

Forbes Shire Council  
**DELIVERY PROGRAM**  
**2013 – 2017 (Version 3)**



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## FORBES SHIRE VISION

A prosperous rural shire for the whole of community to grow, enjoying a clean safe environment, sustainable services and economic development enhanced by our unique heritage and country lifestyle.



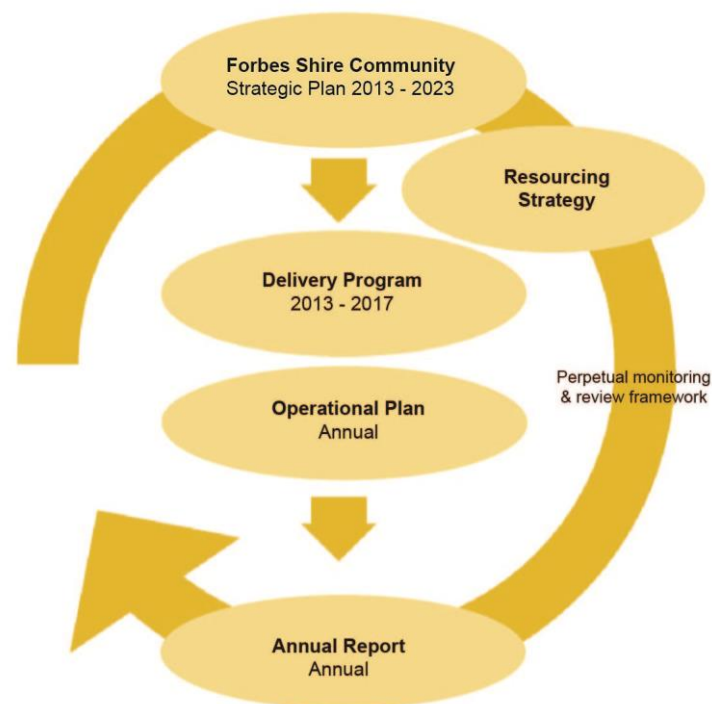
## Strategic Framework

The Integrated Planning and Reporting Framework recognises that communities do not exist in isolation – they are part of a larger environment that influences and, to a large extent, shapes their future direction. This framework encourages councils to draw their various plans together, to understand how they interact and to get the maximum leverage from efforts. The framework opens the way for councils and their communities to have important discussions about funding priorities, service levels and preserving local identity and to plan in partnership for a more sustainable future.

### The principal plans within the integrated planning and reporting are:

- Forbes Shire Community Strategic Plan 2013-2023 – is the highest level plan Council will prepare. The purpose of this plan is to identify the core strategic objectives of the Forbes community for the future.
- Delivery Program 2013-2017 – sets out the principal activities to be undertaken by Council over a Council term, to implement the objectives identified in the Community Strategic Plan.
- Operational Plan 2014-2015– is the annual plan detailing Council's activities and budget for the immediate next year under the Delivery Program.
- Resourcing Strategy – The Community Strategic Plan provides a vehicle for expressing long term community aspirations. However these will not be achieved without sufficient resources – time, money, assets and people to actually carry them out. The Resourcing Strategy consists of:
  - Long Term Financial Plan
  - Workforce Management Plan
  - Asset Management Plan.

## Integrated Planning and Reporting Framework



## Report on Progress

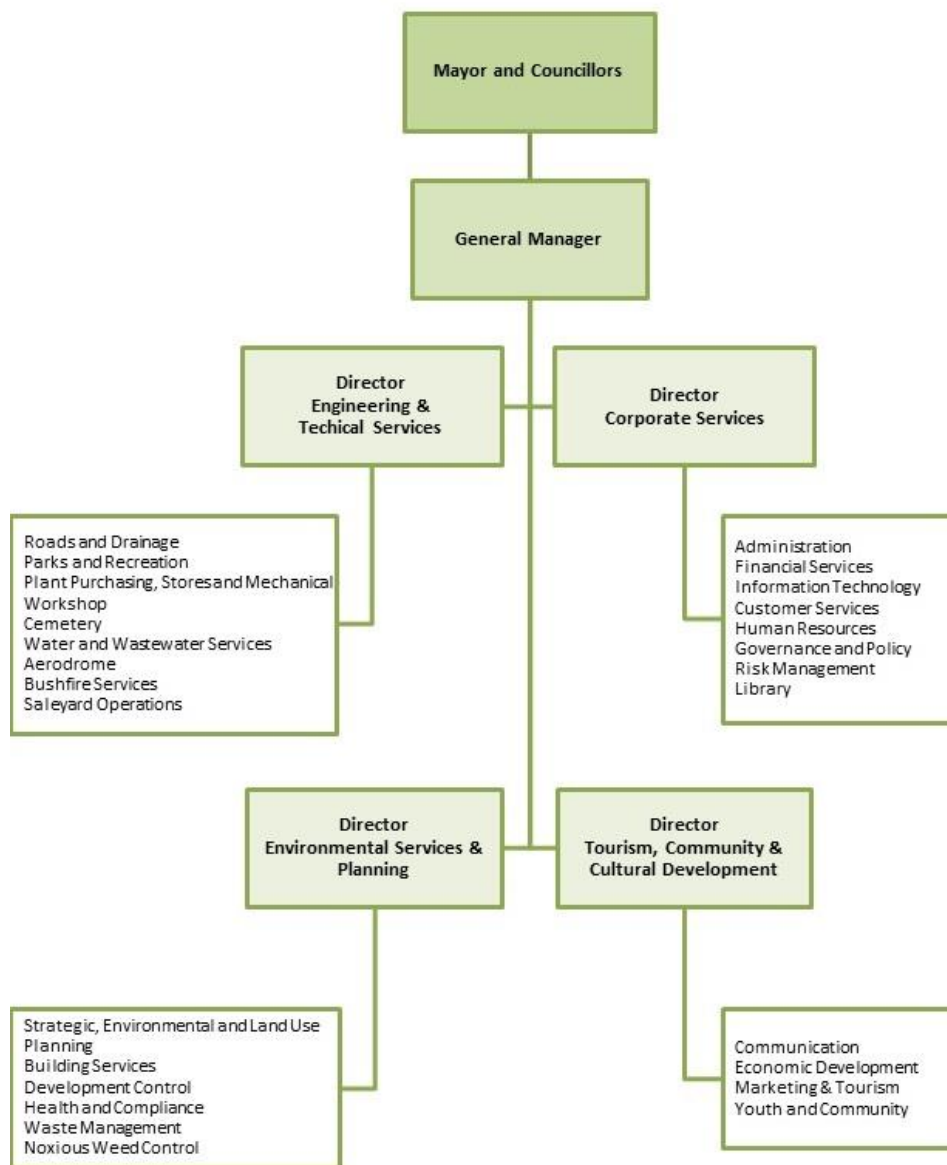
Council will report periodically on the progress of the activities undertaken by Council in achieving the strategic objectives.

Key accountability reporting points are:

- Six monthly reports by the General Manager to Council on progress in achieving the actions in the Delivery Program and Operational Plan;
- Annual Report by Council which is prepared after the end of the financial year reporting achievements for the years against the Delivery Program and Operational Plan;
- Every four years tied to the Council election cycle, the Delivery Program must be reported upon by the outgoing Council as to the outcomes achieved during the last four years; and
- The incoming Council must undertake a review of the Community Strategic Plan and develop its own Delivery Program for the next four years.

## Delivery Program

This is the plan where the community's strategic goals are translated into actions. These are the principal activities to be undertaken by Council to implement the objectives established by the Community Strategic Plan within the resources available under the Resourcing Strategy. The Delivery Program is a statement of commitment to the community from each newly elected Council. It is designed as the single point of reference for all principle activities undertaken by Council during its term. All plans, projects, activities and funding allocations must be directly linked to this plan.



## Legend Key

- GM General Manager
- DESP Director Environmental Services & Planning
- DETS Director Engineering & technical Services
- DCS Director Corporate Services
- DTCCD Director Tourism, Community & Cultural Development

## OBJECTIVE – COMMUNITY (C)

Forbes Shire Community is seen as the interaction between our community members, our wellbeing and happiness, satisfaction of our cultural, social and learning needs and recognition of all our ages, backgrounds and diversities.



Financial Snapshot	2015/16	2016/17	2017/18	2018/19
Income - Revenue	423,390	445,970	450,870	471,120
Income - Funding	0	0	0	0
Expenditure - Ongoing	3,600,965	3,698,130	3,729,020	3,853,120
Expenditure - Capital Works	403,000	135,000	75,000	75,000

**OBJECTIVE C: THE Forbes Shire Community of people is happy, safe, vibrant and well catered for.**

## C 1 Support the provision of medical and public health services to the community.

### C1.1 Partner with the Forbes general practitioners to deliver sustainable health and medical services.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C1.1.1	Partner with Forbes general practitioners to facilitate recruitment of additional doctors to Forbes.	Continued representation by the Mayor and General Manager on the Forbes Medical Centre Advisory Committee.	X	X	X	X
		Maintain relationships with all medical providers.	X	X	X	X
		Establish new opportunities for health providers, ie. mental health	X	X	X	X
C1.1.2	Participate in Centroc's "Beyond the Range" initiative to promote the central west region to medical professionals.	Continue participating in "Beyond the Range".	X	X	X	X
C1.1.3	Participate in the attraction of medical professionals to Forbes.	Review requirement for incentive program.	X			
		Implement Council's <i>Doctors and Registered Nurses Relocation Assistance Policy</i> .	X	X	X	X

### C1.2 Provide support to healthcare providers to improve their ability to plan and deliver services to the community.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C1.2.1	Provide and maintain the Forbes Apex Medical Centre as a 'walk in, walk out' operation model.	Maintain long-term tenancy of building.	X	X	X	X
C1.2.2	Provide and manage subsidised residential accommodation for health and education professionals.	. Meet the targets of the Jemalong Regional Education Centre Business Plan.	X	X	X	X
		Improve facilities to meet industry standard.	X	X	X	X



### C1.3 Advocate for the development of Forbes Hospital.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C1.3.1	Participate in community consultation relating to the development of Forbes Hospital.	Work with Western Health Network, Lachlan Health Service and other stakeholders.	X	X	X	X
C1.3.2	Lobbying for the development of Forbes Hospital.	Make representation to State and Federal governments and ministers.	X			

### C1.4 Assist in the maintenance of public health.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C1.4.1	Develop and undertake a structured food premises inspection program.	Undertake inspections of registered food premises.	X	X	X	X

## C 2 Encourage and support the development of a diverse community.

### C2.1 Cultivate a community that is welcoming, inclusive and connects with all sectors of the community.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C2.1.1	Provide a Social Plan for Forbes Shire.	Review and update Council's Social Plan.		X		X
		Implement Social Plan in line with Council's resourcing strategy.			X	X
C2.1.2	Provide a Cultural Plan for Forbes Shire.	Engage with stakeholders and implement a staged review of Council's Cultural Plan.		X		X
		Implement Council's arts and culture program in line with Council's Resourcing Strategy.			X	X
C2.1.3	Partner with other stakeholders to identify the efficient provision of community service.	. Engage with community services providers to review and report on new community issues,	X	X	X	X
		Implement actions within Council's sphere of influence, in line with available resources.	X	X	X	X



Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C.2.1.4	Partner with stakeholders to present recreational and social initiatives for children and young people.	Develop and implement Council's Youth Activities Program	X	X	X	X
C2.1.6	Continue to develop mechanism to communicate with young people.	Implement and further develop avenues of communication for youth.	X	X	X	X
C2.1.7	Provide a youth vacation care service.	Implement school holidays activity programs.	X	X	X	X
C2.1.8	Partner with stakeholders to present recreational and social initiatives for indigenous people.	Engage with stakeholders regularly and provide support for programs and projects that promote recognition of the Aboriginal community of Forbes.	X	X	X	X
C.2.1.9	Partner with stakeholders to present recreational and social initiatives for the elderly.	Support existing service providers and engage with stakeholders and the community to develop and implement new initiatives specific to the needs of the elderly within the Forbes community.	X	X	X	X
C2.1.10	Partner with stakeholders to present recreational and social initiatives for the disabled.	Support existing service providers and engage with stakeholders and the community to develop and implement programs and new initiatives specific to the needs of the disabled within the community.	X	X	X	X
C2.1.11	Support programs that celebrate and strengthen multiculturalism and cultivate a sense of community.	Support existing service providers and engage with stakeholders and the community to develop and implement programs and new initiatives to foster a multicultural community.				
		Conduct Australian citizenship ceremonies in accordance with guidelines set by Department Immigration.	X	X	X	X

