



FORBES SHIRE COUNCIL

Operational Plan 2021/22

The Forbes Shire is a safe, connected and welcoming community. We aspire to create job opportunities, improve our infrastructure and support a diverse and thriving economy.

A message from your elected Council

This Operational Plan has been developed to reflect the actions and approach that Council will take toward the achievement of the long term goals as expressed in our Community Strategic Plan.

As we proceed through the Integrated Planning and Reporting process renewing our roads, bridges and facilities and developing Forbes as a great place to live, work and play continue to be critical elements facing the community.

We have consulted widely with our residents on what you want your community to be and the services we need to deliver.

Council will strive to provide effective, transparent and consultative leadership to maintain and achieve the future that our community seeks – a region with sound infrastructure, an environment that is valued and a community that cares and continues to grow and prosper.

This Plan will guide our elected members in making those decisions and provide a means of reporting to the community on the progress that Council has made.

We commit this Plan to you and look forward to a positive future for our region.





Strategic Framework

Integrated Planning and Reporting is the framework for planning and reporting by Local Governments across New South Wales. The aim is to integrate the various plans of Council with the strategic objectives or aspirations of the community. The key element in the framework is the involvement of the whole of the community in the formulation of the Community Strategic Plan. The principal components of the integrated planning and reporting model are:

Community Strategic Plan – sets out the long term aspirations of the community of the Forbes Shire for the next 10 years. It is the key reference to guide Council decision-making during this period.

The plan has been reviewed after extensive consultation with residents, land owners, visitors, Councillors, Council staff, businesses, community groups and young people. It is informed by the Central West and Orana Regional Plan 2036, the NSW Premier's Priorities, and, where appropriate, shows links to the directions and actions in these plans.

Council's Community Strategic Plan was revised resulting in the Community Strategic Plan 2018-2028 being adopted in December 2018, superseding the previous Community Strategic Plan.

Delivery Program – Under the Delivery Program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term in office (four years) and what its priorities will be.

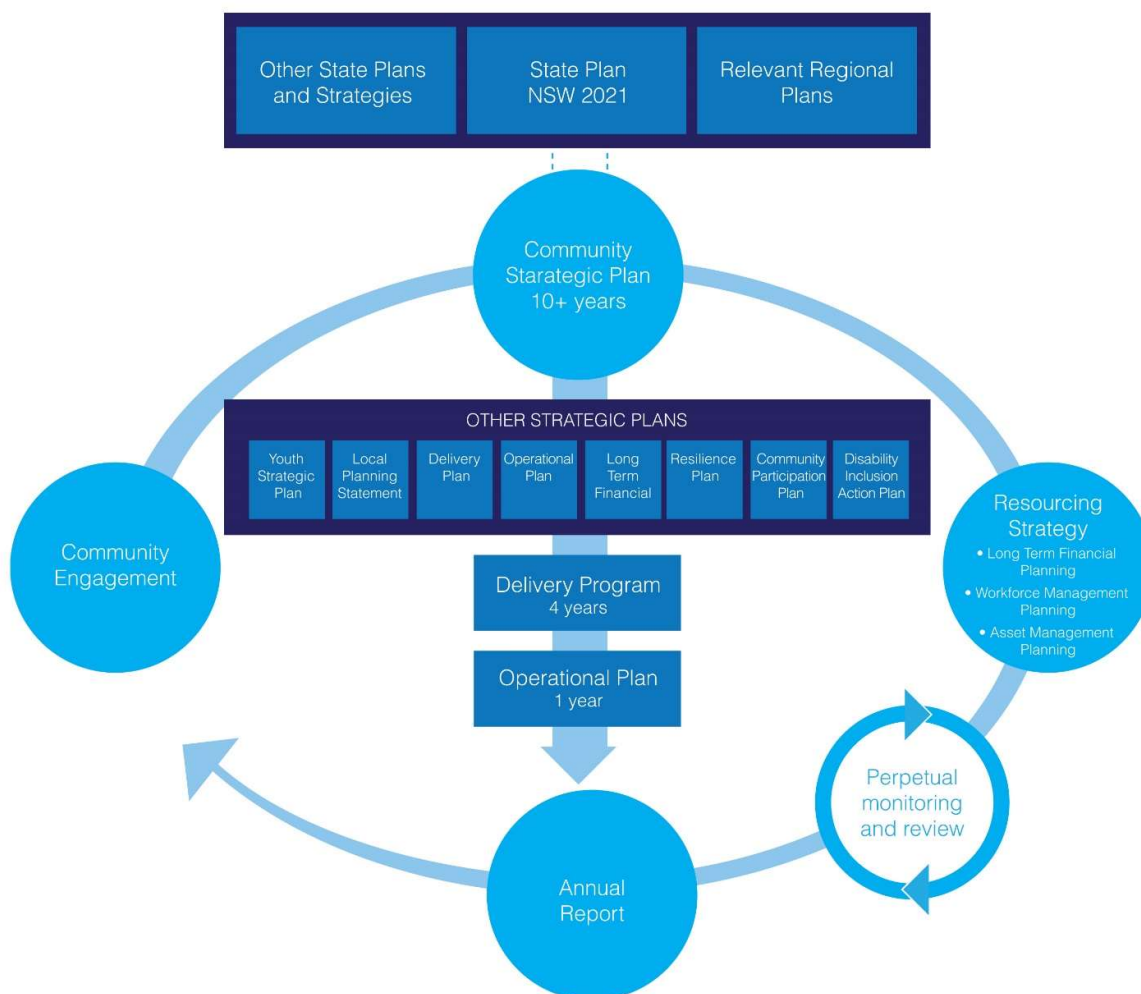
Operational Plan – This annual plan details Council's budget and activities to be completed each financial year towards meeting the Delivery Program.

Resourcing Strategy - Brings together Council's key planning strategies for the utilisation of the resources available to Council to fulfil the community strategic objectives. The Resourcing Strategy comprises:

- Long Term Financial Plan
- Workforce Management Plan
- Asset Management Plan.

Integrated Planning and Reporting Framework

'Local Government Planning and Reporting framework – NSW State Government'



Reporting on Progress

Council will report periodically to the Forbes community on the progress of the activities undertaken by Council in achieving the strategic objectives of the Community Strategic Plan. Key accountability reporting points will be:

- Council's Annual Report which is prepared after the end of the financial year and reports the results and achievements for the year against the Operational Plan and Delivery Program, and
- Every four years tied to Council's election cycle, the Community Strategic Plan must be reported upon by the outgoing Council through the End of Term Report and the incoming Council must undertake a review of the Plan. At this time the Community Strategic Plan has to be rolled forward four years to maintain a minimum long term 10 year strategic focus.

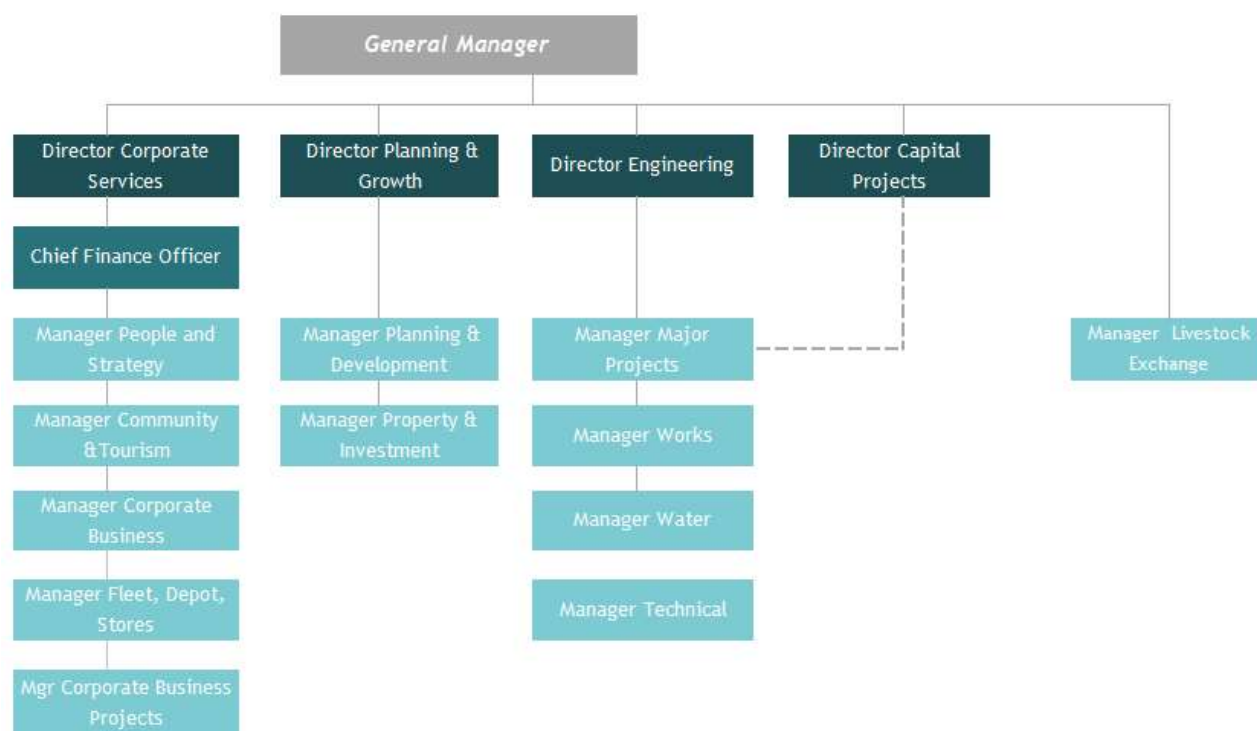
Operational Plan

The annual Operational Plan supports the four-year Delivery Program. The Operational Plan identifies the projects, programs and activities that Council will undertake within the financial year to deliver the objectives identified with the Community Strategic Plan and the strategies within the Delivery Program.

The Operational Plan allocates responsibilities for each action; identifies how the effectiveness of the action will be measured and notes the resources available to implement the action.

The Operational Plan is reviewed and revised each year of the four-year life-cycle of the Delivery Program.

Organisational Structure



DIRECTION 1 – COMMUNITY AND CULTURE

Our communities are healthy, vibrant and connected, sustained by diversity, inclusiveness and bound by a strong community spirit.



