.00/Amenities Block |
| Sewer – Non-Rateable Schools – WC's | \$ 22,995 | \$ 78.75/WC |
| Sewer – Non-Rateable Other – WC's | \$ 42,199 | \$ 130.65/WC |
| Sewer – Non-Rateable – Urinals | \$ 5,198 | \$ 78.75/Urinal |
| Sewer – Not-for-profit Nursing Homes | \$ 4,684 | \$ 2,342.00 |
| TOTAL | | \$ 2,556,463 |

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 "Balanced" Budget;
- A 0% Increase in the availability base charge of \$364.00 per assessment (includes first water meter);
- Additional water meters will again incur a charge of \$364 per meter;
- A Water Consumption Charge for Commercial Consumers of \$1.52/KL (was \$1.48);
- A "Stepped Tariff" Water Consumption Charge for Residential and Non-Rateable consumers of:
 - \$1.52/KL 0 to 600KL (was \$1.48); and
 - \$1.78/KL 600KL and Over (was \$1.73).
- A water Consumption Charge for sporting associations of \$1.08/KL (was \$1.05);
- A Water Consumption charge for supply to Tingha (Armidale Regional Council) of \$1.52/KL. It is proposed that should Tingha become part of Inverell Shire, normal Inverell Shire Charges will apply;
- A Raw Water Consumption Charge of \$0.39/KL. This includes water supplied to Copeton Waters State Park (was \$0.38);
- An increase in the cost per kilolitre of water for the Abattoir to 80.00 cents (was \$0.78) 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. The Typical Inverell Residential Water Bill is \$633.00, the Typical Local Water Authority 4,000 – 10,000 properties Bill is \$685.00 and the NSW Inland Bill is \$697.00. Similar to the Sewerage Fund, this is another strong indicator of the level of efficiency delivered by Council to its community across all of its services.

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 Type | Total Amount | Unit Charge |
|--|---------------------|--------------------|
| Water Access Charge | \$ 2,228,772 | \$ 364.00 |
| Water Charge – per kl | \$ 1,578,940 | \$ 1.48/kl |
| Raw Water Consumption Charge – per kl | \$ 6,620 | \$ 0.38/kl |
| Guyra Shire Council – Tingha | \$ 75,000 | \$ 1.48/kl |
| Abattoir Water Consumption Charge – per kl | \$ 333,000 (net) | \$ 0.78/kl |
| TOTAL | \$ 4,222,332 | |

Rate Comparisons 2018/2019

| RATE COMPARISONS 2018/2019 | | | | | | | |
|---|-------------------|--------|--------------------|-----------------------------|------------------------|------------|------------------|
| Based on existing valuations as issued by the Valuer General - 2016 Base date | | | | | | | |
| | | | | Proposed Rates in \$ | | | |
| Residential - Inverell | | | | 1.33970 | | | |
| Residential - General | | | | 0.94750 | | | |
| Residential - Ashford | | | | 2.46600 | | | |
| Residential - Delungra | | | | 1.60700 | | | |
| Residential - Gilgai | | | | 1.20450 | | | |
| Residential - Yetman | | | | 2.07300 | | | |
| Residential Rural | | | | 0.64600 | | | |
| Farmland | | | | 0.43120 | | | |
| Business - Inverell Industrial / Commercial | | | | 3.62000 | | | |
| Business - Other | | | | 2.51850 | | | |
| Mining | | | | 3.00000 | | | |
| General Base Amount | | | | \$ 212.00 | \$14 increase proposed | | |
| Domestic Waste Management | | | | \$ 320.00 | \$0 increase proposed | | |
| Waste Management Charge | | | | \$ 80.00 | \$0 increase proposed | | |
| Domestic Waste Management - Un Occupied Charge | | | | \$ 50.00 | \$0 increase proposed | | |
| Sewerage (occupied) Rateable Charges | | | | \$ 500.00 | \$0 increase proposed | | |
| Water Charges | | | | \$ 364.00 | \$0 increase proposed | | |
| Stormwater Management Service Charges | | | | \$ 25.00 | \$0 increase proposed | | |
| RESIDENTIAL - INVERELL | | | | | | | Overall % change |
| | | | | 2017/18 Rate levy | 2018/19 Rate levy | Difference | |
| 3487 | House - Gordon St | 79,700 | General | 1,189.43 | 1,279.74 | 90.31 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | Stormwater | 25.00 | 25.00 | - | |
| | | | | 2,478.43 | 2,568.74 | 90.31 | 3.64% |
| 5323 | House - Short St | 63,000 | General | 981.69 | 1,056.01 | 74.32 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | Stormwater | 25.00 | 25.00 | - | |
| | | | | 2,270.69 | 2,345.01 | 74.32 | 3.27% |
| 7881 | House - Runnymede | 88,800 | General | 1,302.63 | 1,401.65 | 99.03 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 2,066.63 | 2,165.65 | 99.03 | 4.79% |
| 3064 | House - Eugene St | 9,500 | General | 316.18 | 339.27 | 23.10 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | Stormwater | 25.00 | 25.00 | - | |
| | | | | 1,605.18 | 1,628.27 | 23.10 | 1.44% |
| Average property valuation (occupied) | 64,033 | | General | 994.53 | 1,069.84 | 75.31 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | Stormwater | 25.00 | 25.00 | - | |
| | | | | 2,283.53 | 2,358.84 | 75.31 | 3.30% |

| RESIDENTIAL - GENERAL | | | | | | | Overall % change |
|---------------------------------------|-----------------------|--------|--------------------|----------------------|----------------------|------------|------------------|
| | | | | 2017/18 Rate levy | 2018/19 Rate levy | Difference | |
| 1877 | House - Tingha Road | 54,500 | General | 679.18 | 728.39 | 49.21 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,443.18 | 1,492.39 | 49.21 | 3.41% |
| 6246 | House - Nullamana | 10,000 | General | 286.29 | 306.75 | 20.46 | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 686.29 | 706.75 | 20.46 | 2.98% |
| 8130 | House - Warialda Road | 89,200 | General | 985.55 | 1,057.17 | 71.62 | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,385.55 | 1,457.17 | 71.62 | 5.17% |
| Average property valuation (occupied) | | | 48,917 | General | 629.89 | 675.49 | 45.60 |
| | | | | Garbage Collection | 320.00 | 320.00 | - |
| | | | | Waste Management | 80.00 | 80.00 | - |
| | | | | 1,029.89 | 1,075.49 | 45.60 | 4.43% |
| RESIDENTIAL - ASHFORD | | | | | | | Overall % change |
| | | | | 2017/18 Rate levy | 2018/19 Rate levy | Difference | |
| 271 | House - Dudley St | 10,000 | General | 427.68 | 458.60 | 30.92 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Stormwater | 25.00 | 25.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,716.68 | 1,747.60 | 30.92 | 1.80% |
| 7457 | House - Dudley St | 17,000 | General | 588.46 | 631.22 | 42.76 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Stormwater | 25.00 | 25.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,877.46 | 1,920.22 | 42.76 | 2.28% |
| 398 | House - Duff St | 9,500 | General | 416.20 | 446.27 | 30.07 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Stormwater | 25.00 | 25.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,705.20 | 1,735.27 | 30.07 | 1.76% |
| Average property valuation (occupied) | | | 12,162 | General | 477.34 | 511.92 | 34.58 |
| | | | | Water | 364.00 | 364.00 | - |
| | | | | Sewer | 500.00 | 500.00 | - |
| | | | | Stormwater | 25.00 | 25.00 | - |
| | | | | Garbage Collection | 320.00 | 320.00 | - |
| | | | | Waste Management | 80.00 | 80.00 | - |
| | | | | 1,766.34 | 1,800.92 | 34.58 | 1.96% |

| RESIDENTIAL - DELUNGRA | | | | | | | Overall % change |
|---------------------------------------|--------------------|--------|--------------------|----------------------|----------------------|------------|------------------|
| | | | | 2017/18 Rate levy | 2018/19 Rate levy | Difference | |
| 1005 | House - Railway St | 20,000 | General | 497.34 | 533.40 | 36.06 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Stormwater | 25.00 | 25.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,786.34 | 1,822.40 | 36.06 | 2.02% |
| 1022 | House - Reedy St | 18,000 | General | 467.41 | 501.26 | 33.85 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Stormwater | 25.00 | 25.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,756.41 | 1,790.26 | 33.85 | 1.93% |
| Average property valuation (occupied) | | | 20,231 | General | 500.80 | 537.11 | 36.31 |
| | | | | Water | 364.00 | 364.00 | - |
| | | | | Sewer | 500.00 | 500.00 | - |
| | | | | Stormwater | 25.00 | 25.00 | - |
| | | | | Garbage Collection | 320.00 | 320.00 | - |
| | | | | Waste Management | 80.00 | 80.00 | - |
| | | | | 1,789.80 | 1,826.11 | 36.31 | 2.03% |
| RESIDENTIAL - GILGAI | | | | | | | Overall % change |
| | | | | 2017/18 Rate levy | 2018/19 Rate levy | Difference | |
| 1349 | House - Hall St | 24,000 | General | 467.35 | 501.08 | 33.73 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Stormwater | 25.00 | 25.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,756.35 | 1,790.08 | 33.73 | 1.92% |
| 1404 | House - Short St | 36,000 | General | 602.03 | 645.62 | 43.59 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Stormwater | 25.00 | 25.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,891.03 | 1,934.62 | 43.59 | 2.31% |
| 1387 | House - Park St | 37,400 | General | 617.74 | 662.48 | 44.74 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Stormwater | 25.00 | 25.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,906.74 | 1,951.48 | 44.74 | 2.35% |
| Average property valuation (occupied) | | | 32,507 | General | 562.82 | 603.54 | 40.72 |
| | | | | Water | 364.00 | 364.00 | - |
| | | | | Sewer | 500.00 | 500.00 | - |
| | | | | Stormwater | 25.00 | 25.00 | - |
| | | | | Garbage Collection | 320.00 | 320.00 | - |
| | | | | Waste Management | 80.00 | 80.00 | - |
| | | | | 1,851.82 | 1,892.54 | 40.72 | 2.20% |

| RESIDENTIAL - YETMAN | | | | | | | Overall % change |
|---------------------------------------|-------------------------|---------|--------------------|----------------------|----------------------|------------|------------------|
| | | | | 2017/18 Rate levy | 2018/19 Rate levy | Difference | |
| 6614 | House - Macintyre St | 13,000 | General | 449.04 | 481.49 | 32.45 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,213.04 | 1,245.49 | 32.45 | 2.67% |
| 6617 | House - Macintyre St | 29,800 | General | 773.47 | 829.75 | 56.29 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,537.47 | 1,593.75 | 56.29 | 3.66% |
| 7467 | House - Warialda St | 20,400 | General | 591.94 | 634.89 | 42.95 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,355.94 | 1,398.89 | 42.95 | 3.17% |
| Average property valuation (occupied) | | | 15,155 | General | 490.66 | 526.17 | 35.51 |
| | | | | Water | 364.00 | 364.00 | - |
| | | | | Garbage Collection | 320.00 | 320.00 | - |
| | | | | Waste Management | 80.00 | 80.00 | - |
| | | | | 1,254.66 | 1,290.17 | 35.51 | 2.83% |
| RESIDENTIAL RURAL | | | | | | | Overall % change |
| | | | | 2017/18 Rate levy | 2018/19 Rate levy | Difference | |
| 110894 | Defraignes Lane 8.605HA | 161,000 | General | 1,163.52 | 1,252.06 | 88.54 | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | | 1,927.52 | 2,016.06 | 88.54 | 4.59% |
| 111804 | Gwydir Highway 14.06ha | 180,000 | General | 1,277.46 | 1,374.80 | 97.34 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 2,041.46 | 2,138.80 | 97.34 | 4.77% |
| 5416 | Swanbrook Road 3.16HA | 139,000 | General | 1,031.58 | 1,109.94 | 78.36 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,795.58 | 1,873.94 | 78.36 | 4.36% |
| Average property valuation (occupied) | | | 121,654 | General | 927.56 | 997.88 | 70.33 |
| | | | | Water | 364.00 | 364.00 | - |
| | | | | Garbage Collection | 320.00 | 320.00 | - |
| | | | | Waste Management | 80.00 | 80.00 | - |
| | | | | 1,691.56 | 1,761.88 | 70.33 | 4.16% |

| FARMLAND | | | | | | | Overall % change |
|---|---------------------|------------|--------------------|----------------------|----------------------|------------|------------------|
| | | | | 2017/18 Rate levy | 2018/19 Rate levy | Difference | |
| 8637 | PH Lockerby 404 HA | 119,000 | General | 673.48 | 725.13 | 51.65 | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 753.48 | 805.13 | 51.65 | 6.86% |
| 9755 | PH Delungra 1886 HA | 915,000 | General | 3,853.97 | 4,157.48 | 303.51 | |
| | | | Garbage Collection | 320.00 | 320.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 4,253.97 | 4,557.48 | 303.51 | 7.13% |
| 540 | PH Balaclava 5994HA | 10,600,000 | General | 42,551.36 | 45,919.20 | 3,367.84 | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 42,631.36 | 45,999.20 | 3,367.84 | 7.90% |
| Average property valuation | | 630,817 | General | 2,718.49 | 2,932.08 | 213.59 | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 2,798.49 | 3,012.08 | 213.59 | 7.63% |
| BUSINESS - INVERELL INDUSTRIAL / COMMERCIAL | | | | | | | Overall % change |
| | | | | 2017/18 Rate levy | 2018/19 Rate levy | Difference | |
| 2760 | Byron St | 152,000 | General | 5,425.66 | 5,714.40 | 288.74 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | Stormwater | 75.00 | 75.00 | - | |
| | | | | 6,444.66 | 6,733.40 | 288.74 | 4.48% |
| 4987 | Ring St | 74,200 | General | 2,749.92 | 2,898.04 | 148.12 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | Stormwater | 125.00 | 125.00 | - | |
| | | | | 3,818.92 | 3,967.04 | 148.12 | 3.88% |
| 5448 | Swanbrook Road | 146,000 | General | 5,219.31 | 5,497.20 | 277.90 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | Stormwater | 200.00 | 200.00 | - | |
| | | | | 6,363.31 | 6,641.20 | 277.90 | 4.37% |
| Average property valuation (occupied) | | 141,719 | General | 5,072.08 | 5,342.23 | 270.16 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | Stormwater | 125.00 | 125.00 | - | |
| | | | | 6,141.08 | 6,411.23 | 270.16 | 4.40% |

| BUSINESS OTHER | | | | | | | Overall % change |
|---------------------------------------|-------------------------|---------|------------------|----------------------|----------------------|------------|------------------|
| | | | | 2017/18 Rate levy | 2018/19 Rate levy | Difference | |
| 946 | Business - Delungra | 21,500 | General | 702.86 | 753.48 | 50.61 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Stormwater | 125.00 | 125.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 1,771.86 | 1,822.48 | 50.61 | 2.86% |
| 2914 | Business Clive St | 160,000 | General | 3,955.12 | 4,241.60 | 286.48 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Stormwater | 200.00 | 200.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 5,099.12 | 5,385.60 | 286.48 | 5.62% |
| 1855 | Tingha Road G.C | 198,000 | General | 4,847.44 | 5,198.63 | 351.19 | |
| | | | Water (2 meters) | 728.00 | 728.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 5,655.44 | 6,006.63 | 351.19 | 6.21% |
| 1192 | Ph Clare 29.91HA Mining | 30,000 | General | 902.46 | 967.55 | 65.09 | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 982.46 | 1,047.55 | 65.09 | 6.63% |
| 8852 | PH Buckley 150HA Mining | 374,000 | General | 8,980.27 | 9,631.19 | 650.92 | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 9,060.27 | 9,711.19 | 650.92 | 7.18% |
| 114052 | Windfarm Lease | 739,000 | General | 17,551.20 | 18,823.72 | 1,272.52 | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 17,631.20 | 18,903.72 | 1,272.52 | 7.22% |
| Average property valuation (occupied) | | 125,197 | General | 3,137.87 | 3,365.08 | 227.21 | |
| | | | Water | 364.00 | 364.00 | - | |
| | | | Sewer | 500.00 | 500.00 | - | |
| | | | Stormwater | 200.00 | 200.00 | - | |
| | | | Waste Management | 80.00 | 80.00 | - | |
| | | | | 4,281.87 | 4,509.08 | 227.21 | 5.31% |
| MINING | | | | | | | Overall % change |
| | | | | 2017/18 Rate levy | 2018/19 Rate levy | Difference | |
| No current valuations | | - | General | - | - | - | % |
| | | | | - | - | - | |

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.