### C 3 Cultivate a capable and learned community.

#### C3.1 Develop capacity of community groups to achieve their goals.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C3.1.1	Provide services of Grants Officer to advise and assist with community group grant funding submissions.	Engagement with community organisations.	X	X	X	X

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
		Investigate funding of Grants Officer position beyond current arrangement.	X	X	X	X
C3.1.2	Provide education and training to community groups to identify and apply for funding opportunities.	Develop and implement an annual program to deliver training to facilitate applying for funding.	X	X	X	X
C3.1.3	Provide direct financial grants and/or logistical support to community groups across a range of activities.	Maintain and implement Council's donations policy.	X	X	X	X
		Provide an annual community grants program.	X	X	X	X

### C3.2 Ensure the Forbes Library is a cultural, recreational, learning centre for the community.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C3.2.1	Provide current and relevant lending and information resources and services for library users and the wider community.	Monitor borrowings from the library's collection and use of other library other services.	X	X	X	X
C3.2.2	Continue partnership with the Central West Libraries to deliver public library services for the benefit of the community.	Attendance at Central West Libraries meetings.	X	X	X	X
		Partnership with Central West Libraries to promote library services.	X	X	X	X
C3.2.3	Identify funding opportunities to improve and enhance the library services.	Identify funding opportunities and make funding submissions.	X	X	X	X

### C3.3 Partner with stakeholders to provide opportunity for young adults to remain in the Shire.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C3.3.1	Partner with stakeholders to create youth education and employment opportunities.	Partner with secondary and tertiary institutions to provide vocational and professional work experience opportunities.	X	X	X	X
		Investigate traineeship and funding opportunities	X	X	X	X

		across whole of organisation.				
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#### C 4 Foster community pride.

##### C4.1 Celebrate valued contributions to our community.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C4.1.1	Recognise outstanding members of the community.	Facilitate awards program for Forbes Medal, youth volunteer and Australia Day awards.	X	X	X	X
		Recognise community volunteers in the most appropriate way.	X	X	X	X

#### C 5 Partner with government and other agencies to respond to, and mitigate, community and natural disasters.

##### C5.1 Support the provision of emergency response services to the whole of the Shire.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C5.1.1	Provide executive support to the Local Emergency Management Committee.	Local Emergency Management Officer organises and attends meetings. Emergency Operations Centre provided as necessary.	X	X	X	X
C5.1.2	Support the operation of the State Emergency Services (SES).	Provide funding and accommodation to SES.	X	X	X	X

##### C5.2 Partner with NSW Rural Fire Service.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C5.2.1	Work with NSW Rural Fire Service in accordance with the service agreement to prevent and control bushfires.	Partner with, and monitor performance under District Rural Fire Service Agreement.	X	X	X	X

### C5.3 Ensure emergency aircraft landing facilities are maintained in accordance with regulatory and safety standards.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C5.3.1	Maintain the Forbes Aerodrome and Forbes Hospital helipad to facilitate emergency use.	Aerodrome and helipad maintained in accordance with Transport Assets Management Plan.	X	X	X	X
		Undertake weekly inspections in accordance with CASA requirements.	X	X	X	X

## C 6 Facilitate a safe community within the Forbes Shire.

### C6.1 Strengthen community safety and crime prevention partnerships with other stakeholders.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
C6.1.1	Partner with the Lachlan Area Command to develop open communication and achieve common goals.	Attend Community Precinct meetings and circulate minutes to Councillors.	X	X	X	X
C6.1.2	Partner with other key government agencies to improve community awareness and involvement of crime prevention through education campaigns and provide regular community information.	Identify opportunities to form partnerships to improve community awareness and involvement of crime prevention including hotel licensees, businesses, youth organisations, schools and Neighbourhood Watch.	X	X	X	X

## OBJECTIVE – ENTERPRISES (E)

Forbes Shire Enterprises comprise the diversity of business, agricultural and economic life within the Forbes Shire, enabling the development of Forbes Shire community to advance their business and vocational skills and achieve their desired lifestyle.

Collaborative partnership between Council and the Forbes businesses, tourist serviced providers.



Financial Snapshot	2015/16	2016/17	2017/18	2018/19
Income – Revenue	5,625,155	5,869,690	6,221,130	6,482,430
Income - Funding	0	0	0	0
Expenditure - Ongoing	5,809,388	5,741,602	5,802,668	5,792,081
Expenditure - Capital Works	175,000	10,000	10,000	10,000

**OBJECTIVE E: FORBES Shire Enterprises are successful, sustainable and support the Forbes Shire community.**

## E 1 Cultivate a vibrant and robust economy supporting the creation of jobs and business opportunities.

### E1.1 Strategically market Forbes Shire.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
E1.1.1	Effectively market Forbes Shire as a destination of choice for business, tourism and lifestyle.	Develop a Strategic Marketing Plan 2014-2017 for Forbes Shire including a Destination Management Plan.		X	X	
		Meet the targets of the Strategic Marketing Plan.		X	X	X

### E1.2 Attract new and promote expanding enterprises to foster growth and benefit the community.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
E1.2.1	Foster long term sustainable economic growth in the Forbes Shire.	Review the Strategic Economic Development Plan 2014-2017 for Forbes Shire.		X	X	
		Meet the targets of the Strategic Economic Development Plan.		X	X	X
		Review economic development policies in line with strategic objectives.	X			X
E1.2.2	Partner with other stakeholders to facilitate and encourage economic development in the Shire.	Partner with relevant State agencies to attract business to the Forbes Shire.	X	X	X	X
		Partner with local business associations to stimulate business activity within the Forbes Shire.	X	X	X	X
E1.2.3	Support the Section 355 Business and Industry Committee to stimulate business activity within the Forbes Shire.	Regular Business and Industry Committee meetings held and reported to Council.	X	X	X	X



Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
E1.2.4	Development of Forbes Homemaker Centre.	Construct essential precinct infrastructure on time and within budget.	X	X		
		Construct commercial outlets on time within budget.	X	X		
		Complete land subdivision as required	X	X	X	X
		Secure commercially viable tenants for commercial precinct outlets.	X	X	X	X
E1.2.5	Ensure sufficient infrastructure and industrial land stock to satisfy need and demand.	Undertake review of infrastructure and industrial land stock within the Forbes Shire.	X	X		
		Identify Council properties surplus to requirements.	X	X		
		Ensure any surplus Council properties are disposed of in accordance with Council's Disposal of Assets Policy.	X	X	X	X
		Ensure any acquisitions are undertaken in accordance with Council's asset management plans and long term financial plans.	X	X	X	X
E1.2.6	Implement a Contractor Management System	Maintain a database of approved contractors/suppliers that includes appropriate insurance and risk management documents.				
		Promote opportunity to all local trades, businesses and suppliers, in particular engaging with the Forbes Business Chamber and Council's Industry and Business Committee.				
E1.2.7	Supporting and implement the Renew Forbes Project.	Provision of support to Forbes Business Chamber to manage the project.				
		Participation on the Renew Forbes Committee.				
		Promote project success via Council's communication mediums.				
E1.2.8	Undertake a survey of local business to establish where Council currently sits with local businesses and identify future need s and opportunities to support local businesses.	Consult with local businesses, Forbes Business Chamber to manage the project.				
		Develop survey.				

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
		Communicate and market the activity				
		Assess and communicate results including implementing improvement opportunities.				
E1.2.9	Accounts paid within 30 days.	Aim to pay all staff business accounts within a 30 day time frame from receiving the invoice, unless otherwise specified. Payment runs both via cheque and electronic are issued weekly.				

### E1.3 Ensure profitability of Council's enterprises.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
E1.3.1	Effectively manage and maximise returns from the Forbes Central West Livestock Exchange.	Develop effective long term business plan incorporating strategic marketing plan in partnership with Forbes Associated Agents and all other stakeholders.			X	
		Implement and monitor effective long term business plan.		X	X	X
		Develop asset management plan.	X			
		Integrate asset management plan in long term financial plan.	X	X	X	X
		Compliance with animal welfare and work health safety standards.	X	X	X	X
Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
	Closely monitor market trends in partnership with Forbes Associated Agents and all other stakeholders.	X	X	X	X	

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
E1.3.2	Maximise returns from Forbes Apex Riverside Tourist Park operations.	Develop the Apex Riverside Tourist Park Business Plan.		X		
		Implement Apex Riverside Tourist Park business plan.		X	X	X
		Develop asset management plan and integrate within long term financial plan.		X	X	
E1.3.3	Facilitate the financial sustainability of the Forbes Aerodrome facility.	Develop a Strategic Business Plan for the Forbes Aerodrome including review of current, and identification of future, income sources.	X			
		Implement and monitor Strategic Business Plan for the Forbes Aerodrome.		X	X	X
		Review the Forbes Aerodrome Master Plan.				X
E1.3.4	Maximise returns for the Jemalong Regional Education Centre.	Manage the tenancy of Council's educational, health and accommodation facilities at the Jemalong Regional Education Centre.	X	X	X	X
		Undertake feasibility study.	X			
		Secure funding for the potential further development of the Jemalong Regional Education Centre.		X		
		Implement JREC Business Plan		X	X	X
E1.3.5	Maximise returns from Council real estate.	Develop and implement policy for leasing and licensing of Council owned buildings and property.		X		
		Manage the tenancy of Council's properties.	X	X	X	X

#### E1.4 Attract value-add, diversified agricultural industries.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
E1.4.1	Support the development of high value agriculture.	Support Greenline Sustainable Biomass Project (Delta Mallee Project).	X	X		
		Investigate opportunities to add value to existing services and products offered by Shire businesses (eg. Bio-fuels).	X	X	X	X

#### E 2 Visitors and tourist are welcomed and make a positive contribution to the community and economy.

##### E2.1 Market Forbes Shire as a destination of choice and support events with a tourism focus..

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
E2.1.1	Develop a Destination Management Plan for the Forbes Shire.	Undertake necessary stakeholder engagement and consultation.	X	X		
		Undertake visitor research defining visitor appeal.	X	X		
		Develop key marketing messages.	X	X		
		Meet the targets of the Strategic Marketing Plan and implement the visitor marketing plan.		X	X	X
E2.1.2	Provide professional Visitor Information Centre services for the Forbes Shire.	Review Visitor Information Centre service structure and processes including identification of potential Visitor Information Points.	X	X	X	
E2.1.3	Support the delivery of a program of events and activities to enhance the unique historic and cultural features of the shire.	Present and facilitate a calendar of events.	X	X	X	X
E.2.1.4	Provide current promotional information for the benefit of both prospective and 'in shire' visitors.	Implement the tourism promotion program.	X	X	X	X

## E2.2 Support a unified approach to tourism across Forbes Shire.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
E2.2.1	Support coordinated tourism marketing approach across local operators.	Regular Tourism and Promotion Committee meetings and engagement with stakeholders to provide co-ordinated marketing materials and events calendar.	X	X	X	X
E2.2.2	Maintain links with key tourism bodies.	Membership and participation in Central New South Wales Regional Tourism Organisation.	X	X	X	X

## OBJECTIVE – INFRASTRUCTURE (I)

Forbes Shire Infrastructure comprise the public and private assets that support the Forbes Shire Community and Forbes Shire Enterprises.