STRATEGIES TO ACHIEVE THIS GOAL

- CC1** Provide local activities, facilities and events that foster inclusion and reflect the identity and diversity of communities within the Shire.
- CC2** Develop a local multipurpose venue to support a wide range of sporting, cultural and community activities and events.
- CC3** Recognise and support local volunteers and volunteering strategies that create increased opportunities for people to contribute to community wellbeing.
- CC4** Identify a broad range of grants and funding opportunities to support local community activities.
- CC5** Identify opportunities to preserve and strengthen the diverse heritage and culture of the Shire.
- CC6** Provide services, facilities and activities to address the specific needs of children and young people, parents and families, people with disability, elderly people and others.
- CC7** Plan for and manage open-space, recreational and community facilities such as local parks, community halls, heated and Olympic-sized swimming pools and sporting fields that enhance the year-round health and well-being of communities across the Shire.
- CC8** Build connections and co-operation between different interest and representative groups across the Shire.
- CC9** Ensure that community safety initiatives and measures are well planned and delivered.

Community and Culture Financial Snapshot 2021/22 (Figures are in \$'000)								
Activity	Cost of Service					Source of Funds		
	Revenue	Operating Expense	Capital Expense	Remove Depreciation	Cash Cost of Service	Loans	Reserves	General Cash
Aged, Youth and Community Services	(3)	1,264	-	-	1,261	-	-	1,261
Fire Prevention and Emergency Services	(172)	658	-	(12)	474	-	-	474
Libraries	(87)	332	-	(15)	230	-	-	230
Public Health	-	91	-	-	91	-	-	91
Road Safety	-	33	-	-	33	-	-	33
Total	(262)	2,378	-	(27)	2,089			2,089

CC1 Provide local activities, facilities and events that foster inclusion and reflect the identity and diversity of communities within the Shire.

Activity		Action	Estimated Completion Date	Responsible Officer
SP1.1	Plan activities for the growing aged population.	Support existing service providers to present activities and social initiatives for seniors.	-	-
		1. Partner with existing service providers and community groups to present activities and social initiatives for seniors including Seniors Week and in consultation with Seniors groups and aged care providers.	Ongoing	CRO
		2. Two activities undertaken in partnership for Seniors Week with 20 participants.	30 June 2021	SCO
		Develop a published calendar of event specifically for the aged population.	-	-
		1. Calendar Developed, distributed to at least five seniors organisations.	Ongoing - 30 June 2021	SCO
SP1.5	Provide support to community funded cultural and wellbeing activities and events.	Support planned cultural and wellbeing activities and events in the community.	-	-
		1. Two cultural/wellbeing events.	30 June 2021	CRO
		Implement a welcome reception program for all new residents to Forbes.	-	-
		1. Program developed, two welcome receptions delivered.	30 June 2021	CRO
		Create a brochure of all community services.	-	-
		1. One brochure developed.	30 June 2021	CRO
SP1.8	Foster and provide unique cultural experiences of Forbes through the performing arts and the visual arts.	Implement an annual arts and culture program.	-	-
		1. One program developed in partnership with arts community group(s).	30 June 2021	TDO
		Support activities run by the Forbes Arts Society, Forbes and District Historical Museum, Forbes Town Band, Mitchell Conservatorium, NSW Small Winemakers Wine Show Committee and other activities in arts and culture.	-	-
		1. Support activities undertaken by six community groups throughout the year.	30 June 2021	TDO

CC2 Develop a local multipurpose venue to support a wide range of sporting, cultural and community activities and event.

Activity		Action	Estimated Completion Date	Responsible Officer
I4.4	Enhance and expand sporting opportunities.	Develop the business case and options for funding a sport and recreational multi-purpose facility.	30 June 2021	DE
		Finalise and implement Netball/Basketball Facility Master Plan.	30 June 2021	MW

CC3 Recognise and support local volunteers and volunteering strategies that create increased opportunities for people to contribute to community wellbeing.

Activity		Action	Estimated Completion Date	Responsible Officer
SP1.3	Support and recognise volunteers and their organisations in the Shire.	Implement a Forbes Shire awards program.	-	-
		1. Program developed for three awards, five nominations received for each award.	30 June 2021	CRO
		2. Develop a walk of honour along the lake foreshore.	30 June 2021	CRO
		3. Apply for grant funding to support Forbes Shire awards program.	30 June 2021	CRO
SP2.4	Foster and support volunteerism within the community	Host an annual volunteer information session in partnership with community and sporting groups.	-	-
		1. Volunteer session held with at least five community groups represented.	30 June 2021	CRO
SP2.5	Strengthen community pride through nominations for honours and awards and the annual program of local recognition.	Promote recognition of volunteers in the community (eg. Forbes Shire Rewards Program). (Also refer to SP1.3)	-	-
		1. Five volunteers profiled in media.	30 June 2021	SCO
		Facilitate an awards program for the Forbes Medal and Heritage Volunteer, Youth Volunteer and Australia Day Awards.	-	-
		1. At least five nominations achieved for each of the awards.	30 June 2021	CRO
SP2.6	Provide the opportunity for a Youth Council in Forbes.	Establish, manage and promote membership of a Youth Council.	-	-
		1. Youth Council maintained above 10 local youth.	30 June 2021	CRO

CC4 Identify a broad range of grants and funding opportunities to support local community activities.

Activity		Action	Estimated Completion Date	Responsible Officer
SP2.2	Enhance the capacity of community organisations and sporting groups to access external grants and funding opportunities.	Host regular grant writing workshops for the community.	-	-
		1. At least one grant writing workshop held with 10 participants.	30 June 2021	GO
SP2.3	Council provided grants and in-kind support is efficiently and equitably distributed to support the efforts and activities of community organisations and sporting groups.	Provide grants and in-kind support in line with Council's Community Funding Program Policy.	-	-
		1. Grants awarded within budget determined according to policy.	30 June 2021	MCT

CC5 Identify opportunities to preserve and strengthen the diverse heritage and culture of the Shire.				
Activity		Action	Estimated Completion Date	Responsible Officer
SP1.4	Sustain and preserve the heritage of the Wiradjuri people.	Partner with Wiradjuri Dreaming Centre for the Sculpture project.	-	-
		1. Attendance by Council staff at six meetings/events held at the Centre.	30 June 2021	CRO
		Develop a framework for sustaining and preserving the heritage of the Wiradjuri people.	-	-
		1. Five indigenous Community groups meetings attended.	30 June 2021	CRO
		2. Two Indigenous focussed events supported by Council.	30 June 2021	CRO
SP1.6	Build a culture of respect for diversity and differences.	Support programs that celebrate and strengthen multiculturalism in the community.	-	-
		1. One event delivered with ten participants and social media campaign developed.	30 June 2021	CRO
		Conduct Australian Citizenship Ceremonies in accordance with guidelines set by the Department of Immigration.	-	-
		1. Citizenship ceremonies undertaken as required.	30 June 2021	CRO
ED4.5	Promote Forbes as a regional arts hub through public art installations.	Implement an advertising and editorial program for public art.	-	-
		1. Develop a public art guide and promotional plan as a part of the CBD Master Plan.	30 June 2021	TDO
		2. Continue to work with the Forbes Art Society to promote current activities.	30 June 2021	TDO
		3. Implement the actions of the public art promotion plan.	30 June 2021	TDO
		4. Undertake at least one cost benefit analysis of selected tourism assets.	30 June 2021	TDO

CC6 Provide services, facilities and activities to address the specific needs of children and young people, parents and families, people with disability, elderly people and others.				
Activity		Action	Estimated Completion Date	Responsible Officer
SP2.1	Provide a range of community entertainment activities including activities for youth, seniors and people with disabilities.	Facilitate, promote and deliver a diverse range of activities for youth, seniors and people with disabilities.	-	-
		1. Four activities undertaken with at least 40 participants.	30 June 2021	CRO
		Celebrate national events such as Youth Week, Seniors Week and International Day of People with Disabilities.	-	-
		1. Activity undertaken for three national events.	30 June 2021	CRO
		Publish an annual events calendar.	-	-
		2. Calendar maintained.	30 June 2021	TDO

SP3.4	Increase the focus on the delivery of mental health services.	Lobby for increased mental health services in the Forbes Shire.	-	-
		1. Annual attendance by Council staff at least at two mental health events.	30 June 2021	CRO
		Work with Interagency Committee on mental health initiatives and programs.	-	-
		1. Participation in at least four interagency meetings each year.	30 June 2021	CRO
SP3.5	Ensure the Forbes Library is a cultural, recreational and learning centre for the community.	Partner with Central West Libraries to provide and enhance library services.	-	-
		1. Implement quarterly customer service reviews for Forbes Library users.	30 June 2021	MCT
		2. One grant funding opportunity identified and pursued.	30 June 2021	GO
SP3.8	Provide support for employment opportunities for people with disabilities.	Incorporate the Disability Inclusion Action Plan in Council's recruitment and employment processes.	30 June 2021	MCT

CC7 Plan for and manage open-space, recreational and community facilities such as local parks, community halls, heated and Olympic-sized swimming pools and sporting fields that enhance the year-round health and well-being of communities across the Shire.

Activity		Action	Estimated Completion Date	Responsible Officer
I3.1	Manage and maintain community and sporting built facilities for the benefit of the community.	Implement facilities maintenance schedules.	30 June 2021	MWO
		Identify and implement annual forward works.	30 June 2021	MWO

CC8 Build connections and co-operation between different interest and representative groups across the Shire.

Activity		Action	Estimated Completion Date	Responsible Officer
SP1.7	Engage and encourage the disadvantaged members of the Forbes community by supporting the work of regional government agencies and Non-Government Organisations.	Participate in interagency meetings and support programs and initiatives.	-	-
		1. Participate in at least four interagency meetings throughout the year.	30 June 2021	CRO
SP3.7	Encourage collaboration and communication between service providers.	Engage with community service providers and facilitate meetings at least annually.	-	-
		1. Participation by staff in at least four interagency meetings.	30 June 2021	CRO
		Provide an up to date Community Page on Council's website.	-	-
		1. Community page updated and audited at six month intervals to ensure currency.	30 June 2021	SCO

CC9 Ensure that community safety initiatives and measures are well planned and delivered.				
Activity		Action	Estimated Completion Date	Responsible Officer
SP4.2	Council supports community safety initiatives.	Support the initiatives of Forbes Neighbourhood Watch and the Forbes Domestic Violence Committee.	-	-
		1. Attend at least four community safety themed committee meetings per annum.	30 June 2021	CRO
		Review Council's CCTV network in the CBD.	-	-
		Maintain Council's CCTV network in the CBD by Progressive upgrade of CCTV network as per 2017-2018 maintenance schedule.	30 June 2021	MPI
SP4.3	Participate in the Forbes/Parkes/Lachlan Road safety program.	Develop an approved Road Safety Action Plan 2017-2020.	30 June 2021	MCT
		Implement the initiatives of the Road Safety Action Plan 2017-2020.	30 June 2021	MCT

DIRECTION 2 – LOCAL ECONOMY

Our local economy, is strong, innovative and sustainable, providing diverse local employment opportunities and ease of access to goods and services.



