



# DELIVERY PROGRAM 2013/14 - 2016/17

<b>Document Control</b>	<b>Delivery Program 2013/14 -2016/17</b>
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<b>Revision Number</b>	<b>Date</b>	<b>Revision Details</b>
1	26 June 2013	Initial Delivery Program
2	20 November 2013	Includes - LTTP Review as at 30 September 2013 - Special Rate Variation Scenario – Actual 2012/13 financial results

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## Message from Mayor and General Manager



On behalf of Gilgandra Shire Council we are pleased to present the Gilgandra Shire community with Councils Delivery Program for this term of Council, 2013/14 to 2016/17

The Delivery Program defines the actions to be taken over the next four years to work towards achieving the outcomes and strategies detailed in the Community Strategic Plan 2013/14 to 2022/23.

The Local Government sector in New South Wales has seen significant changes in requirements related to planning and reporting to both you as our community and also the NSW State Government. This Delivery Program Forms a key part of Gilgandra Shire Council's Integrated Planning and Reporting framework and aims to demonstrate our commitment to you our community over the next four years

Council faces significant challenges during the next 4 years, these challenges include;

- Maintaining ageing transport and community infrastructure.
- Address the issue of long term financial sustainability.
- Reviewing service delivery levels to allow Council to operate within its means

Council is committed to a number of major projects over its four year term including

- Replacement of the Terrabile Creek Bridge
- Renovations of the Warren Road Medical Centre
- Development of the Gilgandra Industrial Park
- Development of stage 1 of the Gilgandra Aero Park Residential Subdivision
- Restoration program for Councils ageing footpath network
- Provision of disabled access at the Gilgandra Swimming Pool
- Re-sheeting of the Gilgandra Aerodrome runway
- Construction of an additional columbarium at the Gilgandra Cemetery
- Installation of automated irrigation system for Noonan Park
- Renewal of Water Supply Infrastructure in line with Councils 30 year plan
- Renewal of Sewer Infrastructure in line with Councils 30 year plan

Council has completed a major review of its road infrastructure assets and has developed a road hierarchy to assist with a planned approach to addressing maintenance and renewal requirements into the future. Council has confirmed the need for significant increases in rural road expenditure to achieve ongoing road conditions acceptable to the community. However, Council has recognised this cannot be achieved without a reduction of service levels in other areas and significant increases in revenue.

Council has been and will continue to review its operations and levels of service it is providing to the community to ensure it is working both efficiently and effectively to achieve the outcomes identified in the Community Strategic Plan.

After completing a review of our Long Term Financial Plan for the period 2013/14 - 2022/23 Council made a decision at its September 2013 meeting to make application to IPART for a Special Rate Variation to allow us to progress our Community Strategic Plan and this Delivery Program while addressing the issue of Long Term financial sustainability.

## Review of Long Term Financial Plan 2013/14 – 2022/23

Council has reviewed its Long Term Financial Plan for the next 10 years and a summary of the revised budget projections for the term of this Council 2013/14 – 2016/17 is included in the Delivery Program. Council's revised Long Term Financial Planning includes two financial modelling scenarios with the following key elements :

### Scenario 1

- General Rate Revenue increased in line with rate pegging (estimated at 3% per annum) over life of plan.
- Operations/services delivered at current level across the board
- Capital Works Program of \$39.7m including \$36.8m asset renewals
- External Revenue Sources maintained at current levels
- Borrowings sourced for capital projects with intergenerational benefits within Council's debt service ratio policy
- Water Charges increased by 3% for 2013/14 and 3.5% per annum for remainder of plan.
- Sewer Access Charges increased by 6% per annum and Sewer Usage Charges increased by 10% per annum over the life of the plan.

### Scenario 2

- General Rate Revenue increased by 7% above rate pegging (forecast at 3% per annum) for a three year period from 2014/15 to 2016/17 (this term of Council) and by rate pegging thereafter
- General Fund operational expenditure reduced by 1% in 2014/15 a further 1% in 2015/16 and a further 1% in 2016/17 (progressively reduce cost of operations/ services by 3% over this term of Council) and maintain these savings over life of the plan
- Rural Roads maintenance increased by \$200k plus CPI in 2014/15 a further \$200k plus CPI in 2015/16 and a further \$200k plus CPI in 2016/17 (progressively increase the Rural Roads maintenance budget by \$600k plus CPI over this term of Council) and maintain this increase over the life of the plan
- Capital Works Program of \$39.7m including \$36.8m asset renewals
- Borrowings sourced for Capital Projects with intergenerational benefits within Council's debt service ratio policy

- Water Charges increased by 3% for 2013/14 and 3.5% per annum for remainder of plan.
- Sewer Access Charges increased by 6% per annum and Sewer Usage Charges increased by 10% per annum over the life of the plan.
- Increase the amount set aside for asset renewal works as they fall due , particularly transport assets from 2017/18 onwards

## Special Rate Variation Application to IPART

Council has made the decision to apply to IPART for an increase to general rates of 7% above rate pegging (estimated at 3%) each year for the next three years. This application aligns with the remaining three years of this Councils term of office.

Based on an estimated rate peg of 3% per annum this equates to a total increase in general rates of 10% per annum for the next three years 2014/15-2016/17. This increase will be a permanent addition to Councils rate base. It will allow Council to address long term financial sustainability issues and in particular the need for increased maintenance and renewal of our local rural road network.

Council will make application to IPART who review the submission against the following criteria

- Need for the variation
- Community awareness and engagement
- Impact on ratepayers
- Assumptions in delivery program and long term financial plan
- Productivity improvements and cost containments

Information regarding the process is available on IPARTS web site at [www.ipart.nsw.gov.au](http://www.ipart.nsw.gov.au)

This Delivery Program includes two associated financial scenarios – one with an increase of general rates in line with rate pegging and one with general rates increased in line with the Special Variation application.

## Our Councillors

The current Council was elected in September 2012 and will serve a four year term to September 2016. The Mayor and Deputy Mayor are elected by the Councillors annually in September.

Councillors play an important community leadership role. Councillors provide vision, strategic direction and make policy decisions on behalf of, and for the benefit of, the local community. The Local Government Act describes the role of councillor as falling into two broad categories: as a member of the governing body of Council and as an elected person.

As a member of the governing body of Council, Councillors direct and control the affairs of the Council; allocate resources for the benefit of the Council area; play a key role in creation and review of policies and objectives; and review the performance of Council and its delivery of services. As an elected person, a councillor represents the interests of the residents and ratepayers; provides leadership and guidance to the community; and facilitates communication between the community and Council.



Cr Doug Batten

Mayor

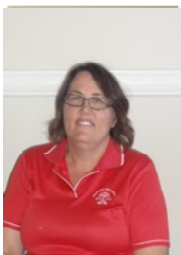


Cr Ash Walker

Deputy Mayor



Cr Susan Baker



Cr Amber Bunter



Cr John Collison



Cr Stephen Horan



Cr Gina Johnson



Cr Laurie McGrath



Cr Greg Peart



## Our Organisational Structure





## Introduction

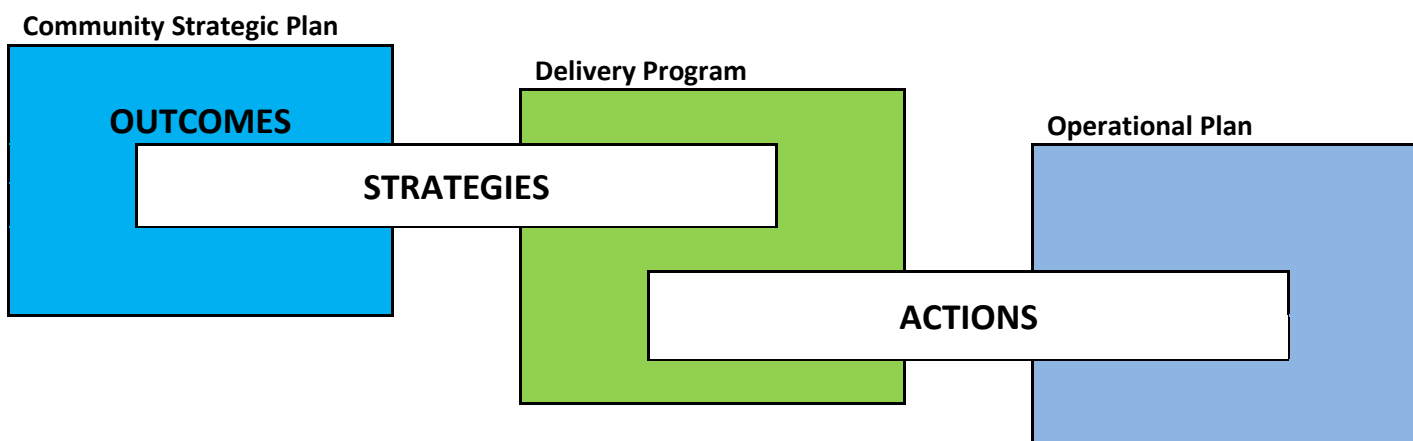
### How does the Delivery Program Relate to the Community Strategic Plan

The Community Strategic Plan is the highest level plan that Council prepares. Its purpose is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aspirations.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as other level of government and community groups are also responsible for the delivery of long term strategies in the Plan. These responsibilities are also identified in the Plan.

The Community Strategic Plan is supported by a number of Council plans including:

- ❖ **Delivery Program:** This plan sets out the actions, grouped under strategies identified in the Community Strategic Plan, that Council will take over the next four years (2013/14 – 2016/2017), that work towards achieving the outcomes identified in the Community Strategic Plan. This plan also includes anticipated budget requirements (2013/14 – 2016/17) associated with these actions.
- ❖ **Operational Plan:** This plan contains details of Council's actions, grouped under strategies from the Community Strategic Plan that Council will take in the next financial year (2013/14) that work towards achieving the outcomes identified in the Community strategic Plan. These actions are a sub set of the actions outlined in the Delivery Program and include detailed budget requirements for the financial year (2013/14) associated with these actions.



- ❖ **Resourcing Strategy:** This Strategy is the basis upon which Council will make decisions designed to deliver the outcomes identified in the Community Strategic Plan and includes:
  - **Workforce Management Plan:** This planning outlines how we will ensure Council has the staff with the skills to work towards delivering the outcomes identified in the Community Strategic Plan
  - **Asset Management Strategy Plan:** This planning is a comprehensive process to ensure detailed information on all Council assets is available and delivery of services from assets is provided in a financially sustainable manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services and will inform the Community Strategic Plan and Long Term Financial Plan
  - **Long Term Financial Plan:** This plan models a number of scenarios in the context of constraints we face in the longer term, providing a sound basis for financial decision making. The Long Term Financial Plan is a tool that 'tests' the community's aspirations outlined in the Community Strategic Plan against the financial reality. It is both a decision-making tool and a problem solving tool
- ❖ **Local Environmental Plan:** The Community Strategic Plan sets high level objectives that relate to land use planning however the Local Environmental Plan maps out the details of land use planning across the Shire. The Local Environmental Plan is the principal document for controlling development at a council level.
- ❖ **Community Engagement Strategy:** Council has developed a Community Engagement Strategy for ongoing engagement with the local community in developing and reviewing the Community Strategic Plan. Council intends to consult with and inform the community of its plans on a regular basis .



## Gilgandra Shire Community Overview

Orana Regional Organisation of Councils



## Gilgandra Shire Local Government Area



Gilgandra is nestled on the banks of the Castlereagh River in Central NSW at the junction of three major inland highways being the Newell Oxley and Castlereagh and half way between Brisbane and Melbourne. In addition to the township of Gilgandra the Shire has two villages, Tooraweenah located at the southern entrance to the Warrumbungle National Park and Armatree located in the north of the Shire.

Gilgandra is a great place to live. It is a proud, passionate, vibrant, solid and supportive rural based community. We are fortunate to have excellent schools for our children, a comprehensive range of medical services, fantastic sporting facilities, and a thriving cultural presence within the region. Although our population is ageing, social capital through volunteerism is strong, and this strength is reflected in the many events (cultural, sporting, community and nation building) that are conducted by volunteers.

Gilgandra is located just 65 kilometres north of Dubbo, one of the largest inland cities in New South Wales. This allows residents to have close access to a base hospital, specialist medical services, employment opportunities and a regional airport.

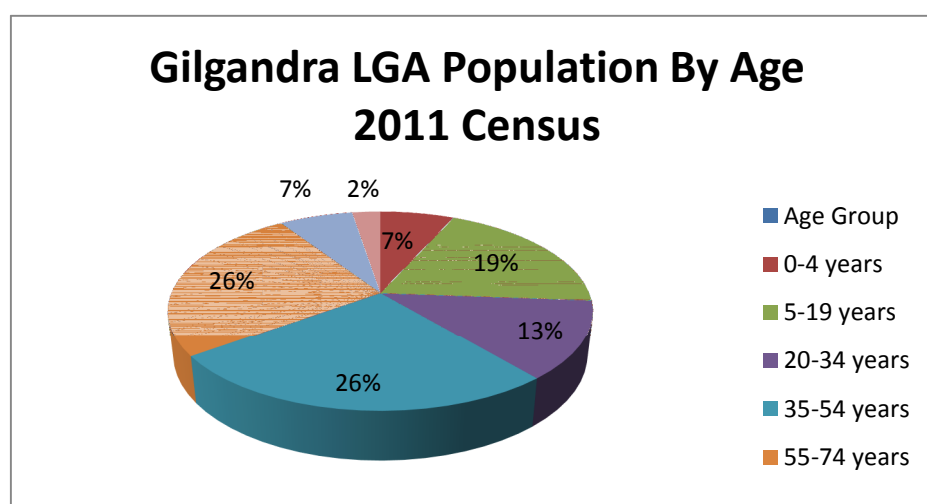
Agriculture including cereal cropping, wool production, sheep and cattle is a large contributor to the Gilgandra economy. In recent years, health and aged care have developed as large employers in the community and form an important part of a diversifying economy. For a community its size, Gilgandra is well serviced with medical, retail, accommodation, professional and financial services. The community and Council have invested heavily in medical infrastructure to ensure the community has access to essential medical and allied health services.

Gilgandra Shire, like so many other rural communities has seen significant challenges as result of an extended period of drought followed by two flood events. The decline of employment numbers in agriculture has made the need to diversify the economy even more of an essential action for the community.

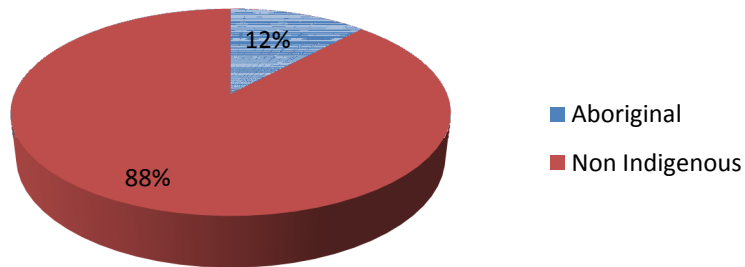
## Gilgandra LGA Demographics

- Total Population - 4355
- Median age - 44 year
- Total Dwellings – 1750
- Average household size – 2.4 persons
- 89.70% of the population was born in Australia
- 92.6% of people speak only English
- Gilgandra LGA scores 928.1 on the SEIFA index of disadvantage