Financial Snapshot	2015/16	2016/17	2017/18	2018/19
Income - Revenue	7,651,910 4,828,000	7,918,430 4,898,470	8,190,730 4,971,220	8,468,990 5,046,320
Income - Funding	2,000,000 6,735,828	0 6,633,530	0 6,633,530	0 6,783,530
Expenditure - Ongoing	15,856,630 13,792,741	16,065,720 13,808,002	16,261,730 14,009,478	16,522,520 14,197,781
Expenditure - Capital Works	8,492,460 5,097,805	5,042,980 3,468,078	4,323,810 3,524,732	4,310,560 4,017,399

**OBJECTIVE I: Forbes Shire Infrastructure supports the community's quality of lifestyle, enterprises and future needs in a sustainable manner.**

## I 1 Deliver a secure and quality water supply to the community.

### I1.1 Manage the Shire's water supply in line with best practice requirements.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
I1.1.1	Review and implement Water Asset Management Plan in line with best practice standards under the NSW Office of Water guidelines for water utilities.	Measure and maintain current practices.	X			
		Identify gaps within standards.	X			
		Update and implement Water Asset Management Plan (WAMP) in line with Council's resourcing strategy.	X			
		Undertake asset renewal in accordance with WAMP.	X	X	X	X
		Review asset renewal annually.		X	X	X
I1.1.2	Update Water Strategic Business Plan	Revise strategic business plan and integrate within the Water Asset Management Plan.	X		X	X
		Implement plan in line with Council's resourcing strategy.		X		
		Review fee structure annually.		X	X	X
I1.1.3	Update Drought Management Plan	Update Drought Management Plan.		X		
		Implement Plan in line with Council's resourcing strategy.		X	X	X

### I1.2 Ensure the security of water to Forbes Shire to meet the needs of the community.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
I1.2.1	Participate in regional water initiatives.	Maintain membership with the Centroc Water Utilities Alliance.	X	X	X	X
I1.2.2	Utilise treated effluent and waste to reduce the demand on the Shire's Water Supply.	Complete Backwash and Waste Water Treatment Facility.	X			



### I1.3 Provide quality treated water to Forbes Shire to meet the needs of the community.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
11.3.1	Compliance with Australian Drinking Water Guidelines (ADWG).	Water testing carried out in accordance with ADWG. Fault monitoring reported and priority works developed.	X	X	X	X

### I1.4 Facilitate a secure and quality water supply to village areas.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
11.4.1	Improve the security of water supplied to the Ootha area.	Investigate a mechanism to alert residents to a raw water supply failure (give notice and reduce demand to a no water scenario).	X			
		Fault monitoring reported and priority works developed.	X	X	X	X

## I 2 Delivery of quality sewerage management services to the community

### I2.1 Manage the Shire's sewerage network in line with best practice requirements.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
12.1.1	Effective operation of Sewer Plan and Reticulation System to meet levels of service in Sewer Asset Management Plan.	Fault monitoring reported and priority works developed in line with Council's resourcing strategy.	X	X	X	X
12.1.2	Update and Implement Sewer Strategic Business Plan.	Review and update strategic business plan and integrate within the Sewer Asset Management Plan.		X		
		Implement plan in line with Council's resourcing strategy.			X	X

### I 3 Delivery of stormwater management services to the community

#### I3.1 Manage the Shire's stormwater network in line with best practice requirements.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
I3.1.1	Provide a suitable stormwater drainage network.	Implement Stormwater Asset Management Plan. Fault monitoring reported and priority works developed in line with Council's resourcing strategy.		X	X	X

### I 4 Manage Forbes Shire's Road Assets

#### I4.1 Manage the Shire's urban, rural, regional and state road and bridge network.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
I4.1.1	Review and maintain the Road Asset Management Plan in line with best practice standards.	Annually review and update Road Asset Management Plan.		X	X	X
I4.1.2	Develop and implement a works program identifying roads to be maintained..	Develop and implement annual forward works program in accordance with the Road Asset Management Plan in line with Council's resources.	X	X	X	X
I4.1.3	Develop and implement a works program identifying bridges to be maintained.	Develop and implement annual forward works program in accordance with the Road Asset Management Plan in line with Council's resources.	X	X	X	X
I4.1.4	Undertake annual Heavy Patching Program on sealed urban and rural road network.	Develop and implement annual Heavy Patching Program in accordance with forward works program and the Road Asset Management Plan in line with Council's resources.	X	X	X	X
I4.1.5	Undertake annual program of re-sheeting unsealed rural roads.	Develop and implement annual Re-sheeting Program in accordance with forward works program and the Road Asset Management Plan in line with Council's resources.	X	X	X	X
I4.1.6	Seek additional funding sources.	Identify and apply for grant funding in addition to Financial Assistance Grant allocation.	X	X	X	X

#### 14.2 Provide and maintain footpaths, cycle ways and ancillary road facilities

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
14.2.1	Provide footpaths and cycle ways in the urban area to meet the needs of the community.	Develop and implement annual footpath and cycle way maintenance and construction program in accordance with the Road Asset Management Plan in line with Council's resources.	X	X	X	X
14.2.2	Provide street lighting to meet the needs of the road users and the community.	Update and implement street lighting improvement program if required.	X	X	X	X
14.2.3	Provide adequate kerb and gutter network.	Develop and implement kerb and gutter maintenance and construction program in accordance with the Road Asset Management Plan in line with Council's resources.	X	X	X	X

#### 14.3 Remain a core service provider to Roads and Maritime Service on state Main Roads

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
14.3.1	Fulfil State Road contracts.	Meet Roads and Maritime Services tender specification requirements.	X	X	X	X

#### 14.4 Initiate and implement road safety programs

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
14.4.1	Participate in shared annual road safety program with Parkes and Lachlan Shire Councils and Roads and Maritime Services.	Develop and implement shared annual road safety program in line with Council's resourcing strategy.	X	X	X	X

## I 5 Provide an efficient waste management system promoting minimisation and recycling

### I5.1 Provide a waste and recycling collection service

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
I5.1.1	Provide a domestic waste and recycling service, together with a public place litter collection service.	Regular domestic waste collection. <u>fortnightly</u> .	X	X	X	X
		Collect domestic recycling fortnightly.	X	X	X	X
		Collect domestic garden waste annually.	X	X	X	X
		Provide a domestic food, waste bulk cleanup service weekly.	X	X	X	X
		Participate in NetWaste's Regional Waste Contract Management Committee.		X	X	X
I5.1.2	Investigate provision of kerbside organic collection and processing services.	Investigate provision of organic collection service as part of the NetWaste waste collection tender.	X	X	X	

### I5.2 Improve waste reduction and recycling practices

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
I5.2.1	Develop a Waste Management Strategy for the Shire to maximise the diversion of waste from landfills to recycling options.	Review current and identify new initiatives.	X			
		Develop and implement Waste Management Strategy in line with Council's resourcing strategy.			X	X
I5.2.2	Participate in NetWaste's regional initiatives to improve the delivery and planning of waste/resource management.	Participate in regional initiatives in line with Council's resourcing strategy	X	X	X	X
I5.2.3	Participate in NetWaste's Regional Environmental Sustainable Action Plan.	Identify external funding opportunities.	X	X	X	X
		Implement action plan in line with Council's resourcing strategy.	X	X	X	X

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
15.2.5	Report on amount of waste volume diverted from landfill.	Report volume of material diverted from landfill.	X	X	X	X
15.2.6	Coordinate and promote collection services that encourage recycling of other waste types.	Facilitate provision of drop off points for problem waste collection	X	X	X	X

### 15.3 Manage the operation of Council's waste landfill depots

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
15.3.1	Undertake a review of the current waste landfill depots within the Shire to determine expected remaining life.	Review current operations.	X			
		Identify alternative operations.		X		
		Report findings to Council.		X		
15.3.2	Develop strategy for provision of new waste landfill depots within the Shire when the current depots have reached capacity.	Develop and implement a strategy to replace waste landfill depots in line with Council's resourcing strategy.		X	X	

### 15.4 Provide disposal options for non-landfill or recycling waste.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
15.4.1	Provide disposal option for liquid trade waste within Council's Liquid Trade Waste Policy.	Report volume of liquid trade waste collected.	X	X	X	X
		Review current and identify new initiatives in line with Council's resourcing strategy.	X	X	X	X
15.4.2	Provide an occasional household hazardous chemical collection eg. gas bottles, paint, batteries.	Participate in NetWaste household hazardous chemical collection program in line with Council's resourcing strategy.	X	X	X	X

## I6.2 Maintenance of Council's buildings

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
I6.2.1	Maintain Council's administration and works buildings, the Town Hall and Council Chambers.	Minor maintenance and remedial work undertaken in accordance with degree of priority/risk.	X	X	X	X
		Implement major maintenance/capital work improvement program in accordance with Buildings Asset Management Plan and in line with Council's resources.	X	X	X	X
I6.2.2	Maintain Council's rental properties.	Minor maintenance and remedial work undertaken in accordance with degree of priority/risk.	X	X	X	X
		Implement major maintenance/capital work improvement program in accordance with Buildings Asset Management Plan and in line with Council's resources.	X	X	X	X

## I 7 Facilitate a public transport network that meets the needs of the community

### I7.1 Partner with government agencies and other stakeholders to maintain the public transport network

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
I7.1.1	Develop and implement Bus Stop Policy in partnership with Department of Transport.	Develop policy to provide adequate and safe bus routes and stops.	X			
		Ongoing liaison with Department of Transport to provide input when determining new bus route applications.	X	X	X	X
I7.1.2	Provide bus shelters to meet the needs of the community.	Maintain in accordance with Road Asset Management Plan.	X	X	X	X

## 17.2 Create freight facilities in the existing road network to meet the community's needs

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
17.2.1	Identify roads for upgrade to enhance movement of freight and stock.	Identify key roads and funding opportunities to enhance to movement of freight and stock and link to Road Asset Management Plan (RAMP).	X	X		

## 18 Community is connected to the world

### 18.1 Facilitate access to contemporary information and communication technology

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
18.1.1	Monitor and prepare for the National Broadband Network (NBN) roll-out as applicable to the Shire and as directed by appropriate government agencies.	Monitor NBN program and report status to Council.	X	X	X	X
18.1.2	Lobby for appropriate telecommunication infrastructure for the Shire's localities.	Consult with community to identify telecommunication infrastructure needs.		X		
		Engagement with relevant stakeholders and government to lobby for telecommunication needs.	X	X	X	X



## OBJECTIVE – LEADERSHIP (L)

Leading an effective and authentic Council requires a transparent and accountable decision making process to encourage participation and supports community engagement. Forbes Shire leadership comprises the abilities within the community for good governance, civic understanding, strategic planning and growth of our community leaders.



Financial Snapshot	2015/16	2016/17	2017/18	2018/19
Income – Revenue	13,681,050 14,093,684	13,947,050 13,489,045	14,219,250 13,767,815	14,497,800 14,053,105
Income - Funding	0 80,000	0 160,000	0 160,000	0 160,000
Expenditure - Ongoing	4,307,160 4,200,998	4,453,660 4,361,650	4,625,470 4,487,220	4,762,860 4,657,950
Expenditure - Capital Works	5,000 125,000	0	0 80,000	80,000 0

**OBJECTIVE L: Forbes Shire Leadership is sustained throughout the community and into the future.**

# **L 1 Council's decision making processes are open, transparent and based on sound integrated planning.**

## **L1.1 Develop and maintain a framework of plans and policies that ensures open and transparent operations.**

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L1.1.1	Develop and maintain a suite of integrated corporate plans that meet legislative requirements.	Community Strategic Plan, Delivery Plan and Resources Plan revised and adopted every four years.				X
		Operational Plan revised and adopted annually.	X	X	X	X
		Quarterly reports on progress with Operational Plan provided to Council.	X	X	X	X
L1.1.2	Significant governance policies developed and existing policies reviewed regularly and access to Council's policy register provided.	All identified governance policies reviewed at least every three years.	X	X	X	X

## **L1.2 Embed corruption prevention and maladministration practices into Council's operations.**

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L.1.2.1	All Council procurement activities are undertaken in accordance with Council's policies, relevant guidelines and legislation.	Review and implement all procurement policies in line with Division of Local Government guidelines, <i>Local Government Act 1993</i> and <i>Local Government (General) Regulations 2005</i> .	X		X	
		Report procurement non-compliance monthly to Council.	X	X	X	X
L.1.2.2	Maintain and support functions of Audit Committee.	Implement internal audit program.	X	X	X	X
		Audit Committee meetings are conducted quarterly.	X	X	X	X
L1.2.3	Facilitate external financial audit annually.	Preliminary external audit undertaken in February/March.	X	X	X	X
		Implement any recommendations from management report.	X	X	X	X
		Financial audit in September/October.	X	X	X	X

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L1.2.4	Provide and maintain a Code of Conduct in line with the Division of Local Government's model and guidelines.	Review Code of Conduct annually.	X		X	
		Provide Code of Conduct training to Councillors and Committee Members within first year of term.	X			X
		Provide Code of Conduct training to all new employees.	X	X	X	X
		Provide Code of Conduct refresher training to all existing employees at least every three years.	X			X
L1.2.5	Manage effective Store operations.	Store stock levels monitors and reported.	X	X	X	X