STRATEGIES TO ACHIEVE THIS GOAL

- LE1** Identify and address barriers to the sustainability and growth of local agriculture.
- LE2** Support economic growth and expansion across the Shire through improvement of local public and private infrastructure and the allocation of land for commercial and industrial uses.
- LE3** Foster and support the sourcing of local skilled and unskilled labour by public and private sector employers.
- LE5** Ensure the long term viability and growth of our regional livestock exchange.
- LE6** Ensure that public and private sector entities and business work co-operatively to strengthen and expand the Shire's economic base.
- LE7** Promote the Shire as an ideal location for investment and the establishment of innovative, sustainable businesses and light industry.
- LE8** Define and promote a 'point of difference' and 'brand' as a basis to promote the Shire.
- LE9** Identify and promote local tourism opportunities and related services.
- LE10** Foster an ethic in community spending to first "try local" when purchasing goods and services.
- LE11** Promote and support the adoption of online capabilities by local retail businesses and service providers.
- LE12** Leverage the Parkes intermodal hub and Inland Rail projects to foster economic growth within the Shire.
- LE13** Provide support to local 'value-add' industries and foster their expansion within the Shire.

Local Economy Financial Snapshot 2021/22								
Activity	Cost of Service					Source of Funds		
	Revenue	Operating Expense	Capital Expense	Remove Depreciation	Cash Cost of Service	Loans	Reserves	General Cash
Apex Riverside Tourist Park	(450)	354	50	(7)	(53)	-	3	(50)
Economic Development	-	415	-	-	415	-	(20)	395
Forbes Homemaker Centre	(681)	289	-	-	(392)	747	-	355
Goldridge Estate	(1,125)	236	4,250	-	3,361	375	(3,000)	736
Private Works	(150)	120	-	-	(30)	-	-	(30)
Quarries and Gravel Pits	-	106	-	-	106	-	-	106
Saleyards	(3,429)	3,769	40	(507)	(127)	99	28	-
Tourism and Promotion	(6)	671	-	-	665	-	-	665
Total	(5,841)	5,960	4,340	(514)	3,945	1,221	(2,989)	2,177

LE1 Identify and address barriers to the sustainability and growth of local agriculture.

Activity		Action	Estimated Completion Date	Responsible Officer
ED1.1	Use the Central West Regional Plan to develop relevant initiatives that stimulate interest in Forbes as an agribusiness hub for Central NSW.	Implement a targeted agribusiness promotional program.	-	-
		1. Work with surrounding councils and Centroc to deliver outcomes of the RDA Central West regional plan for agribusiness including for issues such as new processors and for water security.	30 June 2021	MPI
		Develop an investment strategy supporting new agribusiness in Forbes.	-	-
		1. Work with surrounding councils and Centroc to deliver outcomes of the RDA Central West regional plan for agribusiness including for issues such as new processors and for water security.	30 June 2021	MPI
ED1.3	Identify barriers to agricultural operations, processing and storage facilities and seek solutions with government stakeholders.	Engage with other stakeholders to reduce agricultural operation barriers.	-	-
		1. Initiate at least three contacts with Local Members to lobby to reduce agricultural operation barriers.	30 June 2021	GM
		2. Initiate at least three contacts with State and Federal Government departments to reduce agricultural operation barriers.	30 June 2021	GM
		3. Attend the quarterly meeting with the Centroc Economic Development forum.	30 June 2021	MPI

LE2 Support economic growth and expansion across the Shire through improvement of local public and private infrastructure and the allocation of land for commercial and industrial uses.

Activity		Action	Estimated Completion Date	Responsible Officer
ED2.1	Development and implementation of a business attraction program for Forbes industrial areas.	Implement a promotional program for local industrial estates.	-	-
		1. Develop targeted promotional plan including brochures, prospectus, web content and distribute to relevant stakeholders.	30 June 2021	MPI
		2. Brochures developed.	30 June 2021	MPI
		3. Web content ongoing and part of new website upgrade.	30 June 2021	MPI
ED2.4	Partner with local businesses to broaden market opportunities in the Asia-Pacific region for local products through high technology, improved freight and co-operate with other Local Government areas.	Implement an Asia-Pacific market awareness raising program.	-	-
		1. Work with surrounding councils and Centroc to deliver outcomes of the RDA Central West regional plan for Agribusiness including program to increase Asia-Pacific market awareness.	30 June 2021	GM
ED3.1	Progress the sale of blocks and development of land in the Homemakers Centre and Landrace estates.	Maintain a promotional program for land available at the industrial estates.	-	-
		1. Continue to work with potential developers to further develop the Forbes Homemaker Centre.	30 June 2021	MPI
		2. Maintain communication with developers to progress current pending sales.	30 June 2021	MPI

LE3 Foster and support the sourcing of local skilled and unskilled labour by public and private sector employees.

Activity		Action	Estimated Completion Date	Responsible Officer
ED5.5	Foster a skills development program.	Implement an awareness raising program of skill development provided in the Forbes Shire.	-	-
		1. Undertake a skills and demand assessment for the Forbes Shire.	30 June 2021	MPI
		2. Develop a business case based on assessment and consultation with Business Chamber and other stakeholders.	30 June 2021	MPI
		3. Seek grant funding to implement business case.	30 June 2021	MPI

LE4 Implement water security measures and support water storage projects to ensure dependable water supplied for local agriculture and the Shire.

Activity		Action	Estimated Completion Date	Responsible Officer
Strategy addressed as part of LE1 (ED1.1).				

LE5 Ensure the long term viability and growth of our regional livestock exchange.

Activity		Action	Estimated Completion Date	Responsible Officer
ED1.2	Efficient commercial management of Central West Livestock Exchange.	Implement the Central West Livestock Exchange Operational Plan to budget.	30 June 2021	GM
		Investigate future opportunities for market growth for Central West Livestock Exchange.	30 June 2021	GM
ED1.4	Influence the protection and enhancement of the agricultural supply chain to increase economic output and sustain employment in the Shire.	Undertake Industry profiling and gap analysis of local agricultural sector.	-	-
		1. Six monthly reports from REMPLAN including consultation with Industry groups and relevant State Government organisations.	30 June 2021	MPI
		Engage with other stakeholders to increase agricultural supply chain protections.	-	-
		1. Initiate at least three contacts with Local Members to lobby for increased agricultural supply chain protections.	30 June 2021	GM
		2. Initiate at least three contacts with State and Federal Government departments to increase agricultural supply chain protections.	30 June 2021	GM
		3. Attend the quarterly meeting with the Centroc Economic Development forum.	30 June 2021	MPI

LE6 Ensure that public and private sector entities and business work co-operatively to strengthen and expand the Shire's economic base.

Activity		Action	Estimated Completion Date	Responsible Officer
ED2.5	Engage and support mining companies and businesses supporting the mining industry to continue to prosper in the region.	Engage with Evolution and Northparkes Mines on a regular basis.	-	-
		1. Meet with Evolution and Northparkes Mines twice per year with Grants Officer.	30 June 2021	GM
ED3.3	Promote diverse retail and commercial opportunities.	Implement a promotional program for the retail strip.	-	-
		1. Engage with the Office of Small Business to develop strategies including campaigns to activate the CBD through cultural activity in collaboration with the Business Chamber. (Also refer to ED2.1)	30 June 2021	MPI
		2. Develop strategy and implement at least one element of the promotional program.	30 June 2021	MPI
ED6.6	Build data and analysis of business and industry in the Forbes Shire.	Maintain economic and statistical databases and share with local business and service providers.	-	-
		1. Utilise REMPLAN and other data to deliver reporting to Council.	30 June 2021	MPI

LE7 Promote the Shire as an ideal location for investment and the establishment of innovative, sustainable businesses and light industry.

Activity		Action	Estimated Completion Date	Responsible Officer
ED2.2	Promotion of Forbes as a location for light manufacturing wholesale and retail businesses to diversify the industries and stimulate employment growth.	Engage with the Office of Small Business Commissioner to create programs for locating new business in Forbes.	-	-
		1. Meet with the Office of Small Business Commissioner on six monthly basis.	30 June 2021	MPI
		2. Host annual visit from Small Biz Bus.	30 June 2021	MPI
ED2.3	Progress the sale and development of blocks of land in the Central West Industrial Park estate.	Implement a sales strategy for the Central West Industrial Park.	-	-
		1. Develop targeted sales strategy plan including brochures, prospectus, web content and distribute to relevant stakeholders.	30 June 2021	MPI
		2. Brochures developed.	30 June 2021	MPI
		3. Web content ongoing and part of new website upgrade.	30 June 2021	MPI

LE8 Define and promote a 'point of difference' and 'brand' as a basis to promote the Shire.

Activity		Action	Estimated Completion Date	Responsible Officer
ED4.1	Implement actions of the Forbes Tourism 2021 Plan.	1. Adopt the Forbes Tourism 2021 Plan.	30 June 2021	MCT
		Develop an evaluation plan for visitor numbers and demographics including residents.	30 June 2021	
		1. Implement evaluation plan.	30 June 2021	TDO
		Develop a Forbes Tourism Strategic Plan aligned with State and Federal Government priorities and including the outcomes of the evaluation report.	-	-
		1. Implement the Forbes Tourism Strategic Plan.	30 June 2021	TDO

ED4.4	Increase visitation to the Forbes Shire through branding of “amazing Forbes” as a destination.	Implement a branding campaign for “amazing Forbes”.	-	TDO
		2. Develop a brand and merchandise strategy for Tourism and Council operations.	30 June 2021	TDO
		3. Rebrand visitor brochures and roll out advertising and marketing schedule.	30 June 2021	TDO

LE9 Identify and promote local tourism opportunities and related services.