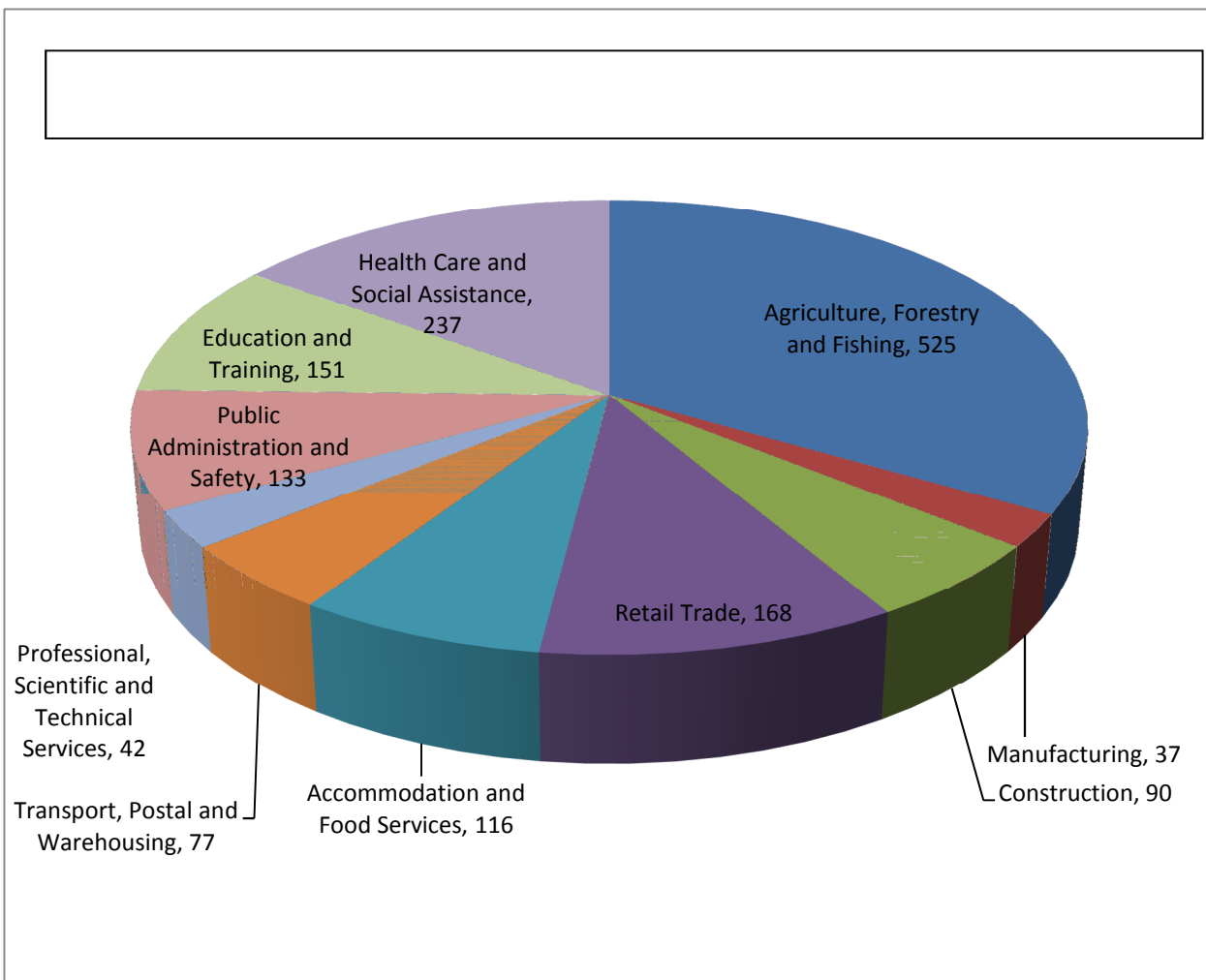
### Age Profile



### Gilgandra LGA Indigenous Persons



### Gilgandra LGA Top 10 - Employment By Industry Sector



# Community & Council Vision and Values

## Vision

Gilgandra Shire is a strong and sustainable rural centre with a caring community that is building a future together

## Values

Integrity, leadership, inclusivity, selflessness, objectivity, accountability, openness, honesty, respect, professionalism





## Challenges

The Gilgandra Community faces a number of challenges that have the potential to impact on the desired outcomes identified in this Community Strategic Plan. These challenges include

- Council amalgamations
- Climate change
- Succession planning
- Waste management
- Understanding between all cultures
- Maintaining quality , well funded education
- Sustaining community infrastructure
- Skilled labour availability
- Agriculture sustainability
- Technological change
- Sustainable land use and planning
- Business sustainability
- Volunteer resourcing
- Population decline
- Youth participation
- Quality health services
- Community transport
- Increased childcare demands
- Financial sustainability
- Maintaining our heritage

It is intended that the Community Strategic Plan and Councils associated Delivery Program and Operational Plan work towards addressing these challenges over the life of these plans.

## State and Regional Plans

The development of this Delivery Program was informed by the NSW State Plan, NSW 2021 – a Plan to Make NSW Number One the Regional Plan developed by Regional Development Australia – Orana (RDA Orana) and the NSW 2021 ORANA Regional Action Plan.

The issues outlined in these plans are very much in line with Councils Delivery Program, and cover issues such as the economy, health, transport, infrastructure and education.

## The Social Justice Principles

This Community Strategic Plan and built on the social justice principles outlined below and the strategic actions taken in the future will have regard for those principles.

**Equity** – involving fairness in decision making, prioritising and allocation of resources, particularly those in need.

**Access** – having fair access to services, resources and opportunities to improve the quality of life.

**Participation** – the maximum opportunity to genuinely participate in decisions which affect their lives.

**Rights** – equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life

## Delivery Program

The Delivery Program is based on the five key themes, the outcomes and associated strategies identified in the Community Strategic Plan. The Delivery Program outlines actions to be taken over the next four years to progress the Community Strategic Plan. We have identified the Council Directorate with responsibility for implementing each action outlined in the Program. It is also important to determine how we will measure our progress towards achieving our desired outcomes. A series of measures of success have been identified to assist in assessing our progress. Links to State and Regional Plans have been identified and are referenced in the following tables.

## Keeping the Delivery Program Current

Each new Council will prepare a Delivery Program for its four year term which aligns with the Community Strategic Plan. Councils Delivery Program is a living document subject to regular review by Council to reflect changes in circumstances such as community expectations and government policy. Council will review its Delivery Program annually when preparing its annual Operational Plan.

## Reporting Progress

Six monthly reports will be presented to Council to allow consideration of progress in implementing its Delivery Program. Council will report on achievements for the previous year in its Annual Report.

Each outgoing Council will report to the Community on its Delivery Program achievements over its four year term in response to the Community Strategic Plan

## Abbreviations and Acronyms

The following acronyms are used in the Delivery Program and relate to positions within Gilgandra Shire Council. They indicate the officer responsible for ensuring each action is implemented.

GM	General Manager
DC&BS	Director of Corporate and Business Services
DCD&S	Director of Community and Development Services
DW&TS	Director of Works & Technical Services
DES	Director Environmental Services
MANEX	Management Executive, consisting of the General Manager and four Directors

## Forecast Budget Results for 2013/14 – 2016/17

These tables show the budget results by fund. The consolidated column is the results for Council as a whole. The table ultimately shows the net cash result for Council for each year in the Delivery Program. An explanation for the accounting terms used appears below the tables. An additional column has been included for General Fund from 2014/15 which reflects Scenario 2 outlined in Councils LTFP. This second Scenario includes the proposed Special Rate Variation.

Financial Year 2013/14	General Fund	Water Fund	Sewer Fund	Orana Lifestyle Directions	Carlinda Enterprises	Cooee Lodge Retirement Village	Jack Towney Hostel	Consolidated
Operating Expenditure	-\$13,740,599	-\$883,802	-\$849,153	-\$3,120,309	-\$541,105	-\$3,118,259	-\$591,609	-\$22,844,836
Operating Income	\$12,270,883	\$820,119	\$692,900	\$3,185,543	\$522,043	\$3,103,439	\$696,864	\$21,291,791
Operating Result before Capital	-\$1,469,716	-\$63,683	-\$156,253	\$65,234	-\$19,062	-\$14,820	\$105,255	-\$1,553,045
Capital Income	\$80,000	\$0	-	\$0	\$0	\$0	-	\$80,000
Operating Result	-\$1,389,716	-\$63,683	-\$156,253	\$65,234	-\$19,062	-\$14,820	\$105,255	-\$1,473,045
Depreciation Adjustment	\$3,775,398	\$269,496	\$345,806	\$59,966	\$15,286	\$173,525	\$11,822	\$4,651,299
Capital Expenditure	-\$3,790,771	-\$275,000	-\$145,000	-\$45,750	-\$15,000	-\$355,000	-\$20,600	-\$4,647,121
Net Cash Result	-\$1,405,089	-\$69,187	\$44,553	\$79,450	-\$18,776	-\$196,295	\$96,477	-\$1,468,867
<b>Breakup of Current Cash Result</b>								
Net Cash Result	-\$1,405,089	-\$69,187	\$44,553	\$79,450	-\$18,776	-\$196,295	\$96,477	-\$1,468,867
Reserves	\$1,405,884	\$80,000	-	\$0	\$0	\$260,000	-\$10,000	\$1,735,884
Property Sales	\$400,000	\$0	-	\$0	\$0	\$0	-	\$400,000
New Loans	-	\$0	-	\$0	\$0	\$0	-	0
Loan Repayments	-\$409,065	\$0	-	\$0	\$0	-\$48,000	-	-\$457,065
Current Cash Result	-\$8,270	\$10,813	\$44,553	\$79,450	-\$18,776	\$15,705	\$86,477	\$209,952

Financial Year 2014/15	General Fund Scenario 1	General Fund Scenario 2	Water Fund	Sewer Fund	Orana Lifestyle Directions	Carlinda Enterprises	Cooee Lodge Retirement Village	Jack Towney Hostel	Consolidated Scenario 1	Consolidated Scenario 2
Operating Expenditure	-\$14,113,076	-\$14,229,183	-\$928,054	-\$902,946	-\$3,213,918	-\$557,338	-\$3,213,546	-\$609,357	-\$23,533,786	-\$23,654,342
Operating Income	\$12,709,133	\$13,005,370	\$848,429	\$749,184	\$3,281,109	\$537,704	\$3,215,808	\$717,770	\$22,059,137	\$22,355,374
Operating Result before Capital	-\$1,403,943	-\$1,223,813	-\$79,625	-\$153,762	\$67,191	-\$19,635	\$2,262	\$108,413	-\$1,474,649	-\$1,298,968
Capital Income	\$82,400	\$82,400	-	-	-	-	-	-	\$82,400	\$82,400
Operating Result	-\$1,321,543	-\$1,141,413	-\$79,625	-\$153,762	\$67,191	-\$19,635	\$2,262	\$108,413	-\$1,392,249	-\$1,216,568
Depreciation Adjustment	\$3,888,660	\$3,888,660	\$277,581	\$349,264	\$61,765	\$15,745	\$178,731	\$12,177	\$4,797,211	\$4,783,923
Capital Expenditure	-\$2,896,193	-\$2,896,193	-\$520,000	-\$130,000	-\$76,973	-\$15,450	-\$399,350	-\$21,218	-\$3,759,184	-\$4,059,184
Net Cash Result	-\$329,076	-\$148,946	-\$322,044	\$65,502	\$51,983	-\$19,340	-\$218,357	\$99,371	-\$354,222	-\$491,829
<b>Breakup of Current Cash Result</b>										
Net Cash Result	-\$329,076	-\$148,946	-\$322,044	\$65,502	\$51,983	-\$19,340	-\$218,357	\$99,371	-\$354,222	-\$491,829
Reserves	\$115,806	\$115,806	-	-	-	-	\$301,500	-	\$417,306	\$417,306
Property Sales	\$26,000	\$26,000	-	-	-	-	-	-	\$26,000	\$26,000
New Loans	\$300,000	\$300,000	\$300,000	-	-	-	-	-	\$300,000	\$600,000
Loan Repayments	-\$451,849	-\$451,849	-\$22,592	-	-	-	-\$48,000	-	-\$499,849	-\$522,441
Current Cash Result	-\$339,119	-\$158,989	-\$44,636	\$65,502	\$51,983	-\$19,340	\$35,143	\$99,371	-\$110,765	\$29,036

Financial Year 2015/16	General Fund Scenario 1	General Fund Scenario 2	Water Fund	Sewer Fund	Orana Lifestyle Directions	Carlinda Enterprises	Cooee Lodge Retirement Village	Jack Towney Hostel	Consolidated Scenario 1	Consolidated Scenario 2
Operating Expenditure	-\$14,472,549	-\$14,709,895	-\$953,889	-\$961,807	-\$3,310,336	-\$574,059	-\$3,298,720	-\$627,638	-\$24,196,421	-\$24,436,344
Operating Income	\$13,078,744	\$13,603,212	\$877,718	\$813,786	\$3,379,543	\$553,835	\$3,312,282	\$739,303	\$22,755,211	\$23,279,679
Operating Result before Capital	-\$1,393,805	-\$1,106,683	-\$76,171	-\$148,021	\$69,207	-\$20,224	\$13,562	\$111,665	-\$1,441,210	-\$1,156,665
Capital Income	\$154,872	\$154,872	-	-	\$0	-	\$0	\$100,000	\$254,872	\$254,872
Operating Result	-\$1,238,933	-\$951,811	-\$76,171	-\$148,021	\$69,207	-\$20,224	\$13,562	\$211,665	-\$1,186,338	-\$901,793
Depreciation Adjustment	\$4,005,320	\$4,005,320	\$285,908	\$352,757	\$63,618	\$16,217	\$184,093	\$12,542	\$4,934,143	\$4,920,455
Capital Expenditure	-\$2,563,785	-\$2,563,785	-\$220,000	-\$170,000	-\$78,232	-\$15,914	-\$153,831	-\$121,855	-\$3,323,231	-\$3,323,617
Net Cash Result	\$202,602	\$489,724	-\$10,263	\$34,736	\$54,593	-\$19,920	\$43,824	\$102,352	\$424,574	\$695,045
<b>Breakup of Current Cash Result</b>										
Net Cash Result	\$202,602	\$489,724	-\$10,263	\$34,736	\$54,593	-\$19,920	\$43,824	\$102,352	\$424,574	\$695,045
Reserves	-\$118,480	-\$118,480	-	-	\$0	-	\$54,636	-	-\$63,844	-\$63,844
Property Sales	\$136,000	\$136,000	-	-	\$0	-	\$0	-	\$136,000	\$136,000
New Loans	-	-	-	-	\$0	-	\$0	-	\$0	\$0
Loan Repayments	-\$377,923	-\$377,923	-\$24,067	-	\$0	-	-\$48,000	-	-\$425,923	-\$449,990
Current Cash Result	-\$157,801	\$129,321	-\$34,330	\$34,736	\$54,593	-\$19,920	\$50,460	\$102,352	\$70,807	\$317,211

Financial Year 2016/17	General Fund Scenario 1	General Fund Scenario 2	Water Fund	Sewer Fund	Orana Lifestyle Directions	Carlinda Enterprises	Cooee Lodge Retirement Village	Jack Towney Hostel	Consolidated Scenario 1	Consolidated Scenario 2
Operating Expenditure	-\$14,981,407	-15,344,370	-\$980,594	-\$1,026,239	-\$3,409,646	-\$591,280	-\$3,393,145	-\$646,467	-\$25,028,038	-25,391,741
Operating Income	\$13,463,323	14,301,433	\$908,020	\$883,201	\$3,480,929	\$570,450	\$3,411,651	\$761,482	\$23,479,056	24,317,166
Operating Result before Capital	-\$1,518,084	-1,042,937	-\$72,574	-\$143,038	\$71,283	-\$20,830	\$18,506	\$115,015	-\$1,548,982	-1,074,575
Capital Income	\$87,418	87,418	\$0	-	\$0	-	\$0	-	\$87,418	87,418
Operating Result	-\$1,430,666	-955,519	-\$72,574	-\$143,038	\$71,283	-\$20,830	\$18,506	\$115,015	-\$1,461,564	-987,157
Depreciation Adjustment	\$4,125,479	4,125,479	\$294,486	\$356,284	\$65,526	\$16,703	\$189,615	\$12,918	\$5,075,110	5,061,011
Capital Expenditure	-\$3,373,014	-3,828,014	-\$700,000	-\$310,000	-\$154,529	-\$16,391	-\$158,445	-\$22,510	-\$4,734,889	-5,189,889
Net Cash Result	-\$678,201	-658,054	-\$478,088	-\$96,754	-\$17,720	-\$20,518	\$49,676	\$105,423	-\$1,121,343	-1,116,035
<b>Breakup of Current Cash Result</b>										
Net Cash Result	-\$678,201	-658,054	-\$478,088	-\$96,754	-\$17,720	-\$20,518	\$49,676	\$105,423	-\$1,121,343	-1,116,035
Reserves	-\$45,834	-45,834	\$0	-	\$0	-	\$54,636	-	\$8,802	8,802
Property Sales	\$70,000	70,000	\$0	-	\$0	-	\$0	-	\$70,000	70,000
New Loans	\$1,000,000	1,000,000	\$0	-	\$0	-	\$0	-	\$1,000,000	1,000,000
Loan Repayments	-\$346,374	-346,374	\$0	-	\$0	-	-\$48,000	-	-\$394,374	-394,374
Current Cash Result	-\$409	19,738	-\$478,088	-\$96,754	-\$17,720	-\$20,518	\$56,312	\$105,423	-\$436,915	-431,607



The projected current cash results for the next four years are:

Financial Year	General Fund Scenario 1	General Fund Scenario 2	Water Fund	Sewer Fund	Orana Lifestyle Directions	Carlinda Enterprises	Cooee Lodge Retirement Village	Jack Towney Hostel	Consolidated	Consolidated Scenario 2
2013/14	-\$8,270	-8,270	\$10,813	\$44,553	\$79,450	-\$18,776	\$15,705	\$86,477	\$209,952	209,952
2014/15	-\$339,119	-158,989	-\$44,636	\$65,502	\$51,983	-\$19,339	\$35,143	\$99,371	-\$110,765	29,036
2015/16	-\$157,801	129,321	-\$34,330	\$34,736	\$54,593	-\$19,921	\$50,460	\$102,352	\$70,807	317,211
2016/17	-\$409	19,738	-\$478,088	-\$96,754	-\$17,719	-\$20,518	\$56,312	\$105,423	-\$436,915	-431,607