“CURRENT BUDGET (2017-2018)” FINANCIAL RESULTS

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 |
|---|--------------------|--------------------|----------------------------|
| Functions/Activities | | | |
| Goverance | 317,695 | - | 317,695 |
| Administration | 6,745,226 | (4,893,053) | 1,852,173 |
| Public Order & Safety | 1,026,043 | (521,728) | 504,315 |
| Health | (245,187) | (20,750) | (265,937) |
| Environment | 2,991,996 | (3,351,295) | (359,299) |
| Community Services & Education | 104,705 | (1,260) | 103,445 |
| Housing & Community Amenities | 966,615 | (267,690) | 698,925 |
| Water Supplies | 3,344,292 | (4,413,725) | (1,069,433) |
| Sewerage Services | 1,747,629 | (2,627,550) | (879,921) |
| Recreation & Culture | 2,092,478 | (171,490) | 1,920,988 |
| Mining Manufacturing & Construction | 329,630 | (177,600) | 152,030 |
| Transport & Communication | 5,293,763 | (4,586,226) | 707,537 |
| Economic Affairs | 1,287,635 | (308,000) | 979,635 |
| General Purpose Revenue | 4,000 | (17,608,118) | (17,604,118) |
| <i>Sub Totals - Functions</i> | 26,006,520 | (38,948,485) | (12,941,965) |
| Add Expenses not Involving Flows of Funds | | | |
| Depreciation | | | 8,234,850 |
| Increase in Employee's Leave Entitlements | | | 2,388,960 |
| Carrying Amount of Assets Sold | | | 239,800 |
| Subtract Income not Involving Flow of Funds | | | |
| Non-Cash Contributions (eg Land) | | | |
| <i>Sub Total - Funds Not Involving Flow of Funds</i> | | | 10,863,610 |
| Less Non-Operating Funds Employed | | | |
| 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) |
| Add Funds Deployed for Non Operating Purposes | | | |
| Acquisition of Assets | | | 11,377,563 |
| Development of Real Estate | | | |
| Advances to Deferred Debtors | | | |
| Repayment of Loans | | | 552,390 |
| Repayment of Other Debts | | | |
| <i>Sub total - Funds Deployed for Non operating Purposes</i> | | | 11,929,953 |
| Subtract Unexpended Grants & Contributions Received During the Year | | | |
| Unexpended Specific Purpose Grants | | | - |
| Developer Contributions (S.94 and Water & Sewer) | | | (167,250) |
| <i>Sub Total - Unexpended Grants & Contributions Received During the Year</i> | | | (167,250) |
| Total Income and Expenditure | | | 9,248,348 |
| Add Back Non Cash Amounts | | | (8,474,650) |
| Add Transfers to/(from) Internally Restricted Assets | | | (776,965) |
| BUDGET (SURPLUS)/DEFICT | | | (3,267) |

| BUDGET SUMMARY FOR YEAR ENDING 30JUNE 2018 | | | | |
|--|------------------|----------------|-----------|-------------|
| The anticipated result for the year is a deficit of \$9,248,348 which consists of: | | | | |
| GENERAL | 7,706,447 | Deficit | | |
| WATER SUPPLY | 836,952 | Deficit | | |
| SEWERAGE SERVICES | 704,949 | Deficit | | |
| TOTAL * | 9,248,348 | Deficit | | |
| *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 | 7,706,447 | 836,952 | 704,949 | 9,248,348 |
| Deduct Depreciation | (6,690,850) | (838,000) | (706,000) | (8,234,850) |
| Net Reserves Utilised | (776,965) | - | - | (776,965) |
| Carrying Amount of of Assets Sold | (239,800) | - | - | (239,800) |
| Working Funds Results (Surplus) / Deficit | (1,168) | (1,048) | (1,051) | (3,267) |

INVERELL SHIRE COUNCIL
BUDGETED STATEMENT OF CASH FLOWS
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)
FOR THE YEAR ENDING 30 JUNE 2018

| <i>ESTIMATES FOR</i> | <i>\$'000</i> |
|---|---------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | |
| <u>Receipts</u> | |
| <i>Rates & Annual Charges</i> | (18,473) |
| <i>User Charges & Fees</i> | (3,446) |
| <i>Interest & Investment Revenue</i> | (1,027) |
| <i>Other Revenue</i> | (423) |
| <i>Grants & Contributions provided for operating purposes</i> | (9,964) |
| <i>Grants & Contributions-Capital</i> | (926) |
| <u>Payments</u> | |
| <i>Employee Benefits & On Costs</i> | 13,312 |
| <i>Borrowing Costs</i> | 182 |
| <i>Materials & Contracts</i> | 5,847 |
| <i>Other Expenses</i> | 4,198 |
| <i>Suspense / Disbursement Accounts</i> | - |
| <i>Net Cash provided by (or used in) operating activities</i> | (10,720) |
| CASH FLOWS FROM INVESTING ACTIVITIES | |
| <u>Receipts</u> | |
| <i>Sale of investments</i> | |
| <i>Sale of Real Estate Assets</i> | |
| <i>Sale of Property, Plant & Equipment</i> | (436) |
| <i>Sale of interest in joint ventures/associates</i> | |
| <i>Other</i> | |
| <u>Payments</u> | |
| <i>Purchase of Investments</i> | |
| <i>Purchase of Property, Plant & Equipment</i> | 11,378 |
| <i>Purchase of Real Estate</i> | |
| <i>Other</i> | |
| <i>Net cash provided by (or used in) investing activities</i> | 10,942 |
| CASH FLOWS FROM FINANCING ACTIVITIES | |
| <u>Receipts</u> | |
| <i>Borrowings & Advances</i> | - |
| <i>Other</i> | |
| <u>Payments</u> | |
| <i>Borrowings & Advances</i> | 552 |
| <i>Lease Liabilities</i> | |
| <i>Other</i> | |
| <i>Net cash provided by (or used in) financing activities</i> | 552 |
| <i>Net Increase/(decrease) in cash assets held</i> | 774 |

INVERELL SHIRE COUNCIL
PROFIT AND LOSS STATEMENT BY FUND
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)
FOR THE YEAR ENDING 30 JUNE 2018

| <i>ESTIMATES FOR</i> | <i>CONSOLIDATED \$000</i> |
|--|-------------------------------|
| EXPENSES FROM ORDINARY ACTIVITIES | |
| Employee Benefits & On Costs | 13,312 |
| Borrowing Costs | 182 |
| Materials & Contracts | 5,847 |
| Depreciation | 8,235 |
| Other Expenses | 4,198 |
| TOTAL EXPENSES FROM ORDINARY ACTIVITIES | 31,774 |
| REVENUE FROM ORDINARY ACTIVITIES | |
| Rates & Annual Charges | (18,473) |
| User Charges & Fees | (3,446) |
| Interest & Investment Revenue | (1,027) |
| Other Revenue | (423) |
| Grants & Contributions provided for operating purposes | (9,964) |
| Net Gain/Loss on Disposal of Assets | (196) |
| TOTAL REVENUE FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS | (33,530) |
| (SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS | (1,755) |
| Grants & contributions provided for Capital Purposes | (926) |
| (SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS | (2,682) |
| Extraordinary Items | |
| (SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES | (2,682) |
| ADD BACK NON-CASH ITEMS | |
| Depreciation | (8,235) |
| Carring Amount of Assets Sold (Book Value of Plant & Equipment to be sold) | (240) |
| TOTAL NON-CASH ITEMS | (8,475) |
| CAPITAL AMOUNTS | |
| Repayment by Deferred Debtors | - |
| Loan Proceeds | - |
| Acquisition of Assets | 11,378 |
| Principal Loan Repayments | 552 |
| TOTAL CAPITAL AMOUNTS | 11,930 |
| CONSOLIDATED NET (PROFIT)/LOSS | 774 |
| INTERNALLY RESTRICTED ASSET MOVEMENTS | |
| Nett Transfers to/From Internally Restricted Assets | (777) |
| UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS | (3) |

NEW BUDGET 2018/19 – 2022/23 FINANCIAL RESULTS

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 |
|---|-----------------------|-----------------------|-------------------------------|
| Functions/Activities | | | |
| Goverance | 313,750 | - | 313,750 |
| Administration | 6,718,119 | (5,092,550) | 1,625,569 |
| Public Order & Safety | 979,352 | (414,792) | 564,560 |
| Health | (239,050) | (20,750) | (259,800) |
| Environment | 3,239,810 | (3,609,710) | (369,900) |
| Community Services & Education | 81,690 | (1,260) | 80,430 |
| Housing & Community Amenities | 987,515 | (281,300) | 706,215 |
| Water Supplies | 3,456,300 | (4,465,187) | (1,008,887) |
| Sewerage Services | 1,810,675 | (2,648,210) | (837,535) |
| Recreation & Culture | 2,267,470 | (193,670) | 2,073,800 |
| Mining Manufacturing & Construction | 362,840 | (182,600) | 180,240 |
| Transport & Communication | 5,472,248 | (4,503,207) | 969,041 |
| Economic Affairs | 1,335,216 | (310,205) | 1,025,011 |
| General Purpose Revenue | 4,000 | (18,891,795) | (18,887,795) |
| Sub Totals - Functions | 26,789,935 | (40,615,236) | (13,825,301) |
| Add Expenses not Involving Flows of Funds | | | |
| Depreciation | | | 8,497,050 |
| Increase in Employee's Leave Entitlements | | | 2,457,125 |
| Carrying Amount of Assets Sold | | | 240,400 |
| Subtract Income not Involving Flow of Funds | | | |
| Non-Cash Contributions (eg Land) | | | |
| Sub Total - Funds Not Involving Flow of Funds | | | 11,194,575 |
| Less Non-Operating Funds Employed | | | |
| Proceeds from Sale of Assets | | | (853,000) |
| Costs of Real Estate Asset Sold | | | - |
| Loan Fund Used | | | - |
| Other Debt Finance | | | - |
| Repayment by Deferred Debtors | | | - |
| Sub Total - Non-Operating Funds Employed | | | (853,000) |
| Add Funds Deployed for Non Operating Purposes | | | |
| Acquisition of Assets | | | 12,242,864 |
| Development of Real Estate | | | |
| Advances to Deferred Debtors | | | |
| Repayment of Loans | | | 575,710 |
| Repayment of Other Debts | | | |
| Sub total - Funds Deployed for Non operating Purposes | | | 12,818,574 |
| Subtract Unexpended Grants & Contributions Received During the Year | | | |
| Unexpended Specific Purpose Grants | | | - |
| Developer Contributions (S.94 and Water & Sewer) | | | (227,750) |
| Sub Total - Unexpended Grants & Contributions Received During the Year | | | (227,750) |
| Total Income and Expenditure | | | 9,107,098 |
| Add Back Non Cash Amounts | | | (8,737,450) |
| Add Transfers to/(from) Internally Restricted Assets | | | (375,075) |
| BUDGET (SURPLUS)/DEFICT | | | (5,427) |

| BUDGET SUMMARY FOR YEAR ENDING 30JUNE 2019 | | | | |
|--|------------------|----------------|----------------|----------------|
| The anticipated result for the year is a deficit of \$9,107,098 which consists of: | | | | |
| GENERAL | 7,556,285 | Deficit | | |
| WATER SUPPLY | 850,913 | Deficit | | |
| SEWERAGE SERVICES | 699,900 | Deficit | | |
| TOTAL * | 9,107,098 | Deficit | | |
| *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 | 7,556,285 | 850,913 | 699,900 | 9,107,098 |
| Deduct Depreciation | (6,943,050) | (853,000) | (701,000) | (8,497,050) |
| Net Reserves Utilised | (375,075) | - | - | (375,075) |
| Carrying Amount of Assets Sold | (240,400) | - | - | (240,400) |
| Working Funds Results (Surplus) / Deficit | (2,240) | (2,087) | (1,100) | (5,427) |

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

| ESTIMATES FOR | ESTIMATED Expenses | ESTIMATED Revenues | ESTIMATED Operating Result |
|---|-----------------------|-----------------------|-------------------------------|
| Functions/Activities | | | |
| Goverance | 321,750 | - | 321,750 |
| Administration | 6,899,640 | (5,179,440) | 1,720,200 |
| Public Order & Safety | 1,003,220 | (418,490) | 584,730 |
| Health | (244,940) | (20,750) | (265,690) |
| Environment | 3,317,480 | (3,685,250) | (367,770) |
| Community Services & Education | 83,250 | (1,260) | 81,990 |
| Housing & Community Amenities | 1,011,160 | (281,360) | 729,800 |
| Water Supplies | 3,531,370 | (4,582,200) | (1,050,830) |
| Sewerage Services | 1,850,840 | (2,717,590) | (866,750) |
| Recreation & Culture | 2,323,400 | (194,740) | 2,128,660 |
| Mining Manufacturing & Construction | 372,400 | (182,600) | 189,800 |
| Transport & Communication | 5,661,930 | (4,588,240) | 1,073,690 |
| Economic Affairs | 1,395,280 | (313,030) | 1,082,250 |
| General Purpose Revenue | 4,000 | (19,913,524) | (19,909,524) |
| <i>Sub Totals - Functions</i> | 27,530,780 | (42,078,474) | (14,547,694) |
| Add Expenses not Involving Flows of Funds | | | |
| Depreciation | | | 8,511,980 |
| Increase in Employee's Leave Entitlements | | | 2,525,750 |
| Carrying Amount of Assets Sold | | | 241,000 |
| Subtract Income not Involving Flow of Funds | | | |
| Non-Cash Contributions (eg Land) | | | |
| <i>Sub Total - Funds Not Involving Flow of Funds</i> | | | 11,278,730 |
| Less Non-Operating Funds Employed | | | |
| Proceeds from Sale of Assets | | | (741,500) |
| Costs of Real Estate Asset Sold | | | - |
| Loan Fund Used | | | - |
| Other Debt Finance | | | - |
| Repayment by Deferred Debtors | | | - |
| <i>Sub Total - Non-Operating Funds Employed</i> | | | (741,500) |
| Add Funds Deployed for Non Operating Purposes | | | |
| Acquisition of Assets | | | 12,539,945 |
| Development of Real Estate | | | |
| Advances to Deferred Debtors | | | |
| Repayment of Loans | | | 600,220 |
| Repayment of Other Debts | | | |
| <i>Sub total - Funds Deployed for Non operating Purposes</i> | | | 13,140,165 |
| Subtract Unexpended Grants & Contributions Received During the Year | | | |
| Unexpended Specific Purpose Grants | | | - |
| Developer Contributions (S.94 and Water & Sewer) | | | (227,750) |
| <i>Sub Total - Unexpended Grants & Contributions Received During the Year</i> | | | (227,750) |
| Total Income and Expenditure | | | 8,901,951 |
| Add Back Non Cash Amounts | | | (8,752,980) |
| Add Transfers to/(from) Internally Restricted Assets | | | (155,760) |
| BUDGET (SURPLUS)/DEFICT | | | (6,789) |

| BUDGET SUMMARY FOR YEAR ENDING 30JUNE 2020 | | | | |
|--|------------------|----------------|-----------|-------------|
| The anticipated result for the year is a deficit of \$8,901,951 which consists of: | | | | |
| GENERAL | 7,349,561 | Deficit | | |
| WATER SUPPLY | 852,720 | Deficit | | |
| SEWERAGE SERVICES | 699,670 | Deficit | | |
| TOTAL * | 8,901,951 | Deficit | | |
| *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 | 7,349,561 | 852,720 | 699,670 | 8,901,951 |
| Deduct Depreciation | (6,954,100) | (855,130) | (702,750) | (8,511,980) |
| Net Reserves Utilised | (155,760) | - | - | (155,760) |
| Carrying Amount of of Assets Sold | (241,000) | - | - | (241,000) |
| Working Funds Results (Surplus) / Deficit | (1,299) | (2,410) | (3,080) | (6,789) |