Activity		Action	Estimated Completion Date	Responsible Officer
ED4.2	Provision of a seven day a week professional information service for the benefit of residents and visitors.	Develop a Visitor Information Operational Plan in consultation with relevant stakeholders to maximise the level of customer service – including face to face and online options.	30 June 2021	TDO
		1. Implement the Visitor Information Operational Plan.	30 June 2021	TDO
ED4.7	Provide promotion and support for major events.	Promote an active program of participation in, and promotion of, major events.	-	-
		1. Work with organisers of major events to provide tourism and marketing expertise on an ongoing basis.	30 June 2021	TDO
		2. Support two major events (taking into consideration the events that have worked well in the past).	30 June 2021	TDO
		Measure event success, analysis and report results.	-	-
		1. Undertake evaluation and reporting of each event supported by Council.	30 June 2021	TDO
ED6.3	Contribute to regional tourism initiatives and major events in the Central West.	Participate in regional tourism initiatives and major events in the Central West.	-	-
		1. Maintain membership and attend quarterly meetings of Central NSW Tourism.	30 June 2021	TDO

LE10 Foster an ethic in community spending to first “try local” when purchasing goods and services.

Activity		Action	Estimated Completion Date	Responsible Officer
ED3.2	Partner with, and provide opportunities to support local business.	Engage with the Forbes Shire business community.	-	-
		1. Undertake two networking and planning events for the business community (including tourism operators, market operators and micro businesses) annually, incorporating contractor requirements and strategy development for issues including extended opening hours to capitalise on tourism opportunities.	30 June 2021	MPI
		Council representative to actively participate in the Forbes Business Chamber.	30 June 2021	MPI

LE11 Promote and support the adoption of online capabilities by local retail businesses and service providers.

Activity		Action	Estimated Completion Date	Responsible Officer
ED5.3	Provide a subsidised Innovations Centre to encourage new digital/creative industries.	Investigate and create a new subsidised office/retail space for new enterprises.	-	-
		1. Develop a business case based on feedback received at consultation meetings with Business Chamber and other stakeholders.	30 June 2021	MPI
		2. Seek grant funding to implement business case.	30 June 2021	MPI

ED5.4	Provide opportunities to enhance people's and business's access to internet service throughout the Shire.	Lobby Federal Government and other stakeholders to improving NBN and other digital services in the Shire.	30 June 2021	MPI
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LE12 Leverage the Parkes intermodal hub and Inland Rail projects to foster economic growth within the Shire.

Activity		Action	Estimated Completion Date	Responsible Officer
ED6.2	Support and value-add to regional strengths, for example: Parkes Regional Airport and Central West Livestock Exchange.	Contribute the Forbes perspectives to regional meetings and forums.	-	-
		1. Participate in meetings and forums with councils, government organisations, Centroc and other stakeholders to deliver outcomes of the RDA Central West regional plan with a focus on the Forbes perspectives.	30 June 2021	GM
		2. Attend at least two collaborative working group meetings with Parkes Shire Council to undertake joint initiatives and events, conferences and grant applications.	30 June 2021	GM

LE13 Provide support to local 'value-add' industries and foster their expansion within the Shire.

Activity		Action	Estimated Completion Date	Responsible Officer
ED3.5	Sales of available land stock at Forbes Aerodrome facility.	Complete land sales for Stage 1 precinct development.	30 June 2021	MPI
		Undertake staged implementation of Aerodrome Management Plan.	30 June 2021	MPI
ED4.3	Encourage and support the improvement of visitor accommodation in the Forbes Shire.	Engage with and support accommodation providers in the Forbes Shire.	-	-
		1. Meet and consult with accommodation providers four times per year.	30 June 2021	MCT
ED6.5	Support local business with improvements in infrastructure, training, workforce skills and technology.	Review and implement Council policies for the support of new employment in the Shire.	-	-
		1. Undertake review of Business Development Incentive Policy.	30 June 2021	MPI
		2. Implement Business Development Incentive Policy into operational controls.	30 June 2021	MPI

DIRECTION 3 – NATURAL ENVIRONMENT

The good health of our natural environment and biodiversity is valued, protected and enhanced.



STRATEGIES TO ACHIEVE THIS GOAL

- NE1** Provide education and other programs to support the protection and enhancement of biodiversity, responsible land management and sustainable agricultural practices.
- NE2** Promote and support local and regional programs and innovation in areas of waste reduction and recycling.
- NE4** Ensure that local and state planning policies and processes address the protection and enhancement of our natural environment and biodiversity.
- NE5** Maintain the health of our road reserves as an important aspect of our natural environment.
- NE7** Identify and develop appropriate sustainable energy supply options, such as wind and solar power generation.
- NE8** Ensure that natural water resources remain clean and healthy and secure, and that supplies are allocated equitably.
- NE9** Minimise the impact of weeds and pest animals on the natural environment.
- NE10** Ensure that appropriate regulatory and enforcement agencies are proactively involved in addressing and managing environmental issues.
- NE12** Rehabilitate areas of contaminated land across the Shire with native vegetation.

Natural Environment Financial Snapshot 2021/22								
Activity	Cost of Service					Source of Funds		
	Revenue	Operating Expense	Capital Expense	Remove Depreciation	Cash Cost of Service	Loans	Reserves	General Cash
Animal Control	(18)	111	-	(1)	92	-	-	92
Noxious Weeds	(52)	108	-	-	56	-	-	56
Waste Management	(2,316)	2,294	500	(42)	436	-	(436)	-
Total	(2,386)	2,513	500	(43)	584	-	(436)	148

NE1 Provide education and other programs to support the protection and enhancement of biodiversity, responsible land management and sustainable agricultural practices.

Activity		Action	Estimated Completion Date	Responsible Officer
E1.4	Foster learning about and celebrate the Shire's natural resources.	Partner in environmental education programs provided by organisations such as Central West Local Land Services, Landcare and Environment and Waterways Alliance.	-	-
		1. Attend Landcare and Environment and Waterways meetings and participate in Central West Local Land Services regional initiatives.	30 June 2021	DPG

NE2 Promote and support local and regional programs and innovation in areas of waste reduction and recycling.

Activity		Action	Estimated Completion Date	Responsible Officer
E3.1	Implement the Rural Landfill Plan.	Undertake upgrade works at rural landfills and consolidate surplus sites.	-	-
		Implement expansion plan for the Daroobalgie Landfill site.	-	-
		1. Undertake preparations for the expansion of Daroobalgie Landfill.	30 June 2021	DCP
E3.2	Waste minimisation and re-use framework.	Actively participate in Net waste initiatives.	30 June 2021	DPG
		Maximise diversion of waste from the kerbside collection program.	-	-
		1. Provide a kerbside waste service that encourages diversion of household waste.	30 June 2021	DPG
		Provide opportunities for diversion of waste from landfill.	-	-
		1. Provide opportunities for the diversion or reuse of waste from Daroobalgie Landfill.	30 June 2021	DPG

NE3 Foster a strong sense of collective responsibility across agencies, community groups and individuals, for the preservation and enhancement of our natural environment.

Activity		Action	Estimated Completion Date	Responsible Officer
Strategy addressed as part of IS6 - (E1.1).				

NE4 Ensure that local and state planning policies and processes address the protection and enhancement of our natural environment and biodiversity.

Activity		Action	Estimated Completion Date	Responsible Officer
E1.2	Implement the concept plan for Forbes Wetlands (Gum Swamp and Bird Hide).	Complete staged development of Forbes Wetlands using grant funds.	-	-
		1. Finalise the Forbes Wetlands Master Plan for adoption by Central West Local Land Services and Council.	30 June 2021	DPG
		2. Seek grant funding for commencement of staged plan.	30 June 2021	DPG

NE5 Maintain the health of our road reserves as an important aspect of our natural environment.

Activity		Action	Estimated Completion Date	Responsible Officer
I4.3	Crown Land and Reserves management.	Provide management plans for Crown Lands under Council control.	-	-
		1. Develop management plans for Crown Land under Council control.	30 June 2021	MPI
		2. Implement actions from management plans for Crown Lands under Council control.	30 June 2021	MPI

NE6 Identify and address issues surrounding climate change and natural disasters and their short and long term impacts.

Activity		Action	Estimated Completion Date	Responsible Officer
Strategy addressed as part of NE10 (E1.5).				

NE7 Identify and develop appropriate sustainable energy supply options, such as wind and solar power generation.

Activity		Action	Estimated Completion Date	Responsible Officer
E1.3	Reduce energy consumption through the implementation of plans to replace grid power with alternative energy technologies.	Develop an education program to assist the community in reducing energy consumption.	-	-
		1. Provide tips for reducing energy consumption in Council's quarterly newsletters.	30 June 2021	DPG
		2. Provide information on webpage on how residents can reduce energy consumption	30 June 2021	DPG
		Develop a Council energy consumption reduction plan.	-	-
		1. Develop a plan that identifies areas where Council can reduce energy consumption.	30 June 2021	DPG
		2. Implement the plan to reduce Council's energy consumption.	30 June 2021	DPG

NE8 Ensure that natural water resources remain clean and healthy and secure, and that supplies are allocated equitably.

Activity		Action	Estimated Completion Date	Responsible Officer
I2.1	Manage water assets in line with best practice standards.	Implement the Water Treatment Works Operational Plan and upgrade Drinking Water Management System.	-	-
		1. Complete monthly review of operational water monitoring.	30 June 2021	MWT
		2. Complete annual review of drinking water quality.	30 June 2021	MWT
		3. Implement actions of Drinking Water System Improvement Plan.	30 June 2021	MWT
		Maintain water supply to Forbes township. Plan for 100% compliance of ADWQ compliance with chemical and microbiological monitoring.	30 June 2021	MWT
		Maintain a water supply to Ootha village. Ongoing monitoring of system and routine maintenance and repairs to ensure water is available.	30 June 2021	MWT
		Maintain a water supply for Forbes parks and gardens. Undertake maintenance and repairs to ensure water is available.	30 June 2021	MWT
		Foster and promote sustainable water management in the community by applying user pay in line with Office of Water Guidelines. Providing water saving tips and usage details on quarterly water accounts, being a member of Smart Watermark and providing residence access to water saving information participating in water wise initiatives such as water week and other water saving initiatives.	30 June 2021	MWT
NE8.1	Operate a program for financial assistance to residents of the Ootha village to facilitate the supply and installation of rain water tanks for potable water.	Adopt and implement the Ootha Water Tank Program Policy	30 June 2021	MWT

NE9 Minimise the impact of weeds and pest animals on the natural environment.