#### L2.1 Comply with statutory obligations for the administration of local government.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L2.1.1	Compliance with Council's legislative reporting requirements.	Monitor compliance with Division of Local Government's Best Practise recommendations.	X	X	X	X
		Undertake annual reporting of Council's operations in accordance with legislative requirements.	X	X	X	X
L2.1.2	Compliance with Government Information (Public Access) Act and Privacy and Personal Information Protection Act.	Manage requests for information under the GIPA Act.	X	X	X	X
		Manage requests and privacy complaints under Privacy and Personal Information Protection Act (the PPIP Act).	X	X	X	X

#### L2.2 Comply with statutory obligations for development control, environmental health and animal control.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L2.2.1	Provide an effective development application, assessment and determination system, including a pre-lodgement service and effective customer service within legislative and regulatory requirements.	Encourage pre Development Application meetings and making appointments.	X	X	X	X

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L.2.2.2	Provide an effective Principal Certifying Authority system within legislative and regulatory requirements.	Council to operate as a Principal Certifying Authority.	X	X	X	X
		Staff accredited with the Building Professionals Board to: - Issue Construction Certificates; - Undertake Mandatory Inspections; - Issue Occupation Certificate; - Issue Subdivision Certificates - Issue Swimming Pool Barrier Certificates	X	X	X	X
L.2.2.3	Review Local Environment Plan and Development Control Plan.	Review LEP		X		
		Review DCP.		X		X
L.2.2.4	Monitor legislative and regulatory changes relating to land use planning.	Respond to reforms in planning process and advocate as required.	X	X	X	X
L.2.2.5	Administer statutory requirements for Companion Animals Act in accordance with community needs.	Undertake regular dog patrols.	X	X	X	X
		Investigate reported dog attacks within two working days.	X	X	X	X

### L 3 Council's operations are efficient, effective and provided in a professional and timely manner.

#### L3.1 Support Councillors in discharging their elected duties.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L3.1.1	Professional and timely support and assistance to Councillors and meetings of Council and Council's committees.	Briefings provided to councillors.	X	X	X	X

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L3.1.2	Encourage and provide access to ongoing training and support for sitting Councillors to facilitate good governance.	Plan and implement Councillor training and development program in line with Council's resourcing strategy.	X	X	X	X

### L3.2 Manage Council's Customerservice responsibilities.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
	Provide a mechanism to record customer complaints and requests for action.	Record customer complaints and requests within the Customer Request Management (CRM) database with appropriate officer delegated task for action.		X	X	X
		Monitor and report against number of CRM tasks and completion within service level timeframes.			X	X
L3.2.2	Review Council services and ensure they are responsive to customer needs.	Review of CRM.	X			
		Develop and implement a program of continuous improvement in customer service in line with Council's resourcing strategy.	X	X	X	X
		Survey on Community on Council Services.		X		
		Develop performance management report.		X	X	
L3.2.3	Provide an efficient and cost effective fleet to service the needs of Council.	Implement Council's long term plant replacement program and monitor against budget and operational requirements.		X	X	X

### L3.3 Council's information, communication and technology systems meet the needs of the organisation.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L3.3.1	Provide appropriate information, communication and technology (ICT) infrastructure to enable efficient operation of Council's functions.	Develop and implement an IT Strategic Plan including a schedule to replace ICT infrastructure.	X	X		
		Identify and implement mobile applications eg. asset identification, maintenance scheduling, risk management across all Council areas.	X	X	X	X

### L3.4 Participate in resource sharing initiatives which provide or improve delivery of services to the community.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L3.4.1	Maintain and strengthen partnership with CENTROC and Mid Lachlan Alliance.	Participate in regular group meetings.	X	X	X	X
		Participate in resource sharing initiatives in line with Council's resourcing strategy and organisational needs.	X	X	X	X
L3.4.2	Pursue resource sharing initiatives with other agencies.	Identify partnership opportunities to share resources in line with Council's resourcing strategy.	X	X	X	X

## L 4 Council is a financially sustainable organisation.

### L4.1 Undertake long term financial planning.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L4.1.1	Ten year financial plan (LTFP) reviewed annually.	Review LTFP each year as part of development of annual Operational Plan and report to Council.	X	X	X	X
L4.1.3	Council's expenditure satisfies the needs of the community.	Monitor expenditure to ensure it is in accordance with the expressed wishes of the community as articulated in the Community Strategic Plan.	X	X	X	X

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
		Provide advice, including implications, to Council to assist its decision making on changes to expenditure that are outside the adopted Delivery Program and implications.	X	X	X	X
L4.1.4	Review and revise Council's financial strategy based on progress of key development/expenditure projects.	Review financial strategy progress to date.	X	X	X	X
		Report to Council regularly on progress of key projects.	X	X	X	X
L4.1.5	Regularly revise Council's strategic asset management plans (AMPs) and integrate with long term financial planning processes.	Link AMPs to Long Term Financial Plan.	X	X	X	X

#### L4.2 Provide financial services for the Council in an accurate, timely, open and honest manner.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L.4.2.1	Provide financial advice and coordination to ensure Council meets overall budget performance targets.	Conduct and report on quarterly reviews of budget performance.	X	X	X	X
L.4.2.2	Council revenue is raised and collected in accordance with statutory requirements and Council policies.	Issue rates notices quarterly and collect rates levied.	X	X	X	X

#### L4.3 Effectively manage and maximise returns from investments.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L4.3.1	Invest Council funds to achieve maximum returns in line with Division of Local Government Investment Guidelines.	Annually review and implement Council's Investment Policy.	X	X	X	X
		Report monthly on investment portfolio.	X	X	X	X



Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L4.3.2	Monitor commercial business operations that contribute to Council's financial sustainability.	Report quarterly on financial performance of commercial business operations.	X	X	X	X

**L 5 Council is recognised as an employer of choice in the region, supported by a committed, well trained and adaptable workforce.**

**L5.1 Develop a workforce that supports our corporate values and meets the organisations present and future skill needs.**

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L5.1.1	Develop a workforce that supports our corporate values and meets the organisations present and future skill needs.	Review, monitor and implement the Workforce Management Plan in line with Council's resourcing strategy.	X	X	X	X
		Engage with Council's Consultative Committee and other key stakeholders as appropriate.	X	X	X	X
L5.1.2	Conduct a staff engagement survey bi-annually or as operational needs are determined.	Conduct an organisation wide survey bi-annually.	X	X	X	X
		Report positive outcomes and areas for development Council and staff.	X	X	X	X
		Identify actions and develop a plan to implement areas of development.	X	X	X	X

**L5.2 Create a positive performance culture that encourages learning.**

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L.5.2.1	Training and development initiatives are provided to staff.	Undertake a skills assessment of identified staff.	X			
L5.2.2	Ongoing review, development and implementation of training programs to meet practice and legislative requirements.	Develop training plans for all staff.	X	X	X	X
		Plan and implement internal development programs for identified staff allowing career growth and sustainability.		X		

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L5.2.3	Develop informal and formal recognition programs for staff (eg. service awards and acknowledgements).	Review Rewards and Recognition Program.	X	X	X	X
L5.2.4	Seek positive promotion for Council.	Make a submission to award programs that recognise Council's or an individual's innovation or leadership (eg. Bluett Award).	X	X	X	X

### L5.3 Provide an environment that promotes workplace safety, health and wellbeing.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L5.3.1	Induction program undertaken by every new Council employee.	Present new employee induction program as required.	X	X	X	X
L5.3.2	Investigate health and wellbeing initiatives to promote a healthy workforce.	Identify and develop program of health and wellbeing initiatives.	X	X	X	X
	Health screening availability for all relevant staff.	Develop and implement a schedule of health screening (eg. hearing tests).	X	X	X	X
L5.3.3	Manage Council's Workers Compensation and Return to Work function.	Identify and develop program of safety initiatives to reduce incidents in the workplace.	X	X	X	X
		Monitoring of lost time injury rate and Workers Compensation premium.	X	X	X	X

**L 6 Council maintains sound safety and risk management practices to protect the organisation, our employees and the community.**

**L6.1 Ensure corporate risk management mechanisms are in place.**

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L.6.1.1	Maintain a Risk Management framework that achieves better practice in managing risks associated with Council's business activities.	Develop Enterprise Risk Management Plan (ERMP).		X	X	
		Implement program of actions identified in the ERMP.		X	X	X
L.6.1.2	Continue to develop and implement public liability mitigation Continuous Improvement Program.	Develop annual Continuous Improvement Program (CIP) in consultation with Statewide Mutual.	X	X	X	X
		Implement actions from CIP.	X	X	X	X

**L6.2 Ensure that mechanisms are in place to minimise disruption to Council's operations.**

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L6.2.1	Update and further develop the corporate Business Continuity Plan.	Review and update the Business Continuity Plan (BCP).	X	X	X	X
		Annually test and update the BCP.	X	X	X	X
		Review BCP after each disruption event.	X	X	X	X
		External audit of BCP conducted once per elected term.	X			
L6.2.3	Ensure appropriate mechanisms are in place to minimise disruption to Council's operations.	Review and implement actions from external audit in line with Council's resourcing strategy.	X	X	X	X
		Implement plan in accordance with Council's resources.			X	X
		Annually test ICT Disaster Recovery Plan.			X	X
		Investigate and recommend emergency power supply options.	X			

## L 7 Our community is consulted about Council decisions and informed about Council activities.

### L7.1 Provide opportunities for the community to contribute to Council's decision making.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L.7.1.1	Maintain and support Advisory Committees and Working Groups.	Maintain advisory committees to inform Council on special interest issues.	X	X	X	X
		Review requirement for advisory committees bi-annually.		X		X
L.7.1.2	Implement an organisation-wide approach to community engagement.	Develop and implement a community engagement strategy and process.	X	X	X	X
L7.1.3	Engage and consult with stakeholders to identify community needs and objectives.					
		Undertake community engagement for specific issues when appropriate.	X	X	X	X

### L7.2 Council is committed to keeping the community informed of its decision making.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
L7.2.1	Provide an effective media relations service in accordance with Council's media policy.	Manage media releases in service of transparent and effective stakeholder engagement.	X	X	X	X

## OBJECTIVE – NATURAL ENVIRONMENT (NE)

Forbes Shire Natural Environment are the natural resources and environment within and surrounding the community of the Forbes Shire.



Financial Snapshot	2015/16	2016/17	2017/18	2018/19
Income – Revenue	1,526,000 1,757,351	1,485,750 1,799,740	1,521,360 1,801,610	1,557,870 1,801,610
Income - Funding	0	0	0	0
Expenditure - Ongoing	1,674,280 1,748,625	1,716,480 1,792,590	1,759,880 1,839,220	1,804,500 1,887,250
Expenditure - Capital Works	352,500	350,000 357,500	357,500 360,000	360,000 362,500

**OBJECTIVE NE: Forbes Shire Natural Environment is managed and sustained in a responsible manner.**

**NE 1 Use legislation, planning and control regulations to protect the environment with Council's sphere of influence.**

**NE1.1 Provide planning provisions that minimise the impact on the environment.**

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
NE1.1.3	Administer development approvals in accordance with Council's Local Environmental Plan, Development Control Plans, Council policies and other relevant legislation.	Relevant environmental protection provisions within the planning and legislation framework are considered when assessing development applications.	X	X	X	X

**NE1.2 Comply with Council's environmental management statutory obligations.**

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
NE1.2.1	Compliance with Environmental Protection Authority licence for Central West Livestock Exchange.	Satisfy conditions of the licence.	X	X	X	X
		Implement Pollution Response Incident Management Plan (PRIM) v.2012.	X			
NE1.2.2	Compliance with Environmental Protection Authority licence for Sewer Treatment Plan.	Satisfy conditions of the licence.	X	X	X	X
		Implement Pollution Response Incident Management Plan (PRIM) v. 2012.	X			
NE1.2.3	Compliance with Environmental Protection Authority licence for Water Treatment Facility.	Satisfy conditions of the licence.	X	X	X	X
		Implement Pollution Response Incident Management (PRIM) Plan v.2012.	X			
NE1.2.4	Compliance with	Satisfy conditions of the licence.	X	X	X	X

	Environmental Protection Authority licence for Darroobalgie Waste Depot.	Implement Pollution Response Incident Management Plan (PRIM) Plan v 2012.	X			
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Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action