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

| ESTIMATES FOR | ESTIMATED Expenses | ESTIMATED Revenues | ESTIMATED Operating Result |
|---|-----------------------|-----------------------|-------------------------------|
| Functions/Activities | | | |
| Goverance | 329,980 | - | 329,980 |
| Administration | 7,063,390 | (5,268,630) | 1,794,760 |
| Public Order & Safety | 1,027,670 | (422,280) | 605,390 |
| Health | (250,960) | (20,750) | (271,710) |
| Environment | 3,397,180 | (3,761,700) | (364,520) |
| Community Services & Education | 84,830 | (1,260) | 83,570 |
| Housing & Community Amenities | 1,035,390 | (281,420) | 753,970 |
| Water Supplies | 3,607,770 | (4,662,865) | (1,055,095) |
| Sewerage Services | 1,888,690 | (2,775,840) | (887,150) |
| Recreation & Culture | 2,468,935 | (195,820) | 2,273,115 |
| Mining Manufacturing & Construction | 382,210 | (182,600) | 199,610 |
| Transport & Communication | 5,869,240 | (4,675,380) | 1,193,860 |
| Economic Affairs | 1,423,920 | (315,910) | 1,108,010 |
| General Purpose Revenue | 4,000 | (20,362,537) | (20,358,537) |
| <i>Sub Totals - Functions</i> | 28,332,245 | (42,926,992) | (14,594,747) |
| Add Expenses not Involving Flows of Funds | | | |
| Depreciation | | | 8,526,930 |
| Increase in Employee's Leave Entitlements | | | 2,596,270 |
| Carrying Amount of Assets Sold | | | 241,600 |
| Subtract Income not Involving Flow of Funds | | | |
| Non-Cash Contributions (eg Land) | | | |
| <i>Sub Total - Funds Not Involving Flow of Funds</i> | | | 11,364,800 |
| Less Non-Operating Funds Employed | | | |
| Proceeds from Sale of Assets | | | (754,000) |
| Costs of Real Estate Asset Sold | | | (2,000,000) |
| Loan Fund Used | | | |
| Other Debt Finance | | | - |
| Repayment by Deferred Debtors | | | |
| <i>Sub Total - Non-Operating Funds Employed</i> | | | (2,754,000) |
| Add Funds Deployed for Non Operating Purposes | | | |
| Acquisition of Assets | | | 19,282,640 |
| Development of Real Estate | | | |
| Advances to Deferred Debtors | | | |
| Repayment of Loans | | | 788,555 |
| Repayment of Other Debts | | | |
| <i>Sub total - Funds Deployed for Non operating Purposes</i> | | | 20,071,195 |
| Subtract Unexpended Grants & Contributions Received During the Year | | | |
| Unexpended Specific Purpose Grants | | | - |
| Developer Contributions (S.94 and Water & Sewer) | | | (227,750) |
| <i>Sub Total - Unexpended Grants & Contributions Received During the Year</i> | | | (227,750) |
| Total Income and Expenditure | | | 13,859,498 |
| Add Back Non Cash Amounts | | | (8,768,530) |
| Add Transfers to/(from) Internally Restricted Assets | | | (5,096,530) |
| BUDGET (SURPLUS)/DEFICT | | | (5,562) |

| BUDGET SUMMARY FOR YEAR ENDING 30JUNE 2021 | | | | |
|--|-------------------|----------------|-----------|-------------|
| The anticipated result for the year is a deficit of \$13,859,498 which consists of: | | | | |
| GENERAL | 12,301,773 | Deficit | | |
| WATER SUPPLY | 855,385 | Deficit | | |
| SEWERAGE SERVICES | 702,340 | Deficit | | |
| TOTAL * | 13,859,498 | Deficit | | |
| *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 | 12,301,773 | 855,385 | 702,340 | 13,859,498 |
| Deduct Depreciation | (6,965,170) | (857,260) | (704,500) | (8,526,930) |
| Net Reserves Utilised | (5,096,530) | - | - | (5,096,530) |
| Carrying Amount of of Assets Sold | (241,600) | - | - | (241,600) |
| Working Funds Results (Surplus) / Deficit | (1,527) | (1,875) | (2,160) | (5,562) |

INVERELL SHIRE COUNCIL
ESTIMATES OF INCOME & EXPENDITURE
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)
FOR THE YEAR ENDING 30 JUNE 2022

| ESTIMATES FOR | ESTIMATED Expenses | ESTIMATED Revenues | ESTIMATED Operating Result |
|---|-----------------------|-----------------------|-------------------------------|
| Functions/Activities | | | |
| Goverance | 338,440 | - | 338,440 |
| Administration | 7,236,980 | (5,363,230) | 1,873,750 |
| Public Order & Safety | 1,052,820 | (426,160) | 626,660 |
| Health | (257,090) | (20,750) | (277,840) |
| Environment | 3,479,510 | (3,844,030) | (364,520) |
| Community Services & Education | 86,450 | (1,260) | 85,190 |
| Housing & Community Amenities | 1,060,390 | (281,490) | 778,900 |
| Water Supplies | 3,692,890 | (4,765,730) | (1,072,840) |
| Sewerage Services | 1,930,170 | (2,835,440) | (905,270) |
| Recreation & Culture | 2,524,670 | (196,930) | 2,327,740 |
| Mining Manufacturing & Construction | 392,420 | (182,600) | 209,820 |
| Transport & Communication | 6,046,430 | (4,764,710) | 1,281,720 |
| Economic Affairs | 1,453,480 | (318,860) | 1,134,620 |
| General Purpose Revenue | 4,000 | (20,822,223) | (20,818,223) |
| <i>Sub Totals - Functions</i> | 29,041,560 | (43,823,413) | (14,781,853) |
| Add Expenses not Involving Flows of Funds | | | |
| Depreciation | | | 8,541,920 |
| Increase in Employee's Leave Entitlements | | | 2,668,800 |
| Carrying Amount of Assets Sold | | | 242,200 |
| Subtract Income not Involving Flow of Funds | | | |
| Non-Cash Contributions (eg Land) | | | |
| <i>Sub Total - Funds Not Involving Flow of Funds</i> | | | 11,452,920 |
| Less Non-Operating Funds Employed | | | |
| Proceeds from Sale of Assets | | | (401,100) |
| Costs of Real Estate Asset Sold | | | - |
| Loan Fund Used | | | - |
| Other Debt Finance | | | - |
| Repayment by Deferred Debtors | | | - |
| <i>Sub Total - Non-Operating Funds Employed</i> | | | (401,100) |
| Add Funds Deployed for Non Operating Purposes | | | |
| Acquisition of Assets | | | 10,710,180 |
| Development of Real Estate | | | |
| Advances to Deferred Debtors | | | |
| Repayment of Loans | | | 819,170 |
| Repayment of Other Debts | | | |
| <i>Sub total - Funds Deployed for Non operating Purposes</i> | | | 11,529,350 |
| Subtract Unexpended Grants & Contributions Received During the Year | | | |
| Unexpended Specific Purpose Grants | | | - |
| Developer Contributions (S.94 and Water & Sewer) | | | (227,750) |
| <i>Sub Total - Unexpended Grants & Contributions Received During the Year</i> | | | (227,750) |
| Total Income and Expenditure | | | 7,571,567 |
| Add Back Non Cash Amounts | | | (8,784,120) |
| Add Transfers to/(from) Internally Restricted Assets | | | 1,207,330 |
| BUDGET (SURPLUS)/DEFICT | | | (5,223) |

| BUDGET SUMMARY FOR YEAR ENDING 30JUNE 2022 | | | | |
|--|------------------|----------------|-----------|-------------|
| The anticipated result for the year is a deficit of \$7,571,567 which consists of: | | | | |
| GENERAL | 6,008,897 | Deficit | | |
| WATER SUPPLY | 857,920 | Deficit | | |
| SEWERAGE SERVICES | 704,750 | Deficit | | |
| TOTAL * | 7,571,567 | Deficit | | |
| *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 | 6,008,897 | 857,920 | 704,750 | 7,571,567 |
| Deduct Depreciation | (6,976,260) | (859,400) | (706,260) | (8,541,920) |
| Net Reserves Utilised | 1,207,330 | - | - | 1,207,330 |
| Carrying Amount of of Assets Sold | (242,200) | - | - | (242,200) |
| Working Funds Results (Surplus) / Deficit | (2,233) | (1,480) | (1,510) | (5,223) |

INVERELL SHIRE COUNCIL
ESTIMATES OF INCOME & EXPENDITURE
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)
FOR THE YEAR ENDING 30 JUNE 2023

| ESTIMATES FOR | ESTIMATED Expenses | ESTIMATED Revenues | ESTIMATED Operating Result |
|---|-----------------------|-----------------------|-------------------------------|
| Functions/Activities | | | |
| Governance | 347,130 | - | 347,130 |
| Administration | 7,424,550 | (5,460,430) | 1,964,120 |
| Public Order & Safety | 1,078,600 | (430,130) | 648,470 |
| Health | (263,340) | (20,750) | (284,090) |
| Environment | 3,563,980 | (3,928,840) | (364,860) |
| Community Services & Education | 88,100 | (1,260) | 86,840 |
| Housing & Community Amenities | 1,086,050 | (281,560) | 804,490 |
| Water Supplies | 3,780,040 | (4,880,360) | (1,100,320) |
| Sewerage Services | 1,972,960 | (2,896,460) | (923,500) |
| Recreation & Culture | 2,581,875 | (198,060) | 2,383,815 |
| Mining Manufacturing & Construction | 402,910 | (182,600) | 220,310 |
| Transport & Communication | 6,225,430 | (4,856,150) | 1,369,280 |
| Economic Affairs | 1,483,840 | (321,890) | 1,161,950 |
| General Purpose Revenue | 4,000 | (21,292,805) | (21,288,805) |
| <i>Sub Totals - Functions</i> | 29,776,125 | (44,751,295) | (14,975,170) |
| Add Expenses not Involving Flows of Funds | | | |
| Depreciation | | | 8,556,920 |
| Increase in Employee's Leave Entitlements | | | 2,743,350 |
| Carrying Amount of Assets Sold | | | 242,800 |
| Subtract Income not Involving Flow of Funds | | | |
| Non-Cash Contributions (eg Land) | | | |
| <i>Sub Total - Funds Not Involving Flow of Funds</i> | | | 11,543,070 |
| Less Non-Operating Funds Employed | | | |
| Proceeds from Sale of Assets | | | (764,320) |
| Costs of Real Estate Asset Sold | | | - |
| Loan Fund Used | | | - |
| Other Debt Finance | | | - |
| Repayment by Deferred Debtors | | | - |
| <i>Sub Total - Non-Operating Funds Employed</i> | | | (764,320) |
| Add Funds Deployed for Non Operating Purposes | | | |
| Acquisition of Assets | | | 12,726,530 |
| Development of Real Estate | | | |
| Advances to Deferred Debtors | | | |
| Repayment of Loans | | | 786,185 |
| Repayment of Other Debts | | | |
| <i>Sub total - Funds Deployed for Non operating Purposes</i> | | | 13,512,715 |
| Subtract Unexpended Grants & Contributions Received During the Year | | | |
| Unexpended Specific Purpose Grants | | | - |
| Developer Contributions (S.94 and Water & Sewer) | | | (227,750) |
| <i>Sub Total - Unexpended Grants & Contributions Received During the Year</i> | | | (227,750) |
| Total Income and Expenditure | | | 9,088,545 |
| Add Back Non Cash Amounts | | | (8,799,720) |
| Add Transfers to/(from) Internally Restricted Assets | | | (294,270) |
| BUDGET (SURPLUS)/DEFICIT | | | (5,445) |

| BUDGET SUMMARY FOR YEAR ENDING 30 JUNE 2023 | | | | |
|--|------------------|----------------|-----------|-------------|
| The anticipated result for the year is a deficit of \$9,088,545 which consists of: | | | | |
| GENERAL | 7,523,365 | Deficit | | |
| WATER SUPPLY | 858,970 | Deficit | | |
| SEWERAGE SERVICES | 706,210 | Deficit | | |
| TOTAL * | 9,088,545 | Deficit | | |
| *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 | 7,523,365 | 858,970 | 706,210 | 9,088,545 |
| Deduct Depreciation | (6,987,360) | (861,540) | (708,020) | (8,556,920) |
| Net Reserves Utilised | (294,270) | - | - | (294,270) |
| Carrying Amount of of Assets Sold | (242,800) | - | - | (242,800) |
| Working Funds Results (Surplus) / Deficit | (1,065) | (2,570) | (1,810) | (5,445) |

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

| ESTIMATES FOR | 2018/2019 \$000 | 2019/2020 \$000 | 2020/2021 \$000 | 2021/2022 \$000 | 2022/2023 \$000 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | | |
| <u>Receipts</u> | | | | | |
| Rates & Annual Charges | (19,697) | (20,818) | (21,345) | (21,890) | (22,445) |
| User Charges & Fees | (3,652) | (3,728) | (3,794) | (3,862) | (3,935) |
| Interest & Investment Revenue | (1,069) | (1,069) | (1,069) | (1,069) | (1,069) |
| Other Revenue | (435) | (439) | (442) | (445) | (449) |
| Grants & Contributions provided for operating purposes | (9,049) | (9,215) | (9,366) | (9,540) | (9,727) |
| Grants & Contributions-Capital | (1,885) | (1,896) | (1,907) | (1,919) | (1,931) |
| <u>Payments</u> | | | | | |
| Employee Benefits & On Costs | 13,698 | 14,082 | 14,454 | 14,853 | 15,274 |
| Borrowing Costs | 159 | 135 | 197 | 166 | 134 |
| Materials & Contracts | 6,091 | 6,357 | 6,606 | 6,822 | 7,040 |
| Other Expenses | 4,243 | 4,341 | 4,441 | 4,544 | 4,649 |
| Suspense / Disbursement Accounts | - | - | - | - | - |
| <i>Net Cash provided by (or used in) operating activities</i> | (11,596) | (12,250) | (12,226) | (12,341) | (12,460) |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | |
| <u>Receipts</u> | | | | | |
| Sale of investments | | | | | |
| Sale of Real Estate Assets | | | | | |
| Sale of Property, Plant & Equipment | (853) | (742) | (754) | (401) | (764) |
| Sale of interest in joint ventures/associates | | | | | |
| Other | | | | | |
| <u>Payments</u> | | | | | |
| Purchase of Investments | | | | | |
| Purchase of Property, Plant & Equipment | 12,243 | 12,540 | 19,283 | 10,710 | 12,727 |
| Purchase of Real Estate | | | | | |
| Other | | | | | |
| <i>Net cash provided by (or used in) investing activities</i> | 11,390 | 11,798 | 18,529 | 10,309 | 11,962 |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | | |
| <u>Receipts</u> | | | | | |
| Borrowings & Advances | - | - | (2,000) | - | - |
| Other | | | | | |
| <u>Payments</u> | | | | | |
| Borrowings & Advances | 576 | 600 | 789 | 819 | 786 |
| Lease Liabilities | | | | | |
| Other | | | | | |
| <i>Net cash provided by (or used in) financing activities</i> | 576 | 600 | (1,211) | 819 | 786 |
| <i>Net Increase/(decrease) in cash assets held</i> | 370 | 149 | 5,091 | (1,213) | 289 |