Activity		Action	Estimated Completion Date	Responsible Officer
E4.4	Stray animals and illegally kept animals are not allowed to become a nuisance to the community.	Undertake regular patrols to encourage a reduction in the incidence of straying animals.	30 June 2021	DPG
		Provide a facility, including short term accommodation, for the keeping of companion animals and straying stock.	30 June 2021	DPG
		1. Maintain the Parkes Road pound facility until it is decommissioned.	30 June 2021	DPG
		2. Build and make operational the Landrace Estate pound facility.	30 June 2021	DCP

NE10 Ensure that appropriate regulatory and enforcement agencies are proactively involved in addressing and managing environmental issues.

Activity		Action	Estimated Completion Date	Responsible Officer
E1.5	Manage environmental opportunities and challenges.	Improve knowledge and understanding of environmental issues facing the region.	-	-
		1. Provide six monthly media releases on environmental issues.	30 June 2021	DPG
		Develop, implement and support environmental management programs.	-	-

		1. Attend Landcare and Environment and Waterways meetings and participate in Central West Local Land Services regional initiatives.	30 June 2021	DPG
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NE11 Adopt a regional approach to the management of our natural environment.

Activity	Action	Estimated Completion Date	Responsible Officer
Strategy addressed as part of NE1 (E1.4).			

NE12 Rehabilitate areas of contaminated land across the Shire with native vegetation.

Activity		Action	Estimated Completion Date	Responsible Officer
E4.5	Manage a program of weeds reduction.	Undertake inspections of rural properties to identify the existence of noxious weeds, advise and monitor for weed control.	30 June 2021	DPH
		Undertake weed infestation inspections on Council and State controlled land and undertake eradication measures.	30 June 2021	DPH

DIRECTION 4 – RURAL AND URBAN LANDUSE

Our rural and urban land uses are carefully planned and managed to acknowledge the importance of local agriculture and accommodate growth, diversity and amenity in our town and villages.



STRATEGIES TO ACHIEVE THIS GOAL

- | | |
|-------------|---|
| RU1 | Ensure that strategic land use planning for the Shire acknowledges the importance of our rural character and agricultural activities. |
| RU2 | Develop appropriate landuse planning measures that facilitate diversity and choice in housing and in rural and urban living. |
| RU3 | Provide education, information and incentives that support the preservation of local heritage and where appropriate, foster inclusion of heritage elements into new developments. |
| RU4 | Ensure that issues of amenity and access are addressed and accounted for in local urban design and planning. |
| RU6 | Ensure that there is adequate land supply and subdivisions to accommodate future population growth and facilitate commercial and industrial expansion. |
| RU7 | Ensure that Council's development application and assessment processes are clear, efficient and customer-focused. |
| RU9 | Develop and implement measures to enhance urban streetscapes and town entrances throughout our town and villages. |
| RU10 | Support residential development within the Shire by delivering an incentive program for the deferred payment of water and sewer headworks charges and private works charges associated with the private development or subdivision of residential land. |

Rural and Urban Landuse Financial Snapshot 2021/22								
Activity	Cost of Service					Source of Funds		
	Revenue	Operating Expense	Capital Expense	Remove Depreciation	Cash Cost of Service	Loans	Reserves	General Cash
Building Control	(154)	467	-	-	313	-	-	313
Heritage	-	49	-	-	49	-	-	49
Regulatory Enforcement	(20)	236	-	-	216	-	-	216
Town Planning	(191)	500	-	-	309	-	(66)	243
Total	(365)	1,252	-	-	887	-	(66)	821

RU1 Ensure that strategic land use planning for the Shire acknowledges the importance of our rural character and agricultural activities.

Activity		Action	Estimated Completion Date	Responsible Officer
E2.3	Sustainable land use, planning and development.	Provide a development application pre-lodgement service.	Ongoing	DPG
		Finalise the Floodplain Management Plan and implement the recommendations.	-	-
		1. Adopt Floodplain Risk Management Study and Plan.	30 June 2021	DPG

RU2 Develop appropriate landuse planning measures that facilitate diversity and choice in housing and in rural and urban living.

Activity		Action	Estimated Completion Date	Responsible Officer
SP2.8	Maintain a current housing strategy to support a range of affordable, accessible and adaptable housing to suit the needs of the community.	Develop strategy to support supply of affordable, accessible and adaptable housing.	30 June 2021	MPI
		Identify and facilitate suitable land for residential development by Council and other stakeholders.	30 June 2021	MPI

RU3 Provide education, information and incentives that support the preservation of local heritage and where appropriate, foster inclusion of heritage elements into new developments.

Activity		Action	Estimated Completion Date	Responsible Officer
E2.2	Stimulate the conservation of important heritage assets of Forbes Shire.	Maintain a Heritage Advisory Service.	-	-
		1. Engage the services of a Heritage Advisor.	Ongoing	DPG
		Provide a Local Heritage Assistance Fund to support the conservation of local heritage items.	-	-
		1. Promote the opportunities of the Forbes Local Heritage Fund.	30 June 2021	DPG

RU4 Ensure that issues of amenity and access are addressed and accounted for in local urban design and planning.

Activity		Action	Estimated Completion Date	Responsible Officer
I1.3	Improve accessibility of streets and buildings for the mobility impaired.	Deliver a staged program of accessibility improvements to the township road network.	30 June 2021	MWO

RU5 Develop a co-operative approach between government agencies and landholders to identify and preserve prime agricultural land.

Activity		Action	Estimated Completion Date	Responsible Officer
Strategy addressed as part of LE5 (ED1.4).				

RU6 Ensure that there is adequate land supply and subdivisions to accommodate future population growth and facilitate commercial and industrial expansion.

Activity		Action	Estimated Completion Date	Responsible Officer
ED6.4	Ensure there is an adequate supply of housing to stimulate growth in population.	Plan for future housing needs in the Forbes township.	-	-
		1. In conjunction with other stakeholders, identify and promote vacant land suitable for housing developments in and around Forbes. (Also refer to SP2.8).	30 June 2021	MPI
		2. In conjunction with other stakeholder, utilise economic profile reports to identify suitable locations.	30 June 2021	MPI
RU6.1	Support residential development within the Shire by delivering an incentive program for the deferred payment of water and sewer headworks charges and private works charges associated with the private development or subdivision of residential land.	Adopt and implement the Economic Development Incentive for Residential Development Policy.	30 June 2021	DCS

RU7 Ensure that Council's development application and assessment processes are clear, efficient and customer-focused.

Activity		Action	Estimated Completion Date	Responsible Officer
E4.1	Conduct principal certifying authority functions in the Shire.	Undertake mandatory inspections as required by legislation and issue construction certificates, complying development certificates, occupation certificates and subdivision certificates.	-	-
		1. Facilitate staff accreditation with the Building Professionals Board.	30 June 2021	DPG
E4.2	Ensure best practice planning controls and building compliance.	Review the Forbes Development Control Plan.	30 June 2021	DPG
E4.3	Ensure best practice public and environmental health controls.	Implement a food safety program in accordance with the NSW Food Authority.	-	-
		1. Participate in the Scores On Doors program.	30 June 2021	DPG
		2. Undertake annual food premises inspection program.	30 June 2021	DPG
		Act on complaints received in relation to pollution and public health.	-	-
		1. Staff undertake Authorised Officer training for Protection of the Environment Operations Act 1997.	30 June 2021	DPG

RU8 Facilitate the development of subdivisions to support ageing-in-place for elderly people.

Activity		Action	Estimated Completion Date	Responsible Officer
Strategy addressed as part of RU2 (SP2.8).				

RU9 Develop and implement measures to enhance urban streetscapes and town entrances throughout our town and villages.

Activity		Action	Estimated Completion Date	Responsible Officer
E2.1	Implement a plan for the improvement, beautification	Create a master plan for the Forbes CBD	-	DPG
		3. Implement the actions of Master Plan for the Forbes CBD.	30 June 2021	DE

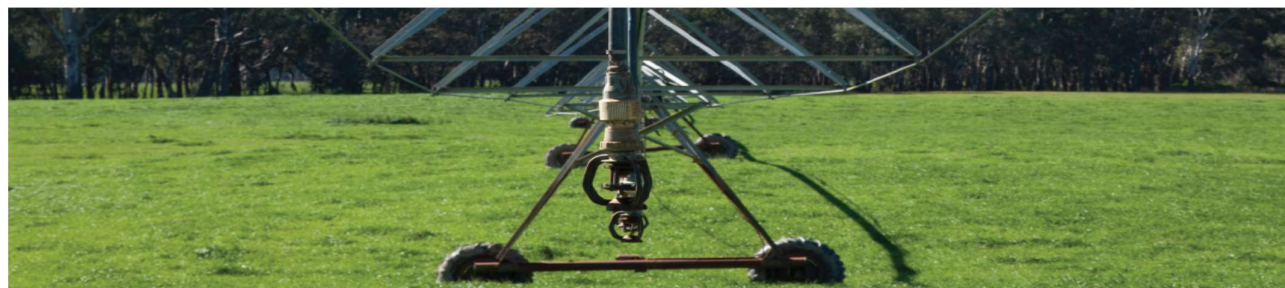
	and revitalisation of the Forbes CBD.			
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RU9 Develop and implement measures to enhance urban streetscapes and town entrances throughout our town and villages.

Activity		Action	Estimated Completion Date	Responsible Officer
E2.1	Implement a plan for the improvement, beautification and revitalisation of the Forbes CBD.	Create a master plan for the Forbes CBD	-	DPG
		4. Implement the actions of Master Plan for the Forbes CBD.	30 June 2021	DPG

DIRECTION 5 – INFRASTRUCTURE AND SERVICES

Our Shire is supported by high quality, reliable infrastructure and services that meet the needs of our communities and connects us locally, regionally and nationally.