The projected accumulated current cash positions for the next four years are:

Financial Year	General Fund Scenario 1	General Fund Scenario 2	Water Fund	Sewer Fund	Orana Lifestyle Directions	Carlinda Enterprises	Cooee Lodge Retirement Village	Jack Towney Hostel	Consolidated Scenario 1	Consolidated Scenario 2
Opening Cash	\$1,198,431	1,198,431	\$2,009,451	\$217,665	\$1,078,323	\$122,310	\$3,432,063	\$258,394	\$8,316,637	8,316,637
2013/14	\$1,190,161	1,190,161	\$2,020,264	\$262,218	\$1,157,773	\$103,534	\$3,447,768	\$344,871	\$8,526,589	8,526,589
2014/15	\$851,042	1,031,172	\$1,975,628	\$327,720	\$1,209,756	\$84,195	\$3,482,911	\$444,243	\$8,415,824	8,555,625
2015/16	\$693,241	1,160,493	\$1,941,298	\$362,456	\$1,264,349	\$64,274	\$3,533,371	\$546,595	\$8,486,631	8,872,836
2016/17	\$692,832	1,180,231	\$1,463,210	\$265,702	\$1,246,629	\$43,756	\$3,589,683	\$652,018	\$8,049,716	8,441,229

The 2013/14-2016/17 Delivery Program provides for the following funding from new loan borrowings:

Financial Year	General Fund	Water Fund	Sewer Fund	Orana Lifestyle Directions	Carlinda Enterprises	Cooee Lodge Retirement Village	Jack Towney Hostel	Consolidated
2013/14	-	-	-	-	-	-	-	-
2014/15	\$300,000	\$300,000	-	-	-	-	-	\$600,000
2015/16	-	-	-	-	-	-	-	-
2016/17	\$1,000,000	-	-	-	-	-	-	\$1,000,000

<b>Explanation of Accounting Terns used in the Forecast Results tables above</b>	
<b>Operating Expenditure</b>	Operating expenditure is the component of the budget that relates to the on-going running expenses of the organisation, including salaries and wages, plant operating costs and expenses for maintenance and operational activities
<b>Operating Income</b>	Operating income is the component of the budget that relates to the on-going income received by the organisation. Operating Income includes rates and untied funds as well as fees and charges and annual charges for specific activities such as water, sewer, waste services and stormwater drainage. Annual Charges must be spent on the operations that they relate to e.g. income received from charges for waste services must be expended on waste services operations
<b>Capital Income</b>	Capital Income is income received from external organisations, usually in the form of tied grants from other levels of government, to be spent on specific capital works
<b>Operating Result</b>	The Operating Result is the difference between the operating expenditure and the operating income. The Operating Result may be a surplus result indicated by brackets or a deficit result
<b>Depreciation Adjustment</b>	Depreciation Adjustment takes out the effect of the “non-cash” accounting entry that is depreciation. This cash adjustment is made to allow the Net Cash Result of the budget to be calculated.
<b>Capital Expenditure</b>	This is the expenditure that is planned for the financial year to be spent on capital works. Capital works usually involve the renewal of assets or the building of new infrastructure
<b>Net Cash Result</b>	The Net Cash Result for the financial year (the difference between total revenue received and planned total expenditure) excluding depreciation and accruals. The net cash result may be a surplus result indicated by brackets or a deficit result. If the result is a deficit, the objective and/or theme uses more cash than it generates in the financial year
<b>Breakup of Current Cash Result</b>	
<b>Reserves</b>	These funds have been reserved for this specific purpose. Reserves can be generated from self-funding activities such as Airport or set aside for specific purposes in a previous financial year
<b>Property Sales</b>	These funds have been sourced from the sale of property owned and developed by Council.
<b>New Loans</b>	These funds were sourced via a loan for a specific purpose
<b>Loan Repayments</b>	These funds are used to repay the principal portion of Council loans.
<b>Explanation of Accounting Terns used in the Forecast Results tables above</b>	

## Forecast Operating Results 2013/14 – 2016/17

These tables show the breakdown of the operating expenditure and operating income for each fund, for each year of the delivery program. An additional table is included for General Fund from 2014/15 which reflects Scenario 2 outlined in Councils LTFP. This second Scenario includes the proposed Special Rate Variation.

General Fund Scenario 1	2013/14 Estimates	2014/15 Estimates	2015/16 Estimates	2016/17 Estimates		General Fund Scenario 2	2013/14 Estimates	2014/15 Estimates	2015/16 Estimates	2016/17 Estimates
<b>Operating Income</b>										
Rates & Annual Charges	\$3,904,677	\$4,021,037	\$4,140,888	\$4,264,335			\$3,904,677	\$4,266,417	\$4,663,547	5,099,583
Fees & User Charges	\$3,139,729	\$3,230,808	\$3,325,722	\$3,423,828			\$3,139,729	\$3,230,808	\$3,325,722	3,423,828
Interest on Investments	\$81,934	\$84,392	\$86,924	\$89,531			\$81,934	\$84,392	\$86,924	89,531
Other Income	\$400,594	\$407,502	\$414,506	\$421,602			\$400,594	\$408,359	\$416,314	424,463
Grants – Operating	\$4,743,949	\$4,965,394	\$5,110,705	\$5,264,026			\$4,743,949	\$5,015,394	\$5,110,705	5,264,026
Grants – Capital	\$80,000	\$82,400	\$154,872	\$87,418			\$80,000	\$82,400	\$154,872	87,418
<b>Total Income</b>	<b>\$12,350,883</b>	<b>\$12,791,533</b>	<b>\$13,233,617</b>	<b>\$13,550,740</b>			<b>\$12,350,883</b>	<b>\$13,087,770</b>	<b>\$13,758,084</b>	<b>14,388,849</b>
<b>Operating Expenses</b>										
Wages & Employee Costs	\$4,611,259	\$4,704,274	\$4,839,414	\$4,984,998			\$4,611,259	\$4,704,274	\$4,839,414	4,984,998
Borrowing Costs	\$138,517	\$131,814	\$102,566	\$152,923			\$138,517	\$131,814	\$102,566	152,923
Materials & Contracts	\$3,944,196	\$4,078,997	\$4,176,855	\$4,302,160			\$3,944,196	\$4,284,997	\$4,601,215	4,957,796
Depreciation	\$3,775,398	\$3,888,660	\$4,005,320	\$4,125,479			\$3,775,398	\$3,888,660	\$4,005,320	4,125,479
Other Expenses	\$1,271,229	\$1,309,332	\$1,348,394	\$1,415,846			\$1,271,229	\$1,309,332	\$1,348,394	1,415,846
<b>Operational Savings</b>	-	-	-	-			-	-\$89,893	-\$187,015	-292,672
<b>Total Expenses</b>	<b>\$13,740,599</b>	<b>\$14,113,077</b>	<b>\$14,472,549</b>	<b>\$14,981,406</b>			<b>\$13,740,599</b>	<b>\$14,229,184</b>	<b>\$14,709,894</b>	<b>15,344,370</b>
<b>Net Operating Result</b>	<b>-\$1,389,716</b>	<b>-\$1,321,544</b>	<b>-\$1,238,932</b>	<b>-\$1,430,666</b>			<b>-\$1,389,716</b>	<b>-\$1,141,414</b>	<b>-\$951,810</b>	<b>-955,521</b>
<b>Operating Result before Capital</b>	<b>-\$1,469,716</b>	<b>-\$1,403,944</b>	<b>-\$1,393,804</b>	<b>-\$1,518,084</b>			<b>-\$1,469,716</b>	<b>-1,223,814</b>	<b>-1,106,682</b>	<b>-1,042,939</b>

Water Fund	2013/14 Estimates	2014/15 Estimates	2015/16 Estimates	2016/17 Estimates		Sewer Fund	2013/14 Estimates	2014/15 Estimates	2015/16 Estimates	2016/17 Estimates
<b>Operating Income</b>										
Rates & Annual Charges	\$291,747	\$301,958	\$312,527	\$323,465			\$312,399	\$331,143	\$351,012	\$372,072
Fees & User Charges	\$444,684	\$460,207	\$476,272	\$492,898			\$363,591	\$399,950	\$439,945	\$483,940
Interest on Investments	\$70,663	\$72,783	\$74,966	\$77,215			\$4,157	\$4,573	\$8,500	\$12,000
Other Income	\$0	\$0	\$0	\$0			-	-	-	-
Grants – Operating	\$13,025	\$13,481	\$13,953	\$14,441			\$12,573	\$13,518	\$14,329	\$15,189
Grants – Capital	\$0	\$0	\$0	\$0			-	-	-	-
<b>Total Income</b>	<b>\$820,119</b>	<b>\$848,429</b>	<b>\$877,718</b>	<b>\$908,019</b>			<b>\$692,900</b>	<b>\$749,184</b>	<b>\$813,786</b>	<b>\$883,201</b>
<b>Operating Expenses</b>										
Wages & Employee Costs	\$215,000	\$221,450	\$228,094	\$234,936			\$228,547	\$241,308	\$255,042	\$269,837
Borrowing Costs	\$0	\$17,738	\$16,263	\$14,840			-	-	-	-
Materials & Contracts	\$242,841	\$250,126	\$257,630	\$265,359			\$157,300	\$183,214	\$211,833	\$243,725
Depreciation	\$269,496	\$277,581	\$285,908	\$294,486			\$345,806	\$349,264	\$352,757	\$356,284
Other Expenses	\$156,465	\$161,159	\$165,994	\$170,974			\$117,500	\$129,250	\$142,175	\$156,393
<b>Total Expenses</b>	<b>\$883,802</b>	<b>\$928,054</b>	<b>\$953,889</b>	<b>\$980,595</b>			<b>\$849,153</b>	<b>\$902,946</b>	<b>\$961,807</b>	<b>\$1,026,239</b>
<b>Net Operating Result</b>	<b>-\$63,683</b>	<b>-\$79,625</b>	<b>-\$76,171</b>	<b>-\$72,576</b>			<b>-\$156,253</b>	<b>-\$153,762</b>	<b>-\$148,021</b>	<b>-\$143,038</b>
<b>Operating Result before Capital</b>	<b>-\$63,683</b>	<b>-\$79,625</b>	<b>-\$76,171</b>	<b>-\$72,576</b>			<b>-\$156,253</b>	<b>-\$153,762</b>	<b>-\$148,021</b>	<b>-\$143,038</b>

Orana Lifestyle Directions	2013/14 Estimates	2014/15 Estimates	2015/16 Estimates	2016/17 Estimates		Carlinda Enterprises	2013/14 Estimates	2014/15 Estimates	2015/16 Estimates	2016/17 Estimates
<b>Operating Income</b>										
Rates & Annual Charges	-	-	-	-			-	-	-	-
Fees & User Charges	\$171,368	\$176,509	\$181,804	\$187,258			-	-	-	-
Interest on Investments	\$42,620	\$43,899	\$45,216	\$46,572			-	-	-	-
Other Income	-	-	-	-			\$280,488	\$288,861	\$297,527	\$306,453
Grants – Operating	\$2,971,555	\$3,060,702	\$3,152,523	\$3,247,098			\$241,595	\$248,843	\$256,308	\$263,997
Grants – Capital	-	-	-	-			-	-	-	-
<b>Total Income</b>	<b>\$3,185,543</b>	<b>\$3,281,110</b>	<b>\$3,379,543</b>	<b>\$3,480,928</b>			<b>\$522,043</b>	<b>\$537,704</b>	<b>\$553,835</b>	<b>\$570,450</b>
<b>Operating Expenses</b>										
Wages & Employee Costs	\$2,853,282	\$2,938,880	\$3,027,047	\$3,117,858			\$425,312	\$438,071	\$451,213	\$464,750
Borrowing Costs	-	-	-	-			-	-	-	-
Materials & Contracts	\$166,659	\$171,659	\$176,809	\$182,113			\$90,706	\$93,427	\$96,230	\$99,117
Depreciation	\$59,966	\$61,765	\$63,618	\$65,526			\$15,286	\$15,745	\$16,217	\$16,703
Other Expenses	\$40,402	\$41,614	\$42,862	\$44,148			\$9,801	\$10,095	\$10,398	\$10,710
<b>Total Expenses</b>	<b>\$3,120,309</b>	<b>\$3,213,918</b>	<b>\$3,310,336</b>	<b>\$3,409,645</b>			<b>\$541,105</b>	<b>\$557,338</b>	<b>\$574,059</b>	<b>\$591,280</b>
<b>Net Operating Result</b>	<b>\$65,234</b>	<b>\$67,192</b>	<b>\$69,207</b>	<b>\$71,283</b>			<b>-\$19,063</b>	<b>-\$19,635</b>	<b>-\$20,224</b>	<b>-\$20,830</b>
<b>Operating Result before Capital</b>	<b>\$65,234</b>	<b>\$67,192</b>	<b>\$69,207</b>	<b>\$71,283</b>			<b>-\$19,063</b>	<b>-\$19,635</b>	<b>-\$20,224</b>	<b>-\$20,830</b>

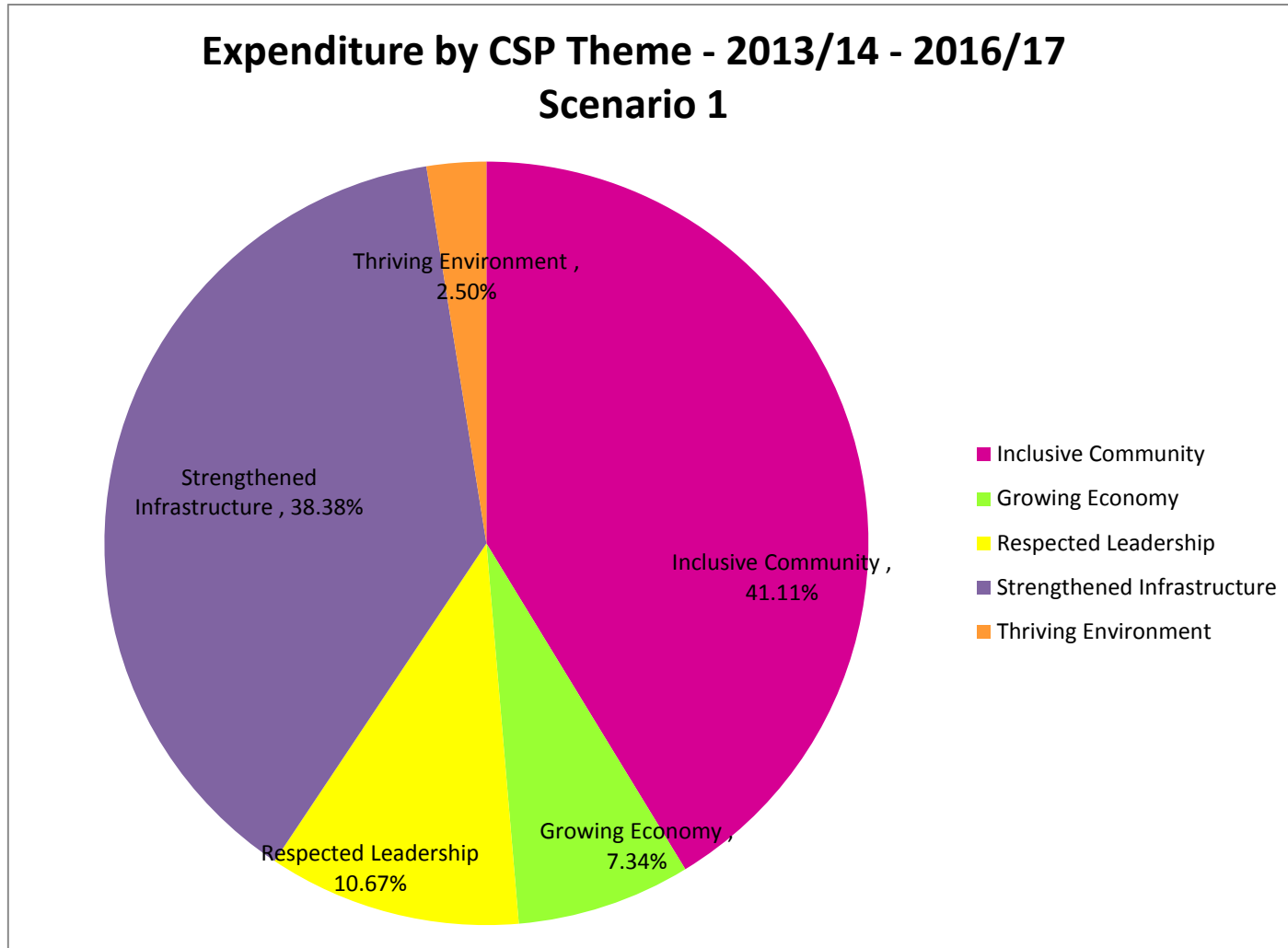
Cooee Lodge Retirement Village	2013/14 Estimates	2014/15 Estimates	2015/16 Estimates	2016/17 Estimates	Jack Towney Hostel	2013/14 Estimates	2014/15 Estimates	2015/16 Estimates	2016/17 Estimates
<b>Operating Income</b>									
Rates & Annual Charges	-	-	-	-		-	-	-	-
Fees & User Charges	\$1,181,435	\$1,231,818	\$1,268,773	\$1,306,836		\$160,201	\$165,007	\$169,957	\$175,056
Interest on Investments	\$147,560	\$156,313	\$161,002	\$165,832		\$6,551	\$6,748	\$6,950	\$7,158
Other Income	\$174,374	\$179,605	\$184,993	\$190,543		-	-	-	-
Grants – Operating	\$1,600,070	\$1,648,072	\$1,697,514	\$1,748,439		\$530,112	\$546,015	\$562,396	\$579,268
Grants – Capital	-	-	-	-		-	-	\$100,000	-
<b>Total Income</b>	<b>\$3,103,439</b>	<b>\$3,215,808</b>	<b>\$3,312,282</b>	<b>\$3,411,650</b>		<b>\$696,864</b>	<b>\$717,770</b>	<b>\$839,303</b>	<b>\$761,482</b>
<b>Operating Expenses</b>									
Wages & Employee Costs	\$2,080,973	\$2,143,402	\$2,207,704	\$2,273,935		\$405,136	\$417,290	\$429,809	\$442,703
Borrowing Costs	\$39,329	\$35,853	\$32,496	\$29,040		-	-	-	-
Materials & Contracts	\$631,673	\$657,018	\$669,929	\$689,922		\$128,408	\$132,260	\$136,228	\$140,315
Depreciation	\$173,525	\$178,731	\$184,093	\$189,615		\$11,822	\$12,177	\$12,542	\$12,918
Other Expenses	\$192,759	\$198,542	\$204,498	\$210,633		\$46,243	\$47,630	\$49,059	\$50,531
<b>Total Expenses</b>	<b>\$3,118,259</b>	<b>\$3,213,546</b>	<b>\$3,298,720</b>	<b>\$3,393,145</b>		<b>\$591,609</b>	<b>\$609,357</b>	<b>\$627,638</b>	<b>\$646,467</b>
<b>Net Operating Result</b>	<b>-\$14,820</b>	<b>\$2,262</b>	<b>\$13,562</b>	<b>\$18,505</b>		<b>\$105,255</b>	<b>\$108,413</b>	<b>\$211,665</b>	<b>\$115,015</b>
<b>Operating Result before Capital</b>	<b>-\$14,820</b>	<b>\$2,262</b>	<b>\$13,562</b>	<b>\$18,505</b>		<b>\$105,255</b>	<b>\$108,413</b>	<b>\$111,665</b>	<b>\$115,015</b>