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

| <i>ESTIMATES FOR</i> | <i>2018/2019</i> <i>\$000</i> | <i>2019/2020</i> <i>\$000</i> | <i>2020/2021</i> <i>\$000</i> | <i>2021/2022</i> <i>\$000</i> | <i>2022/2023</i> <i>\$000</i> |
|---|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| EXPENSES FROM ORDINARY ACTIVITIES | | | | | |
| Employee Benefits & On Costs | 13,698 | 14,082 | 14,454 | 14,853 | 15,274 |
| Borrowing Costs | 159 | 135 | 197 | 166 | 134 |
| Materials & Contracts | 6,091 | 6,357 | 6,606 | 6,822 | 7,040 |
| Depreciation | 8,497 | 8,512 | 8,527 | 8,542 | 8,557 |
| Other Expenses | 4,243 | 4,341 | 4,441 | 4,544 | 4,649 |
| TOTAL EXPENSES FROM ORDINARY ACTIVITIES | 32,689 | 33,427 | 34,225 | 34,927 | 35,654 |
| REVENUE FROM ORDINARY ACTIVITIES | | | | | |
| Rates & Annual Charges | (19,697) | (20,818) | (21,345) | (21,890) | (22,445) |
| User Charges & Fees | (3,652) | (3,728) | (3,794) | (3,862) | (3,935) |
| Interest & Investment Revenue | (1,069) | (1,069) | (1,069) | (1,069) | (1,069) |
| Other Revenue | (435) | (439) | (442) | (445) | (449) |
| Grants & Contributions provided for operating purposes | (9,049) | (9,215) | (9,366) | (9,540) | (9,727) |
| Net Gain/Loss on Disposal of Assets | (613) | (501) | (512) | (159) | (522) |
| TOTAL REVENUE FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS | (34,516) | (35,769) | (36,529) | (36,966) | (38,147) |
| (SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS | (1,827) | (2,342) | (2,304) | (2,039) | (2,493) |
| Grants & contributions provided for Capital Purposes | (1,885) | (1,896) | (1,907) | (1,919) | (1,931) |
| (SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS | (3,711) | (4,238) | (4,212) | (3,958) | (4,424) |
| Extraordinary Items | | | | | |
| (SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES | (3,711) | (4,238) | (4,212) | (3,958) | (4,424) |
| ADD BACK NON-CASH ITEMS | | | | | |
| Depreciation | (8,497) | (8,512) | (8,527) | (8,542) | (8,557) |
| Carrying Amount of Assets Sold (Book Value of Plant & Equipment to be sold) | (240) | (241) | (242) | (242) | (243) |
| TOTAL NON-CASH ITEMS | (8,737) | (8,753) | (8,769) | (8,784) | (8,800) |
| CAPITAL AMOUNTS | | | | | |
| Repayment by Deferred Debtors | - | - | - | - | - |
| Loan Proceeds | - | - | (2,000) | - | - |
| Acquisition of Assets | 12,243 | 12,540 | 19,283 | 10,710 | 12,727 |
| Principal Loan Repayments | 576 | 600 | 789 | 819 | 786 |
| TOTAL CAPITAL AMOUNTS | 12,819 | 13,140 | 18,071 | 11,529 | 13,513 |
| CONSOLIDATED NET (PROFIT)/LOSS | 370 | 149 | 5,091 | (1,213) | 289 |
| INTERNALLY RESTRICTED ASSET MOVEMENTS | | | | | |
| Net Transfers to/From Internally Restricted Assets | (375) | (156) | (5,097) | 1,207 | (294) |
| UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS | (5) | (7) | (6) | (5) | (5) |

COUNCIL OF THE SHIRE OF INVERELL

CONSOLIDATED BALANCE SHEET
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)

| | Audited | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Actual | Estimated | Estimated | Estimated | Estimated | Estimated | Estimated |
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| ASSETS | | | | | | | |
| CURRENT ASSETS | | | | | | | |
| Cash and Cash Equivalents | 3,174 | 2,344 | 2,917 | 3,210 | 3,060 | 2,713 | 2,863 |
| Investments | 53,000 | 53,000 | 51,000 | 49,500 | 44,500 | 46,000 | 45,500 |
| Receivables | 3,348 | 3,358 | 3,368 | 3,378 | 3,388 | 3,398 | 3,408 |
| Inventories | 509 | 509 | 509 | 509 | 509 | 509 | 509 |
| Other | 194 | 194 | 194 | 194 | 194 | 194 | 194 |
| Non-Current assets classified as held for sale | 481 | 481 | 481 | 481 | 481 | 481 | 481 |
| TOTAL CURRENT ASSETS | 60,706 | 59,886 | 58,469 | 57,272 | 52,132 | 53,295 | 52,955 |
| NON - CURRENT ASSETS | | | | | | | |
| Investments | 1,000 | 1,000 | 2,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Receivables | 309 | 299 | 289 | 279 | 269 | 259 | 249 |
| Infrastructure, Property, Plant and Equipment | 623,321 | 626,233 | 629,739 | 633,526 | 644,040 | 645,966 | 649,893 |
| Investment Property | 2,725 | 2,725 | 2,725 | 2,725 | 2,725 | 2,725 | 2,725 |
| TOTAL NON - CURRENT ASSETS | 627,355 | 630,257 | 634,753 | 639,530 | 650,034 | 651,950 | 655,867 |
| TOTAL ASSETS | 688,061 | 690,143 | 693,222 | 696,802 | 702,166 | 705,245 | 708,822 |
| LIABILITIES | | | | | | | |
| CURRENT LIABILITIES | | | | | | | |
| Payables | 2,488 | 2,432 | 2,375 | 2,317 | 2,258 | 2,198 | 2,137 |
| Borrowings | 552 | 575 | 600 | 788 | 819 | 787 | 617 |
| Provisions | 4,234 | 4,234 | 4,234 | 4,234 | 4,234 | 4,234 | 4,234 |
| TOTAL CURRENT LIABILITIES | 7,274 | 7,241 | 7,209 | 7,339 | 7,311 | 7,219 | 6,988 |
| NON - CURRENT LIABILITIES | | | | | | | |
| Payables | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Borrowings | 4,140 | 3,565 | 2,965 | 2,177 | 3,357 | 2,570 | 1,954 |
| Provisions | 1,801 | 1,801 | 1,801 | 1,801 | 1,801 | 1,801 | 1,801 |
| TOTAL NON - CURRENT LIABILITIES | 5,941 | 5,366 | 4,766 | 3,978 | 5,158 | 4,371 | 3,755 |
| TOTAL LIABILITIES | 13,215 | 12,607 | 11,975 | 11,317 | 12,469 | 11,590 | 10,743 |
| NET ASSETS | 674,846 | 677,536 | 681,247 | 685,485 | 689,697 | 693,655 | 698,079 |
| EQUITY | | | | | | | |
| Retained Earnings | 510,384 | 513,074 | 516,785 | 521,023 | 525,235 | 529,193 | 533,617 |
| Revaluation Reserves | 164,462 | 164,462 | 164,462 | 164,462 | 164,462 | 164,462 | 164,462 |
| Council equity interest | 674,846 | 677,536 | 681,247 | 685,485 | 689,697 | 693,655 | 698,079 |
| Minority equity interest | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL EQUITY | 674,846 | 677,536 | 681,247 | 685,485 | 689,697 | 693,655 | 698,079 |

More detailed information is provided for the 10 year period commencing 2017/2018 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 ten 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 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 under the FFF Roadmap SRV scenario:

| | 2018/2019 \$'000 Estimated | 2019/2020 \$'000 Estimated | 2020/2021 \$'000 Estimated | 2021/2022 \$'000 Estimated | 2022/2023 \$'000 Estimated |
|---------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Capital Asset Expenditure | 12,243 | 12,540 | 19,283 | 10,710 | 12,727 |
| Annual Depreciation Exp. | 8,497 | 8,512 | 8,527 | 8,542 | 8,557 |
| Surplus/(Deficit) | 3,746 | 4,028 | 10,756 | 2,168 | 4,170 |

As shown, Council is budgeting to spend \$24,87M more on Asset Renewals and Upgrades over the next five (5) years than the Depreciation Expense under the FFF Roadmap SRV Scenario. This includes the proposed redevelopment of the Inverell Swimming Pool Complex \$6.5M including \$2M in loan funds.

It is further noted that under Council's adopted FFF Roadmap over the five (5) year period Council will be spending \$4.60M on the Road Infrastructure Backlog.

Attention is drawn to the proposed actions to be undertaken during 2018/19 in respect of the redevelopment of the Inverell Swimming Pool Complex and inclusion of a funding strategy in the Long Term Financial Plan. Council has recently established a working group to conduct a scoping study for this project. The working group will inspect a number of facilities that have recently been redeveloped to gauge the best ideas/materials/techniques for this type of infrastructure upgrade. The 2018/19 Budget provides for the cost of these inspection tours.

Attention is drawn to the Long Term Financial Plan as a provision has been made in this document for funding the cost of the redevelopment. If Council approves the carrying out of the works it will be noted that a "cocktail" of funding sources would be required for the quantum of funds expected to be required for the works. The funding sources include:

- Revenue – Strategic Capital Infrastructure Fund
- Internally Restricted Assets
- Loan Funds.

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. Under the FFF Roadmap, Council will be able to allocate the required funds to asset maintenance.

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 those 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

| Attachment Number | Title | Page |
|-------------------|---|------|
| Attachment 1 | Fixed Cost Increases and Budget Inclusions for 2018/2019 | 66 |
| Attachment 2 | Industry Assistance and Promotion | 70 |
| Attachment 3 | 2018/2019 Works Program | 71 |
| Attachment 4 | Shire Road & Roadside Facilities Maintenance/Upgrade Programs | 72 |
| Attachment 5 | Capital Expenditure Proposed 2018/2019 | 74 |
| Attachment 6 | Internally Restricted Assets Movements 2018/2019 | 75 |
| Attachment 7 | Inverfleet Operation | 76 |
| Attachment 8 | 2018/2019 Plant Replacement Program | 77 |
| Attachment 9 | Loan Repayments | 79 |

Attachment 1

Significant Variations/One-Off Expenditure Increases

In respect of the Core Budget, a continuation of all Council's existing services and infrastructure levels are maintained for 2018/2019. That said, Council will still need to take actions to ensure it continues to be sustainable in the long term. 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 due to cost savings realised as a direct result of its Operational Efficiency and Effectiveness Program, this has now become very 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.

A. 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 2018/2019.

| BUDGET | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 |
|--------------|-----------|-----------|-----------|-----------|
| General Fund | 549,130 | 548,664 | 556,300 | 550,600 |
| Water Fund | 66,482 | 63,030 | 56,680 | 56,630 |
| Sewer Fund | 40,051 | 37,235 | 28,990 | 29,700 |
| TOTALS | 655,663 | 648,929 | 641,970 | 636,930 |

Note: As shown, Council has been able to achieve a small cost saving in this area of \$5,040 due to Council's ongoing strong risk management performance.

b) Legislative Compliance/State Government Charges:

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 WHS Act.

The following fixed costs incurred by Council in respect of environmental legislative compliance costs are as follows:

| | 2017/2018 | 2018/2019 |
|---|-----------|-----------|
| Garbage Tip EPA Licence | 3,600 | 3,780 |
| Garbage Tip Environmental Monitoring | 30,500 | 37,000 |
| Environmental Works - Maintenance/Construction Programs | 10,000 | 5,260 |
| TOTALS | 44,100 | 46,040 |

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 ratepayers.

Council also pays a Load Based License Fee for discharge from the Sewerage Treatment Works of approximately \$96.1K per annum.

Council continues to pay the following substantial increase in State Government Charges in 2018/2019 and beyond which need to be paid from Council's limited General Revenues:

| | |
|--|----------------|
| - Increase contribution to NSW Rural Fire Service | \$ 55K |
| - Increase in Flood Gauge Maintenance Costs | \$ 50K |
| - Increase in Audit Fees (includes Internal Audit) | \$ 36K |
| TOTAL | \$ 141K |

c) Employment Costs – Combined Fund:

| | General | Water | Sewer | TOTAL |
|----------------------------|-------------------|------------------|----------------|-------------------|
| Wages/Oncost | 13,529,166 | 898,733 | 315,547 | 14,743,447 |
| Superannuation | 1,347,259 | 129,341 | 52,636 | 1,529,236 |
| TOTAL 2018/2019 | 14,876,426 | 1,028,074 | 368,183 | 16,272,682 |
| Wages/Oncost | 12,836,428 | 1,017,025 | 309,615 | 14,163,068 |
| Superannuation | 1,322,911 | 169,555 | 49,586 | 1,542,052 |
| TOTAL 2017/2018 | 14,159,339 | 1,186,580 | 359,201 | 15,705,120 |
| Increase/(Decrease) | 717,087 | - 158,506 | 8,982 | 567,562 |

As shown above, the Total Net Cost increase in employment costs for 2018/2019 will be \$567,562 across the three (3) funds with the legislated Award increase being 2.8%. The above increase compares to a \$509,756 increase in 2016/2017 and \$401,689 increase in 2017/2018.

The continuing large deficit in the now closed Defined Benefits Superannuation Scheme continues to impact employer superannuation contribution costs.

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 2018/2019 Budget the following costs have been provided for in the Combined Fund:

| | BUDGET | 2017/2018 | 2018/2019 | VARIANCE Increase/(Decrease) |
|-------------|---------------|------------------|----------------|---------------------------------|
| Contracts | General Fund | 453,740 | 521,900 | 68,160 |
| | Water Fund | 9,460 | 9,900 | 440 |
| | Sewer Fund | 5,300 | 5,300 | 0 |
| | TOTALS | 468,500 | 636,930 | 68,600 |
| Electricity | General Fund | 468,520 | 469,390 | 870 |
| | Water Fund | 700,800 | 673,900 | (26,900) |
| | Sewer Fund | 153,600 | 166,500 | 12,900 |
| | TOTALS | 1,322,920 | 636,930 | (13,130) |

The small decrease in electricity costs \$13K have been used to fund the increase in the contract's cost. Noting the current state and emerging unreliability of the Australian electricity industry, it is not known how long these savings can be sustained for. Council in the near future may find itself in a position where it is again confronted with major electricity cost increases of over 10% p.a. as occurred for many years before the Global Financial Crisis.

The increase in contract costs relates primarily to additional management expenses to operate the Inverell and Ashford swimming pools.

It is noted that this Total Net Increase in Council's fixed costs across the Combined Fund of \$620K comes on top of a cost increase of \$381K in 2017/2018, \$355K in 2016/2017, \$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.

It is expected that Council's plant hire rates will need to be increased at 1 July, 2018 by 3%. It is noted that plant hire rates have only increased once in the last six years resulting in a significantly increased capacity to undertake works (rates would normally increase by 3% each year).

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).

The fixed cost increases/(decreases) for the Rate Pegged General Fund are as follows:

| | 2018/2019 |
|--------------------------|----------------|
| Insurance Premiums | (5,700) |
| Employment Costs | 717,087 |
| State Government Charges | 1,940 |
| Contracts | 68,160 |
| Electricity | 870 |
| Fuel | (500) |
| TOTALS | 781,857 |

B. 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:

| | 2018/2019 |
|---------------------------------------|------------------|
| Works Branch Staff Training | 30,000 |
| Aerodrome Inspections and Maintenance | 25,000 |
| Councillor Staff Training | 10,000 |
| Christmas Tree Lighting | 3,000 |
| Sapphire City Festival | 2,000 |
| Flood Gauges | 5,000 |
| White Ribbon Accreditation | (5,000) |
| Arts Northwest Membership | 11,400 |
| Opera in the Paddock | (5,000) |
| Cultural Event | (6,400) |
| TOTALS | \$ 70,000 |

With the exception of the \$3K Christmas Tree Lighting and \$2K Sapphire City Festival, all of these cost are required due legislative obligations and are unavoidable.