STRATEGIES TO ACHIEVE THIS GOAL

- | | |
|-------------|---|
| IS1 | Ensure that community assets and public infrastructure including roads and bridges, public buildings, parks and sporting facilities are well maintained. |
| IS2 | Prioritise projects to ensure the Newell Highway remains open and passable during flood events in conjunction with the Newell Highway taskforce. |
| IS4 | Adopt a co-operative approach, involving public and private sector agencies, to ensure that health, medical, education, community and public safety services are well planned and resourced to meet the long term needs of the Shire. |
| IS5 | Develop multi-agency collaboration to facilitate the establishment of local tertiary education facilities and services. |
| IS6 | Develop the lake precinct via the Lake Forbes Activation Plan to address local resident recreational and social needs and provide a focus for tourism. |
| IS7 | Support State and Federal government undertakings to ensure flood mitigation and water security for the Shire. |
| IS8 | Ensure that communities across the Shire have local access to public and community transport options connecting the Shire locally, regionally and nationally, including the continuation of lobbying for the upgrade of Bells Line of road to Highway status. |
| IS9 | Ensure that local roads are optimised to allow for better freight movement to farms and distribution points. |
| IS10 | Develop initiatives to attract and retain local health and education services and professionals. |
| IS11 | Identify and plan for the long term needs of communities within the Shire in the provision of major indoor and outdoor sporting, recreational infrastructure such as swimming pools and multi-purpose facilities. |
| IS12 | Identify and plan for the long terms needs of Forbes communities in terms of urban water supply and stormwater management. |
| IS13 | Ensure an equitable and progressive approach to the provision of telecommunications services and infrastructure across the Shire |

Infrastructure and Services Financial Snapshot 2021/22								
Activity	Cost of Service					Source of Funds		
	Revenue	Operating Expense	Capital Expense	Remove Depreciation	Cash Cost of Service	Loans	Reserves	General Cash
Engineering Support Services								
Engineering Support	-	1,689	-	(7)	1,682	-	-	1,682
Plant	(532)	(354)	1,716	(736)	94	-	(94)	-
Works Depot and Workshop	-	435	-	-	435	-	-	435
Buildings and Property								
Buildings and Property	(2,759)	1,347	130	(410)	(1,692)	-	(431)	(2,123)
Halls & Cultural Facilities	(39)	111	-	(14)	58	-	-	58
Urban Services								
Aerodrome	(35)	96	-	(8)	53	-	-	53
Cemetery	(175)	240	20	(9)	76	-	-	76
Parks, Reserves & Gardens	-	815	5	-	820	-	-	820
Public Amenities	-	175	-	-	175	-	-	175
Sport and Recreation Facilities	(27)	751	199	(170)	753	-	-	753
Swimming Pool	(3)	546	188	(46)	685	-	-	685
Roads and Transport Assets								
Stormwater Management	(75)	346	25	(244)	52	-	(52)	-
Street Lighting	(42)	196	-	-	154	-	-	154
Transport Assets - Ancillary	-	600	182	(451)	331	-	-	331
Transport Assets - Roads (Local - Rural)	(3,927)	5,833	5,348	(4,039)	3,215	-	(723)	2,492
Transport Assets - Roads (Local - Urban)	-	459	215	-	674	-	-	674
Transport Assets - Roads (Regional)	(1,498)	903	1,220	(625)	-	-	-	-
Transport Assets - Roads (State RMCC)	(2,500)	2,300	-	-	(200)	-	-	(200)
Total General Fund	(11,612)	16,488	9,248	(6,759)	7,365	-	(1,300)	6,065
Water and Sewer Infrastructure (Non-General Fund)								
Water Supply	(4,907)	4,728	3,411	(1,057)	2,175	-	(2,175)	-
Sewer Supply	(3,014)	2,712	1,456	(960)	194	150	(344)	-
Total Water & Sewer	(7,921)	7,440	4,867	(2,017)	2,369	150	(2,519)	-

IS1 Ensure that community assets and public infrastructure including roads and bridges, public buildings, parks and sporting facilities are well maintained.				
Activity		Action	Estimated Completion Date	Responsible Officer
SP3.11	Parks and gardens are maintained and enhanced.	Review the Parks and Gardens Management Plan. (Also refer to E1.1)	Ongoing	MWO
		Implement the actions of Parks and Gardens Management Plan.	Ongoing	MWO
I1.2	Maintenance of local, regional and state roads and bridges in line with Council's Asset Management Plan.	Develop and implement an annual works program for routine and programmed maintenance for local and regional roads and bridges.	-	-
		1. Minimum 20kms of gravel-resheeting.	30 June 2021	MWO
		2. Minimum of 14,000m ² of resealing.	30 June 2021	MWO
		3. Minimum 6,000m ² heavy patching.	30 June 2021	MWO
		Deliver within budget the minimum service levels identified for roads and bridges in Council's Asset Management Plan.	Ongoing	MWO
		Deliver annual road RMS contract works to a standard that consistently meets the contract requirements.	Ongoing	MWO
I1.4	Provide and maintain footpaths, cycle ways and kerb and guttering.	Carry out routine and programmed maintenance for footpaths, cycle ways and kerb and guttering.	-	-
		1. Conduct rolling program of kerb and gutter Replace 400m of kerb gutter replacement.	30 June 2021	MWO
		2. Identify and program works for high priority footpath renewal.	30 June 2021	MWO
I3.2	Efficiently manage and maintain Council's buildings and special purpose facilities.	Develop and implement a programmed maintenance schedule for Council's administration and other operational buildings within budget.	30 June 2021	FMS
		Undertake maintenance at the Central West Livestock Exchange within budget.	30 June 2021	MPI
		Complete capital improvements to Central West Livestock Exchange within business requirements and budget.	30 June 2021	DE
		Undertake maintenance at the Forbes Homemakers Centre within budget.	30 June 2021	FMS
I3.5	Forbes cemetery is managed and maintained.	Implement actions of Forbes Cemetery Plan and works undertaken to within budget.	30 June 2021	MWO
I4.2	Ensure public places are clean and well maintained.	Review the Open Spaces Strategy in conjunction with Open Spaces Asset Management Plan.	-	-
		1. Develop and implement a forward works plans for construction or upgrade of public toilet facility each year.	30 June 2021	MPI
		2. Implement actions from the forward works plans.	30 June 2021	MPI

IS2 Prioritise projects to ensure the Newell Highway remains open and passable during flood events in conjunction with the Newell Highway taskforce.				
Activity		Action	Estimated Completion Date	Responsible Officer
I1.1	Support activities that ensure the Newell Highway remains open at all times.	Develop a cooperative approach with the RMS and Newell Highway Taskforce to address the flood impact on the Newell Highway and other issues/constraints through the support and attendance of the Newell Highway Taskforce Meetings.	-	-
		1. Maintain advocacy and prepare for Newell Highway enhancement.	30 June 2021	DE

IS3 Ensure that planning by levels of government for the provision of public infrastructure and services reflects the needs of our growing and changing population.

Activity	Action	Estimated Completion Date	Responsible Officer
Strategy addressed as part of RU7 (ED6.4).			

IS4 Adopt a co-operative approach, involving public and private sector agencies, to ensure that that health, medical, education, community and public safety services are well planned and resourced to meet the long term needs of the Shire.

Activity		Action	Estimated Completion Date	Responsible Officer
SP3.2	Support the continuity of health services from the public and private sector.	Foster relationships with all local medical providers.	30 June 2021	GM
SP3.3	Influence the maintenance of existing levels of health, emergency and wellbeing services in Forbes.	Liaise with health providers at least annually.	30 June 2021	GM
		Provide LEMO Officer to local emergency events.	30 June 2021	DE
		Attend LEMC and SEMC meetings and provide emergency operations centre as needed.	30 June 2021	DE
SP3.9	Increase awareness and participation in education.	Council works with education organisations to support skills focused groups and training opportunities within the Forbes Shire.	30 June 2021	MCT
SP4.1	Lobby for a greater police presence in Forbes.	Engage with Lachlan Local Area Command Police through regular meetings.	30 June 2021	GM
		Lobby 24 hour policing from Thursday to Sunday.	30 June 2021	GM
		Lobby for a timely response to incidents.	30 June 2021	GM
		Seek Police presence at key public events.	-	-
		1. Police approached for presence at two major events.	30 June 2021	CRO
LG4.2	Partner with providers of emergency services to ensure an appropriate level of response to community emergencies.	Implement and maintain a specific community and stakeholder engagement plan for emergency situations.	30 June 2021	MCT
		Maintain ongoing support for the Local Emergency Management Centre.	Ongoing	DE

IS5 Develop multi-agency collaboration to facilitate the establishment of local tertiary education facilities and services.

Activity		Action	Estimated Completion Date	Responsible Officer
ED5.1	Raise community awareness of TAFE programs and the importance of Forbes TAFE.	Regular engagement with TAFE and partner with their promotion.	-	-
		1. Initiate a least two contacts with TAFE hierarchy, State and Federal Government departments, Local Members and other stakeholders to maintain presence of TAFE in Forbes Shire.	30 June 2021	GM
		Establish a communication plan to raise/increase community awareness of TAFE programs and the importance of Forbes TAFE to the region.	-	-
		1. Develop a communication plan to raise/increase community awareness of TAFE programs and the importance of Forbes TAFE to the region.	30 June 2021	MCT
		2. Implement the actions of communication plan.	30 June 2021	MCT

IS6 Develop the lake precinct via the Lake Forbes Activation Plan to address local resident recreational and social needs and provide a focus for tourism

Activity		Action	Estimated Completion Date	Responsible Officer
SP3.10	Manage and sustain the environs of Lake Forbes to provide a beautiful public amenity.	Implement the actions of Lake Forbes Activation Plan.	30 June 2021	MPI
ED4.8	Develop opportunities for further recreational activities on Lake Forbes, Aquatic Area and Lachlan River	Engage new providers and subsidise start-up operations.	30 June 2021	TDO
		Develop a business case for supply of aquatic recreational activities including river tours and paddle boats (including infrastructure requirements).	30 June 2021	TDO
		1 Apply for grants for supply of aquatic recreational activities.	30 June 2021	TDO
E1.1	Ensure the conservation of the natural beauty and ecology of the shire for future generations and are attractions for visitors.	Establish a Lake Forbes Biodiversity Walk.	-	-
		1. Implement a Lake Forbes Biodiversity Walk.	30 June 2021	DPG
		2. Develop a landscape plan for the area between Bundaburrah crossing and Chinaman's Bridge.	30 June 2021	DPG
		Monitor and support the Lake Forbes Activation Plan.	-	-
		1. Implement the actions of Lake Forbes Activation Plan.	30 June 2021	MPI

IS7 Support State and Federal government undertakings to ensure flood mitigation and water security for the Shire.

Activity		Action	Estimated Completion Date	Responsible Officer
Strategy addressed as part of LE1 (ED1.1).				

IS8 Ensure that communities across the Shire have local access to public and community transport options connecting the Shire locally, regionally and nationally, including the continuation of lobbying for the upgrade of Bells Line of road to Highway status.