Consolidated Scenario 1	2013/14 Estimates	2014/15 Estimates	2015/16 Estimates	2016/17 Estimates		Consolidated Scenario 2	2013/14 Estimates	2014/15 Estimates	2015/16 Estimates	2016/17 Estimates
<b>Operating Income</b>										
Rates & Annual Charges	\$4,508,823	\$4,654,138	\$4,804,427	\$4,959,872			\$4,508,823	\$4,899,518	\$5,327,086	5,795,120
Fees & User Charges	\$5,461,008	\$5,664,299	\$5,862,473	\$6,069,816			\$5,461,008	\$5,664,299	\$5,862,473	6,069,816
Interest on Investments	\$353,485	\$368,708	\$383,558	\$398,308			\$353,485	\$368,708	\$383,558	398,308
Other Income	\$855,456	\$875,968	\$897,026	\$918,598			\$855,416	\$876,825	\$898,834	921,459
Grants – Operating	\$10,112,879	\$10,496,025	\$10,807,728	\$11,132,458			\$10,113,059	\$10,546,025	\$10,807,728	11,132,458
Grants – Capital	\$80,000	\$82,400	\$254,872	\$87,418			\$80,000	\$82,400	\$254,872	87,418
<b>Total Income</b>	<b>\$21,371,651</b>	<b>\$22,141,538</b>	<b>\$23,010,084</b>	<b>\$23,566,470</b>			<b>\$21,371,791</b>	<b>\$22,437,775</b>	<b>\$23,534,551</b>	<b>24,404,579</b>
<b>Operating Expenses</b>										
Wages & Employee Costs	\$10,819,509	\$11,104,675	\$11,438,323	\$11,789,017			\$10,819,509	\$11,104,675	\$11,438,323	11,789,017
Borrowing Costs	\$177,846	\$167,667	\$135,062	\$181,963			\$177,846	\$185,405	\$151,325	196,803
Materials & Contracts	\$5,361,783	\$5,566,701	\$5,725,514	\$5,922,711			\$5,361,783	\$5,772,611	\$6,149,874	6,578,347
Depreciation	\$4,664,201	\$4,797,211	\$4,934,143	\$5,075,110			\$4,651,299	\$4,783,923	\$4,920,455	5,061,011
Other Expenses	\$1,834,399	\$1,897,622	\$1,963,380	\$2,059,235			\$1,834,399	\$1,897,622	\$1,963,380	2,059,235
Operational Savings							-	-\$89,893	-\$187,015	-292,672
<b>Total Expenses</b>	<b>\$22,857,738</b>	<b>\$23,533,876</b>	<b>\$24,196,422</b>	<b>\$25,028,036</b>			<b>\$22,844,836</b>	<b>\$23,654,343</b>	<b>\$24,436,342</b>	<b>25,391,741</b>
<b>Net Operating Result</b>	<b>-\$1,486,087</b>	<b>-\$1,392,338</b>	<b>-\$1,186,338</b>	<b>-\$1,461,566</b>			<b>-\$1,473,045</b>	<b>-\$1,216,568</b>	<b>-\$901,791</b>	<b>-987,162</b>
<b>Operating Result before Capital</b>	<b>-\$1,566,087</b>	<b>-\$1,474,738</b>	<b>-\$1,441,210</b>	<b>-\$1,548,984</b>			<b>-\$1,553,045</b>	<b>-\$1,298,968</b>	<b>-\$1,156,663</b>	<b>-1,074,580</b>

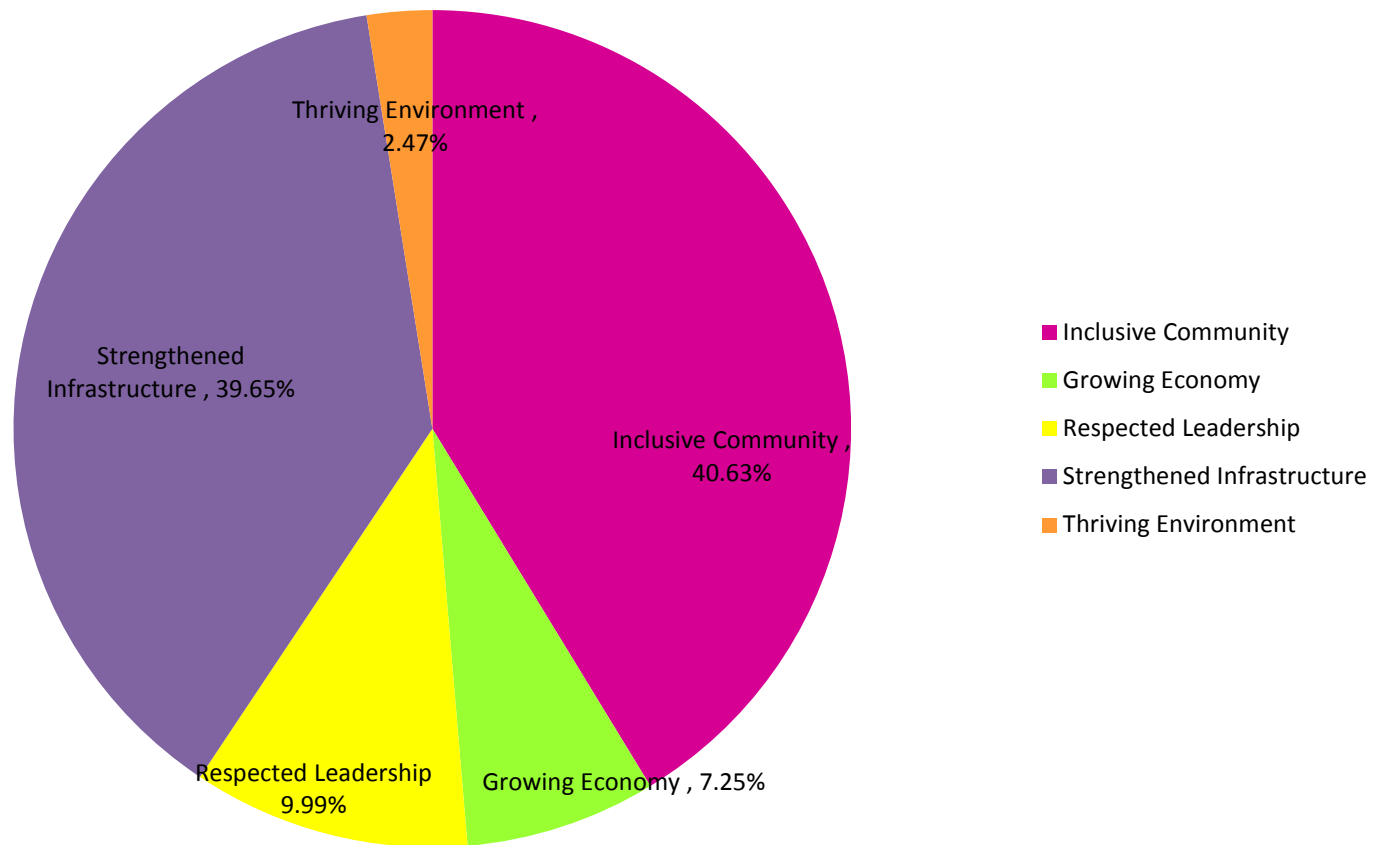
<b>Rates and Untied Revenue</b>	Ordinary rates, interest on investments, general purpose grants
<b>Annual Charges</b>	Charges residents for services received as part of Council's service provision. For example, waste, water and sewer services
<b>Fees and Charges</b>	User pay services relating to the use of services and facilities
<b>Grants</b>	Specific purpose grants
<b>Development Contributions</b>	Contributions made by developers when land is released to support infrastructure (e.g. roads, drainage and parks)
<b>Loans</b>	Borrowings taken out to fund capital works
<b>Reserves</b>	Income received or set aside in previous financial years for a specific purpose
<b>Other Revenues</b>	Miscellaneous income, commissions, parking fine revenue



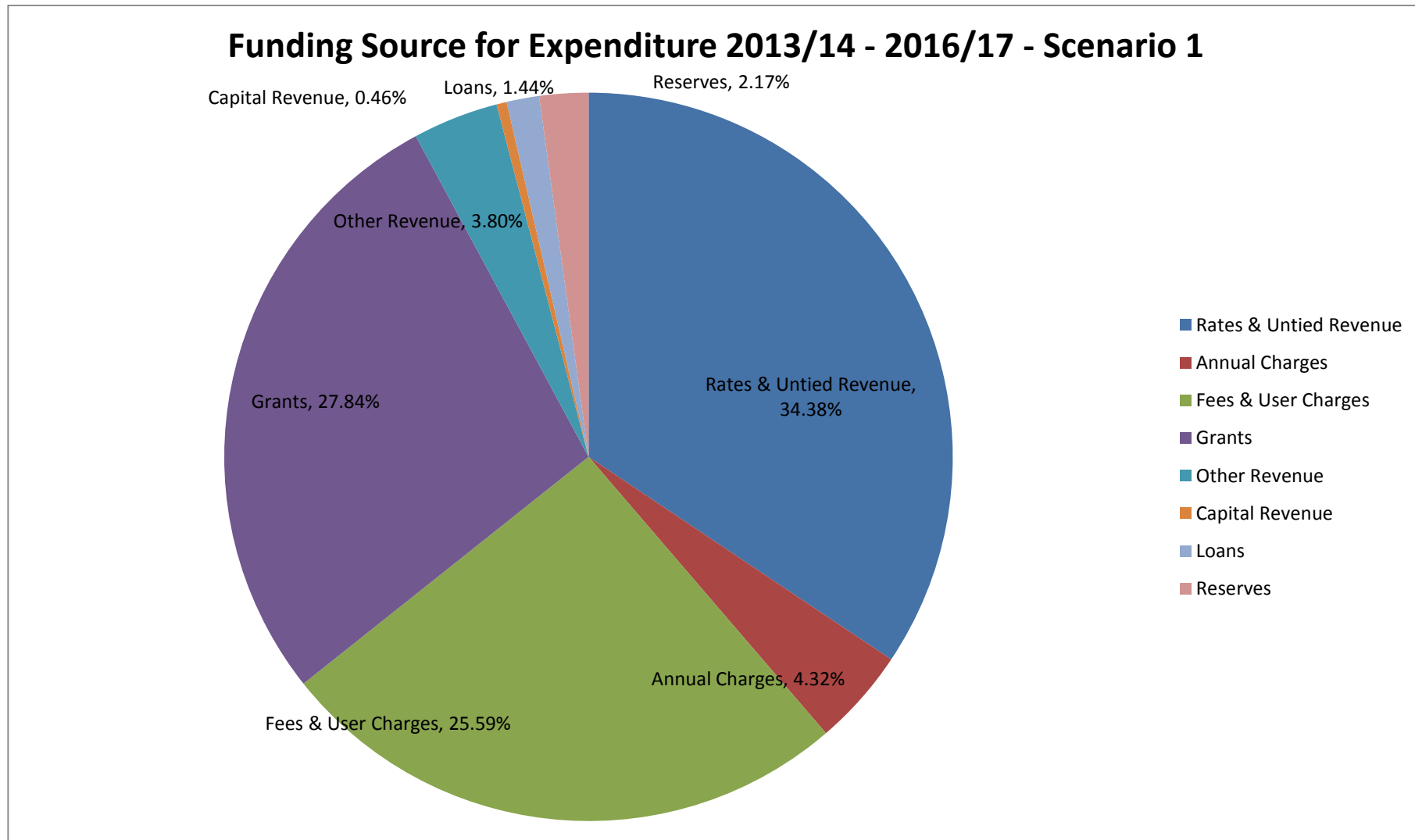
The Percentage Expenditure by CSP Theme graph compares the level of expenditure allocated to each CSP theme over the four year Delivery Program period. Depreciation and accruals are excluded. A second graph has been included which reflects Scenario 2 outlined in Councils LTFP. This second Scenario includes the proposed Special Rate Variation.



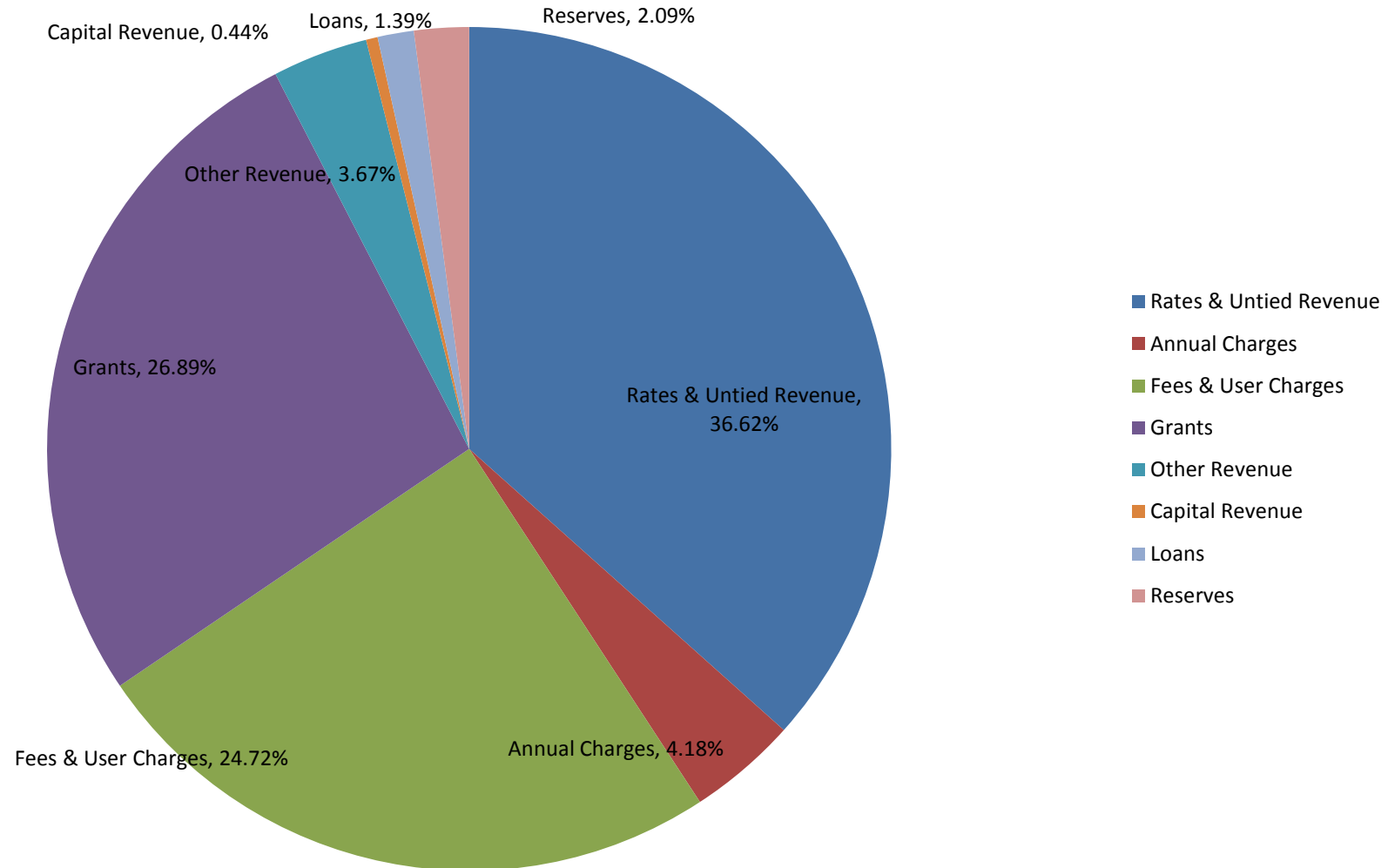
### Expenditure by CSP Theme - 2013/14 - 2016/17 Scenario 4



The Funding Source graph shows where the funds being expended have been sourced from. A second graph is included which reflects Scenario 2 outlined in Councils LTFP. This second Scenario includes the proposed Special Rate Variation.