The Operational Plan and Budget provide for a continuation of Council's financial support of the Inverell Art Gallery, Pioneer Village, National Transport Museum, being the major cultural and tourism assets of the Shire. Tourism is worth \$47M p.a. to the Shire economy.

C. EXISTING SERVICE LEVELS – WORKS AND MAINTENANCE PROGRAMS:

The 2018/2019 budget provides for all of Council's existing service levels to be met and for Council to renew its existing assets. This budget also provides for the infrastructure backlog to be removed over the next ten years and the majority of maintenance budgets have been increased by CPI. i.e. 2.5%

In respect of Council's Revenue funded Works and Maintenance Programs, outside of increases in the budget to cover increases in fixed costs, CPI movements and some grant funded programs, additional increases have been provided to the following Budgets:

| | 2018/2019 |
|---------------------------------------|--------------|
| River Bank Clean up | 25,000 |
| Building/Facilities Minor Maintenance | 10,000 |
| Clear Zone Protection | 50,000 |
| TOTALS | \$ 85,000.00 |

Attachment 2

Industry Assistance and Promotion

The 2018/2019 Operational Plan includes an allocation for the assistance and promotion of business and industry of a reduced \$117.8K. This is down from the \$150K p.a. allocation of previous years. 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 2018/2019. The SRV restores this program back \$150K from 2019/2020.

Council will shortly be commencing Stage 2 of the Rifle Range Road Industrial Subdivision and it is recommended that these funds be allocated to supplement the 2017/2018 Budget in this matter.

Attachment 3

2018/2019 WORKS PROGRAM

| | | | |
|---|--------------------------------|---|-------------|
| URBAN WORKS PROGRAM | | | |
| Income | Revenue Funded | | (677,400) |
| Expenditure | Urban Streets - Program | | |
| | PJ-138270-1000 | Urban Works Program | 543,180 |
| | | Asset Maintenance Program | 100,000 |
| | Community Programs | | |
| | PJ-139120-3050 | Delungra Upgrade Works | 7,180 |
| | PJ-139120-3001 | Ashford Community Works | 7,180 |
| | PJ-139120-3020 | Bonshaw Community Works | 1,060 |
| | PJ-139120-3230 | Yetman Community Works | 7,180 |
| | PJ-139120-3080 | Graman Community Works | 1,060 |
| | PJ-139120-3090 | Gum Flat Community Works | 1,060 |
| | PJ-139120-3070 | Gilgai Community Works | 5,260 |
| | PJ-139120-3160 | Oakwood Community Works | 1,060 |
| | PJ-139120-3150 | Nullamanna Community Works | 1,060 |
| | PJ-139120-3060 | Elsmore Community Works | 1,060 |
| | PJ-139120-3190 | Stannifer Community Works | 1,060 |
| | | | - |
| STORMWATER MANAGEMENT PROGRAM | | | |
| Income | Revenue Funded | | (140,475) |
| Expenditure | PJ-135960-3100 | Drainage Project | 140,475 |
| | | | - |
| CBD WORKS | | | |
| Income | Revenue Funded | | (114,270) |
| Expenditure | PJ-141330-4570 | Maintenance | 64,510 |
| | PJ-141340-1000 | Major Maintenance | 10,530 |
| | PJ-141330-3600 | CBD Tree Maintenance | 10,530 |
| | PJ-141331-4450 | Upgrade Works | 18,170 |
| | PJ-141330-1260 | CBD Landscaping | 10,530 |
| | | | - |
| RTA BLOCK GRANT PROGRAM - Regional Roads, Grant Funded | | | |
| Income | PJ-122400-1000 | Grant Funding | (2,461,000) |
| Expenditure | PJ-137560-1000 | Maintenance | 1,149,380 |
| | PJ-137561-1000 | Capital Upgrades | 80,729 |
| | PJ-137561-1000 | Resealing Program | 435,630 |
| | PJ-137830-1000 | Heavy Patching | 175,348 |
| | PJ-143001-1100 | Allocation to \$ for \$ Repair Program | 490,513 |
| | PJ-137840-1000 | Traffic Facilities | 114,000 |
| | PJ-137810-1000 | Pavement Management | 15,400 |
| | | | - |
| RTA BLOCK GRANT PROGRAM - SH 12 | | | |
| Income | PJ-122370-1000-42201 | Grant Funded | (420,000) |
| Expenditure | PJ-137770-1000 | As per Contract | 420,000 |
| | | As per Contract | - |
| REPAIR PROGRAM | | | |
| Income | PJ-122460-1000-41422 | Grant Funding | (490,513) |
| Expenditure | | Block Grant \$ for \$ Funding | (490,513) |
| | | Allocation from Block Grant | 981,026 |
| | | | - |
| ACRD PROGRAM | | | |
| | Grant Funded | | |
| Income | PJ-122760-1000-41400 | Grant Funding | (1,995,800) |
| Expenditure | PJ-138690-4450 | Gravel Resheeting | 655,080 |
| | | Blackspot Program | 23,110 |
| | | Bitumen Reseals | 778,520 |
| | | Culverts & Causeways | 114,000 |
| | | Renewal/Reconstruction /Heavy Patching | 124,550 |
| | | Maintenance Program | 270,000 |
| | | Environmental Works | 5,260 |
| | PJ-138910-1000 | Pavement Management | 25,280 |
| | | | - |
| 3x4 PROGRAM | | | |
| Income | PJ-122860-4450-45009 | Grant Funded - Must be utilised on Regional Roads | (160,000) |
| Expenditure | PJ-138730-4450 | | 160,000 |
| | | | - |
| ROADS TO RECOVERY | | | |
| Income | PJ-122880-1000-45009 | Grant Funding | (910,064) |
| Expenditure | | Bitumen Surface Rehabilitation | - |
| | | Culverts/Causeways/Bridges | - |
| | | Renewal/Reconstruction/Heavy Patching | - |
| | | Gravel Resheeting | - |
| | | | (910,064) |

Attachment 4

| SUMMARY OF SHIRE ROAD AND ROADSIDE FACILITIES MAINTENANCE/UPGRADE PROGRAMS (with SRV) | | | | | | | | |
|---|---|--|------------------|---------------------------------------|-------------------|-------------------|-------------------|---------|
| | | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 | |
| GRAVEL SHIRE ROADS | | | | | | | | |
| Maintenance | Maintenance Grading | 975,000 | 975,000 | 975,000 | 975,000 | 1,000,360 | 1,026,390 | |
| | Maintenance Grading MCE Allocation | 152,000 | 152,000 | 152,000 | 225,000 | 331,070 | 339,890 | |
| | Roadside Facilities and Furnishings | 219,625 | 219,800 | 220,450 | 220,690 | 256,750 | 233,450 | |
| | | 1,346,625 | 1,346,800 | 1,347,450 | 1,420,690 | 1,588,180 | 1,599,730 | |
| New Surfaces | New Gravel Surfaces/Patching - Revenue Funded | 182,950 | 182,950 | 172,950 | 172,950 | 177,380 | 178,000 | |
| | New Gravel Surfaces - ACRD Funded | 572,000 | 623,500 | 623,500 | 623,500 | 639,110 | 655,080 | |
| | New Gravel Surfaces - Roads to Recovery Funded | 373,000 | 373,000 | 746,000 | 373,000 | 373,000 | 373,000 | |
| | | 1,127,950 | 1,179,450 | 1,542,450 | 1,169,450 | 1,189,490 | 1,206,080 | |
| TOTAL GRAVEL ROADS BUDGET | | 2,474,575 | 2,526,250 | 2,889,900 | 2,590,140 | 2,777,670 | 2,805,810 | |
| SEALED SHIRE ROADS | | | | | | | | |
| Maintenance | Bitumens Seal and Shoulder Maintenance | 320,285 | 320,515 | 320,750 | 321,000 | 329,270 | 337,780 | |
| | ACRD Funded Maintenance Program | Included in Jobs | 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 | 181,570 | 234,240 | |
| | | 495,265 | 495,495 | 495,730 | 495,980 | 510,840 | 572,020 | |
| New Surfaces | Bitumen Reseals - ACRD Funded | 565,000 | 565,000 | 725,000 | 725,000 | 743,130 | 761,710 | |
| | Bitumen Surface Renewal - ACRD Funded | 117,000 | 117,000 | 119,224 | 118,753 | 121,720 | 124,550 | |
| | Bitumen Reseals - Roads to Recovery Funded | 299,968 | 299,968 | 600,000 | - | - | 137,064 | |
| | Bitumen Surface Renewal - Roads to Recovery Funded | 150,000 | 150,000 | 274,128 | 2,400,000 | 300,000 | 300,000 | |
| | | 1,131,968 | 1,131,968 | 1,718,352 | 3,243,753 | 1,164,850 | 1,323,324 | |
| TOTAL SHIRE SEALED ROADS BUDGET | | 1,627,233 | 1,627,463 | 2,214,082 | 3,739,733 | 1,675,690 | 1,895,344 | |
| INVERELL URBAN MAINTENANCE | | | | | | | | |
| Maintenance | Inverell Sealed Streets Maintenance | 275,855 | 276,320 | 276,795 | 277,285 | 284,380 | 291,730 | |
| | Roadside Facilities/Furnishings/Town Approaches | 40,000 | 40,000 | 40,000 | 40,000 | 41,020 | 42,110 | |
| | Inverell Unsealed Streets/Laneways/Footpaths Mtce | 162,980 | 162,980 | 162,980 | 162,980 | 167,220 | 171,550 | |
| | Carparks | 61,420 | 63,665 | 67,940 | 69,320 | 66,950 | 69,960 | |
| | Urban Drainage Maintenance (Part was prev. Capital) | 48,060 | 48,480 | 48,410 | 48,510 | 49,800 | 51,170 | |
| | Bitumen Driveways | 11,845 | 11,845 | 11,845 | 11,845 | 12,150 | 12,150 | |
| | Cycleway Maintenance | 8,000 | 8,000 | 8,000 | 10,000 | 10,240 | 10,520 | |
| | Bus Shelters | 3,015 | 3,460 | 3,720 | 3,390 | 3,470 | 4,530 | |
| | Expanded Maintenance Program | | | | | | | |
| | CBD Maintenance Program | 57,165 | 57,165 | 57,165 | 61,165 | 62,820 | 64,510 | |
| | CBD Tree Maintenance | 20,000 | 20,000 | 20,000 | 20,000 | 20,520 | 21,060 | |
| | CBD Minor Capital Upgrades | 10,000 | 10,000 | 10,000 | 10,000 | 10,260 | 10,530 | |
| | CBD Major maintenance | 17,300 | 17,300 | 17,300 | 17,300 | 17,730 | 18,170 | |
| | Traffic Signs Maintenance | 50,180 | 50,270 | 50,360 | 50,460 | 51,750 | 53,100 | |
| | New Traffic Signs | 15,180 | 15,270 | 15,360 | 15,460 | 15,830 | 16,250 | |
| | Street Tree Maintenance | 55,000 | 55,000 | 55,000 | 55,000 | 56,440 | 57,920 | |
| | New Street Trees | 7,725 | 7,725 | 7,725 | 7,725 | 7,930 | 8,140 | |
| | Tree Grow Out Facility | 1,500 | 1,500 | 1,500 | 1,500 | 2,410 | 2,450 | |
| | Street Lighting | 288,800 | 288,800 | 288,800 | 250,000 | 217,900 | 211,700 | |
| | Street Cleaning | 254,350 | 291,750 | 291,850 | 291,900 | 299,775 | 307,680 | |
| | | 1,388,375 | 1,429,530 | 1,434,750 | 1,403,840 | 1,398,595 | 1,425,230 | |
| | New Surfaces/Pavem | Urban Works Program - Revenue Funded | 517,000 | 517,000 | 296,600 | 517,000 | 529,930 | 543,180 |
| | | Bitumen Reseals | 160,000 | 160,000 | 160,000 | 160,000 | 164,000 | 168,100 |
| | | Urban Drainage Program (Stormwater Man.Charge) | | | 129,000 | 139,000 | 139,000 | 140,475 |
| Footpaths | | - | - | - | - | - | - | |
| Cycleway - Concrete Surface | | - | - | 220,400 | - | - | - | |
| Laneways | | - | - | - | - | - | - | |
| | | 677,000 | 677,000 | 806,000 | 816,000 | 832,930 | 851,755 | |
| TOTAL URBAN STREETS BUDGET | | 2,065,375 | 2,106,530 | 2,240,750 | 2,219,840 | 2,231,525 | 2,276,985 | |
| VILLAGES MAINTENANCE | | | | | | | | |
| Maintenance | Villages Sealed Streets Maintenance | 24,720 | 24,720 | 24,720 | 24,720 | 25,380 | 26,050 | |
| | Roadside Facilities and Furnishings | 30,035 | 30,035 | 30,035 | 30,035 | 30,840 | 31,680 | |
| | Villages Unsealed Streets/Footpaths Maintenance | 36,050 | 36,050 | 36,050 | 36,050 | 36,990 | 37,940 | |
| | | | | | | | | |
| | Street Cleaning | 26,130 | 26,270 | 26,345 | 31,120 | 30,460 | 31,155 | |
| | 116,935 | 117,075 | 117,150 | 121,925 | 123,670 | 126,825 | | |
| New Surfaces/Pavem | Bitumen Reseals/ACRD Funding | 16,000 | 16,000 | 16,000 | 16,000 | 16,400 | 16,810 | |
| | Bitumen Reseals/Revenue Funded | 22,969 | 22,969 | 22,969 | 22,969 | 23,540 | 24,130 | |
| | Urban Drainage Program (Stormwater Man.Charge) | 107,250 | 107,250 | 129,000 | 139,000 | 139,000 | 140,475 | |
| | | 146,219 | 146,219 | 167,969 | 177,969 | 178,940 | 181,415 | |
| TOTAL VILLAGE STREETS BUDGET | | 263,154 | 263,294 | 285,119 | 299,894 | 302,610 | 308,240 | |
| BLACK SPOTS | | | | | | | | |
| | ACRD | 22,000 | 22,000 | 22,000 | 22,000 | 22,550 | 23,110 | |
| | R2R | | | | | | | |
| | | 22,000 | 22,000 | 22,000 | 22,000 | 22,550 | 23,110 | |
| BRIDGES/CULVERTS/CAUSEWAYS - SHIRE ROADS | | | | | | | | |
| | Revenue Funded | 29,120 | 29,120 | 29,120 | 29,120 | 29,880 | 30,660 | |
| | ACRD Funded | 114,000 | 114,000 | 114,000 | 114,000 | 114,000 | 114,000 | |
| | Roads to Recovery Funded | 100,000 | 100,000 | 200,000 | 100,000 | 100,000 | 100,000 | |
| | Grant Funded | | | 800,000 | - | - | - | |
| | IRA Funded | | | 200,000 | - | - | - | |
| | | 243,120 | 243,120 | 1,343,120 | 243,120 | 243,880 | 244,660 | |
| TOTAL RECURRENT ALLOCATION | | 6,695,457 | 6,788,657 | 8,994,971 | 9,114,727 | 7,253,925 | 7,554,149 | |
| PLUS SPECIAL ALLOCATIONS | | | | | | | | |
| Excluding Supplementary R2R allocation | | | | | | | | |
| | Inverell Town Signs Upgrade | | | | | | | |
| | Strategic Projects - Urban Works (SCPIF) | - | 295,000 | - | - | | | |
| | Strategic Links - New Bitumen Seals (SCIPF) | | | | | | | |
| | Strategic Projects - Village Urban Drainage (SCPIF) | | | 380,000 | 360,000 | | | |
| | FFF ROADMAP AND R2R SPECIAL PROGRAM | | | | | | | |
| | 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 | | | |
| | Road Asset Renewal/Update Program - Non Recurrent Program (Special Project Roads) | | | | | | 318,000 | |
| GRAND TOTAL FOR SHIRE ROADS | | 6,695,457 | 7,083,657 | 13,466,587 | 10,474,727 | 7,253,925 | 7,872,149 | |
| | | | | | | | | |
| | BLOCK GRANT REGIONAL ROADS - MTCE | 2,000,000 | 1,164,780 | 1,560,000 | 1,416,516 | 1,457,858 | 1,454,128 | |
| | BLOCK GRANT REGIONAL ROADS - RENEWAL | | 194,729 | 343,771 | 525,000 | 583,755 | 516,359 | |
| | REPAIR PROGRAM Council Contribution | 300,000 | 538,841 | 462,229 | 471,484 | 480,912 | 490,513 | |
| | REPAIR PROGRAM RMS Contribution | | 458,841 | 462,229 | 471,484 | 480,912 | 490,513 | |
| GRAND TOTAL FOR REGIONAL ROADS | | 2,300,000 | 2,357,191 | 2,828,229 | 2,884,484 | 3,003,437 | 2,951,513 | |
| | | | | | | | | |
| GRAND TOTAL FOR ALL ROADS | | 8,995,457 | 9,440,848 | 16,294,816 | 13,359,211 | 10,257,362 | 10,823,662 | |
| | | | | | | | | |
| | | | | Six year cumulative increase is | | | 20.32% | |
| | | | | This represents an annual increase of | | | 5.52% | |

As shown, Council's core recurrent Shire Road Funding Program will have increased by only 20.32% over the six years to the end of 2018/2019, due to the constraints of Rate Pegging. This represents an annual increase of only 5.52% when local government costs have risen at a rate of 7.3% p.a. year on year for the last 20 years.