## NE 2 Sustainable use and management of our natural resources and open spaces.

### NE2.1 Manage the community's open spaces in accordance with Open Spaces Asset Management Plan.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
NE2.1.1	Manage and maintain open spaces in accordance with the Open Space Asset Management Plan.	Undertake condition assessment to support Open Space Asset Management Plan.	X	X	X	X
		Identify forward works.	X			
		Develop inspection plans to support Open Space Asset Management Plan.	X			

### NE2.2 Control and promote noxious weed eradication.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
NE2.2.1	Controls noxious/environmental weeds in accordance with regulatory obligations.	Conduct Council's annual weed control program.	X	X	X	X
		Conduct regular inspections of private and public land in relation to weed control.	X	X	X	X
		Make private landholders aware of their control obligations.	X	X	X	X
NE2.2.2	Promote noxious weed eradication.	Participate in Lachlan Valley Weed Advisory Committee's education and media campaigns.	X	X	X	X



### NE2.3 Develop and maintain a Roadside Vegetation Management Plan.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
NE2.3.1	Implement Roadside Vegetation Management Plan in partnership with other stakeholders.	Review current and identify new initiatives.	X	X	X	
		Develop Roadside Vegetation Management Plan.	X	X	X	
		Implement plan in line with Council's resourcing strategy.			X	X

### NE 3 Enhance natural water course and Lake Forbes.

#### NE3.1 Manage the beauty, natural environment and attraction of Lake Forbes and Forbes aquatic areas.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
NE3.1.1	Implement Lake Forbes Master Plan.	Review current and identify new initiatives.		X		
		Develop Lake Forbes Master Plan.		X		
		Plan for the implementation of the Master Plan in line with Council's resourcing strategies.			X	X
NE3.1.2	Control bank erosion in the water skiing portion of the Forbes Aquatic Areas.	Undertake bank re-stabilisation work in line with Council's resourcing strategy.	X	X	X	X

### NE 4 Reduce carbon footprint.

#### NE4.1 Actively pursue reduction carbon footprint from energy consumption within Council's sphere of influence.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
NE4.1.1	Implementation of energy reduction plan for Council's high energy consumption sites.	Implementation of Distributed Energy Plan in line with Council's resourcing strategy.	X	X	X	X
		Investigate options for use of renewable energy sources.	X	X	X	X
NE4.1.2	Monitor energy consumption trends at Council's properties.	Monitor energy consumption.	X	X	X	X

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
		Report on energy consumption trends utilising Centroc's e21 initiative	X	X	X	X
NE4.1.4	Support community-led programs to reduce carbon footprint.	Consider Council's participation on a case by case basis.	X	X	X	X

## NE 5 Recognised as environmentally conscious community.

### NE5.1 Community involved in environmental initiatives through the Environment Advisory Committee.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
NE5.1.1	Liaise with Council's 355 Environment Advisory Committee to identify and address priority environmental issues.	Action recommendations of the 355 Environment Advisory Committee in line with Council's resourcing strategy and in accordance with Council's asset management plans.	X	X	X	X
NE5.1.2	Develop an action plan of environmental initiatives.	Review current and identify new initiatives.	X		X	
		Develop and implement action plan in line with Council's resourcing strategy.	X	X	X	X

## OBJECTIVE – PLACES (P)

Forbes Shire Places comprise the facilities, buildings and open spaces of the physical amenities provided for the benefit and enjoyment of the community.



Financial Snapshot	2015/16	2016/17	2017/18	2018/19
Income - Revenue	192,700 169,450	198,050 180,280	203,550 185,240	209,210 190,340
Income - Funding	0	0	0	0
Expenditure - Ongoing	648,410 723,665	610,700 693,890	629,610 714,760	649,210 786,340
Expenditure - Capital Works	0	0	0	0

**OBJECTIVE P: FORBES Shire Places are well maintained to the community needs.**

**P 1 Community facilities are well maintained and utilised.**

**P 1.1 Manage and maintain community facilities for the benefit of all community members and visitors.**

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
P1.1.1	Manage and maintain the Forbes Library.	Undertake review of facility.		X		
		Implement forward works improvement program in accordance with Building Asset Management Plan and in line with Council's resources.	X	X	X	X
P1.1.2	Manage and maintain Visitor Information Centre facility.	Complete a review and develop improved Visitor Information Centre services in line with the Tourism Strategy.		X	X	
		Implement forward works improvement program in accordance with Building Asset Management Plan and in line with Council's resources.	X	X	X	X
P1.1.3	Manage and maintain Youth and Community Centre.					
		Implement forward works improvement program in accordance with Building Asset Management Plan in line with Council's resources.	X	X	X	X
P1.1.4	Manage and maintain the Forbes Swimming Pool Centre facility in accordance with customer service principles and required health standards.	Develop and implement the Strategic Management Plan for Pool Operations.	X			X
		Complete refurbishment of amenities.		X		
		Implement forward works improvement program in accordance with Building Asset Management Plan and in line with Council's resources.	X	X	X	X
P.1.1.5	Manage and maintain the Forbes Cemetery Plan to provide accessible cemetery services for internments, memorials and associated ceremonial activities.	Review Cemetery Management Plan.				X
		Maintain register of burial records, including historical records.	X	X	X	X
		Implement forward works improvement program in accordance with Building Asset Management Plan and in line with Council's resources.	X	X	X	X
P1.1.6	Manage and maintain the Forbes Riverside Community Garden.	Support and develop the 355 Committee's management of the site.	X	X	X	X

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
		Develop a strategic business plan to enable the garden to become financially self-sufficient.	X			

## P 1.2 Manage and maintain Council sporting facilities for the benefit of all community members and visitors.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
P1.2.1	Work in partnership with sporting organisations to improve local facilities.	Support and develop the formation of 355 Sports Committee.	X	X	X	X
		Undertake a sporting facilities needs analysis to inform future works.		X	X	
P1.2.2	Improve the quality, flexibility and usability of Council sporting facilities.	Develop Plans of Management for all sporting facilities.		X	X	
		Implement forward works improvement program in accordance with Open Space and Recreation Asset Management Plan and in line with Council's resources.	X	X	X	X
P1.2.3	Issue user agreements for all sporting facilities to define responsibilities and ensure efficient shared use of community sporting facilities.	Review user agreements for community sporting facilities.	X	X	X	X

## P 2 Present a clean, attractive and accessible town.

### P 2.1 Ensure that public places are clean and well maintained throughout the year.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
P2.1.1	Maintain landscaped areas in accordance with the Open Space and Recreation Asset Management Plan.	Implement forward works improvement program in accordance with the Open Space and Recreation Asset Management Plan and in line with Council's resources.	X	X	X	X
		Develop a Street Tree Management Plan incorporating a replacement program.			X	
P2.1.2	Service collections of waste in public areas in accordance with Council's contract.	Manage collection of waste under Street-Sweeping, Public Amenities Cleaning and Refuse Collection contracts.	X	X	X	X

### P 2.2 Mobility access in Forbes Shire is maintained to meet the community's needs.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
P2.2.1	Implement a Pedestrian Access and Mobility Plan for the Forbes CBD area.	Review Pedestrian Access Mobility Plan in line with Council's resourcing strategy.		X	X	
		Implement the Pedestrian Access Mobility Plan in line with Council's resourcing strategy.		X	X	x
P2.2.2	Liaise with the Council's 355 Access Committee to assist identify and address priority access issues.	Regular meetings of 355 Access Committee with recommendations made to Council for consideration.	X	X	X	x

### P 2.3 Encourage partnerships with other stakeholders to promote community pride.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
P2.3.1	Support and develop the 355 Tidy Towns Committee.	Support and develop the 355 Committee.	X	X	X	x
		Make submission to annual Tidy Towns Award.	X	X	X	x
		Priority town beautification issues identified by the 355 Tidy Towns Committee with recommendations made to Council for consideration.	X	X	X	x
P2.3.2	Facilitate the annual Keep Australia Beautiful Clean Up Day.	Facilitate and promote the local Keep Australia Beautiful Clean Up Day events.	X	X	X	x
P2.3.4	Liaise with the other stakeholders to identify and address priority town beautification issues.	Identify priority town beautification issues assessed against existing priorities and scheduled where appropriate for implementation in forward works program.	X	X	X	X

### P 3 Support facilities in village areas.

#### P 3.1 Partner with village community groups to support smaller district community assets.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
P3.1.1	Develop strategy for the support of facilities in village areas (eg. Bedgerabong Showground, Wirrinya Shed, Garema Hall).	Undertake community consultations, review feedback and develop programs to support emerging issues of village communities in particular.	X	X	X	

### P 4 Significant heritage sites to be protected and maintained.

#### P 4.1 Partner with other stakeholders to protect and maintain significant sites.

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
P4.1.1	Provide framework to protect and maintain significant heritage sites within the Forbes Shire.	Provide a forum to discuss Heritage issues eg. Heritage Committee, workshops, actions.	X	X	X	X
P4.1.2	Provide advice and financial assistance to owners of items of heritage significance in the Shire.	Maintain the Heritage Advisor service.	X	X	X	X
		Provide financial assistance via the Local Heritage Fund to private owners for the preservation of Forbes heritage buildings/structures in line with Council's resources.	X	X	X	X
		Apply to NSW Office of Environment and Heritage for funding to deliver Heritage Advisor service and Local Heritage Fund.		X		X

**P 5 Attract new entertainment and recreational facilities.**

**P 5.1 Partner with other stakeholders to protect and maintain significant sites.**

Activity		Action	2013/14 Action	2014/15 Action	2015/16 Action	2016/17 Action
P5.1.1	Develop strategy to identify need for new entertainment or recreational facilities.	Undertake community consultation identify requirements for new entertainment or recreation facilities.		X		
		Develop strategy for the development and delivery of new facilities in line with Council's resourcing strategy.		X		
		Manage Town Hall operations in accordance with the Town Hall Business Plan and in support of Council's Arts and Culture Plan.			X	
		Concept development and implementation of a plan for development of the Bird Hide as a significant tourist attraction in Forbes.			X	X



DRAFT 2015/16 to 2018/19 DELIVERY PROGRAM BUDGET		Current Year	Year 1	Year 2	Year 3	Year 4
Job Number	Description	Original 2014/15 Budget	2015/16 Estimate	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast
01 GENERAL SERVICES						
---05 ECONOMIC & BUSINESS DEVELOPMENT						
-----05 BUSINESS & INDUSTRY DEVELOPMENT						
01-05-05-1000 Business & Industry Income						
	TOTAL Business & Industry Income	-20,400	-20,400	-21,020	-21,650	-22,300
01-05-05-2000 Business & Industry Expenditure						
	TOTAL Business & Industry Development Expenditure	367,930	247,942	269,480	261,210	268,160
XX-XX-XX-XXXX Forbes Homemaker Centre Income						
	TOTAL Forbes Homemaker Centre Income	-464,800	-681,430	-722,810	-854,010	-883,930
XX-XX-XX-XXXX Forbes Homemaker Centre Expenses						
	TOTAL Forbes Homemaker Centre Expenses	814,520	809,153	804,400	791,540	783,195
XX-XX-XX-XXXX Forbes Homemaker Centre Capital Works						
	TOTAL Forbes Homemaker Centre Capital Works	50,000	0	0	0	0
XX-XX-XX-XXXX Forbes Homemaker Centre Loan Funding						
	TOTAL Forbes Homemaker Centre Loan Funding	137,890	151,150	159,865	176,795	189,340
XX-XX-XX-XXXX Other Business Property Income						
	TOTAL Other Business Property Income	-209,500	-220,500	-227,120	-233,930	-240,950
XX-XX-XX-XXXX Other Business Property Expenses						
	TOTAL Other Business Property Expenses	87,650	97,800	100,440	103,160	105,960
01-05-05-3000 Business & Industry Development Capital Works						
	TOTAL Business & Industry Development Capital Works	-110,000	45,000	-10,000	-10,000	-10,000
01-05-05-4000 Business & Industry Development Funding						
	TOTAL Business & Industry Development Funding	-454,710	-311,698	28,380	28,870	29,380
-----08 TOURISM & PROMOTION						
01-05-08-1000 Tourism & Promotion Income						
	TOTAL Tourism & Promotion Income	-47,500	-27,000	-37,650	-30,300	-37,960
01-05-08-2000 Tourism & Promotion Expenditure						
	TOTAL Tourism & Promotion Expenditure	724,520	897,800	955,710	913,470	962,200
01-05-08-4000 Tourism & Promotion Funding						
	TOTAL Tourism & Promotion Funding	0	-85,000	0	0	0
-----12 APEX RIVERSIDE TOURIST PARK						
01-05-12-1000 Apex Riverside Tourist Park Revenue						
	TOTAL Apex Riverside Tourist Park Revenue	-300,000	-309,000	-318,270	-327,820	-337,650
01-05-12-2000 Apex Riverside Tourist Park Expenses						
	TOTAL Apex Riverside Tourist Park Expenses	222,020	223,500	229,780	236,240	242,900
xxxxxxxx Apex Riverside Tourist Park Capital Works Expenses						
	TOTAL Apex CP Capital Works	50,000	10,000	10,000	10,000	10,000
----- JREC EDUCATION HUB						
xxxxxxxx JREC Education Hub Revenue						
	TOTAL JREC Education Hub Revenue	-165,250	-165,250	-169,670	-174,220	-178,910
xxxxxxxx JREC Education Hub Expenses						
	TOTAL JREC Education Hub Expenses	157,300	157,300	162,020	166,880	171,900
xxxxxxxx JREC Education Hub Capital Works Expenses						
	TOTAL JREC Education Hub Capital Works	59,000	135,000	78,000	85,000	62,000