Activity		Action	Estimated Completion Date	Responsible Officer
SP1.2	Enhance public transport options throughout the Shire.	Actively liaise and coordinate with public transport providers to ensure improved public transport services.	-	-
		1. Hold one meeting with public transport providers.	30 June 2021	CRO
		Undertake strategic public bus route planning for the Forbes Shire.	-	-
		1. Needs identified, hold meeting with bus company(s).	30 June 2021	CRO
		Lobby and apply for grant funding to gain a wheel-chair accessible taxi in Forbes.	-	-
		1. Hold meeting with taxi company(s) and apply for one grant.	30 June 2021	CRO

IS9 Ensure that local roads are optimised to allow for better freight movement to farms and distribution points.

Activity		Action	Estimated Completion Date	Responsible Officer
ED3.4	Create opportunities for warehousing, freight and distribution to Eastern Seaboard ports/airports.	Lobby Government for improved freight corridors.	-	-
		1. Ongoing participation In Parkes Logistics Hub meetings.	30 June 2021	GM
		2. Participate in the Newell Highway Taskforce.	30 June 2021	GM
		3. Initiate a least three contacts with State and Federal Government departments, Local Members and other stakeholders to lobby for improved freight corridors.	30 June 2021	GM

IS10 Develop initiatives to attract and retain local health and education services and professionals.

Activity		Action	Estimated Completion Date	Responsible Officer
SP3.1	Develop options for the support of visiting students and professionals.	Undertake Business Case and Management Strategy for the Jemalong Regional Education Centre Operational Plan.	30 June 2021	MPI
		Implement Business Case and Management Strategy for the Jemalong Regional Education Centre Operational Plan.	30 June 2021	MPI
		Continue the contract for the Jemalong Regional Education Centre Cleaning and Administrative Officer to service interim needs	30 June 2021	MPI

IS11 Identify and plan for the long term needs of communities within the Shire in the provision of major indoor and outdoor sporting, recreational infrastructure such as swimming pools and multi-purpose facilities.

Activity		Action	Estimated Completion Date	Responsible Officer
SP3.6	Ensure the Forbes Olympic Pool is accessible for, and provides benefits to, the whole community.	Implement the Pool Operation Plan.		
		1. Learn to Swim lessons available at the pool for the community, attendance maintained above 20,000 per annum, disabled hoist maintained and available for use at all times.	30 June 2021	CRO
I4.1	Provide and maintain a range of community recreation facilities.	Develop and implement a Sports and Recreation Management Plan.	-	-
		1. Develop a Sports and Recreation Management Plan.	30 June 2021	MWO
		2. Implement actions from Sports and Recreation Management Plan.	Ongoing	MWO

IS12 Identify and plan for the long terms needs of Forbes communities in terms of urban water supply and stormwater management.

Activity		Action	Estimated Completion Date	Responsible Officer
I2.2	Manage water and sewer assets in line with best practice standards.	Complete annual capital works program on water assets.	30 June 2021	MWT
		Implement the Sewer Treatment Works Operational Plan. Plan for 100% compliance of EPA.	30 June 2021	MWT
		Maintain the systems to efficiently operate Forbes town sewer. Complete annual capital works program on sewer assets.	30 June 2021	MWT
I2.3	Manage stormwater in line with agreed priorities.	Maintain including annual inspection of storm water infrastructure and complete annual capital works program.	30 June 2021	MWT

IS13 Ensure an equitable and progressive approach to the provision of telecommunications services and infrastructure across the Shire.

Activity		Action	Estimated Completion Date	Responsible Officer
SP2.7	Facilitate access to new communication networks in Australia's digital economy.	Engage with relevant stakeholders and Government to lobby for new communication networks.	30 June 2021	GM

DIRECTION 6 – GOVERNMENT AND REPRESENTATION

We are supported by strong and ethical civic leadership at all levels and activities of government within the Shire are conducted in an open, transparent and inclusive manner.



STRATEGIES TO ACHIEVE THIS GOAL

- GR1** Ensure open, accountable and inclusive decision-making processes in government and private sector entities at all levels where decisions have potential to impact local communities.
- GR2** Conduct broad and effective communication and engagement with local communities and other stakeholders across the Shire.
- GR3** Provide appropriate funding and services to ensure the broad needs of local communities are met.
- GR4** Adopt practices of prudent asset, financial and human resource management across Council to ensure long-term sustainability and efficiency.
- GR5** Identify and adopt strategies to attract, retain and support highly skilled and qualified staff in public agencies within the Shire.
- GR6** Ensure local operations and projects undertaken by public agencies are in accord with adopted plans and strategies for the Shire and/or the region.
- GR7** Adopt a regional outlook and seek opportunities for co-operation and shared initiatives with other government entities, the private sector, neighbouring councils, the Joint Organisation and other agencies.
- GR8** Council advocates strongly for the needs and interests of local communities in dealings with public and private sector entities.
- GR9** Encourage and support high levels of resilience, self-reliance, capacity-building and co-operation amongst local communities and community groups.
- GR10** Council proactively manages risks to the organisation and community in accordance with statutory requirements.

Government and Representation Financial Snapshot 2021/22								
Activity	Cost of Service					Source of Funds		
	Revenue	Operating Expense	Capital Expense	Remove Depreciation	Cash Cost of Service	Loans	Reserves	General Cash
Corporate Services	(273)	2,619	181	(358)	2,169	-	-	2,169
General Revenue	(14,210)	-	-	-	(14,210)	-	-	(14,210)
Leadership and Governance	(161)	903	-	-	742	-	-	742
Total	(14,644)	3,522	181	(358)	(11,299)	-	-	(11,299)

GR1 Ensure open, accountable and inclusive decision-making processes in government and private sector entities at all levels where decisions have potential to impact local communities.

Activity		Action	Estimated Completion Date	Responsible Officer
LG1.2	Develop and implement full procurement framework resulting in streamlined processes, improved probity and savings on procured items.	Implement an approved procurement framework.	-	-
		1. Review, develop and implement a procurement framework including contractor management.	30 June 2021	MCB
		Continue to work with Centroc programs that enhance Council's efficiency including the Mid Lachlan Alliance project.	-	-
		1. Perform governance role in Mid Lachlan Alliance project.	30 June 2021	MCB
		Align strategic planning and processes to Council's Long Term Financial Plan.	-	-
		1. Implement and align procurement systems in WHS Monitor to interface with Authority.	30 June 2021	MCB
LG2.1	Provide leadership through ethical, accountable and legislative decision-making processes.	Ensure elected members are adequately resourced to enable effective representation.	-	-
		1. Complete Councillor Budget briefing.	30 June 2021	DCS
		2. Deliver Council's annual budget process including audited financial statements, community consultation and management of internal processes.	30 June 2021	DCS
		Continuously improve governance around decision-making.	-	-
		1. Implement regular monthly financial reporting across Council departments for inclusion (where appropriate) in Manex and Council reports.	30 June 2021	DCS
		2. Implement actions from the Office of Local Government's Promoting Better Practice internal audit.	30 June 2021	MCB
		Ensure Council's policies and procedures meet the current statutory and regulatory environments.	30 June 2021	MCB
LG4.3	Provide opportunities for the community to contribute to Council's decision making and be informed of Council's activities.	Maintain resources to continuously improve communications between community members and Council so the community is kept informed and has options to contribute.		
		1. Review, develop and implement community engagement tools including communications plans utilising social media, surveys and public interaction.	30 June 2021	MCT
		Ensure that Council's Section 355 Committees, focus groups and advisory bodies are relevant and provide appropriate community involvement.	30 June 2021	MCB
		1. Feedback received from each meeting collated and distributed to relevant units and/or reported to Council.	30 June 2021	MCB

GR2 Conduct broad and effective communication and engagement with local communities and other stakeholders across the Shire.

Activity		Action	Estimated Completion Date	Responsible Officer
LG2.3	Community participation in the Community Strategic Plan is reflected in Council's budget.	Develop Council's community participation and feedback framework.	30 June 2021	MCT
		Implement recommendations from management report.	30 June 2021	GM
		Support the financial audit by Council's external auditor.	30 June 2021	DCS
LG4.1	Engage with outlying residents.	Develop and implement Village Engagement Plan that reflects and meets the spread and remoteness of the Shire's population.	30 June 2021	MCT
LG4.4	Ensure a coordinated and multi-faceted approach to all of Council communications with the community.	Implement and validate an external communications plan.		
		1. Communications Project Plan developed.	30 June 2021	SCO
		2. Implement the actions of Communications Project Plan	30 June 2021	SCO
		Provide timely and accurate updates and maintenance of Council's official website.		
		1. Website page visitation climbing based on July 2017 benchmark.	30 June 2021	SCO
		Provide timely and accurate updates on Council's intranet.		
		1. Intranet up and running with 75% of staff have used by end of financial year.	30 June 2021	SCO
		Improve internal customer services support, external customer service and program provision and access through improved ICT performance and governance		
		3. Continuously improve ICT governance by implementing an ICT project committee.	30 June 2021	DCS
		Provide effective, efficient and courteous customer service in accordance with Council values.	-	-
		1. Review and analyse Council's customer services interfaces.	30 June 2021	MCB
		2. Develop a customer service charter and KPIs.	30 June 2021	MCB
		3. Develop appropriate customer service feedback mechanism and report procedure.	30 June 2021	MCB
15.2	Continue to engage with the community in relation to acceptable service level for all public assets.	Community survey and feedback opportunities are developed annually.	30 June 2021	MCT

GR3 Provide appropriate funding and services to ensure the broad needs of local communities are met.

Activity		Action	Estimated Completion Date	Responsible Officer
LG1.3	External grants and funding are sourced for identified projects and initiatives.	Identify and promote grant opportunities that support Council's strategic and operational priorities.	-	-
		1. Incorporate grants section in Council's monthly financial report.	30 June 2021	DCS
LG2.2	Optimise Council revenue streams and assets.	Ensure the most equitable allocation of rates across categories.	30 June 2021	DCS
		Annually review all fees and charges aimed at maximising revenues or providing cost-recovery from Council services.	30 June 2021	DCS
		Maximise long-term tenancy of Council-owned commercial premises.	30 June 2021	MPI

GR4 Adopt practices of prudent asset, financial and human resource management across Council to ensure long-term sustainability and efficiency.