Attachment 5

CAPITAL EXPENDITURE 2018/2019

| CAPITAL EXPENDITURE 2016/2017 | | | ORIGINAL CAPITAL BUDGET | | Classification | | |
|---------------------------------|---------------|--|-------------------------|---------------|----------------|-------------------------------|-----------------------|
| PROGRAM | LEDGER NUMBER | DESCRIPTION | 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 | 197,400 | 197,400 | Renewal | GRANT | 121121-1000 197,400 |
| 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 | | Renewal | | |
| | 130111-5162 | COMPUTER EQUIPMENT - NEW HARDWARE | 32,000 | 147,490 | Renewal | | |
| SPORTING FIELDS | 160660-1100 | SPORTS GROUND IMPROVEMENT-SPORT CNL | 20,000 | | New Asset | CONTRIBUTION | 127090-1000 10,000 |
| | 160531-1000 | SPORTING FIELD UPGRADES | | | Renewal | | |
| | 134919-1000 | EQUESTRIAN CENTRE UPGRADE | 4,000 | 24,000 | Renewal | | |
| CEMETERY | 136391-4450 | CEMETERY | 8,000 | 8,000 | New Asset | | |
| LIBRARY | 160180-1100 | LIBRARY-CORPORATE SERVICE COLLECTION | 1,410 | | Renewal | | |
| | 160190-1000 | LIBRARY BOOKS | 59,360 | | Renewal | | |
| | 160200-1000 | LIBRARY BOOKS - CO-OPERATIVE CONTRIBUTION | 22,070 | | Renewal | | |
| | 160240-1000 | NON BOOK MATERIALS-VIDEOS CASSETTES ETC. | 9,720 | | Renewal | | |
| | 160245-1000 | LIBRARY - OFFICE EQUIPMENT | 2,000 | | Renewal | | |
| | 160270-1000 | LIBRARY SECURITY SYSTEM | 2,260 | | Renewal | | |
| | 160395-1000 | LIBRARY-SPECIAL GRANT PROJECT | 25,000 | 121,820 | New Asset | GRANT | 160389-1000 25,000 |
| | | | | | | | |
| SCIF | 141899-1000 | STRATEGIC CAPITAL INFRASTRUCTURE PROGRAM | 540,000 | 540,000 | Renewal | | |
| OTHER NEW INFRASTRUCTURE ASSETS | 129381-1000 | MINOR COMMUNITY INFRASTRUCTURE ASSETS | 180,000 | | New Asset | | |
| | 159772-1000 | ENERGY EFFICIENCY PROGRAM | 40,000 | | New Asset | | |
| | 134325-1000 | COMMUNITY BUILDING PARTNERSHIP PROGRAM | 60,000 | 280,000 | New Asset | | |
| | 137540-3230 | TOWN/VILLAGE IMPROVEMENTS | | | | | |
| PLANT | 161590-1000 | SMALL PLANT | 80,000 | | Renewal | PLANT REPLACE. IRA | 161680-6220 3,350,500 |
| | 161610-1000 | WORKSHOP EQUIPMENT | 40,000 | | Renewal | Less Sales | (853,000) |
| | 161600-1000 | LIGHT CARS/TRUCKS | 780,000 | | Renewal | | 2,497,500 |
| | 161620-1000 | HEAVY PLANT | 2,450,500 | 3,350,500 | Renewal | | |
| | | | | | | | |
| | | | | | | TOTAL GRANT / OTHER FUNDING | 232,400 |
| | | | | | | LOAN FUNDS | |
| | | | | | | TOTAL 16/17 UNEXPENDED GRANTS | - |
| | | | | | | TOTAL REVOTES/EQUITY | - |
| | | | | | | TOTAL IRA FUNDING | 2,497,500 |
| | | | | | | REVENUE FUNDING REQUIRED | 1,963,260 |
| SEWERAGE | 907170-1000 | OTHER EQUIPMENT | 10,000 | | Renewal | CAPITAL WORKS IRA | 907360-6220 - |
| | 907110-1100 | MAINS RELINING PROGRAM | 170,000 | | Renewal | | |
| | 906541-1100 | FITTING AND INSTALLATIONS | 10,000 | | Renewal | | |
| | 907250-3100 | RETICULATION MAINS | 100,000 | | Renewal | | |
| | 907270-1000 | PUMPING STATIONS | 100,000 | | Renewal | | |
| | 907272-3050 | TELEMETRY | 250,000 | | Renewal | | |
| | | | | | | | |
| | | | | | | TOTAL 16/17 UNEXPENDED GRANTS | - |
| | | | | | | TOTAL IRA FUNDING | - |
| | | | | | | LOAN FUNDS | - |
| | | | | | | TOTAL REVOTES/EQUITY | - |
| | | | | | | REVENUE FUNDING REQUIRED | 640,000 |
| WATER | 813220-1100 | MAINS REPLACEMENT - INVERELL | 112,750 | | Renewal | | |
| | 813230-3100 | MINOR MAINS EXTENSIONS-INVERELL | 51,250 | | New Asset | CAPITAL WORKS IRA | 813380-6220 - |
| | 813282-1000 | PUMP STATION UPGRADES | 75,000 | | Renewal | | |
| | 813290-3100 | OTHER EQUIPMENT | 20,000 | | Renewal | | |
| | 813285-1000 | BACKFLOW PREVENTION | 155,000 | | Renewal | | |
| | 813260-3001 | TREATMENT PLANTS | 350,320 | | Renewal | | |
| | 813280-3001 | METERING - ASHFORD | | | | | |
| | 813280-3020 | METERING - DELUNGRA | | | | | |
| | 813280-3100 | METERING - INVERELL | 70,340 | | Renewal | | |
| | 813280-3230 | METERING - YETMAN | | | | | |
| | 813280-3020 | METERING - BONSHAW | | | | | |
| | | | | | | | |
| | | | | | | TOTAL 16/17 UNEXPENDED GRANTS | - |
| | | | | | | | TOTAL IRA FUNDING |
| | | | | | | LOAN FUNDING | - |
| | | | | | | TOTAL REVOTES/EQUITY | - |
| | | | | | | REVENUE FUNDING REQUIRED | 834,660 |
| ROADS | 135960-3100 | URBAN DRAINAGE RECONSTRUCTION-Construction Costs | 140,475 | | Renewal | | |
| | 138270-1000 | URBAN WORKS PROGRAM | 543,180 | | Renewal | | |
| | 137561-1000 | BLOCK GRANT WORKS | 516,359 | | Renewal | GRANT | 122400-4450 516,359 |
| | 138691-1000 | ACRD GRANT WORKS | 1,700,520 | | Renewal | GRANT | 122760-1000 1,700,520 |
| | 1387330-4450 | 3x4 GRANT WORKS | 160,000 | | Renewal | GRANT | 122860-4450 160,000 |
| | 138280-1000 | REPAIR PROGRAM WORKS (PJ143003,143004) | 981,026 | | Renewal | GRANT | 122460-1000 981,026 |
| | 138400-1000 | ROADS TO RECOVERY PROGRAM WORKS | 910,064 | | Renewal | GRANT | 122880-1000 910,064 |
| | 141331-4450 | CBD WORKS | 18,170 | | Renewal | | |
| | 139120 | VILLAGES DEVELOPMENT WORKS | 34,220 | | Renewal | | |
| | 139200-1000 | VILLAGES BITUMEN RESEALS | 24,130 | | Renewal | | |
| | 140110-1100 | GRAVEL RESHEETING MINOR ROADS | 44,220 | | Renewal | | |
| | 140190-1000 | GRAVEL RESHEETING MINOR ROADS | 33,280 | | Renewal | | |
| | 139404-6445 | F4F - ROAD BACKLOG STABILISATION | 599,400 | | Renewal | | |
| | 139405-6445 | F4F - ROAD BACKLOG PREVENTION | 52,000 | | Renewal | | |
| | 139433-1000 | SPECIAL PROJECTS - ROADS INFRASTRUCTURE FUND | 318,000 | | Renewal | | |
| | | | | | | TOTAL 17/18 UNEXPENDED GRANTS | - |
| | | | | | | TOTAL GRANT FUNDING | 4,267,969 |
| | | | | | | TOTAL IRA FUNDING | - |
| | | | | | | TOTAL REVOTES/EQUITY | - |
| | | | | | | REVENUE FUNDING REQUIRED | 5,244,995 |
| | | | | | | TOTAL | 12,242,864 |
| | | | | | | TOTAL ACQUISITION OF ASSETS | 12,242,864 |
| | | | | | | TOTAL ASSET RENEWALS | 11,854,114 |
| | | | | | | TOTAL NEW ASSETS | 388,750 |
| | | | | | | TOTAL IRA FUNDING | 2,497,500 |
| | | | | | | GRANT FUNDING | 4,500,369 |
| | | | | | | LOAN FUNDING | - |
| | | | | | | TOTAL 16/17 UNEXPENDED GRANTS | - |
| | | | | | | TOTAL REVOTES/EQUITY | - |
| | | | | | | REVENUE FUNDING REQUIRED | 5,244,995 |
| | | | | | | TOTAL | 12,242,864 |

Attachment 6

| INTERNALLY RESTRICTED ASSETS (CASH) MOVEMENTS | | | | | | | |
|---|----------------------|------------------|------------------|------------------------|------------------|------------------|------------------------|
| 31/03/2018 | EST. BAL. 30/6/17 | TRANSFER TO | TRANSFER FROM | EST. BAL. 30/6/2018 | TRANSFER TO | TRANSFER FROM | EST. BAL. 30/6/2019 |
| PURPOSE | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| GENERAL ACTIVITIES | | | | | | | |
| BUILDING REFURBISHMENT/UPGRADE | 2,157,843.18 | 36,710 | 25,000 | 2,169,553.18 | 36,710 | | 2,206,263.18 |
| EQUIP. UPGRADE/EMERGENCY MTCE | 210,805.00 | | | 210,805.00 | | | 210,805.00 |
| COMPUTER/IT SYSTEMS UPGRADES | 1,107,046.00 | | | 1,107,046.00 | | | 1,107,046.00 |
| INDUSTRIAL DEVELOPMENT | 1,148,600.00 | | | 1,148,600.00 | | | 1,148,600.00 |
| RESIDENTIAL DEVELOPMENT | 7,309.77 | | | 7,309.77 | | | 7,309.77 |
| AERODROME UPGRADE/MTCE | 306,330.00 | | | 306,330.00 | | | 306,330.00 |
| 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 | 93,594.00 | | | 93,594.00 | | | 93,594.00 |
| GARBAGE DEPOT LAND PURCHASE ETC | 169,391.00 | | | 169,391.00 | | | 169,391.00 |
| GARBAGE DEGRADATION/REHAB. | 445,345.00 | 150,000 | | 595,345.00 | 120,000 | | 715,345.00 |
| WASTE INFRASTRUCTURE | 2,504,068.00 | 174,825 | | 2,678,893.00 | 199,445 | | 2,878,338.00 |
| WASTE-EXTERNALITY SUSTAINABILITY | 177,000.00 | 120,000 | | 297,000.00 | 120,000 | | 417,000.00 |
| PLANT REPLACEMENT | 4,245,723.00 | 1,528,000 | 2,821,500 | 2,952,223.00 | 1,625,000 | 2,497,500 | 2,079,723.00 |
| GRAVEL PIT RESTORATION | 190,753.00 | 17,500 | | 208,253.00 | 35,000 | 24,365 | 218,888.00 |
| GRAVEL PIT RESTORATION -Roads | 128,034.00 | 17,500 | | 145,534.00 | 35,000 | 24,365 | 156,169.00 |
| COMMUNITY CAPITAL PROJECTS AND LAND | 650,000.00 | | 200,000 | 450,000.00 | | | 450,000.00 |
| ECONOMIC DEVELOP/GROWTH ASSETS | 2,500,000.00 | | 1,000,000 | 1,500,000.00 | | | 1,500,000.00 |
| STRATEGIC CAPITAL PROJECTS FUND | 4,450.00 | | | 4,450.00 | | | 4,450.00 |
| STRATEGIC DEVELOPMENT FUND | 490,611.00 | | 250,000 | 240,611.00 | | | 240,611.00 |
| EMPLOYEE LEAVE ENTITLEMENTS | 1,336,710.46 | | | 1,336,710.46 | | | 1,336,710.46 |
| WORKERS COMP INSURANCE | 702,601.00 | | | 702,601.00 | | | 702,601.00 |
| TOWN HALL MAJOR MTCE/UPGRADE | 100,000.00 | | | 100,000.00 | | | 100,000.00 |
| INSURANCE EXCESS/SELF INSURANCE | 209,848.00 | | | 209,848.00 | | | 209,848.00 |
| SWIMMING POOLS UPGRADE/FENCING | 2,590,000.00 | | | 2,590,000.00 | | | 2,590,000.00 |
| ROAD RESUMPTIONS | 20,000.00 | | | 20,000.00 | | | 20,000.00 |
| INVERELL HOCKEY FACILITY | 450,000.00 | | | 450,000.00 | | | 450,000.00 |
| CONNECTIONS BUILDINGS/PLANT/EQUIP. | 72,183.74 | | | 72,183.74 | | | 72,183.74 |
| SES BUILDINGS | 104,311.00 | | | 104,311.00 | | | 104,311.00 |
| FUND TOTAL | 22,373,557.15 | 2,044,535 | 4,296,500 | 20,121,592.15 | 2,171,155 | 2,546,230 | 19,746,517.15 |
| WATER SUPPLY | | | | | | | |
| EMPLOYEE LEAVE ENTITLEMENTS | 65,000.00 | | | 65,000.00 | | | 65,000.00 |
| 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 | 3,577,260.00 | | | 3,577,260.00 | | | 3,577,260.00 |
| FUND TOTAL | 4,220,200.00 | - | - | 4,220,200.00 | - | - | 4,220,200.00 |
| SEWERAGE SERVICES | | | | | | | |
| EMPLOYEE LEAVE ENTITLEMENTS | 20,000.00 | | | 20,000.00 | | | 20,000.00 |
| EQUIPMENT BREAKDOWN | 109,078.82 | | | 109,078.82 | | | 109,078.82 |
| FUTURE CAPITAL WORKS | 2,439,200.00 | | | 2,439,200.00 | | | 2,439,200.00 |
| FUND TOTAL | 2,568,278.82 | - | - | 2,568,278.82 | - | - | 2,568,278.82 |
| TOTAL OF ALL FUNDS | 29,162,035.97 | 2,044,535 | 4,296,500 | 26,910,070.97 | 2,171,155 | 2,546,230 | 26,534,995.97 |