DRAFT 2015/16 to 2018/19 DELIVERY PROGRAM BUDGET		Current Year	Year 1	Year 2	Year 3	Year 4
Job Number	Description	Original 2014/15 Budget	2015/16 Estimate	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast
-----15 SALEYARDS						
01-05-15-5000	Central West Livestock Exchange Income					
	TOTAL Central West Livestock Exchange Income	-3,700,100	-3,935,360	-4,121,100	-4,323,400	-4,536,300
01-05-15-5500	Central West Livestock Exchange Expenses					
	TOTAL Central West Livestock Exchange Expenses	3,003,010	3,121,381	3,137,462	3,146,998	3,148,796
	TOTAL Saleyards Depreciation	926,050	683,400	683,400	683,400	683,400
	TOTAL Saleyards Capital Works	119,550	5,000	0	0	0
	TOTAL Saleyards Funding	-596,360	-316,976	-236,210	-150,600	-59,100
	TOTAL Saleyard Loans	247,850	442,555	536,448	643,602	763,204
-----25 QUARRIES & GRAVEL PITS						
01-05-25-1300	Quarry Depreciation					
	TOTAL Quarry Depreciation	0	0	0	0	0
01-05-25-1500	Gravel Pits Sales					
	TOTAL Gravel Pits Sales	-300,000	-300,000	-300,000	-300,000	-300,000
01-05-25-1600	Gravel Pits Cost of Goods Sold					
	TOTAL Gravel Pits Cost of Goods Sold	280,000	280,000	280,000	280,000	280,000
01-05-25-2500	Gravel Pits Production Costs					
	TOTAL Gravel Pits Production Costs	13,000	13,000	13,000	13,000	13,000
-----30 PRIVATE WORKS						
01-05-30-1000	Private Works Income					
	TOTAL Private Works Income	-100,000	-100,000	-100,000	-100,000	-100,000
01-05-30-2000	Private Works Expenses					
	TOTAL Private Works Expenses	90,000	90,000	90,000	90,000	90,000
-----35 PLANT						
01-05-35-1000	Plant Income					
	TOTAL Plant Income	-1,935,000	-2,039,000	-2,105,270	-2,173,690	-2,244,330
01-05-35-2000	Plant Expenses					
	TOTAL Plant Expenses	1,077,200	1,101,700	1,137,510	1,174,490	1,212,650
01-05-35-2900	Plant Depreciation					
	TOTAL Plant Depreciation	965,810	717,120	717,120	717,120	717,120
01-05-35-3000	Plant Capital Purchases					
	TOTAL Plant Capital Purchases	880,000	750,000	500,000	500,000	900,000
01-05-35-3100	Plant Capital Sales					
	TOTAL Plant Capital Sales	-300,000	-250,000	-150,000	-150,000	-300,000
01-05-35-4000	Plant Funding					
	TOTAL Plant Funding	-688,010	-279,820	-99,360	-67,920	-285,440
-----40 WORKS DEPOT & WORKSHOP						
01-05-40-2000	Works Depot Expenses					
	TOTAL Works Depot Expenses	178,010	233,050	208,940	215,000	221,240
01-05-40-2900	Works Depot Depreciation					
	TOTAL Works Depot Depreciation	0	0	0	0	0



DRAFT 2015/16 to 2018/19 DELIVERY PROGRAM BUDGET		Current Year	Year 1	Year 2	Year 3	Year 4
Job Number	Description	Original 2014/15 Budget	2015/16 Estimate	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast
01-05-40-4000 Works	Depot Funding					
	TOTAL Works Depot Funding	30,000	-30,000	30,000	30,000	30,000
----10 TRANSPORT FACILITIES						
-----05 ROADS & BRIDGES						
01-10-05-1000 Roads & Bridges Income						
	TOTAL Roads & Bridges Income	0	0	0	0	0
01-10-05-1100 Roads	FAG/RTR Grants					
	TOTAL Roads FAG/RTR Grants	-853,125	-1,706,200	-853,125	-853,125	-853,125
01-10-05-1200 Roads	RTA Grants					
	TOTAL Roads RTA Grants	-902,000	-1,044,000	-1,044,000	-1,044,000	-1,044,000
01-10-05-1210 SIC Works Income						
	TOTAL SIC Works Income	-1,500,000	-1,600,000	-1,600,000	-1,600,000	-1,600,000
01-10-05-2000 Rural Roads Sealed Maintenance						
	TOTAL Rural Roads Sealed Maintenance	866,250	895,000	924,100	954,150	985,160
01-10-05-2005 Rural Roads Unsealed Maintenance						
	TOTAL Rural Roads Unsealed Maintenance	641,000	655,000	676,310	698,290	720,980
01-10-05-2015 Bridges Maintenance						
	TOTAL Bridges Maintenance	55,800	57,000	58,860	60,770	62,740
01-10-05-2020 Urban Streets Sealed Maintenance						
	TOTAL Urban Streets Sealed Maintenance	645,100	661,000	682,490	704,680	727,580
01-10-05-2025 Urban Streets Unsealed Maintenance						
	TOTAL Urban Streets Unsealed Maintenance	78,600	80,500	83,140	85,850	88,650
01-10-05-2030 Vehicle Entrances / Gutter Bridges M&R						
	TOTAL Vehicle Entrances / Gutter Bridges M&R	20,500	0	0	0	0
01-10-05-2035 Kerb & Gutter Maintenance & Repairs						
	TOTAL Kerb & Gutter Maintenance & Repairs	123,000	198,900	154,880	159,910	165,110
01-10-05-2200 RTA WORKS - OPERATING						
	TOTAL RTA WORKS - OPERATING	2,402,000	2,502,000	2,402,000	2,402,000	2,402,000
01-10-05-2900 Roads & Bridges Depreciation						
	TOTAL Roads & Bridges Depreciation	4,460,860	4,183,350	4,183,350	4,183,350	4,183,350
01-10-05-3000 Roads & Bridges Capital Works						
	TOTAL Roads & Bridges Capital Works	0	0	0	0	0
01-10-05-3010 Subdivision Related Works						
	TOTAL Subdivision Related Works	0	0	0	0	0
01-10-05-3200 R2R Works Program Expenses						
	TOTAL R2R Works Program Expenses	853,125	1,706,200	853,125	853,125	853,125
01-10-05-4000 Roads & Bridges Funding						
	TOTAL Roads & Bridges Funding	-4,460,860	-4,183,350	-4,183,350	-4,183,350	-4,183,350
-----15 TRAFFIC FACILITIES MANAGEMENT						
01-10-15-1000 Traffic Facilities Management Income						
	TOTAL Traffic Facilities Management Income	0	0	0	0	0
01-10-15-2000 Traffic Facilities Management Expenses						
	TOTAL Traffic Facilities Management Expenses	750,420	717,300	739,980	763,380	767,530

DRAFT 2015/16 to 2018/19 DELIVERY PROGRAM BUDGET		Current Year	Year 1	Year 2	Year 3	Year 4
Job Number	Description	Original 2014/15 Budget	2015/16 Estimate	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast
01-10-15-2100	Technical Management Expenses					
	TOTAL Technical Management Expenses	3,169,620	3,367,595	3,477,030	3,590,010	3,706,680
01-10-15-2110	Traffic Facilities Management Oncosts Recouped					
	TOTAL Traffic Facilities Management Oncosts Recouped	-2,231,420	-2,350,000	-2,426,380	-2,505,240	-2,586,660
01-10-15-2900	Traffic Facilities Management Depreciation					
	TOTAL Traffic Facilities Management Depreciation	262,800	247,510	247,510	247,510	247,510
01-10-15-3000	Traffic Facilities Management Capital Works					
	TOTAL Traffic Facilities Management Capital Works	250,000	325,000	145,000	120,000	130,000
01-10-15-4000	Traffic Facilities Management Funding					
	TOTAL Traffic Facilities Management Funding	-262,800	-283,510	-267,510	-267,510	-247,510
-----35 AERODROME						
01-10-35-1000	Aerodrome Income					
	TOTAL Aerodrome Income	-5,000	-5,000	-5,000	-5,000	-5,000
01-10-35-2000	Aerodrome Expenses					
	TOTAL Aerodrome Expenses	77,130	88,820	91,660	94,580	97,610
01-10-35-2900	Aerodrome Depreciation					
	TOTAL Aerodrome Depreciation	19,150	6,338	6,340	6,340	6,340
01-10-35-3000	Aerodrome Capital Works					
	TOTAL Aerodrome Capital Works	34,450	650,000	0	0	0
01-10-35-4000	Aerodrome Funding					
	TOTAL Aerodrome Funding	-119,150	-379,338	93,660	93,660	93,660
---15 ENVIRONMENTAL MANAGEMENT						
-----05 NATURAL RESOURCE MANAGEMENT						
01-15-05-1000	Natural Resource Management Income					
	TOTAL Natural Resource Management Income	-73,000	-73,000	-73,000	-73,000	-73,000
01-15-05-2000	Natural Resource Management Expenses					
	TOTAL Natural Resource Management Expenses	104,000	104,650	108,050	111,570	115,190
01-15-05-2900	Natural Resource Management Depreciation					
	TOTAL Natural Resource Management Depreciation	194,450	194,450	194,450	194,450	194,450
01-15-05-3000	Natural Resource Management Capital Works					
	TOTAL Natural Resource Management Capital Works	352,500	352,500	357,500	360,000	362,500
01-15-05-4000	Natural Resource Management Funding					
	TOTAL Natural Resource Management Funding	-369,450	-619,450	-369,450	-369,450	-223,204
-----10 FLOODPLAIN MANAGEMENT						
01-15-10-1000	Floodplain Management Income					
	TOTAL Floodplain Management Income	0	0	0	0	0
01-15-10-2000	Floodplain Management Expenses					
	TOTAL Floodplain Management Expenses	50,000	44,000	4,000	4,000	54,000
01-15-10-4000	Floodplain Management Funding					
	TOTAL Floodplain Management Funding	-26,250	-46,000	0	0	0
-----20 BUSHFIRE PROTECTION						
01-15-20-1000	Bushfire Protection Income					
	TOTAL Bushfire Protection Income	-125,820	-120,000	-123,600	-127,310	-131,120
01-15-20-2000	Bushfire Protection Expense Grant Funded					
	TOTAL Bushfire Protection Expense Grant Funded	114,000	113,000	113,410	116,930	120,540