### Funding Source for Expenditure 2013/14 - 2016/17 - Scenario 2



## Performance Indicators for 2013/14 – 2016/17

Ratio	General Fund Forecast (Scenario 1)				General Fund Forecast (Scenario 2)			
	2013/14	2014/15	2015/16	2016/17	2013/14	2014/15	2015/16	2016/17
Operating Result Ratio %	-11.25%	-10.33%	-9.36%	-10.56%	-11.25%	-8.72%	-6.92%	-6.64%
Debt Service Ratio %	5.30%	5.49%	4.39%	4.43%	5.31%	5.42%	4.26%	4.23%
Rates & Annual Charges Ratio %	31.61%	31.44%	31.29%	31.47%	31.61%	32.60%	33.90%	35.44%
Fees & User Charges Ratio %	25.42%	25.26%	25.13%	25.27%	25.42%	24.69%	24.17%	23.80%
Grant Funding Ratio %	39.06%	39.46%	39.79%	39.49%	39.06%	38.95%	38.27%	37.19%
Building & Infrastructure Renewals Ratio %					91.83%	47.22%	47.17%	67.91%

Ratio	Water Fund				Sewer Fund			
	2013/14	2014/15	2015/16	2016/17	2013/14	2014/15	2015/16	2016/17
Operating Result Ratio %	-7.71%	-9.38%	-8.68%	-7.99%	-22.55%	-20.52%	-18.19%	-16.20%
Debt Service Ratio %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Ratio %	35.57%	35.59%	35.61%	35.62%	45.09%	44.20%	43.13%	42.13%
Fees & User Charges Ratio %	54.22%	54.24%	54.26%	54.28%	52.47%	53.38%	54.06%	54.79%
Grant Funding Ratio %	1.59%	1.59%	1.59%	1.59%	1.84%	1.80%	1.76%	1.72%
Building & Infrastructure Renewals Ratio %		86.04%	83.53%	258.05%	42.47%	36.96%	46.93%	83.09%

Ratio	Orana Lifestyle Directions Forecast				Carlinda Enterprises Forecast				Cooee Lodge Retirement Village Forecast			
	2013/14	2014/15	2015/16	2016/17	2013/14	2014/15	2015/16	2016/17	2013/14	2014/15	2015/16	2016/17
Operating Result Ratio %	2.05%	2.05%	2.05%	2.05%	-3.65%	-3.65%	-3.65%	-3.65%	-0.48%	0.07%	0.41%	0.54%
Debt Service Ratio %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.81%	5.35%	4.98%	4.63%
Rates & Annual Charges Ratio %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Fees & User Charges Ratio %	5.38%	5.38%	5.38%	5.38%	0.00%	0.00%	0.00%	0.00%	38.07%	38.31%	38.31%	38.31%
Grant Funding Ratio %	93.28%	93.28%	93.28%	93.28%	46.28%	46.28%	46.28%	46.28%	51.56%	51.25%	51.25%	51.25%
Building & Infrastructure Renewals Ratio %	311.18%	311.18%	311.18%	311.18%	n/a	n/a	n/a	n/a	63.14%	63.14%	63.14%	63.14%

Ratio	Jack Towney Hostel Forecast				Consolidated Forecast (Scenario 1)				Consolidated Forecast (Scenario 2)			
	2013/14	2014/15	2015/16	2016/17	2013/14	2014/15	2015/16	2016/17	2013/14	2014/15	2015/16	2016/17
Operating Result Ratio %	15.10%	15.10%	-14.97%	-14.61%	-6.95%	-6.29%	-5.16%	-6.20%	-6.89%	-5.42%	-3.83%	-4.04%
Debt Service Ratio %	0.00%	0.00%	4.53%	4.61%	4.55%	4.85%	3.94%	3.86%	4.55%	4.85%	3.94%	3.86%
Rates & Annual Charges Ratio %	0.00%	0.00%	21.10%	20.97%	21.10%	21.02%	20.88%	21.05%	21.10%	21.84%	22.64%	23.75%
Fees & User Charges Ratio %	22.99%	22.99%	25.55%	25.52%	25.55%	25.58%	25.48%	25.76%	25.55%	25.24%	24.91%	24.87%
Grant Funding Ratio %	76.07%	76.07%	47.32%	47.52%	47.32%	47.40%	46.97%	47.24%	47.32%	47.00%	45.92%	45.62%
Building & Infrastructure Renewals Ratio %	n/a	n/a	n/a	n/a					91.83%	47.22%	47.17%	67.91%

<b>Operating Result Ratio</b>	Shows the degree that income is below or above the amount required to achieve a balanced budget
<b>Debt Service Ratio</b>	Shows the % of discretionary revenue required to repay the principal and interest on loans. The Division of Local Government's benchmarks are: Satisfactory – a ratio of less than 10%; Fair – a ratio between 10% and 20%; and Of Concern – a ratio greater than 20%
<b>Rates &amp; Annual Charges Ratio</b>	Shows the degree of dependence upon revenue from rates and annual charges.
<b>Fees and User Charges Ratio</b>	Shows the extent that fees and charges are used to fund operations.
<b>Grant Funding Ratio</b>	Shows the extent that grants and contributions are used to fund operations.
<b>Building &amp; Infrastructure (asset) Renewals Ratio</b>	Shows the rate that assets are being renewed compared to the estimated annualised rate of decline. This provides an indication of Council's ability to renew its building and infrastructure compared with their depreciation. The Division of Local Government's acceptable benchmark is a result of greater than 100%



The following table highlights the planned income and expenditure within the theme Inclusive Community for the four-year period of the Delivery Program. An additional table is included which reflects Scenario 2 outlined in Councils LTFP. This second Scenario includes the proposed Special Rate Variation.

<b>Inclusive Community (Scenario 1)</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>Operating Income</b>	8,906,951	9,188,165	9,459,799	9,743,578
<b>Operating Expenses</b>	-9,170,145	-9,432,781	-9,665,216	-9,962,288
<b>Sub Total</b>	-263,194	-244,616	-205,417	-218,710
<b>Capital Expenditure</b>	-748,515	-655,770	-595,297	-650,116
<b>Capital Income</b>	0	0	170,000	0
<b>Loan Repayments</b>	-58,590	-62,426	0	-5,743
<b>Loan Income</b>	0	0	0	150,000
<b>Reserves</b>	294,419	330,636	50,095	51,597
<b>Sub Total</b>	-512,685	-387,561	-375,202	-454,261
<b>Cash Result</b>	<b>-775,879</b>	<b>-632,177</b>	<b>-580,619</b>	<b>-672,971</b>

<b>Inclusive Community (Scenario 2)</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>Operating Income</b>	8,906,951	9,188,165	9,459,799	9,743,578
<b>Operating Expenses</b>	-9,170,145	-9,432,781	-9,665,216	-9,962,288
<b>Sub Total</b>	-263,194	-244,616	-205,417	-218,710
<b>Capital Expenditure</b>	-748,515	-655,770	-595,297	-650,116
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<b>Sub Total</b>	-512,685	-387,561	-375,202	-454,261
<b>Cash Result</b>	<b>-775,879</b>	<b>-632,177</b>	<b>-580,619</b>	<b>-672,971</b>

The purpose of this table is to show the expenses and income for Council's ongoing activities (recurrent) and specific project activities ( capital works). The table demonstrates whether there is a net deficit or surplus cash result. This theme has a deficit cash result and therefore relies on income such as rates and untied revenue, which are included under the theme Respected Leadership.

# 1. INCLUSIVE COMMUNITY

OUTCOME	
1.1	AN ACTIVE COMMUNITY WITH A FOCUS ON PHYSICAL AND MENTAL WELLBEING

STRATEGY	
1.1.1	Establish and maintain programs and facilities that promote and encourage a healthy lifestyle

Actions over Four Year Term of Council								
Action	Target Year				Measure of Success	Responsibility	State/Regional Plan	
<b>1.1.1.1</b> Provide a range of recreational sporting facilities which enable the residents of the Shire to pursue active recreational pursuits	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Utilisation rate of sporting facilities ⊕ Community satisfaction rate ⊕ Progress with PAMP ⊕ Number and variety of programs offered ⊕ Program participation rates	DCD&S	11) Keep people healthy and out of hospital 27) Enhance cultural, creative, sporting and recreation opportunities	
<b>1.1.1.2</b> Continue to Implement the Pedestrian Access and Mobility Plan (PAMP)	✓	✓	✓	✓		DCD&S		
<b>1.1.1.3</b> Encourage, support and lead participation in local state and national physical and mental health programs and initiatives	✓	✓	✓	✓		DCD&S		

**OUTCOME****1.2 A COMMUNITY THAT HAS GREAT PRIDE AND INSTILS THIS PRIDE FROM A YOUNG AGE****STRATEGY****1.2.1 Encourage and support community groups, festivals celebrations and event****Actions over Four Year Term of Council**

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>1.2.1.1</b> Assist village community committees to maintain their public facilities	13 ✓	14 ✓	15 ✓	16 ✓	⊕ Number & Diversity of Events ⊕ Participation rate in groups & at events ⊕ Community satisfaction rate	DCD&S	24) Make it easier for people to be involved in their communities
<b>1.2.1.2</b> Provide a Shire Hall facility that meets community needs	✓	✓	✓	✓		DCD&S	
<b>1.2.1.3</b> Organise Australia Day and Senior Citizens Week celebrations and support Anzac day celebrations	✓	✓	✓	✓		DCD&S DC&BS GM	
<b>1.2.1.4</b> Support community organised events, festivals and celebrations	✓	✓	✓	✓		DCD&S	

**STRATEGY****1.2.1 Involve the youth of our community in decision making processes****Actions over Four Year Term of Council**

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>1.2.1.1</b> Develop a youth engagement plan	13	14	15 ✓	16	⊕ Implementation of youth engagement plan ⊕ Youth participation rates	DCD&S	24) Make it easier for people to be involved in their communities
<b>1.2.2.2</b> Support the engagement of children and youth of all backgrounds in education	✓	✓	✓	✓		DCD&S	32) Involve the community in decision-making on government policy, services and projects

**OUTCOME**

<b>1.3</b>	<b>A COMMUNITY WITH ACCESS TO QUALITY HEALTH, WELFARE, EDUCATION, EARLY CHILDHOOD, SPORTING, RECREATIONAL, CULTURAL AND TECHNOLOGICAL SERVICES AND FACILITIES</b>
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**STRATEGY**

<b>1.3.1</b>	<b>Support and encourage the improvement of a variety of high quality preschool, primary and secondary education and vocational training facilities</b>
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**Actions over Four Year Term of Council**

<b>Action</b>	<b>Target Year</b>				<b>Measure of Success</b>	<b>Responsibility</b>	<b>State/Regional Plan</b>
<b>1.3.1.1</b> Support the retention of and improvements to local education services and facilities	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Number of service providers ⊕ Number of students enrolled ⊕ Diversity of education courses offered ⊕ Community satisfaction rate	DCD&S	15) Improve education & learning outcomes for all students ➤ 2) Improve education and training opportunities for young people
<b>1.3.1.2</b> Facilitate the creation of an education strategy that links key institutions through networking and strengthens ties with regional education facilities			✓			DCD&S	
<b>1.3.1.3</b> Encourage our preschool and child care providers to have strong links with education facilities for future learning	✓	✓	✓	✓		DCD&S	
<b>1.3.1.4</b> Provide administration support to Gilgandra Preschool on a user pays basis	✓	✓	✓	✓		DCD&S	
<b>1.3.1.5</b> Monitor the level of preschool and early childhood services places available to meet our community needs	✓	✓	✓	✓		DCD&S	

STRATEGY								
1.3.2 Offer supported accommodation services , activities and employment and training programs to people with a disability								
Actions over Four Year Term of Council								
Action	Target Year				Measure of Success	Responsibility	State/Regional Plan	
<b>1.3.2.1</b> Provide a range of day activities which aim to teach life skills and improve the independence and general quality of life for Orana Lifestyle Directions clients	13 ✓	14 ✓	15 ✓	16 ✓	⊕ Number of clients & supported employees ⊕ Client & supported employee satisfaction rates ⊕ Disability accreditation audit results ⊕ Funding body audit results ⊕ FaHCSIA activity performance indicators	DCD&S	13) Better protect the most vulnerable members of our community and break the cycle of disadvantage  14) Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential	
<b>1.3.2.2</b> Provide an excellent standard of accommodation and associated services at Orana Lifestyle Directions which maintain the independence, dignity and wellbeing of the clients	✓	✓	✓	✓		DCD&S		
<b>1.3.2.3</b> Maintain links within the disability industry	✓	✓	✓	✓		DCD&S		
<b>1.3.2.4</b> Maintain client plans to meet identified individual goals and needs of each client	✓	✓	✓	✓		DCD&S		
<b>1.3.2.5</b> Increase disability services utilisation within the Aboriginal population	✓	✓	✓	✓		DCD&S		
<b>1.3.2.6</b> Provide employment and work-related training for persons with disabilities (both intellectual and physical) and/or acquired brain injury	✓	✓	✓	✓		DCD&S		
<b>1.3.2.7</b> Comply with principles and objectives of the Commonwealth Disability	✓	✓	✓	✓		DCD&S		

Services Act and ensure service is aware of, and meets, disability service standards at all times							
<b>1.3.2.8</b> Ensure contract arrangements with State and Federal funding bodies are met	✓	✓	✓	✓		DCD&S	
<b>1.3.2.9</b> Finalise stage 1 and review the demand for the further staged development of the purpose built disability accommodation complex in Waugan Street	✓	✓	✓	✓		DCD&S	
<b>1.3.2.10</b> Engage with the families and carers of our supported employees and clients	✓	✓	✓	✓		DCD&S	

## STRATEGY

### 1.3.3 Offer aged care and accommodation services and activities

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>1.3.3.1</b> Administer community aged care packages that offer flexible resident status for clients	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Number of residents & clients ⊕ Resident & client satisfaction rates ⊕ Aged Care accreditation audit results ⊕ Funding body audit results ⊕ Community satisfaction rate	DCD&S	25) Increase opportunities for seniors in NSW to fully participate in community life
<b>1.3.3.2</b> Maintain links within the aged care industry	✓	✓	✓	✓		DCD&S	27) Enhance cultural ,creative, Sporting and recreation opportunities
<b>1.3.3.3</b> Provide a range of day activities for Cooe and Jack Towney residents which aim to teach life skills and	✓	✓	✓	✓		DCD&S	

improve the independence and general quality of life for residents						DCD&S	
<b>1.3.3.4</b> Provide an excellent standard of accommodation and associated services at Cooe and Jack Towney Hostel which maintain the independence, dignity and wellbeing of the residents	✓	✓	✓	✓		DCD&S	
<b>1.3.3.5</b> Increase aged care utilisation within the Aboriginal population	✓	✓	✓	✓		DCD&S	
<b>1.3.3.6</b> Support activities and initiatives for seniors in our community	✓	✓	✓	✓		DCD&S	