| INTERNALLY RESTRICTED ASSETS COMMITMENTS | | | |
|---|---|---------------------|--|
| Note 1 - Building Refurbishment/Upgrade Projects - Asset Renewal funded from annual depreciation expense. Asset Management Plans require this level of Funding over the next 10 Years | | | |
| Transfer to IRA is lease fee from Connections. | | | |
| Note 2 - Replace Property/Revenue System 2017/2018 - 2018/2019 | | | |
| Note 3 - Funding received from Federal Compensation Package - Future Bitumen Reseals | | | |
| Note 4 - Waste Management Strategy Implementation Funding and future land purchases/degradation requirements, including new Garbage Trucks, Solar Power, Weighbridges, 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 |
| | | 150,000.00 | Council Contribution to Heritage Trade Training Centre (Transport Museum) |
| | | 450,000.00 | |
| Note 7 - Economic Dev/Growth Assets | Chester St. Renewal - Heavy Vehicle Route | 1,000,000.00 | Federal Funding \$1.5M, Awaiting RMS Contribution, Council \$0.5M 2017/2018, \$0.54m 2018/2019 |
| | Gwydir Highway/Roslyn Street Roundabout | 1,000,000.00 | Land acquired, design in progress for 2018/2019 Project |
| | Gwydir Highway/Mansfield St Intersection | 500,000.00 | |
| | | 2,500,000.00 | |
| Note 8 - Strategic Capital Projects and Infrastructure Fund | Campbell Street Property/Carpark | 240,000 | 2017/2018 or later Program (RMS) |
| | | 240,000 | |
| | | | |
| Note 9 - 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 2018-2019 | | | | | |
|----------------------------------|--|---------------------|---------------------|-------------|-------------------|
| FROM 01-Jul-20178 TO 30-Jun-2019 | | | | | |
| SUFFIX | DESCRIPTION | 2018/2019 BUDGET | 2018/2019 Y.T.D. | % VOTE | BALANCE |
| | Operators Wages | 58,680 | | 0.0% | 58,680 |
| | Workshop Wages | 299,514 | | 0.0% | 299,514 |
| | Repairs | 10,000 | | 0.0% | 10,000 |
| | Parts | 459,400 | | 0.0% | 654,400 |
| | Tyres | 185,000 | | 0.0% | 185,000 |
| | Fuel | 1,032,000 | | 0.0% | 1,032,000 |
| | Registration | 180,000 | | 0.0% | 180,000 |
| | 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 | 48,000 | | 0.0% | 48,000 |
| | Insurance | 169,620 | | 0.0% | 169,620 |
| 148170 | Miscellaneous +G4817.000 | 327,000 | | 0.0% | 327,000 |
| 148190 | Insurance Excess | 10,000 | | 0.0% | 10,000 |
| 148210 | Ashford Workshop Exp. | 18,000 | | 0.0% | 18,000 |
| 148220 | Inverell Workshop Exp. | 41,165 | | 0.0% | 41,165 |
| 148230 | Apprentice Exp. | 15,000 | | 0.0% | 15,000 |
| 148240 | Administration Charge | 333,020 | | 0.0% | 333,020 |
| 148250 | Small Plant & Tools | 110,600 | | 0.0% | 110,600 |
| 994825 | Depreciation Small Plant & Tools | 75,000 | | 0.0% | 75,000 |
| 148260 | Plant & Tools under \$750 | 3,000 | | 0.0% | 3,000 |
| 148280 | Oncosts (Super,w/comp etc.) | 189,580 | | 0.0% | 189,580 |
| 146360 | Community Radio Repeater | 1,200 | | | |
| 146370 | 2 Way Radio SYSTEM UPGRADE | | | 0.0% | 0 |
| 146380 | 2 Way Radio M & R | 23,740 | | 0.0% | 23,740 |
| 146390 | 2 Way Radio Installations | 2,500 | | 0.0% | 2,500 |
| 146400 | 2 Way Radio Licences | 2,200 | | 0.0% | 2,200 |
| | TOTAL OPERATING COSTS: | 5,189,219 | - | 0.0% | 1,388,413 |
| 128780 | Council Hire | -5,050,000 | | 0.0% | -5,050,000 |
| 128781 | RTA Hire | 0 | | 0.0% | 0 |
| 128782 | Private Hire | -5,000 | | 0.0% | -5,000 |
| G2315 | Apprentice Subsidy | | | 0.0% | 0 |
| 127800 | Radio Communications Site | -5,500 | | 0.0% | -5,500 |
| 148400 | Small Plant & Tools | -128,820 | | 0.0% | -128,820 |
| | TOTAL OPERATING INCOME: | -5,189,320 | - | 0.0% | -1,299,794 |
| | NET RESULT: | -101 | - | 0.0% | -101 |
| | Less Capital Replacement Inflation Allowance | | | | |
| | | -101 | - | 0.0% | -101 |
| REPLACEMENT PROGRAM | | | | | |
| 161620 | Heavy Plant Purchases | 2,450,500 | | 0.0% | 2,450,500 |
| 161600 | Light Plant Purchases | 780,000 | | 0.0% | 780,000 |
| 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 |
| | | 3,350,500 | - | 0.0% | 3,350,500 |
| 168100 | Sale of Heavy Plant | -503,000 | | 0.0% | -503,000 |
| 168110 | Sale of Light Plant | -350,000 | | 0.0% | -350,000 |
| 168120 | Sale of Small Plant | 0 | | 0.0% | 0 |
| | NET RESULT:(Surplus)/Deficit | 2,497,500 | - | | 2,497,500 |
| PLANT RESERVE | | | | | |
| G6168 | Estimated Balance 1.7.18 | 2,952,223 | - | | 2,952,223 |
| G6168.802 | Transfer from 2018/2019 | -2,497,500 | - | | -2,497,500 |
| G6168.801 | Transfer to 2018/2019 | 1,625,000 | - | | 1,625,000 |
| G6168 | Balance 30.06.2019 | 2,079,723 | - | | 2,079,723 |

Attachment 8

| 2018/2019 PLANT REPLACEMENT PROGRAM | | | | | | | | | | |
|---|----------|-----------|---------------------|----------|------------|-------------------------|----------------------|---------------------|----------------------|----------------------|
| | | PLANT No. | DESCRIPTION | Comments | PURCH DATE | EST.BOOK VALUE 31.12.18 | EST. TRADE /SALE | EST. PROFIT /(LOSS) | EST. NEW UNIT COST | EST. NET CHANGE OVER |
| H E A V Y P L A N T | FL000116 | 9005 | Grader | | 2-Jun-08 | \$1 | \$110,000 | \$109,999 | \$370,000 | (\$260,000) |
| | FL000203 | 9028 | Loader Excavator | | 15-Jul-11 | \$1 | \$100,000 | \$99,999 | \$300,000 | (\$200,000) |
| | FL000120 | 9036 | Backhoe | | 16-Sep-08 | \$0 | \$30,000 | \$30,000 | \$190,000 | (\$160,000) |
| | FL000028 | 9161 | Roller-Drawn | | 1-May-80 | \$0 | \$0 | \$0 | \$10,000 | (\$10,000) |
| | FL000062 | 9400 | Truck | | 23-May-06 | \$1 | \$8,000 | \$7,999 | \$40,500 | (\$32,500) |
| | FL000102 | 9525 | Truck | | 26-Nov-07 | \$0 | \$50,000 | \$50,000 | \$250,000 | (\$200,000) |
| | FL000110 | 9543 | Truck | | 4-Mar-08 | \$0 | \$25,000 | \$25,000 | \$80,000 | (\$55,000) |
| | FL000283 | 9571 | Garbage Truck | | 12-Apr-13 | \$83,468 | \$60,000 | (\$23,468) | \$395,000 | (\$335,000) |
| | FL000289 | 9572 | Garbage Truck | | 21-May-13 | \$90,193 | \$60,000 | (\$30,193) | \$395,000 | (\$335,000) |
| | FL000290 | 9573 | Garbage Truck | | 22-May-13 | \$88,796 | \$60,000 | (\$28,796) | \$395,000 | (\$335,000) |
| | | | Miscellaneous Items | | | \$0 | \$0 | \$0 | \$25,000 | (\$25,000) |
| | | | TOTAL | | | \$262,460 | \$503,000 | \$240,540 | \$2,450,500 | (\$1,947,500) |
| | | | | | | PJ-168090-1000-62023 | PJ-168100-1000-41008 | | PJ-161620-1000-61001 | |
| | | PLANT No. | DESCRIPTION | Comments | PURCH DATE | EST.BOOK VALUE 31.12.18 | 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 | FL000420 | 9202 | Sedan | | 8-Apr-16 | \$34,762 | \$30,000 | (\$4,762) | \$60,000 | (\$30,000) |
| | FL000397 | 9252 | Sedan | | 8-Sep-15 | \$17,564 | \$12,000 | (\$5,564) | \$45,000 | (\$33,000) |
| | FL000382 | 9266 | Sedan | | 25-Feb-15 | \$25,541 | \$20,000 | (\$5,541) | \$50,000 | (\$30,000) |
| | FL000341 | 9280 | Sedan | | 18-Aug-14 | \$10,241 | \$14,000 | \$3,759 | \$45,000 | (\$31,000) |
| | FL000412 | 9293 | Sedan | | 1-Mar-18 | \$44,125 | \$30,000 | (\$14,125) | \$60,000 | (\$30,000) |
| | FL000436 | 9294 | Sedan | | 19-Dec-16 | \$27,303 | \$16,000 | (\$11,303) | \$50,000 | (\$34,000) |
| | FL000444 | 9303 | UTILITY | | 21-Jul-17 | \$9,000 | \$24,000 | \$15,000 | \$45,000 | (\$21,000) |
| | FL000200 | 9307 | UTILITY | | 19-May-11 | \$1 | \$12,000 | \$11,999 | \$65,000 | (\$53,000) |
| | FL000407 | 9325 | UTILITY | | 30-Nov-15 | \$20,019 | \$24,000 | \$3,981 | \$45,000 | (\$21,000) |
| | FL000422 | 9357 | UTILITY | | 14-Apr-16 | \$15,330 | \$24,000 | \$8,670 | \$45,000 | (\$21,000) |
| | FL000431 | 9363 | UTILITY | | 23-Nov-16 | \$30,946 | \$24,000 | (\$6,946) | \$45,000 | (\$21,000) |
| | FL000428 | 9372 | UTILITY | | 24-Oct-16 | \$28,331 | \$24,000 | (\$4,331) | \$45,000 | (\$21,000) |
| | FL000430 | 9374 | UTILITY | | 7-Oct-16 | \$29,071 | \$24,000 | (\$5,071) | \$45,000 | (\$21,000) |
| | FL000398 | 9386 | UTILITY | | 25-Aug-15 | \$18,675 | \$24,000 | \$5,325 | \$45,000 | (\$21,000) |
| | FL000435 | 9394 | UTILITY | | 22-Nov-16 | \$29,740 | \$24,000 | (\$5,740) | \$45,000 | (\$21,000) |
| | FL000454 | 9399 | UTILITY | | 30-Aug-17 | \$9,935 | \$24,000 | \$14,065 | \$45,000 | (\$21,000) |
| | | | | | | \$0 | | \$0 | | \$0 |
| | | | TOTAL | | | \$350,586 | \$350,000 | (\$586) | \$780,000 | (\$430,000) |
| | | | | | | 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 |

These light vehicle changeover periods may also be varied from "time to time" considering Council's short, medium and long term operational needs, for example where a vehicle will become surplus to Council's long term needs or where a vehicle needs to be held back to meet short/medium term operational needs, or in instances where a works vehicle does a high number of kilometres in a relatively short timeframe or where for example a contract staff vehicle has a high private use component.

INVERELL SHIRE COUNCIL



TEN (10) YEAR FINANCIAL AND ASSET MANAGEMENT PLAN, 2014 - 2024

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 | 9 | 10 | 4,000 |
| Cement/Lime Spreader Truck | 9 | 10 | 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

LOAN REPAYMENTS WATER FUND 2019

| 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 | 1,083,396.37 | 54,397.19 | 205,773.01 | 877,623.36 | 16-Jan-23 |
| TOTALS \$ | | | | | | 1,083,396.37 | 54,397.19 | 205,773.01 | 877,623.36 | |

LOAN REPAYMENTS SEWERAGE FUND 2019

| 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 | 1,410,216.64 | 55,630.77 | 184,980.10 | 1,225,236.54 | 2025 |
| | | | | | | 2,000,000 | 1,410,216.64 | 55,630.77 | 184,980.10 | 1,225,236.54 |

LOAN REPAYMENTS GENERAL FUND 2019

| 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 | 3.020 | 1,646,354.69 | 48,334.13 | 184,933.51 | 1,461,421.18 | 2026 |
| | | | | | | 2,000,000 | 1,646,354.69 | 48,334.13 | 184,933.51 | 1,461,421.18 |

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 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, 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's 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 years to end of 2010/2011). This reduced the annual quantum of funds available in 2010/2011 from \$1M to \$560K. This amount has declined in subsequent years due to a lack of funding to \$515K in 2017/2018. The proposed allocation for 2018/2019 is \$540K.

The 2018/2019 Budget allocates the \$540K to the following priority areas as matching funding for major grant funded projects:

- Gwydir Highway/Bundarra Road Intersection \$ 540K

It is noted that Council has received a \$1.5M Budget allocation from the Federal Government in this matter and is currently pursuing additional funding from the State Government for this project.

Special Projects – Road Infrastructure Fund

Since September, 2017 the Valuer General has continued to issue separate valuations for the turbine sites installed on farming land within the Inverell Shire. The NSW rating legislation requires Council to classify these valuation as Business-Other instead of farmland. This rating process generated a significant increase in rates during 2017/2018. Given that these land valuations are based on wind turbine leases there is a strong possibility that these leases will lapse in future years resulting in a reduction in rating income at that time. Council has been financially responsible and quarantined this revenue so these funds cannot be utilised in funding re-occurring expenditure. Council has resolved to allocate these funds to Council's Road Asset Renewal and Maintenance Programs.

The Budget contains an amount of \$318K for allocation by Council.

It is proposed that the allocation of these funds in 2018/2019 be the subject of a further report to the Civil and Environmental Services Committee in respect of the funding allocations for individual works to be undertaken under this program.