DRAFT 2015/16 to 2018/19 DELIVERY PROGRAM BUDGET		Current Year	Year 1	Year 2	Year 3	Year 4
Job Number	Description	Original 2014/15 Budget	2015/16 Estimate	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast
01-15-20-2200	Bushfire Protection Expenses Non Grant Funded					
	TOTAL Bushfire Protection Expenses Non Grant Funded	250,540	318,504	327,730	337,240	347,030
01-15-20-2900	Bushfire Protection Depreciation					
	TOTAL Bushfire Protection Depreciation	0	0	0	0	0
01-15-20-3000	Bushfire Protection Capital Works					
	TOTAL Bushfire Protection Capital Works	0	0	0	0	0
01-15-20-4000	Bushfire Protection Funding					
	TOTAL Bushfire Protection Funding	-6,870	-13,340	-13,340	-13,340	-13,340
-----25 TOWN PLANNING						
01-15-25-1000	Town Planning Income					
	TOTAL Town Planning Income	-97,500	-90,500	-98,950	-101,470	-104,050
01-15-25-2000	Town Planning Expenses					
	TOTAL Town Planning Expenses	526,200	540,840	556,610	571,350	586,550
01-15-25-3000	Town Planning Capital Works					
	TOTAL Town Planning Capital Works	0	0	0	0	0
01-15-25-4000	Town Planning Funding					
	TOTAL Town Planning Funding	-3,420	-69,000	0	0	0
-----30 BUILDING CONTROL						
01-15-30-1000	Building Control Income					
	TOTAL Building Control Income	-96,800	-80,550	-82,980	-85,470	-88,040
01-15-30-2000	Building Control Expenses					
	TOTAL Building Control Expenses	426,400	477,748	493,450	509,640	526,400
01-15-30-4000	Building Control Funding					
	TOTAL Building Control Funding	0	0	0	0	0
-----40 NOXIOUS WEEDS						
01-15-40-1000	Noxious Weeds Income					
	TOTAL Noxious Weeds Income	-56,500	-56,500	-58,200	-59,950	-61,750
01-15-40-1995	Noxious Weeds - Weeds Action Plan					
	TOTAL Noxious Weeds - Weeds Action Plan	109,800	109,800	113,090	116,480	119,970
01-15-40-2000	Noxious Weeds Destruction Grant Funded Expenses					
	TOTAL Noxious Weeds Destruction Grant Funded Expenses	0	0	0	0	0
01-15-40-2001	NWD Grant Funded Inspection Expenses					
	TOTAL NWD Grant Funded Inspection Expenses	0	0	0	0	0
01-15-40-2050	Noxious Weed Local Weed Destruction - Non Funded					
	TOTAL Noxious Weed Local Weed Destruction - Non Funded	0	0	0	0	0
01-15-40-2100	Noxious Weeds Expenses Non Funded					
	TOTAL Noxious Weeds Expenses Non Funded	6,000	6,000	6,180	6,370	6,560
01-15-40-4000	Noxious Weeds Funding					
-----45 WASTE MANAGEMENT						
01-15-45-1000	Waste Management Income					
	TOTAL Waste Management Income	-485,940	-500,803	-513,320	-442,100	-453,160
01-15-45-1100	Waste Collection Income (Domestic)					
	TOTAL Waste Collection Income (Domestic)	-910,580	-1,127,048	-1,155,220	-1,184,100	-1,213,700
01-15-45-2000	Waste Management Expenses					

DRAFT 2015/16 to 2018/19 DELIVERY PROGRAM BUDGET		Current Year	Year 1	Year 2	Year 3	Year 4
Job Number	Description	Original 2014/15 Budget	2015/16 Estimate	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast
	TOTAL Waste Management Expenses	696,300	749,745	771,130	794,490	818,580
01-15-45-2100	Waste Collection Expenses (Domestic)					
	TOTAL Waste Collection Expenses (Domestic)	529,240	552,859	569,540	586,710	604,370
01-15-45-2900	Waste Management Depreciation					
	TOTAL Waste Management Depreciation	40,630	40,630	40,630	40,630	40,630
01-15-45-3000	Waste Management Capital Works					
	TOTAL Waste Management Capital Works	0	0	0	0	0
01-15-45-4000	Waste Management Funding					
	TOTAL Waste Management Funding	130,350	284,617	287,240	204,370	203,280
---20 QUALITY OF LIFE AND COMMUNITY SERVICES						
-----10 REGULATORY ENFORCEMENT						
01-20-10-1000	Regulatory Enforcement Income					
	TOTAL Regulatory Enforcement Income	-18,150	-20,550	-21,180	-21,820	-22,470
01-20-10-2000	Regulatory Enforcement Expenses					
	TOTAL Regulatory Enforcement Expenses	362,070	394,412	406,530	419,000	431,880
01-20-10-3000	Regulatory Enforcement Capital Works					
	TOTAL Regulatory Enforcement Capital Works	50,000	50,000	0	0	0
01-20-10-4000	Regulatory Enforcement Funding					
	TOTAL Regulatory Enforcement Funding	-20,000	-20,000	-20,000	-20,000	-20,000
-----30 CEMETERY						
01-20-30-1000	Cemetery Income					
	TOTAL Cemetery Income	-140,000	-140,000	-144,200	-148,530	-152,990
01-20-30-2000	Cemetery Expenses					
	TOTAL Cemetery Expenses	167,620	204,072	173,930	178,800	183,700
01-20-30-2900	Cemetery Depreciation					
	TOTAL Cemetery Depreciation	1,140	3,170	3,170	3,170	3,170
01-20-30-3000	Cemetery Capital Works					
	TOTAL Cemetery Capital Works	73,500	94,000	60,000	62,000	62,000
01-20-30-4000	Cemetery Funding					
	TOTAL Cemetery Funding	-1,140	-43,170	-43,170	-43,170	-43,170
-----33 COMMUNITY FACILITIES						
01-20-33-1000	Community Facilities Income					
	TOTAL Community Facilities Income	-78,240	-77,340	-79,660	-82,040	-84,500
01-20-33-2000	Community Facilities Expenses					
	TOTAL Community Facilities Expenses	289,910	344,075	303,090	312,360	321,920
01-20-33-2900	Community Facilities Depreciation					
	TOTAL Community Facilities Depreciation	208,120	219,650	219,650	219,650	219,650
01-20-33-3000	Community Facilities Capital Works					
	TOTAL Community Facilities Capital Works	90,000	30,000	10,000	10,000	10,000
01-20-33-4000	Community Facilities Funding					
	TOTAL Community Facilities Funding	-278,120	-279,650	-239,650	-219,650	-219,650
-----35 CULTURAL FACILITIES						
01-20-35-1000	Cultural Facilities Income					
	TOTAL Cultural Facilities Income	-121,200	-41,500	-42,750	-44,040	-45,360



DRAFT 2015/16 to 2018/19 DELIVERY PROGRAM BUDGET		Current Year	Year 1	Year 2	Year 3	Year 4
Job Number	Description	Original 2014/15 Budget	2015/16 Estimate	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast
	TOTAL Cultural Facilities Expenses	377,610	321,402	331,180	341,270	351,670
01-20-35-2900	Cultural Facilities Depreciation					
	TOTAL Cultural Facilities Depreciation	13,770	14,020	14,020	14,020	14,020
01-20-35-3000	Cultural Facilities Capital Works					
	TOTAL Cultural Facilities Capital Works	20,000	20,000	20,000	20,000	20,000
01-20-35-4000	Cultural Facilities Funding					
	TOTAL Cultural Facilities Funding	-13,770	-14,020	-14,020	-14,020	-14,020
-----45	SWIMMING POOL					
01-20-45-1000	Swimming Pool Income					
	TOTAL Swimming Pool Income	-15,000	-10,515	-10,530	-10,550	-10,570
01-20-45-2000	Swimming Pool Expenses					
	TOTAL Swimming Pool Expenses	231,260	238,027	244,900	251,980	259,270
01-20-45-2900	Swimming Pool Depreciation					
	TOTAL Swimming Pool Depreciation	38,340	47,650	47,650	47,650	47,650
01-20-45-3000	Swimming Pool Capital Works					
	TOTAL Swimming Pool Capital Works	250,000	20,000	100,000	80,000	0
01-20-45-4000	Swimming Pool Funding					
	TOTAL Swimming Pool Funding	-158,340	-47,650	-47,650	-47,650	-47,650
-----55	PUBLIC RECREATIONAL FACILITIES					
01-20-55-1000	Public Recreation Facilities Income					
	TOTAL Public Recreation Facilities Income	-17,700	-18,100	-18,650	-19,210	-19,780
01-20-55-2000	Public Recreation Facilities Expenses					
	TOTAL Public Recreation Facilities Expenses	912,860	958,300	986,720	1,016,300	1,046,760
01-20-55-2900	Public Recreation Facilities Depreciation					
	TOTAL Public Recreation Facilities Depreciation	22,120	36,550	36,550	36,550	36,550
01-20-55-3000	Public Recreation Facilities Capital Works					
	TOTAL Public Recreation Facilities Capital Works	415,000	383,000	115,000	55,000	55,000
01-20-55-4000	Public Recreation Facilities Funding					
	TOTAL Public Recreation Facilities Funding	-173,210	-201,550	-36,550	-36,550	-36,550
-----70	EMERGENCY SERVICES					
01-20-70-1000	Emergency Services Income					
	TOTAL Emergency Services Income	0	0	0	0	0
01-20-70-2000	Emergency Services Expenses					
	TOTAL Emergency Services Expenses	63,000	52,000	53,560	55,160	56,810
01-20-70-2900	Emergency Services Depreciation					
	TOTAL Emergency Services Depreciation	4,940	8,550	8,550	8,550	8,550
01-20-70-3000	Emergency Services Capital Works					
	TOTAL Emergency Services Capital Works	0	0	0	0	0
01-20-70-4000	Emergency Services Funding					
	TOTAL Emergency Services Funding	-4,940	-8,550	-8,550	-8,550	-8,550
---25	ECONOMICAL PROVISION OF SERVICES					
-----10	FINANCIAL MANAGEMENT					
01-25-10-1000	Financial Management Income					
	TOTAL Financial Management Income	-455,000	-460,000	-455,000	-455,000	-455,000
01-25-10-2000	Financial Management Expenses					

DRAFT 2015/16 to 2018/19 DELIVERY PROGRAM BUDGET		Current Year	Year 1	Year 2	Year 3	Year 4
Job Number	Description	Original 2014/15 Budget	2015/16 Estimate	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast
	TOTAL Financial Management Expenses	-8,160	25,150	28,190	31,490	35,020
01-25-10-4000	Financial Management Funding					
	TOTAL Financial Management Funding	500,000	500,000	500,000	500,000	500,000
01-25-10-4100	Financial Management Loan Repayments					
	TOTAL Financial Management Loan Repayments	0	0	0	0	0
-----25 REVENUE COLLECTION						
01-25-25-1000	Rates Income					
	TOTAL Rates Income	-6,794,030	-6,956,247	-7,129,280	-7,306,630	-7,488,420
01-25-25-1100	Revenue Collection Income					
	TOTAL Revenue Collection Income	-28,000	-33,000	-33,000	-33,000	-33,000
01-25-25-2000	Revenue Collection Expenses					
	TOTAL Revenue Collection Expenses	467,390	469,286	484,330	499,850	515,890
01-25-25-2100	Revenue Collection Costs Recovered					
	TOTAL Revenue Collection Costs Recovered	0	0	0	0	0
-----35 INFORMATION TECHNOLOGY						
01-25-35-1000	Information Technology Income					
	TOTAL Information Technology Income	-400	-400	-400	-400	-400
01-25-35-2000	Information Technology Expenses					
	TOTAL Information Technology Expenses	45,530	71,500	73,070	74,670	76,260
01-25-35-3000	Information Technology Capital Works					
	TOTAL Information Technology Capital Works	5,000	125,000	0	80,000	0
01-25-35-4000	Information Technology Funding					
	TOTAL Information Technology Funding	0	-108,500	20,000	-80,000	20,000
---30 COUNCIL GOVERNANCE						
-----05 ELECTED MEMBERS						
01-30-05-1000	Governance Income					
	TOTAL Governance Income	0	-1,000	0	0	0
01-30-05-2000	Governance Expenses					
	TOTAL Governance Expenses	424,700	433,707	467,210	461,130	495,480
-----xx OTHER GOVERNANCE						
xxxxxxxxxxxxxxxx	Other Governance Expenses					
	Total Other Governance Expenses	220,200	221,000	231,750	243,040	254,890
-----10 STRATEGIC PLANNING						
01-30-10-1000	Strategic Planning Income					
	TOTAL Strategic Planning Income	0	0	0	0	0
01-30-10-2000	Strategic Planning Expenses					
	TOTAL Strategic Planning Expenses	704,720	636,856	657,480	678,760	700,720
01-30-10-3000	Strategic Planning Capital Works					
	TOTAL Strategic Planning Capital Works	0	0	0	0	0
-----12 CIVICS & GOVERNMENT RELATIONS						
01-30-12-1000	Civics & Government Relations Income					
	TOTAL Civics & Government Relations Income	-2,200	-3,150	-3,240	-3,330	-3,430
01-30-12-2000	Civics & Government Relations Expenses					
	TOTAL Civics & Government Relations Expenses	150,330	109,200	112,490	115,850	119,340
	TOTAL Civics & Government Relations Funding	0	-15,000	0	0	0