## STRATEGY

### 1.3.4 Offer community care services that address the needs of our community

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>1.3.4.1</b> Provide a range of social activities, food services and community transport to the target group over seven days	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Number of clients ⊕ Client satisfaction rates ⊕ Community care accreditation results	DCD&S	8) Grow patronage of public transport by making it a more attractive choice 9) Improve customer experience with transport services
<b>1.3.4.2</b> Provide respite services to people living with a mental illness and their carers	✓	✓	✓	✓	⊕ Funding body audit results ⊕ Community satisfaction rate	DCD&S	13) Better protect the most vulnerable members of our community and break the cycle of disadvantage
<b>1.3.4.3</b> Advocacy and delivery of mental health training for Council staff and the broader community	✓	✓	✓	✓		DCD&S	
<b>1.3.4.4</b> Review plan and deliver a range of			✓			DCD&S	

Community Care Services that meet the HACC standards							
<b>1.3.4.5</b> Further develop the Community Care One Stop Shop service to empower local service provision	✓	✓	✓	✓		DCD&S	
<b>1.3.4.6</b> Increase community care utilisation within the Aboriginal population	✓	✓	✓	✓		DCD&S	

## STRATEGY

### 1.3.5 Offer a range of youth services that engage youth and encourage participation

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>1.3.5.1</b> Manage a youth drop in centre and provide activities including after school, school holiday and youth week activities	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Participation rates ⊕ Variety & number of activities ⊕ Community satisfaction rate	DCD&S	13) Better protect the most vulnerable members of our community & break the cycle of disadvantage  27) Enhance cultural, creative, Sporting and recreation opportunities
<b>1.3.5.2</b> Identify gaps in service provision to youth, to improve service delivery to youth		✓				DCD&S	
<b>1.3.5.3</b> Review resources at GYS to be able to offer a quality integrated experience including fitness opportunities			✓			DCD&S	
<b>1.3.5.4</b> Explore opportunities for the provision of vacation and after school care		✓				DCD&S	



**STRATEGY****1.3.6 Assist in the provision of community housing options****Actions over Four Year Term of Council**

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>1.3.6.1</b> Maintain our current community housing program and consider opportunities for expansion as external funding opportunities arise	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Diversity in housing choices available ⊕ Community housing maintenance and upgrades conducted	DCD&S	13) Better protect the most vulnerable members of our community and break the cycle of disadvantage ➤ Support for affordable and sustainable housing throughout the region in all towns and local communities

**STRATEGY****1.3.7 Support the retention and expansion of health medical and hospital services and facilities****Actions over Four Year Term of Council**

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>1.3.7.1</b> Monitor the level of health services in our community and lobby for / encourage services to fill identified Gaps	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Number of GPs & Dentists ⊕ Number & diversity of specialist health services ⊕ Number & diversity of lifestyle health services & programs ⊕ Community satisfaction rate	DCD&S	12) Provide world class clinical services with timely access and effective infrastructure ➤ Build a coordinated , effective regional health service delivery system ➤ 5) Provide integrated and co-ordinated health and human services and community safety
<b>1.3.7.2</b> Partner with all levels of government to prioritise and attract funding for improved medical facilities and services	✓	✓	✓	✓		DCD&S	
<b>1.3.7.3</b> Attract and retain visiting mental health specialist services	✓	✓	✓	✓		DCD&S	
<b>1.3.7.4</b> Maintain medical centres and dental clinic in our community	✓	✓	✓	✓		DCD&S	

STRATEGY								
1.3.8 Deliver a library service that provides relevant resources and programs								
Actions over Four Year Term of Council								
Action	Target Year				Measure of Success	Responsibility	State/Regional Plan	
<b>1.3.8.1</b> Maintain existing community engagement with the Library by continuing to develop it as a community space where people can engage with collections, information services, technology and each other	13 ✓	14 ✓	15 ✓	16 ✓	⊕ Number of members ⊕ Borrower rate ⊕ Community satisfaction rate ⊕ number and range of programs and activities	DCD&S	13) Better protect the most vulnerable members of our community & break the cycle of disadvantage  27) Enhance cultural, creative, sporting & recreation opportunities	
<b>1.3.8.2</b> Provide free access to library services to meet the community's educational, recreational and cultural information needs, support community health and well being and enable learning for all	✓	✓	✓	✓		DCD&S		
<b>1.3.8.3</b> Plan and deliver customer focussed library services, reflecting community needs and expectations	✓	✓	✓	✓		DCD&S		
<b>1.3.8.4</b> Develop relationships and partnerships between the library, other service providers and community groups	✓	✓	✓	✓		DCD&S		

STRATEGY								
1.3.9 Support the delivery of cultural services								
Actions over Four Year Term of Council								
Action	Target Year				Measure of Success	Responsibility	State/Regional Plan	
1.3.9.1 Support and encourage Orana Arts and local artistic and cultural groups	13 ✓	14 ✓	15 ✓	16 ✓	⊕ Utilisation rates of facilities ⊕ Number & variety of exhibitions at CHC ⊕ Community satisfaction rate ⊕ Arts and cultural plan implemented	DCD&S	27) Enhance cultural, creative, sporting and recreation opportunities	
1.3.9.2 Provide a museum, keeping place and cultural centre for Gilgandra and district which supports and develops a range of travelling and local exhibitions to attract diverse audiences	✓	✓	✓	✓		DCD&S		
1.3.9.3 Encourage aboriginal involvement in the Cooeee Heritage Centre	✓	✓	✓	✓		DCD&S		
1.3.9.4 Facilitate the development of an arts and cultural plan		✓				DCD&S		

STRATEGY								
1.3.10 Facilitate access to leading edge communications for all residents living in Gilgandra Shire								
Actions over Four Year Term of Council								
Action	Target Year				Measure of Success	Responsibility	State/Regional Plan	
1.3.10.1 Continue to lobby for the rollout of NBN to our community	13 ✓	14 ✓	15 ✓	16 ✓	⊕ Access to telecommunication ⊕ Number of service providers ⊕ Number of complaints ⊕ Community satisfaction rate	DCD&S	13) Better protect the most vulnerable members of our community and break the cycle of disadvantage 15) Improve education & learning outcomes for all students ➤ Promote the potential of the digital economy as the basis	

							for economic and regional development
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## OUTCOME

**1.4 A COMMUNITY WHERE SERVICES ARE INTEGRATED, MATCH OUR COMMUNITY NEEDS AND ARE SUSTAINABLE**

## STRATEGY

**1.4.1 Partner with government agencies and non-government organisations to determine community needs and coordinate delivery both cost effectively and avoiding service duplication**

### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>1.4.1.1</b> Facilitate the development of, and provide secretarial support to, an interagency forum that is inclusive of all community services provided in our Shire	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Number of government & non government groups participating ⊕ Number of identified service gaps addressed ⊕ Range of services provided ⊕ Community satisfaction rate	DCD&S	13) Better protect the most vulnerable members of our community & break the cycle of disadvantage

## OUTCOME

**1.5 A COMMUNITY THAT ENCOURAGES ABORIGINAL LEADERSHIP AND PRIDE**

## STRATEGY

**1.5.1 Support Aboriginal leaders and groups in their roles and provide opportunities for Aboriginal involvement**

### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>1.5.1.1</b> Work with community service providers to increase access by Aboriginal people to community services	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Number and diversity of engagement opportunities ⊕ Aboriginal employment rate ⊕ Community services aboriginal participation rate	DCD&S	13) Better protect the most vulnerable members of our community and break the cycle of disadvantage
<b>1.5.1.2</b>					⊕ Projects & programs implemented		26) Fostering opportunity and partnership with Aboriginal

Support NAIDOC Week celebrations <b>1.5.1.3</b>	✓	✓			by local aboriginal groups	DCD&S	People ➤ More effective delivery of Aboriginal health education and employment services ➤ 3) Support Aboriginal people and communities to develop and implement effective governance structures
Explore culturally inclusive options for formal communication channels with the local aboriginal community <b>1.5.1.4</b>	✓	✓				DCD&S	
Encourage Aboriginal groups to seek government support for local Aboriginal programs and projects <b>1.5.1.5</b>	✓	✓				DCD&S	
Encourage and support employment initiatives for Aboriginal people	✓	✓				DCD&S	

## OUTCOME

### 1.6 A COMMUNITY WHERE VOLUNTEERISM THRIVES

## COUNCIL STRATEGY

### 1.6.1 Encourage volunteerism in our community that continues with the next generation

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>1.6.1.1</b> Promote youth participation in community groups and local emergency services	13 ✓	14 ✓	15 ✓	16 ✓	⊕ Number of active volunteer groups ⊕ Number of volunteers/ gift time of hours	DCD&S	24) Make it easier for people to be involved in their communities
<b>1.6.1.2</b> Develop and implement a volunteer assistance and recognition plan/program	✓	✓	✓	✓		DCD&S	
<b>1.6.1.3</b> Consult with volunteer services to discuss and compare systems and ideas	✓	✓	✓	✓		DCD&S	
<b>1.6.1.4</b>							

Develop tools to monitor measure and enhance the contribution of volunteers in the community		✓				DCD&S	
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## OUTCOME

### 1.7 A SAFE COMMUNITY WITH MINIMAL CRIME AND ANTI SOCIAL BEHAVIOUR

## STRATEGY

### 1.7.1 Encourage and support crime prevention and anti social behaviour programs and initiatives

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>1.7.1.1</b> Work with local agencies, particularly police and liquor accord members to develop effective crime prevention and responsible behaviour strategies	13 ✓	14 ✓	15 ✓	16 ✓	⊕ Number of police officers ⊕ Number of complaints ⊕ Regional crime statistics ⊕ Community satisfaction rate ⊕ Number of dog control complaints	DCD&S	13) Better protect the most vulnerable members of our community & break the cycle of disadvantage 16) Prevent & reduce the level of crime
<b>1.7.1.2</b> Support programs and initiatives that address the issue of domestic violence	✓	✓	✓	✓		DCD&S	17) Prevent & reduce the level of re-offending
<b>1.7.1.3</b> Recognise the issue of illicit drug use in our community	✓	✓	✓	✓		DCD&S	18) Improve community confidence in the justice system
<b>1.7.1.4</b> Address issues regarding owners responsibility in relation to domestic animals (dog control issues)	✓	✓	✓	✓		DES	➤ 5) Provide integrated and co-ordinated health and human services and improve community safety

The following table highlights the planned income and expenditure within the theme of a Growing Economy for the four-year period of the Delivery Program. An additional table is included for General Fund which reflects Scenario 2 outlined in Councils LTFP. This second Scenario includes the proposed Special Rate Variation.

<b>Growing economy (Scenario 1)</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Operating Income	1,269,099	921,172	1,058,027	1,019,688
Operating Expenses	-1,178,115	-1,246,206	-1,215,196	-1,288,056
<b>Sub Total</b>	<b>90,984</b>	<b>-325,034</b>	<b>-157,169</b>	<b>-268,368</b>
Capital Expenditure	-260,000	-300,000	-25,000	-750,000
Capital Income	2,000	0	0	0
Loan Repayments	-259,379	-292,871	-275,592	-228,344
Loan Income	0	300,000	0	750,000
Reserves	260,000	0	0	0
<b>Sub Total</b>	<b>-257,379</b>	<b>-292,871</b>	<b>-300,592</b>	<b>-228,344</b>
<b>Cash Result</b>	<b>-166,395</b>	<b>-617,905</b>	<b>-457,761</b>	<b>-496,712</b>

<b>Growing economy (Scenario 2)</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Operating Income	1,269,099	921,172	1,058,027	1,019,688
Operating Expenses	-1,178,115	-1,246,206	-1,215,196	-1,288,056
<b>Sub Total</b>	<b>90,984</b>	<b>-325,034</b>	<b>-157,169</b>	<b>-268,368</b>
Capital Expenditure	-260,000	-300,000	-25,000	-750,000
Capital Income	2,000	0	0	0
Loan Repayments	-259,379	-292,871	-275,592	-228,344
Loan Income	0	300,000	0	750,000
Reserves	260,000	0	0	0
<b>Sub Total</b>	<b>-257,379</b>	<b>-292,871</b>	<b>-300,592</b>	<b>-228,344</b>
<b>Cash Result</b>	<b>-166,395</b>	<b>-617,905</b>	<b>-457,761</b>	<b>-496,712</b>

The purpose of this table is to show the expenses and income for Council's ongoing activities (recurrent) and specific project activities (capital works). The table demonstrates whether there is a net deficit or surplus cash result. This theme has a deficit cash result and therefore relies on income such as rates, which are included under the theme Respected Leadership.

## 2. GROWING ECONOMY

OUTCOME	
2.1	A COMMUNITY WITH A STRONG AND DIVERSE ECONOMIC BASE THAT SUPPORTS AND IMPROVES THE LIFESTYLE OF ITS RESIDENTS

STRATEGY								
2.1.1	Ensure transparency, consistency and professionalism in the application of Councils planning instruments							
Actions over Four Year Term of Council								
Action		Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>2.1.1.1</b> Conduct awareness program for Councillors on implications of Councils planning instruments on development in the Shire		<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Community satisfaction rate ⊕ Number of cases in NSW Land and Environment Court	DES	20) Build liveable centres 29) Restore confidence and integrity in the planning system
							DES	
<b>2.1.1.2</b> Monitor and where required Lobby the State Government in respect of planning regulations not considered appropriate for Gilgandra Shire								

STRATEGY								
2.1.2	Take a proactive and flexible approach to the pursuit of new businesses with a particular focus on increasing the diversity of local industry and promoting our highway location							
Actions over Four Year Term of Council								
Action		Target Year				Measure of Success	Responsibility	State/Regional Plan
2.1.2.1 Proactively pursue industry to relocate to Gilgandra including alternative		13 ✓	14 ✓	15 ✓	16 ✓	⊕ Number of new businesses established  ⊕ Number of businesses in agricultural supply chain	DCB&S	3) Drive economic growth in regional NSW ➤ Capitalise on the regions strengths in agriculture



green based industries <b>2.1.2.2</b> Continue to foster and promote the importance of the purchase of goods and services locally <b>2.1.2.3</b> Take advantage of our proximity to mining development <b>2.1.2.4</b> Take advantage of the potential growth in demand for soft commodities <b>2.1.2.5</b> Ensure an adequate supply of industrial land is available to match our Shires growth potential	✓	✓	✓	✓	⊕ Agricultural industry contribution to local economy ⊕ Industrial land availability ⊕ Vacant industrial land	DCB&S  DCB&S  DCB&S  DCB&S	➤ Expand tourism and related business ➤ Support new mining and related industry development ➤ Support the environmental and economic opportunities to the region presented through the Clean Energy Future Program and the Carbon Farming initiative
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## STRATEGY

### 2.1.3 Encourage , nurture and support new and existing businesses

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>2.1.3.1</b> Provide support for existing business and facilitate opportunities for business development and growth <b>2.1.3.2</b> Participate in industry groups and initiatives and encourage local business participation <b>2.1.3.3</b> Incorporate rural based businesses into our business strategy and culture <b>2.1.3.4</b> Consider reintroduction of a local business awards initiative	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Shop vacancy rate ⊕ Skills gap ⊕ Business confidence	DCB&S  DCB&S  DCB&S  DCB&S	1) Improve the performance of the NSW Economy 4) Increase the competitiveness of doing business in NSW ➤ Capitalise on the Regions Strengths in Agriculture ➤ Expand Tourism and Related Business

STRATEGY								
2.1.4	Work collaboratively with industry and stakeholders to develop an economic development plan							
Actions over Four Year Term of Council								
Action		Target Year				Measure of Success	Responsibility	State/Regional Plan
2.1.4.1 Develop a three year Economic Development Plan in consultation with PEDC, local business, Council and other stakeholders to guide the economic development and sustainability of the Gilgandra Shire		13	14 ✓	15	16	⊕ Economic Development Plan Implemented	DCB&S	1) Improve the performance of the NSW Economy 3) Drive economic growth in regional NSW 4) Increase the competitiveness of doing business in NSW

STRATEGY								
2.1.5	Encourage and support employment initiatives and programs							
Actions over Four Year Term of Council								
Action	Target Year				Measure of Success	Responsibility	State/Regional Plan	
2.1.5.1 Promote school based and adult traineeships / apprenticeships in the community	13 ✓	14 ✓	15 ✓	16 ✓	⊕ Community employment rate ⊕ Participation rate in initiatives and programs	DCD&S	13) Better protect the most vulnerable members of our community and break the cycle of disadvantage	
2.1.5.2 Support unemployment programs and encourage community acceptance and local participation	✓	✓	✓	✓		DCD&S	➤ Develop strategies to meet the skills shortages and achieve full employment across the region	