Operational Plan – Strategic Objectives 2018 / 2019

Destination One

A recognised leader in the broader context

| CATEGORY | CODE | NAME | RESPONSIBLE OFFICER |
|-----------------------|-------------|---|---------------------|
| Destination | 1R | Regional | |
| 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 |
| | | KPI | Target |
| | R.01.1.1.K | Marketing Campaigns | 2 per annum |
| 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 |
| | | KPI | Target |
| | R.02.1.1.K | Non-Government Organisation (NGO) | 1 per annum |
| 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 |
| | | KPI | Target |
| | R.03.1.1.K | Village Business Strategic Plan implemented | 100% |
| 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 |
| | | KPI | Target |
| | R.04.1.1.K | Inter-Council forums held | 1 per annum |

| | | | | |
|-----------------------|-------------|---|---------------|----------------|
| 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 | |
| | | KPI | Target | Outcome |
| | R.05.1.1.K | Service Provider partnerships established | 1 per annum | |
| Operational Objective | R.05.01.02 | Develop an advocacy strategy for the provision of services from other levels of government for this community. | GM | |
| | | KPI | Target | Outcome |
| | 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 | |
| | | KPI | Target | Outcome |
| | 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 | |
| | | KPI | Target | Outcome |
| | R.06.2.1.K | Asset replacement program formulated and funded | 100% | |
| Operational Objective | R.06.02.02 | Achieve agreed financial performance targets. | DCS | |
| | | KPI | Target | Outcome |
| | 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 | |
| | | KPI | Target | Outcome |
| | 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 | |
| | | KPI | Target | Outcome |
| | R.08.1.1.K | Key Government forums attended | 4 per annum | |

Destination Two

A community that is healthy, educated and sustained

| CATEGORY | CODE | NAME | RESPONSIBLE OFFICER |
|-----------------------|------------|---|---------------------|
| Destination | 2C | Community | |
| 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 |
| | | KPI | Target |
| | 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 |
| | | KPI | Target |
| | 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 |
| | | KPI | Target |
| | 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 |
| | | KPI | Target | Outcome |
| | C.02.1.1.K | Development applications are processed within 40 working days. | 100% | |
| 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 |
| | | KPI | Target | Outcome |
| | C.03.1.1.K | Customer requests concerning possible statutory requirement breaches dealt with within 10 working days | 100% | |
| Term Achievement | C.03.02 | Appropriate management plans and facilities are developed and implemented in partnership with emergency services. | | |
| Operational Objective | C03.02.01 | To ensure the availability of an adequate emergency response service within the Shire to deal with natural disasters and man-made incidences. | | DCES |
| | | KPI | Target | Outcome |
| | C.03.2.1.K | Legislative requirements met an SES Volunteers supported | 100% | |
| 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 |
| | | KPI | Target | Outcome |
| | C.03.2.2.K | Fire Protection resources and equipment funded and maintained at a high standard | 100% | |
| 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 |
| | | KPI | Target | Outcome |
| | C.03.2.3.K | Police staff numbers are maintained per capita | 100% | |
| 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 |
| | | KPI | Target | Outcome |
| | C.04.1.1.K | Development control plans, policies, procedures and practices implemented | 100% | |

| | | | | |
|-----------------------|-------------|---|----------------|----------------|
| 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 | |
| | | KPI | Target | Outcome |
| | C.05.1.1.K | <i>Parks and Gardens maintenance service levels met on an annual basis</i> | 100% | |
| 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 | |
| | | KPI | Target | Outcome |
| | C.06.1.1.K | <i>Waste Management and Recycling Strategy implemented</i> | 100% | |
| 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 | |
| | | KPI | Target | Outcome |
| | C.07.1.1.K | <i>Council assists in the facilitation of events and/or activities annually</i> | 6 events | |
| 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 | |
| | | KPI | Target | Outcome |
| | C.07.2.1.K | <i>Customer requests concerning unsatisfactory condition of active recreational areas/sporting facilities</i> | < 12 per annum | |
| Operational Objective | C.07.02.02 | To provide landscaped areas, passive recreational facilities and playgrounds to promote a healthy living environment. | DCS | |
| | | KPI | Target | Outcome |
| | C.07.2.2.K | <i>Customer requests concerning unsatisfactory condition of passive recreational areas</i> | < 12 per annum | |
| 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 | |
| | | KPI | Target | Outcome |
| | C.07.3.1.K | <i>Council participates in the School based Trainee and</i> | < 12 per annum | |

Work Experience programs on an annual basis

| | | | | |
|-----------------------|-------------|--|---------------|----------------|
| 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 | |
| | | KPI | Target | Outcome |
| | C.08.1.1.K | <i>Council is working with the Local Land Services to provide improved outcomes for Shire Waterways</i> | 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 | |
| | | KPI | Target | Outcome |
| | C.08.2.1.K | <i>Preventative property management and natural disaster awareness campaigns conducted with Government Bodies</i> | 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 | |
| | | KPI | Target | Outcome |
| | C.09.1.1.K | <i>Customer requests concerning condition of cemeteries</i> | < 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 | |
| | | KPI | Target | Outcome |
| | C.09.2.1.K | <i>Budget allocation provided</i> | 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 | |
| | | KPI | Target | Outcome |
| | C.10.1.1.K | <i>Customer requests concerning public health issues</i> | < 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 |
| | | KPI | Target |
| | C.11.1.1.K | Skills training and Retention strategies implemented | 100%. |
| 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 |
| | | KPI | Target |
| | C.12.1.1.K | Affordable Housing Strategy developed with appropriate Government Bodies | 100% |
| 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 |
| | | KPI | Target |
| | C.13.1.1.K | Community based groups assisted on an annual basis | > 3 groups |
| 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 |
| | | KPI | Target |
| | C.14.1.1.K | Careers Expo/Youth Development Activities conducted | 1 per annum |
| 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 |
| | | KPI | Target |
| | C.15.1.1.K | Action Plan implemented through Linking Together Centre | 100% |
| 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 |
| | | KPI | Target |
| | C.15.2.1.K | Customer Survey satisfaction level | 90% |
| 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 |
| | | KPI | Target |
| | C.15.2.2.K | Local Studies Collection maintained at Shire Library | 100% |
| 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 |
| | 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 |
| | C.17.1.1.K | Cultural asset or development project completed | 1 per annum |

Destination Three

An environment that is protected and sustained

| CATEGORY | CODE | NAME | RESPONSIBLE OFFICER |
|-----------------------|-------------|---|---------------------|
| Destination | 3E | Environment | |
| 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 |
| | | KPI | Target |
| | E.01.1.1.K | Collaborative workshops held | 1 per term |
| | | Outcome | |

| | | | | |
|-----------------------|-------------|--|---------------|----------------|
| 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 | |
| | | KPI | Target | Outcome |
| | E.02.1.1.K | Programs and or initiatives are implemented that support the Border Rivers Catchment Action Plan | 1 per term | |
| 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 | |
| | | KPI | Target | Outcome |
| | E.03.1.1.K | All inspections and approvals completed within agreed timeframes | 95% | |
| Term Achievement | 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 | |
| | | KPI | Target | Outcome |
| | E.03.2.1.K | Implemented weed management programs | 1 per annum | |
| 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 | |
| | | KPI | Target | Outcome |
| | E.03.3.1.K | Environmental rehabilitation forum held | 1 per annum | |
| Term Achievement | 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 | |
| | | KPI | Target | Outcome |
| | E.03.4.1.K | Approved program and/or initiatives implemented | 1 per annum | |
| Operational Objective | E.03.04.02 | To facilitate the implementation of management practices which ensure the wise consumption of ground and surface water resources. | MEE | |
| | | KPI | Target | Outcome |
| | E.03.4.2.K | Approved program and/or initiatives implemented | 1 per term | |

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| 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 |
| | | KPI | Target |
| | E.04.1.2.K | Fish restocking of river | 1 per annum |
| | | | Outcome |

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|-----------------------|-------------|---|---------------|
| 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 biodiversity. | |
| 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 |
| | 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 |
| | 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 |
| | E.05.2.1.K | Animal Welfare requirements complied with and appropriate programs implemented | 100% |

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|-----------------------|-------------|--|---------------|
| 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 |
| | E.06.1.1.K | Catalogue of Living Heritage updated and available | 100% |

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| 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 |
| | E.07.1.1.K | Waste management strategies implemented | 100% |

Destination Four

A strong local economy

| CATEGORY | CODE | NAME | RESPONSIBLE OFFICER |
|-----------------------|-------------|--|---------------------|
| Destination | 4B | Economy | |
| 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 |
| | | KPI | Target |
| | 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 |
| | | KPI | Target |
| | 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 |
| | | KPI | Target |
| | B.03.1.1.K | Business meetings held/information shared and opportunities for growth identified | 1 per annum |
| 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 |
| | | KPI | Target |
| | B.04.1.1.K | Careers Expo and/or Skills Development/Retention Event held | 1 per annum |

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|-----------------------|-------------|--|---------------|
| 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 |
| | | KPI | Target |
| | 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 |
| | | KPI | Target |
| | 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 |
| | | KPI | Target |
| | 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 |
| | | KPI | Target |
| | 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 |
| | | KPI | Target |
| | B.06.2.1.K | Customer requests concerning survey and design complaints | < 2 per annum |
| 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 |
| | | KPI | Target |
| | B.07.1.1.K | Private Works projects completed | > 12 |

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|-----------------------|-------------|--|---------------|----------------|
| 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 | |
| | | KPI | Target | Outcome |
| | B.08.1.1.K | Average Percentage Increase in visitors to the Tourist Centre over the term/regional; performance | 3% per annum | |
| Operational Objective | B.08.01.02 | To facilitate the provision of a wide range of visitor accommodation information and choices. | TMM | |
| | | KPI | Target | Outcome |
| | B.08.1.2.K | Accommodation brochure available | 100% | |
| 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 | |
| | | KPI | Target | Outcome |
| | B.09.1.1.K | Exchange program | 1 per term | |

Destination Five

The community is supported by sustainable services and infrastructure

| CATEGORY | CODE | NAME | RESPONSIBLE OFFICER |
|-----------------------|-------------|--|---------------------|
| Destination | 5S | Services | |
| 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 |
| | | KPI | Target |
| | 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 |
| | | KPI | Target |
| | 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 |
| | | KPI | Target |
| | S.01.1.3.K | Performance Planning System implemented | 100% |

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|-----------------------|------------|--|------------------|----------------|
| 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 | |
| | | KPI | Target | Outcome |
| | 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 | |
| | | KPI | Target | Outcome |
| | 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 | |
| | | KPI | Target | Outcome |
| | 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 | |
| | | KPI | Target | Outcome |
| | 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 | |
| | | KPI | Target | Outcome |
| | S.01.4.2.K | State Records Act Key obligations achieved | 100% | |
| 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 | |
| | | KPI | Target | Outcome |
| | S.01.4.3.K | Geographical Customer requests responded to within 48 hours | 100% | |
| Term Achievement | S.01.05 | Best Practice in Procurement and Inventory Management have been adopted and implemented. | | |
| Operational Objective | S.01.05.01 | To provide and maintain quality stock control of goods and material purchasing activities. | CSC | |
| | | KPI | Target | Outcome |
| | S.01.5.1.K | Stock items missing or unaccounted write-off less than \$3K p.a. average over term | < \$3K per annum | |
| Operational Objective | 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. | CSC | |
| | | KPI | Target | Outcome |
| | S.01.5.2.K | Resource requests completed within 24 hours | 100% | |
| Term Achievement | 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 | |

| | | KPI | Target | Outcome |
|-----------------------|--------------------|---|--------------------|----------------|
| | <i>S.01.6.1.K</i> | <i>Mediums used for public awareness programs expanded</i> | <i>2 mediums</i> | |
| Term Achievement | S.01.07 | A contemporary system of risk management and internal control is operating. | | |
| Operational Objective | S.01.07.01 | To ensure that Council operates using innovative, flexible and responsible management systems capable of providing efficient, effective and economical management. | | DCS |
| | | KPI | Target | Outcome |
| | <i>S.01.7.1.K</i> | <i>Management systems review</i> | <i>1 per annum</i> | |
| Term Achievement | 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 |
| | | KPI | Target | Outcome |
| | <i>S.01.8.1.K</i> | <i>Plant utilisation return on capital investment provides for continued delivery of a modern Plant Fleet</i> | <i>100%</i> | |
| Term Achievement | 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 |
| | | KPI | Target | Outcome |
| | <i>S.01.9.1.K</i> | <i>Asset Management system available</i> | <i>100%</i> | |
| Term Achievement | 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 |
| | | KPI | Target | Outcome |
| | <i>S.01.10.1.K</i> | <i>Review of Land Administration system</i> | <i>1 per annum</i> | |
| 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. | | GM |
| | | KPI | Target | Outcome |
| | <i>S.02.1.1.K</i> | <i>Review of current practices completed</i> | <i>100%</i> | |
| 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. | | DCS |

| | | KPI | Target | Outcome |
|-----------------------|-------------------|--|----------------------|----------------|
| | <i>S.03.1.1.K</i> | <i>Annual Operational Plan and Budget Adopted</i> | <i>1 per annum</i> | |
| 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. | | GM |
| | | KPI | Target | Outcome |
| | <i>S.04.1.1.K</i> | <i>Key Staff are retained</i> | <i>100%</i> | |
| 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. | | DCS |
| | | KPI | Target | Outcome |
| | <i>S.05.1.1.K</i> | <i>Village Project developed and implemented for each Village</i> | <i>1 per annum</i> | |
| 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. | | DCS |
| | | KPI | Target | Outcome |
| | <i>S.06.1.1.K</i> | <i>Service Clubs and Resident Groups are undertaking Community Revitalisation Projects</i> | <i>1 per annum</i> | |
| 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 |
| | | KPI | Target | Outcome |
| | <i>S.07.1.1.K</i> | <i>Council recreational and leisure facilities utilised by at least two groups</i> | <i>> 2 groups</i> | |
| 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 |
| | | KPI | Target | Outcome |
| | <i>S.08.1.1.K</i> | <i>Asset Management Plan available</i> | <i>100%</i> | |

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|-----------------------|-------------|---|---------------|----------------|
| 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 | |
| | | KPI | Target | Outcome |
| | S.09.1.1.K | Condition Assessment and Audit performed | 1 per annum | |
| 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 | |
| | | KPI | Target | Outcome |
| | S.10.1.1.K | Traffic Blackspot Program grant funding applications submitted for identified safety upgrade works | 1 per annum | |
| 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 | |
| | | KPI | Target | Outcome |
| | S.11.1.1.K | Advocate for the provision of Broadband and mobile service coverage for all citizens of the Inverell Shire | 98% Coverage | |
| 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 | |
| | | KPI | Target | Outcome |
| | S.11.2.1.K | Skills Exchange/Communications Forum/Information Sessions held | 1 per annum | |
| 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 | |
| | | KPI | Target | Outcome |
| | 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 | |

| | | KPI | Target | Outcome |
|-----------------------|------------|--|---------------|----------------|
| | S.12.2.1.K | <i>Programs delivered on time and budget</i> | 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 |
| | | KPI | Target | Outcome |
| | S.12.3.1.K | <i>Reduction of infringements recorded</i> | 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 |
| | | KPI | Target | Outcome |
| | S.12.4.1.K | <i>Reduction in customer requests concerning the road network</i> | 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 |
| | | KPI | Target | Outcome |
| | S.12.5.1.K | <i>Available access to village centres and towns</i> | 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 |
| | | KPI | Target | Outcome |
| | S.12.6.1.K | <i>Reduction in customer requests concerning road repairs</i> | 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 |
| | | KPI | Target | Outcome |
| | S.12.6.2.K | <i>Construction programs completed on time and on budget</i> | 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 | |
| | | KPI | Target | Outcome |
| | 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 | |
| | | KPI | Target | Outcome |
| | 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 | |
| | | KPI | Target | Outcome |
| | 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 | |
| | | KPI | Target | Outcome |
| | 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 | |
| | | KPI | Target | Outcome |
| | 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 | |
| | | KPI | Target | Outcome |
| | S.15.1.1.K | Reduction of domestic waste at tip | 5% reduction | |

END OF DOCUMENT

Contact details:

Inverell Shire Council
144 Otho Street
(PO Box 138)
Inverell NSW 2360
Telephone: 02 6728 8288
Email: council@inverell.nsw.gov.au
www.inverell.nsw.gov.au