DRAFT 2015/16 to 2018/19 DELIVERY PROGRAM BUDGET		Current Year	Year 1	Year 2	Year 3	Year 4
Job Number	Description	Original 2014/15 Budget	2015/16 Estimate	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast
-----15 CORPORATE MANAGEMENT						
01-30-15-1000 Corporate Management Income						
	TOTAL Corporate Management Income	-4,732,520	-4,840,637	-4,937,510	-5,036,320	-5,137,120
01-30-15-2000 Corporate Management Expenses						
	TOTAL Corporate Management Expenses	70,030	-83,000	-83,020	-82,910	-82,630
01-30-15-2900 Corporate Management Depreciation						
	TOTAL Corporate Management Depreciation	65,000	55,800	55,800	55,800	55,800
01-30-15-3000 Corporate Management Capital Works						
	TOTAL Corporate Management Capital Works	0	0	0	0	0
	TOTAL Corporate Management Funding	-65,000	-55,800	-55,800	-55,800	-55,800
-----20 GOVERNMENT RELATIONS						
01-30-20-1000 Government Relations Income						
	TOTAL Government Relations Income	-58,850	-65,000	-67,110	-69,290	-71,540
01-30-20-2000 Government Relations Expenses						
	TOTAL Government Relations Expenses	83,150	88,272	91,070	93,950	96,930
01-30-20-4000 Government Relations Funding						
	TOTAL Government Relations Funding	0	0	0	0	0
-----35 PUBLIC RELATIONS						
01-30-35-1000 Public Relations Income						
	TOTAL Public Relations Income	-50	-50	-50	-50	-50
01-30-35-2000 Public Relations Expenses						
	TOTAL Public Relations Expenses	27,500	38,300	39,450	40,630	41,850
---35 ORGANISATIONAL EFFECTIVENESS						
-----05 HUMAN RESOURCE MANAGEMENT						
01-35-05-1000 Human Resource Management Income						
	TOTAL Human Resource Management Income	-10,000	-28,000	-10,330	-10,670	-11,020
01-35-05-2000 Human Resource Management Expenses						
	TOTAL Human Resource Management Expenses	11,970	27,000	28,000	29,000	30,080
01-35-05-4000 Human Resource Management Funding						
	TOTAL Human Resource Management Funding	0	0	0	0	0
-----25 COMMUNICATION						
01-35-25-1000 Communication Income						
	TOTAL Communication Income	0	0	0	0	0
01-35-25-2000 Communication Expenses						
	TOTAL Communication Expenses	76,950	72,000	74,160	76,380	78,670
06 FORBES WATER						
---05 FORBES WATER SUPPLY						
-----05 FORBES WATER SUPPLY						
06-05-05-1000 Forbes Water Rates Income						
	TOTAL Forbes Water Rates Income	-880,990	-902,173	-934,420	-967,820	-1,002,400
06-05-05-1100 Forbes Water Grant Income						
	TOTAL Forbes Water Grant Income	-2,035,970	-36,800	-37,720	-38,660	-39,630
06-05-05-1200 Forbes Water User Charge Income						
	TOTAL Forbes Water User Charge Income	-1,183,000	-1,708,000	-1,767,500	-1,829,080	-1,892,820
06-05-05-1300 Forbes Water Contributions Income						
	TOTAL Forbes Water Contributions Income	-12,500	-12,500	-12,500	-12,500	-12,500

DRAFT 2015/16 to 2018/19 DELIVERY PROGRAM BUDGET		Current Year	Year 1	Year 2	Year 3	Year 4
Job Number	Description	Original 2014/15 Budget	2015/16 Estimate	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast
06-05-05-1900	Forbes Water Other Income					
	TOTAL Forbes Water Other Income	-205,230	-256,440	-265,940	-275,790	-286,020
06-05-05-2000	Forbes Water Supply Expenses					
	TOTAL Forbes Water Supply Expenses	2,117,340	2,496,620	2,584,500	2,661,110	2,743,850
06-05-05-2900	Forbes Water Depreciation Expenses					
	TOTAL Forbes Water Depreciation Expenses	691,850	1,023,000	1,023,000	1,023,000	1,023,000
06-05-05-3000	Forbes Water Capital Works					
	TOTAL Forbes Water Capital Works	2,955,700	719,250	595,220	450,070	302,870
06-05-05-4000	Forbes Water Funding					
	TOTAL Forbes Water Funding	-1,455,610	-1,322,957	-1,184,640	-1,010,330	-836,350
06-05-05-4100	Forbes Water Loans					
	TOTAL Forbes Water Loans	0	0	0	0	0
	*****Totals*****	-8,410	0	0	0	0
08	OOTHA WATER					
08-05-05-1000	Ootha Water Rates Income					
	TOTAL Ootha Water Rates Income	-6,550	-6,719	-6,970	-7,230	-7,500
08-05-05-1200	Ootha Water User Charge Income					
	TOTAL Ootha Water User Charge Income	-6,200	-6,200	-6,390	-6,580	-6,780
08-05-05-1300	OOTHA WATER CONTRIBUTIONS INCOME					
	TOTAL OOTHA WATER CONTRIBUTIONS INCOME	0	0	0	0	0
08-05-05-1900	Ootha Water Other Income					
	TOTAL Ootha Water Other Income	-250	-250	-250	-250	-250
08-05-05-2000	Ootha Water Expenses					
	TOTAL Ootha Water Expenses	21,410	23,530	24,240	24,980	25,740
08-05-05-2900	Ootha Water Depreciation					
	TOTAL Ootha Water Depreciation	1,200	1,200	1,200	1,200	1,200
08-05-05-3000	Ootha Water Capital Works					
	TOTAL Ootha Water Capital Works	0	0	0	0	0
08-05-05-4000	Ootha Water Funding					
	TOTAL Ootha Water Funding	-1,200	-11,561	-11,830	-12,120	-12,410
08-05-05-4100	OOTHA WATER LOANS					
	TOTAL OOTHA WATER LOANS	8,410	0	0	0	0
07	FORBES SEWERAGE SERVICES					
	TOTAL Sewerage Rates Income	-1,737,680	-1,779,427	-1,842,320	-1,907,430	-1,974,840
07-05-05-1100	Sewerage Grant Income					
	TOTAL Sewerage Grant Income	-32,840	-33,600	-34,440	-35,300	-36,180
07-05-05-1200	Sewerage User Charge Income					
	TOTAL Sewerage User Charge Income	-475,500	-475,500	-489,770	-504,470	-519,600
07-05-05-1300	Sewerage Contribution Income					
	TOTAL Sewerage Contribution Income	-10,000	-10,000	-10,000	-10,000	-10,000
07-05-05-1900	Sewerage Other Income					
	TOTAL Sewerage Other Income	-83,200	-70,000	-72,800	-75,710	-78,740



DRAFT 2015/16 to 2018/19 DELIVERY PROGRAM BUDGET		Current Year	Year 1	Year 2	Year 3	Year 4
Job Number	Description	Original 2014/15 Budget	2015/16 Estimate	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast
07-05-05-2000	Sewerage Services Expenses					
	TOTAL Sewerage Services Expenses	1,603,050	1,769,092	1,762,120	1,806,200	1,851,380
07-05-05-2900	Sewerage Depreciation					
	TOTAL Sewerage Depreciation	429,540	544,300	544,300	544,300	544,300
07-05-05-3000	Sewerage Capital Works					
	TOTAL Sewerage Capital Works	1,625,000	1,625,000	875,000	852,000	800,000
07-05-05-4000	Sewerage Funding					
	TOTAL Sewerage Funding	-1,536,890	-1,670,245	-839,460	-784,450	-699,190
07-05-05-4100	FORBES SEWERAGE LOANS					
	TOTAL FORBES SEWERAGE LOANS	218,520	100,380	107,370	114,860	122,870
	*****Totals*****	0	-0	0	0	0
CONSOLIDATE RESULTS:						
	Income	-31,490,065	-32,194,639	-32,164,215	-33,026,245	-33,912,185
	Expense	24,123,210	25,267,146	25,487,672	26,012,298	26,646,681
	ExpenseDep	8,364,640	8,054,328	8,054,330	8,054,330	8,054,330
	<b>Consolidated Operating Deficit/(Surplus) - (Including Capital Grants)</b>	<b>997,785</b>	<b>1,126,835</b>	<b>1,377,787</b>	<b>1,040,383</b>	<b>788,826</b>
	CapSales	-560,000	-330,000	-310,000	-310,000	-460,000
	CapEx	8,986,825	7,903,850	4,744,485	4,531,405	4,615,225
	Loan	604,260	694,085	803,683	935,257	1,075,414
	Reserves	-1,664,230	-1,537,790	1,419,260	1,606,050	2,007,816
	AccumDep	-8,364,640	-8,054,328	-8,052,030	-8,052,030	-8,052,030
	<b>Consolidated Results Overall Deficit/(Surplus)</b>	<b>0</b>	<b>-197,348</b>	<b>-16,815</b>	<b>-248,935</b>	<b>-24,749</b>
GENERAL FUND RESULTS:						
	Income	-24,820,155	-26,897,030	-26,683,195	-27,355,425	-28,044,925
	Expense	20,381,410	20,977,904	21,116,812	21,520,008	22,025,711
	ExpenseDep	7,242,050	6,485,828	6,485,830	6,485,830	6,485,830
	<b>General Fund Operating Deficit/(Surplus) - (Including Capital Grants)</b>	<b>2,803,305</b>	<b>566,702</b>	<b>919,447</b>	<b>650,413</b>	<b>466,616</b>
	CapSales	-560,000	-330,000	-310,000	-310,000	-460,000
	CapEx	4,406,125	5,559,600	3,274,265	3,229,335	3,512,355
	Loan	385,740	593,705	696,313	820,397	952,544
	Reserves	206,880	-101,527	1,886,690	1,844,450	1,987,266
	AccumDep	-7,242,050	-6,485,828	-6,483,530	-6,483,530	-6,483,530
	<b>General Fund Deficit/(Surplus)</b>	<b>0</b>	<b>-197,348</b>	<b>-16,815</b>	<b>-248,935</b>	<b>-24,749</b>
WATER FUND RESULTS:						
	Income	-4,330,690	-2,929,082	-3,031,690	-3,137,910	-3,247,900
	Expense	2,138,750	2,520,150	2,608,740	2,686,090	2,769,590
	ExpenseDep	693,050	1,024,200	1,024,200	1,024,200	1,024,200
	<b>Water Fund Operating Deficit/(Surplus) - (Including Capital Grants)</b>	<b>-1,498,990</b>	<b>615,268</b>	<b>601,250</b>	<b>572,380</b>	<b>545,890</b>
	CapSales	0	0	0	0	0
	CapEx	2,955,700	719,250	595,220	450,070	302,870
	Loan	0	0	0	0	0
	Reserves	-763,760	-310,318	-172,270	1,750	175,440
	AccumDep	-693,050	-1,024,200	-1,024,200	-1,024,200	-1,024,200
	<b>Water Fund Deficit/(Surplus)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
SEWER FUND RESULTS:						
	Income	-2,339,220	-2,368,527	-2,449,330	-2,532,910	-2,619,360
	Expense	1,603,050	1,769,092	1,762,120	1,806,200	1,851,380
	ExpenseDep	429,540	544,300	544,300	544,300	544,300
	<b>Sewer Fund Operating Deficit/(Surplus) - (Including Capital Grants)</b>	<b>-306,630</b>	<b>-55,135</b>	<b>-142,910</b>	<b>-182,410</b>	<b>-223,680</b>
	CapSales	0	0	0	0	0
	CapEx	1,625,000	1,625,000	875,000	852,000	800,000
	Loan	218,520	100,380	107,370	114,860	122,870
	Reserves	-1,107,350	-1,125,945	-295,160	-240,150	-154,890
	AccumDep	-429,540	-544,300	-544,300	-544,300	-544,300
	<b>Sewer Fund Deficit/(Surplus)</b>	<b>0</b>	<b>-0</b>	<b>0</b>	<b>0</b>	<b>0</b>