**OUTCOME****2.2 A COMMUNITY WITH A REPUTATION AS A GREAT PLACE TO LIVE, STOP, STAY OR JUST SPEND TIME WHERE VISITORS ARE WELCOMED AND EMBRACED****STRATEGY****2.2.1 Capitalise on visitation due to our location on the junction of three major highways****Actions over Four Year Term of Council**

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>2.2.1.1</b> Deliver professional visitor information services promoting the attractions and services of the Shire	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Visitor Numbers ⊕ Demographics of visitors	DCB&S	➤ Expand Tourism and related business
<b>2.2.1.2</b> Reinvigorate Gilgandra with a fresh promotional campaign			✓			DCB&S	

**STRATEGY****2.2.2 Work collaboratively with industry and stakeholders to develop a tourism destination plan****Actions over Four Year Term of Council**

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>2.2.2.1</b> Develop a three year tourism destination plan in consultation with PEDC, local tourism operators, industry associations and Council	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	➤ Tourism Destination Plan Implemented	DCB&S	➤ Expand Tourism and related business
<b>2.2.2.2</b> Consider opportunities for the development of new tourist attractions in our shire		✓	✓	✓		DCB&S	

**STRATEGY**

**2.2.3 Sustain the population of Gilgandra Shire and grow the population in age brackets where the percentage is below the State average**

**Actions over Four Year Term of Council**

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>2.2.3.1</b> Ensure an adequate supply of residential land is available to match our Shires growth potential	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	➤ Population growth statistics ➤ Residential land availability ➤ Vacant residential land	DCB&S	5) Place downward pressure on the cost of living
<b>2.2.3.2</b> Promote Gilgandra as a great place to live	✓	✓	✓	✓		DCB&S	
<b>2.2.3.3</b> Target prospective residents in the census age group categories where Gilgandra is below the state average	✓	✓	✓	✓		DCB&S	
<b>2.2.3.4</b> Capitalise on our proximity to our major regional centre being the city of Dubbo	✓	✓	✓	✓		DCB&S	

**OUTCOME**

**2.3 THE BUSINESS ACTIVITIES OF COUNCIL ARE AN IMPORTANT SECTOR OF THE LOCAL ECONOMY AND PROVIDE FINANCIAL RETURNS TO THE COMMUNITY**

**STRATEGY**

**2.3.1 Business Plans are developed implemented and monitored on an ongoing basis that support and direct each of the following corporate businesses and ensure both their quality and economic viability**

- \* Cooee Lodge Aged Care Village
- \* Jack Towney Hostel
- \* Orana Lifestyle Directions Supported Accommodation Service



**STRATEGY****2.3.3 Deliver a profitable contracting business that is competitive with private industry and doesn't impact on delivery of core Council services****Actions over Four Year Term of Council**

<b>Action</b>	<b>Target Year</b>				<b>Measure of Success</b>	<b>Responsibility</b>	<b>State/Regional Plan</b>
<b>2.3.3.1</b> Maintain RMS contractor classification to allow Council to service contract work on state highways	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Annual operating results	DW&TS	
<b>2.3.3.2</b> Promote Councils contracting capability to neighbouring councils subject to there being no impact on Councils core functions	✓	✓	✓	✓		DW&TS	
<b>2.3.3.3</b> Ensure Council contract plant hire pricing is reviewed on a regular basis in line with its competitors	✓	✓	✓	✓		DW&TS	

The following table highlights the planned income and expenditure within the theme Respected Leadership for the four-year period of the Delivery Program. An additional table is included which reflects Scenario 2 outlined in Councils LTFP. This second Scenario includes the proposed Special Rate Variation.

<b>Respected Leadership (Scenario 1)</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Operating Income	7,059,502	7,266,177	7,478,941	7,697,971
Operating Expenses	-2,431,732	-2,504,684	-2,579,824	-2,684,219
<b>Sub Total</b>	<b>4,627,770</b>	<b>4,761,493</b>	<b>4,899,117</b>	<b>5,013,752</b>
Capital Expenditure	-73,426	-214,169	-64,931	-90,713
Capital Income	0	0	0	0
Loan Repayments	0	0	0	0
Loan Income	0	0	0	0
Reserves	-35,000	113,500	-38,045	-39,636
<b>Sub Total</b>	<b>-108,426</b>	<b>-100,669</b>	<b>-102,976</b>	<b>-130,349</b>
<b>Cash Result</b>	<b>4,519,344</b>	<b>4,660,824</b>	<b>4,796,141</b>	<b>4,883,402</b>

<b>Respected Leadership (Scenario 2)</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Operating Income	7,059,502	7,512,782	8,004,209	8,537,389
Operating Expenses	-2,431,732	-2,414,791	-2,392,809	-2,405,196
<b>Sub Total</b>	<b>4,627,770</b>	<b>5,097,991</b>	<b>5,611,400</b>	<b>6,132,193</b>
Capital Expenditure	-73,426	-214,169	-64,931	-90,713
Capital Income	0	0	0	0
Loan Repayments	0	0	0	0
Loan Income	0	0	0	0
Reserves	-35,000	113,500	-38,045	-39,636
<b>Sub Total</b>	<b>-108,426</b>	<b>-100,669</b>	<b>-102,976</b>	<b>-130,349</b>
<b>Cash Result</b>	<b>4,519,344</b>	<b>4,997,322</b>	<b>5,508,424</b>	<b>6,001,844</b>

The purpose of this table is to show the expenses and income for Council's ongoing activities (recurrent) and specific project activities (capital works). The table demonstrates whether there is a net deficit or surplus cash result. This theme has a surplus cash result and this indicates that income allocated to this theme includes rates and untied revenues which are expended on projects and activities that relate to other themes.

### 3. RESPECTED LEADERSHIP

OUTCOME	
3.1	A COUNCIL THAT PROVIDES QUALITY LEADERSHIP, GOVERNANCE AND MANAGEMENT TO ITS COMMUNITY

STRATEGY								
3.1.1	Ensure Councillors and committee members are provided with appropriate training support and resources to facilitate good governance							
Actions over Four Year Term of Council								
Action		Target Year				Measure of Success	Responsibility	State/Regional Plan
3.1.1.1	Support Councillors in their role by providing information regularly and training as required	13	14	15	16	⊕ Councillor/Committee member satisfaction rate	GM, DC&BS	30) Restore trust in State and Local Government as a service provider ➤ Enhanced whole of Government approach
		✓	✓	✓	✓	⊕ Number of active s355 committees		
3.1.1.2	Recognise the importance of and encourage community members on to Council committees	✓			✓		GM	

STRATEGY								
3.1.2		Implement and promote best practice Governance policies and procedures						
Actions over Four Year Term of Council								
Action		Target Year				Measure of Success	Responsibility	State/Regional Plan
3.1.2.1 Conduct the business of Council in an open and transparent manner		13 ✓	14 ✓	15 ✓	16 ✓	⊕ Implementation of good Governance plan	GM	31) Improve Government transparency by increasing access to Government information
3.1.2.2 Ensure Council and Committee meetings are conducted regularly		✓	✓	✓	✓		GM	
3.1.2.3 Develop implement and continually		✓	✓	✓	✓		GM	



monitor a good governance plan							
<b>3.1.2.4</b> Establish Links and relationships with relevant legislative and regulatory authorities	✓	✓	✓	✓		MANEX	
<b>3.1.2.5</b> Meet all statutory requirements in a timely manner	✓	✓	✓	✓		MANEX	

## STRATEGY

### 3.1.3 Deliver consistent , timely and transparent regulatory functions in line with the legislation under which Council is required to operate

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>3.1.3.1</b> Provide assessments of development and subdivision approvals in a timely manner	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Number of complaints ⊕ Community satisfaction rate	DES	29) Restore confidence and integrity in the planning system
<b>3.1.3.2</b> Provide efficient service to prospective home builders and developers to ensure building standards are maintained	✓	✓	✓	✓		DES	30) Restore trust in State and Local Government as a service provider
<b>3.1.3.3</b> Provide thorough scrutiny of all construction work to ensure compliance with all relevant codes and standards	✓	✓	✓	✓		DES	31) Improve Government transparency by increasing access to Government information
<b>3.1.3.4</b> Maintain public health and amenity by actively responding, investigating and acting on complaints	✓	✓	✓	✓		DES	
<b>3.1.3.5</b>							

Inspect all food premises in line with NSW Food Authority Partnership Program	✓	✓	✓	✓		DES	
<b>3.1.3.6</b> Continue to develop, implement and monitor on an ongoing basis issues relating to public health, hygiene and community wellbeing	✓	✓	✓	✓		DES	
<b>3.1.3.7</b> Undertake potable water sampling in line with Department of Health requirement	✓	✓	✓	✓		DES	
<b>3.1.3.8</b> Regulate new onsite sewerage management systems	✓	✓	✓	✓		DES	
<b>3.1.3.9</b> Respond to community requests on matters relevant to regulatory functions	✓	✓	✓	✓		DES	

## STRATEGY

### 3.1.4 Nurture an organisational culture of community pride and ownership for Councillors, Managers and Staff of Council

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>3.1.4.1</b> Encourage and promote Council involvement in community activities/functions	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Staff satisfaction rate ⊕ Number of engagement activities ⊕ Activity participation rate	GM	30) Restore trust in State and Local Government as a service provider
<b>3.1.4.2</b> Communicate Councils strategic direction to all staff and encourage staff involvement in the decision making process	✓	✓	✓	✓		MANEX	

**STRATEGY****3.1.5 Comply with industry WHS and risk management requirements****Actions over Four Year Term of Council**

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>3.1.5.1</b> Ensure a healthy and safe environment is provided for all employees and stakeholders	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Number of incidents (both public & within council) ⊕ Preventative measures implemented	MANEX	

**OUTCOME****3.2 A COUNCIL THAT FOCUSES ON STRATEGIC PLANNING AND FINANCIAL SUSTAINABILITY****STRATEGY****3.2.1 Establish maintain and monitor strategic plans that reflect and address the needs of the community and meet legislative requirements****Actions over Four Year Term of Council**

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>3.2.1.1</b> Develop and maintain and regularly review strategic plans in line with Integrated Planning requirements	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Implementation of Integrated planning & reporting ⊕ Availability of Council policy & publications ⊕ Community satisfaction rates	DC&BS	30) Restore trust in State and Local Government as a service provider 31) Improve Government transparency by increasing access to Government information ➤ Improved Regional Planning
<b>3.2.1.2</b> Prepare annual report including the state of the environment report	✓	✓	✓	✓		GM	
<b>3.2.1.3</b> Report the outcome of a quarterly performance review of the Delivery Program and budget	✓	✓	✓	✓		DC&BS	
<b>3.2.1.4</b> Maintain Plans of Management for Community Land that meets legislative	✓	✓	✓	✓		DC&BS	

requirements							
<b>3.2.1.5</b> Ensure that an appropriate Business Continuity and Disaster Recovery Plans are in place		✓				DC&BS	
<b>3.2.1.6</b> Review Plan of Management for Gilgandra Cemetery		✓				DC&BS	
<b>3.2.1.7</b> Determine a Council position on the issue of Amalgamation	✓					GM	

## STRATEGY

### 3.2.2 Deliver sound management of Councils resources and finances

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>3.2.2.1</b> Provide financial planning and reporting to ensure Council maintains accurate and timely financial records that facilitate sound decision making	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Long term financial sustainability ⊕ Annual financial report (audit results) ⊕ Internal audit reports	DC&BS	2) Rebuild State finances 30) Restore trust in State and Local Government as a service provider 31) Improve Government Transparency by increasing access to Government information
<b>3.2.2.2</b> Deliver financial awareness training to all Councillors	✓			✓		DC&BS	
<b>3.2.2.3</b> Ensure that rates and user charges are levied on an equitable basis taking account of the legislative and financial restrictions under which Council operates	✓	✓	✓	✓		DC&BS	
<b>3.2.2.4</b> Take account of the effect on all ratepayers when considering special	✓	✓				DC&BS	

rate variation applications							
<b>3.2.2.5</b> Maintain Best Practice pricing for water and sewer charges	✓	✓	✓	✓		DC&BS	
<b>3.2.2.6</b> Ensure Councils finance functions are operating effectively and efficiently and its purchasing and procurement policies and procedures reflect best practice and provide value for money to the community	✓	✓	✓	✓		DC&BS	
<b>3.2.2.7</b> Maintain and grow relationships with peak industry procurement bodies	✓	✓	✓	✓		DC&BS	
<b>3.2.2.8</b> Develop and Implement an internal Audit Program	✓					GM	

## STRATEGY

### 3.2.3 Proactively pursue Government and corporate support and financial assistance to meet Council and community objectives

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>3.2.3.1</b> Review funding for key services and seek to retain funding and grow new avenues of funding	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Grant application success rates ⊕ Number of effective community-Government partnerships /projects	MANEX	
<b>3.2.3.2</b> Apply for grants that assist Council to achieve identified projects	✓	✓	✓	✓		DC&BS	
<b>3.2.3.3</b> Assist community groups to apply for grants	✓	✓	✓	✓		DC&BS	
<b>3.2.3.4</b> Provide information to Council and the						DC&BS	

community regarding grant funding opportunities	✓	✓	✓	✓			
<b>3.2.3.5</b> Continually monitor and if necessary lobby for increased fees for delivery of State and Federal Government Services	✓	✓	✓	✓		Manex	

## STRATEGY

### 3.2.4 Develop and maintain a skilled and well equipped work force at a sustainable level to support service delivery requirements

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>3.2.4.1</b> Establish and implement relevant training for all employees	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Alignment of resources to achieve the Community Strategic Plan ⊕ Implementation of the Workforce plan	DC&BS	6) Strengthen the NSW skill base
<b>3.2.4.2</b> Determine initiatives to assist in maintaining a productive and motivated workforce	✓	✓	✓	✓	⊕ Trainee/Apprentice employment rate	DC&BS	
<b>3.2.4.3</b> Monitor performance of IT systems in place and continually investigate alternate options to improve the performance of Councils operations	✓	✓	✓	✓		DC&BS	
<b>3.2.4.4</b> Attend to IT user requests and provide appropriate training to individuals/groups on various IT systems to improve operational efficiency	✓	✓	✓	✓		DC&BS	
<b>3.2.4.5</b> Explore resource and function sharing opportunities with surrounding Councils	✓	✓	✓	✓		GM	

<b>3.2.4.6</b> Develop a trainee and /or apprentice employment program		✓				DC&BS	
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## OUTCOME

### 3.3 A COUNCIL THAT DELIVERS GOOD CUSTOMER SERVICE TO ITS COMMUNITY

## STRATEGY

### 3.3.1 Provide Council customer service that is accessible, efficient and responsive

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>3.3.1.1</b> Provide a one stop shop for access to a range of local, state and federal government services that meet identified needs of the local community	13 ✓	14 ✓	15 ✓	16 ✓	⊕ Timely response to customer enquiries ⊕ Number of customer enquiries closed /responded to ⊕ Community satisfaction rate	DC&BS	30) Restore trust in State and Local Government as a service provider 31) Improve government transparency by increasing access to government information
<b>3.3.1.2</b> Provide an excellent customer service via telephone, counter enquiries, website and email etc to both external and internal customers	✓	✓	✓	✓		DC&BS	
<b>3.3.1.3</b> Ensure the integrity and security of Council's records	✓	✓	✓	✓		DC&BS	
<b>3.3.1.4</b> Provide access to Council's records following assessment and determination of requests in line with legislation	✓	✓	✓	✓		DC&BS	

<b>3.3.1.5</b> Finalise rural and urban addresses for all properties in Gilgandra Shire	✓					DC&BS	
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## OUTCOME

### 3.4 A TRANSPARENT COUNCIL THAT KEEPS ITS COMMUNITY INFORMED AND ENCOURAGES AND FACILITATES COMMUNITY INPUT INTO ITS DECISION MAKING PROCESSES

## STRATEGY

### 3.4.1 Implement Councils community engagement strategy and encourage resident participation in community forums

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>3.4.1.1</b> Offer opportunities for community members and groups to have input into strategic planning to ensure the community are informed and empowered	13 ✓	14	15	16 ✓	⊕ Number & diversity of engagement activities ⊕ Participation rates ⊕ Community satisfaction rates	GM	30) Restore trust in State and Local Government as a service provider 31) Improve government transparency by increasing access to government information 32) Involve the community in decision-making on government policy services and projects ➤ Enhanced community engagement and consultation
<b>3.4.1.2</b> Report Councils issues actions and achievements to the Community (Council/Community Newsletter)	✓	✓	✓	✓		GM	
<b>3.4.1.3</b> Conduct regular Question and Answer forums at various locations throughout our Shire	✓	✓	✓	✓		GM	
<b>3.4.1.4</b> Maximise advantages of local media in promoting Councils message and Councillor availability /accessibility	✓	✓	✓	✓		GM	
<b>3.4.1.5</b> Encourage attendance at and presentations to Council meetings	✓	✓	✓	✓		GM	



STRATEGY									
3.4.2		Be a community leader in change management							
Actions over Four Year Term of Council									
Action		Target Year				Measure of Success	Responsibility	State/Regional Plan	
3.4.2.1		13	14	15	16	Accessibility of information Number of blogs Community satisfaction rates	DC&BS		
Explore social media communication opportunities with our community			✓						

The following table highlights the planned income and expenditure within the theme Strengthened Infrastructure for the four-year period of the Delivery Program. An additional table is included which reflects Scenario 2 outlined in Councils LTFP. This second Scenario includes the proposed Special Rate Variation.

<b>Strengthened Infrastructure (Scenario 1)</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Operating Income	5,103,361	5,378,219	5,583,098	5,797,133
Operating Expenses	-6,050,459	-6,276,245	-6,493,120	-6,727,754
<b>Sub Total</b>	<b>-947,098</b>	<b>-898,026</b>	<b>-910,021</b>	<b>-930,621</b>
Capital Expenditure	-3,579,739	-2,853,219	-2,651,798	-3,181,941
Capital Income	80,000	82,400	84,872	87,418
Loan Repayments	-91,097	-119,143	-126,399	-133,949
Loan Income	0	300,000	0	100,000
Reserves	1,250,000	-43,252	-42,899	-42,536
<b>Sub Total</b>	<b>-2,340,836</b>	<b>-2,633,214</b>	<b>-2,736,224</b>	<b>-3,171,008</b>
<b>Cash Result</b>	<b>-3,287,934</b>	<b>-3,531,240</b>	<b>-3,646,246</b>	<b>-4,101,629</b>

<b>Strengthened Infrastructure (Scenario 2)</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Operating Income	5,103,361	5,378,219	5,583,098	5,797,133
Operating Expenses	-6,050,459	-6,482,245	-6,917,480	-7,383,390
<b>Sub Total</b>	<b>-947,098</b>	<b>-1,104,026</b>	<b>-1,334,381</b>	<b>-1,586,257</b>
Capital Expenditure	-3,579,739	-2,853,219	-2,651,798	-3,636,941
Capital Income	80,000	82,400	84,872	87,418
Loan Repayments	-91,097	-119,143	-126,399	-133,949
Loan Income	0	300,000	0	100,000
Reserves	1,250,000	-43,252	-42,899	-42,536
<b>Sub Total</b>	<b>-2,340,836</b>	<b>-2,633,214</b>	<b>-2,736,224</b>	<b>-3,626,008</b>
<b>Cash Result</b>	<b>-3,287,934</b>	<b>-3,737,240</b>	<b>-4,070,606</b>	<b>-5,212,265</b>

The purpose of this table is to show the expenses and income for Council's ongoing activities (recurrent) and specific project activities (capital works). The table demonstrates whether there is a net deficit or surplus cash result. This theme has a deficit cash result and therefore relies on income such as rates, which are included under the theme Respected Leadership.

## 4. STRENGTHENED INFRASTRUCTURE

OUTCOME					
4.1	A COMMUNITY WITH WELL CONSTRUCTED, MAINTAINED AND MANAGED PUBLIC INFRASTRUCTURE INCLUDING WATER AND SEWER INFRASTRUCTURE, PUBLIC BUILDINGS AND FACILITIES AND PLANT AND EQUIPMENT				

STRATEGY								
4.1.1	Develop and implement asset management policies, strategies and plans							
Actions over Four Year Term of Council								
Action		Target Year				Measure of Success	Responsibility	State/Regional Plan
4.1.1.1 Review all asset management plans		13 ✓	14	15	16 ✓	⊕ Implementation of asset management strategy & plans ⊕ Service levels determined	DC&BS	19) Invest in critical infrastructure ➤ 4) Improve regional infrastructure
4.1.1.2 Establish Levels of Service for all infrastructure assets		✓					DC&BS	
4.1.1.3 Ensure all infrastructure assets are inspected and conditionally rated in accordance with the determined level of service		✓	✓	✓	✓		DC&BS	

STRATEGY								
4.1.2	Develop and implement forward works infrastructure programs and plans							
Actions over Four Year Term of Council								
Action	Target Year				Measure of Success	Responsibility	State/Regional Plan	
4.1.2.1 Ensure all Council buildings are maintained in a safe and operable condition	13 ✓	14 ✓	15 ✓	16 ✓	⊕ Condition of public infrastructure assets ⊕ Number of complaints ⊕ Community satisfaction rates	DES	19) Invest in critical infrastructure 21) Secure potable water supplies	

<b>4.1.2.2</b>					⊕ Levels of service		
Provide a swimming pool facility	✓	✓	✓	✓	⊕ Secure potable water supplies	DCD&S	
<b>4.1.2.3</b>						DW&TS	
Provide an effective sewer connection to all land parcels in the Gilgandra village area	✓	✓	✓	✓			
<b>4.1.2.4</b>						DW&TS	
Provide a potable town water supply to Gilgandra that meets Australian Drinking Water standards	✓	✓	✓	✓			
<b>4.1.2.5</b>						DW&TS	
Provide a safe and effective urban stormwater drainage system	✓	✓	✓	✓			
<b>4.1.2.6</b>						DW&TS	
Maintain Gilgandra and Tooraweenah aerodrome to legislative standards	✓	✓	✓	✓			
<b>4.1.2.7</b>						DC&BS	
Ensure that cemeteries are maintained at a standard acceptable to the community	✓	✓	✓	✓			
<b>4.2.1.8</b>						DW&TS	
Plant fleet maintained and updated to reflect needs	✓	✓	✓	✓			
<b>4.1.2.9</b>						DW&TS	
Research options for water sources to meet increased water supply demands into the future		✓					
<b>4.1.2.10</b>						DW&TS	
Maintain a basic reticulated non-potable water supply to Tooraweenah village area and monitor the village's population to determine service expansion feasibility	✓	✓	✓	✓			

<b>4.1.2.11</b> Finalise development of and adopt a Floodplain Management Plan for Gilgandra village area		✓		✓		DW&TS	
<b>4.2.1.12</b> Develop a stormwater management plan for Gilgandra village area						DW&TS	

## STRATEGY

### 4.1.3 Encourage and support a well resourced emergency response capability

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>4.1.3.1</b> Support local emergency and rescue service agencies in their delivery of services to Gilgandra Shire area	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Natural disaster response times ⊕ Community satisfaction rate ⊕ Community activity	DW&TS	28) Ensure NSW is ready to deal with major emergencies or natural disasters ➤ NSW Emergency Management Plan (EMP)
<b>4.1.3.2</b> Maintain active local emergency management committee in line with State Emergency and Rescue Management Act	✓	✓	✓	✓		DW&TS	

## OUTCOME

### 4.2 A COMMUNITY SERVICED BY A SAFE, RELIABLE AND EFFICIENT TRANSPORT NETWORK

## STRATEGY

### 4.2.1 Provide a network of pathways that link wheel chair pedestrians , pedestrians and cyclists to important destinations

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>4.2.1.1</b> Implement the elements of the Pedestrian Access Mobility Plan (PAMP) as resources	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ Implementation of Pedestrian Access Mobility Plan (PAMP) ⊕ Number of complaints	DW&TS	7) Reduce travel times ➤ Improve regional transport infrastructure and services

and funding permit					⊕ Community satisfaction rates		
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## STRATEGY

### 4.2.2 Improve existing roads infrastructure to meet community needs

#### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>4.2.2.1</b> Strategically maintain a ten year plan for all future improvements to Shire bridges	13 ✓	14 ✓	15 ✓	16 ✓	⊕ Condition of road network ⊕ Length of new /renewed pavement ⊕ Trends in traffic accidents ⊕ Number of complaints	DW&TS	7) Reduce travel times ➤ Improve regional transport Infrastructure and services
<b>4.2.2.2</b> Provide and maintain road access for all residents except during periods of extreme weather	✓	✓	✓	✓	⊕ Community satisfaction rates ⊕ Levels of service	DW&TS	
<b>4.2.2.3</b> Provide and maintain a network of safe and effective bridges, culverts and causeways	✓	✓	✓	✓		DW&TS	
<b>4.2.2.4</b> Maintain and construct streets and roads in accordance with Council's adopted road classifications	✓	✓	✓	✓		DW&TS	
<b>4.2.2.5</b> Inspect all pits and culverts annually	✓	✓	✓	✓		DW&TS	
<b>4.2.2.6</b> Undertake annual Roads to Recovery program	✓	✓	✓	✓		DW&TS	
<b>4.2.2.7</b> Maintain and improve the regional road network within the Shire in association with Roads & Traffic Authority	✓	✓	✓	✓		DW&TS	
<b>4.2.2.8</b> Explore options for ongoing access to gravel sources for road making in our Shire		✓				DW&TS	
<b>4.2.2.9</b>							

Improve the pavement standard on unsealed rural roads		✓	✓	✓		DW&TS	
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## OUTCOME

**4.3 A COMMUNITY WITH QUALITY GREEN SPACES THAT ENCOURAGE PEOPLE TO BE ACTIVE AND INVOLVED IN THEIR NATURAL SURROUNDS**

## STRATEGY

**4.3.1 Provide a range of parks, gardens and reserves to an acceptable level and suitable for passive recreational activities.**

### Actions over Four Year Term of Council

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>4.3.1.1</b> Develop and Implement an open space and recreation plan	<b>13</b>	<b>14</b>	<b>15</b> ✓	<b>16</b>	⊕ Implementation of open space and recreation plan ⊕ Community satisfaction rates	DW&TS, DC&DS	27) Enhance cultural , creative, sporting & recreation opportunities

The following table highlights the planned income and expenditure within the theme Thriving Environment for the four-year period of the Delivery Program. An additional table is included which reflects Scenario 2 outlined in Councils LTFP. This second Scenario includes the proposed Special Rate Variation.

Thriving Environment (Scenario 1)	2013/14	2014/15	2015/16	2016/17
Operating Income	521,362	537,003	553,113	569,706
Operating Expenses	-567,012	-584,022	-601,543	-619,589
<i>Sub Total</i>	-45,650	-47,019	-48,430	-49,883
Capital Expenditure	0	-50,000	0	-75,000
Capital Income	0	0	0	0
Loan Repayments	0	0	0	0
Loan Income	0	0	0	0
Reserves	-33,535	16,422	-34,585	39,377
<i>Sub Total</i>	-33,535	-33,578	-34,585	-35,623
Cash Result	<b>-79,185</b>	<b>-80,597</b>	<b>-83,015</b>	<b>-85,506</b>

Thriving Environment (Scenario 2)	2013/14	2014/15	2015/16	2016/17
Operating Income	521,362	537,003	553,113	569,706
Operating Expenses	-567,012	-584,022	-601,543	-619,589
<i>Sub Total</i>	-45,650	-47,019	-48,430	-49,883
Capital Expenditure	0	-50,000	0	-75,000
Capital Income	0	0	0	0
Loan Repayments	0	0	0	0
Loan Income	0	0	0	0
Reserves	-33,535	16,422	-34,585	39,377
<i>Sub Total</i>	-33,535	-33,578	-34,585	-35,623
Cash Result	<b>-79,185</b>	<b>-80,597</b>	<b>-83,015</b>	<b>-85,506</b>

The purpose of this table is to show the expenses and income for Council's ongoing activities (recurrent) and specific project activities (capital works). The table demonstrates whether there is a net deficit or surplus cash result. This theme has a deficit cash result and therefore relies on income such as rates, which are included under the theme Respected Leadership.



## 5. THRIVING ENVIRONMENT

OUTCOME	
5.1	A COMMUNITY ACTIVE IN THE PRESERVATION OF ITS CULTURAL, HERITAGE AND NATURAL ASSETS

STRATEGY	
5.1.1	Develop and maintain appropriate land use planning strategies for sustainable development

Actions over Four Year Term of Council								
Action	Target Year				Measure of Success	Responsibility	State/Regional Plan	
5.1.1.1 Actively preserve identified cultural heritage and natural assets	13 ✓	14 ✓	15 ✓	16 ✓	⊕ Community satisfaction rate ⊕ Number of people using heritage advice	DES	20) Build liveable centres 22) Protect our natural environment	
5.1.1.2 Develop heritage initiatives that provide support and financial assistance to property owners	✓	✓	✓	✓	⊕ Number of heritage grants released ⊕ State of Environment report	DES		
5.1.1.3 Actively seek projects that add value to our cultural and natural assets	✓	✓	✓	✓		DES		
5.1.1.4 Continue to regulate the orderly arrangement and use of land in town and rural areas in order to promote the improvement of the community and the environment of residents	✓	✓	✓	✓		DES		

**OUTCOME**

**5.2 A COMMUNITY THAT HAS MINIMISED THE ENVIRONMENTAL IMPACTS OF WASTE AND MAXIMISED WASTE RESOURCE RECOVERY RATES**

**STRATEGY**

**5.2.1 Develop and monitor a waste management and reduction strategy**

**Actions over Four Year Term of Council**

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>5.2.1.1</b> Promote community awareness of waste avoidance programs that focus on reduce, reuse and recycling of wastes	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ % green waste ⊕ Landfill "fill" rate	DES	22) Protect our natural environment 23) Increase opportunities for people to look after their own neighbourhoods and environments
<b>5.2.1.2</b> Provide recycling facilities for all rural waste facilities			✓			DES	
<b>5.2.1.3</b> Assess the potential environmental risks and optimise positive environmental outcomes as part of developing a landfill master plan		✓				DES	

**STRATEGY**

**5.2.2 Be acknowledged as a regional leader in waste resource recovery**

**Actions over Four Year Term of Council**

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>5.2.2.1</b> Participate as a steering committee member in the voluntary waste group known as Netwaste	<b>13</b> ✓	<b>14</b> ✓	<b>15</b> ✓	<b>16</b> ✓	⊕ % waste recycled ⊕ Community satisfaction rate	DES	22) Protect our natural environment 23) Increase opportunities for people to look after their own neighbourhoods and

<b>5.2.1.2</b> Provide a high standard of service for the collection and disposal of commercial, domestic and industrial wastes to ratepayers	✓	✓	✓	✓			environments
<b>5.2.1.3</b> Maintain waste reporting systems to ensure Council complies with legislative requirements	✓	✓	✓	✓			
<b>5.2.1.4</b> Reduce amount of waste delivered to landfill by providing better recycling and waste avoidance options at all waste facilities	✓	✓	✓	✓			
<b>5.2.1.5</b> Explore options for future growth opportunities of recycling	✓	✓	✓	✓			
<b>5.2.1.6</b> Assist with the delivery of school based education programs on recycling	✓	✓	✓	✓			
<b>5.2.1.8</b> Be a community leader in waste minimisation and use of recycled products	✓	✓	✓	✓			
<b>5.2.1.9</b> Identify opportunities for recycling containers at sporting and recreational facilities and other key collection points		✓					

**OUTCOME****5.3 A COMMUNITY AWARE OF CLIMATE CHANGE THAT STRIVES TO REDUCE ITS ECOLOGICAL FOOTPRINT****COUNCIL STRATEGY****5.3.1 Work with stakeholders to increase community awareness of environmental and climate change issues****Actions over Four Year Term of Council**

Action	Target Year				Measure of Success	Responsibility	State/Regional Plan
<b>5.3.1.1</b> Actively pursue environmental programs with other government agencies	✓	✓	✓	✓	⊕ Water consumption rate ⊕ Energy consumption rate ⊕ % green energy of total energy consumption	DW&TS	22) Protect our natural environment 23) Increase opportunities for people to look after their own neighbourhoods and environments
<b>5.1.1.2</b> Operate our sewage system in environmentally responsible manner	✓	✓	✓	✓	⊕ Uptake rate in green energy solutions	DES	➤ Facilitate & support development of alternative energy generation capacity
<b>5.1.1.3</b> Lobby the State and Federal Government in relation to the use of waste products for energy producing purposes	✓	✓	✓	✓		DW&TS	➤ Support the environmental and economic opportunities to the region presented through the Clean Energy Future Program and the Carbon Farming initiative
<b>5.1.1.4</b> Be a community leader in water saving practices	✓	✓	✓	✓		DES	
<b>5.1.1.5</b> Support the management of the Castlereagh river catchment within our Shire boundaries	✓	✓	✓	✓		DW&TS	
<b>5.1.1.6</b> Promote alternative green energy options and consider these options for community facilities	✓	✓	✓	✓		DS&BS	
<b>5.1.1.7</b> Monitor Council's energy use and	✓	✓	✓	✓		DES	

identify savings which in turn will reduce our greenhouse gas emissions							
<b>5.1.1.8</b> Support sustainable land use practices implemented to reduce water and energy use and the removal of vegetation	✓	✓	✓	✓		DES	
<b>5.1.1.9</b> Provide an ecologically sustainable water scheme, ensuring minimal environmental impacts	✓	✓	✓	✓		DW&TS	