Activity		Action	Estimated Completion Date	Responsible Officer
LG1.1	Review, develop and implement an Asset Management strategy, system and program and ensure its full integration with the Long Term Financial Plan.	Review Asset Management Policy that aligns with Council's Community Strategic Plan, Delivery Program and Operational Plan.	-	-
		1. Complete all Asset Management audit recommendations.	30 June 2021	DCS
		2. Incorporate long term asset and maintenance plans into Council's Long Term Financial Plan.	30 June 2021	DCS
		3. Develop and incorporate Information Communication Technology assets into Council's asset and risk registers.	30 June 2021	DCS
		4. Review Road and Transport Asset Management Plan that aligns with Council's Community Strategic Plan, Delivery Program and Operational Plan.	30 June 2021	DCS
		5. Review Water, Sewerage and Stormwater Asset Management Plan that aligns with Council's Community Strategic Plan, Delivery Program and Operational Plan.	30 June 2021	DCS
		6. Implement the actions of Water, Sewerage and Stormwater Asset management Plan.	30 June 2021	MWT
		7. Review Buildings and Facilities Asset Management Plan that aligns with Council's Community Strategic Plan, Delivery Program and Operational Plan.	30 June 2021	FMS
		8. Implement the actions of Buildings and Facilities Asset Management Plan.	30 June 2021	FMS
		9. Review Open Space Asset Management Plan that aligns with Council's Community Strategic Plan, Delivery Program and Operational Plan.	30 June 2021	MPI
		10. Implement the action of the Open Space Asset Management Plan.	30 June 2021	MPI
		11. Implement the actions of Long Term Asset Management Plan.	30 June 2021	DCS
		12. Integrate Long Term Asset Management Plan Financials into Council's Long Term Financial Plan.	30 June 2021	DCS
LG1.4	Embed a project management culture and framework.	Review, develop and implement framework for detailed project plans and designs and embed process at part of the approval process for all future major or complex activity.	30 June 2021	DCS
I3.3	Efficiently manage and maintain Council's plant and equipment.	Optimise the procurement, usage and disposal of Council's plant and equipment within budget.	30 June 2021	MF
		2. Implement long term Plant Management Plan.	30 June 2021	MF
		3. Review long term Plant Management Plan	30 June 2021	MF
I5.1	Maintain a comprehensive asset management capability framework.	Monitor and review asset management framework.	30 June 2021	DCS
		Undertake asset management to meet the current and future needs of the community and is reflected in the Long Term Financial Plan.	30 June 2021	DCS

GR5 Identify and adopt strategies to attract, retain and support highly skilled and qualified staff in public agencies within the Shire.

Activity		Action	Estimated Completion Date	Responsible Officer
ED5.2	Enhance links to other educational institutions and attract skilled teachers to Forbes.	Regular engagement with local school principals.	-	-
		1. Initiate at least four contacts with local school principals.	30 June 2021	MPI
LG3.2	Develop our people – define Council's talent	Undertake capability skills audit and Training Needs Analysis (TNA) yearly to identify current strengths and development areas across the business and design targeted programs in line with this analysis to manage talent within.	-	-
		1. 100% of staff completed TNA.	30 June 2021	MPS
		2. 90% compliance with required tickets and licences within expiry period.	30 June 2021	MPS
		3. 100% of staff have a performance development plan (PDP) for the financial year.	30 June 2021	MPS
		Promote generation and gender diversity.	-	-
		1. Run two awareness campaigns.	30 June 2021	MPS
		2. Continuous data analysis and reporting on trends compared to other Local Government Areas across the states – two update reports to Council throughout the year.	30 June 2021	MPS
		3. Attend two University forums to promote Forbes as a place to work and build a pipeline of talent for work placement and future 'hard to fill roles'.	30 June 2021	MPS
LG3.3	Develop our people – measure Council's talent	Actively manage workforce productivity.	-	-
		1. Refine pilot KPI system and renewed performance framework.	30 June 2021	MPS
		2. Implementation of Performance Management online system including regular training and monitoring.	30 June 2021	MPS
		3. 100% six monthly performance review process completed.	30 June 2021	MPS
		4. 100% of 12 monthly performance review process completed.	30 June 2021	MPS
		Undertake Workforce Management Planning.	-	-
		1. Workforce Management Plan delivered on time and to high standard.	30 June 2021	MPS
		2. 100% of recruitment approvals aligned with Workforce Management Plan.	30 June 2021	MPS
		3. 10 key roles identified across the business as 'critical and at risk'.	30 June 2021	MPS
		4. Manage FTE attrition rate by redesigning key roles as employees depart.	30 June 2021	MPS

GR5 Identify and adopt strategies to attract, retain and support highly skilled and qualified staff in public agencies within the Shire (cont...).

Activity		Action	Estimated Completion Date	Responsible Officer
LG3.4	Development our people – Realise Council's talent	Undertake succession planning and talent identification.	-	-
		1. Succession Plan 2019-2022 in place.	30 June 2021	MPS
		2. High talent pool identified - 10%-15% of workforce.	30 June 2021	MPS
		Under take Employee Engagement survey.	-	-
		1. Delivered and accessible to 100% of staff.	30 June 2021	MPS
		2. Completion rate of at least 60%.	30 June 2021	MPS
		3. Delivery of pulse survey to check progress of goals.	30 June 2021	MPS
		Develop and implement Leadership Development Program (LDP).	-	-
		1. Identify top 12 leaders in the business to undertake a LDP – co-designed by Manager People and Strategy and delivered by external consultant over 6-12 month period.	30 June 2021	MPS

GR6 Ensure local operations and projects undertaken by public agencies are in accord with adopted plans and strategies for the Shire and/or the region.

Activity		Action	Estimated Completion Date	Responsible Officer
LG3.5	Leverage systems and new technology to monitor and innovate in our people development.	Consolidate existing people data and identify gaps in data. Benchmark all areas of Council's performance, people and systems on a yearly basis against industry trends and drive continuous improvement initiatives based on objective data within and outside industry.	30 June 2021	MPS
		Implement LG Professionals 'Performance Excellence Program'.	-	-
		Utilise data to benchmark with external Local Government Areas (LGAs).	-	-
		1. Conduct a functional review of all Council activities against the benchmark data and design alignment program where necessary.	30 June 2021	MPS
		Implement Strategic Performance Management, Learning Management and On boarding Module to support operational, organisation and individual staff performance targets.		
		Monitor, review and report on HR trends both internally and externally.	30 June 2021	MPS
		Implement and maintain an online Learning Management System.	30 June 2021	MPS

GR7 Adopt a regional outlook and seek opportunities for co-operation and shared initiatives with other government entities, the private sector, neighbouring councils, the Joint Organisation and other agencies.

Activity		Action	Estimated Completion Date	Responsible Officer
ED6.1	Work in collaboration with regional stakeholders to build the Forbes Shire profile and maximise cooperative opportunities.	Maintain membership of regional government and non-government organisations and participate in meetings.	-	-
		1. Work with surrounding councils and Centroc to deliver outcomes of the RDA Central West regional plan focused on contributing to regional growth.	30 June 2021	MPI
		Encourage strong partnerships between businesses, education and government agencies.	-	-
		1. Initiate at least four contacts with businesses, education, government agencies and other stakeholders which are focused on contributing to regional growth.	30 June 2021	MPI
LG4.5	Build strong, effective and productive alliances and partnerships with community organisations state and federal governments.	Council representatives participate in regular engagement through meetings, events and activities.	30 June 2021	GM

GR8 Council advocates strongly for the needs and interests of local communities in dealings with public and private sector entities.

Activity		Action	Estimated Completion Date	Responsible Officer
LG4.6	Identification of opportunities and advocate for the advancement of Forbes.	Maintain and participate in Centroc and other regional forums.	30 June 2021	GM
		Actively participate in Newell Highway Taskforce. <i>(Also refer to IS2)</i>	30 June 2021	DE
		Participate in the regional and state level discussion about the future of water supply and security for the region.	30 June 2021	GM
		Keep state and federal members and agencies apprised of Forbes issues, challenges and achievements.	30 June 2021	GM

GR9 Encourage and support high levels of resilience, self-reliance, capacity-building and co-operation amongst local communities and community groups.

Activity		Action	Estimated Completion Date	Responsible Officer
Strategy addressed as part of CC4 (SP2.2).				

GR10 Council proactively manages risks to the organisation and community in accordance with statutory requirements.

Activity		Action	Estimated Completion Date	Responsible Officer
SP3.12	Maintain public health inspection and licensing program and compliance.	Undertake compliance activities in accordance with current public health regulations.	30 June 2021	MDP
LG1.5	Embed a risk management culture.	Fully implement Council's Enterprise Risk Management program.	30 June 2021	MCB
		Provide for business continuity in the event of a major disruption to Council.	30 June 2021	GM
LG3.1	Maintain a positive safety and risk culture supported by quality assurance and training programs.	Implement full WHS management system including reporting and monitoring.	-	-
		1. Review WHS management system	30 June 2021	MPs
		Implement risk management and risk registers across Council.	30 June 2021	MCB
		Implement all recommendations arising from 2016 WHS Audit.	30 June 2021	MPS
		1. Undertake WHS Audit.	30 June 2021	MPS
		Implement safe workplace requirements.	30 June 2021	MPS
		Implement a quality assurance program.	30 June 2021	MCB
I3.4	Manage public liability and risks associated with public infrastructure.	Bushfire protection is provided in partnership with the community and State Government.	30 June 2021	MWO
		All assets are reviewed and included in Council's risk register.	30 June 2021	MCB
		Review, develop and implement third party incident reporting and investigation procedure.	30 June 2021	MCB

STATEMENT OF REVENUE POLICY

This section outlines Council's financial information including Council's Statement of Revenue Policy; a statement of ordinary and special rates and charges; proposed external borrowings statement; one year consolidated operating, cash flow statement and balance sheets.

Revenue Policy 2021/2022

Under s.404 of the Local Government Act 1993, Council's Statement of Revenue Policy comprises a set of interrelated financial schedules and statements outlining Council's income and expenditure, rating structure, fees and charges, pricing policy, borrowings and reserves.

Ordinary and Special Rates and Charges Statement

Local Government rate setting in NSW is set by a combination of land valuations and the annual determination made by the Independent Pricing and Regulatory Tribunal (IPART). IPART determines the rate peg, being the maximum percentage by which NSW councils may increase their general income (i.e. rates income). IPART announced that the rate peg amount to apply for the 2021/22 financial year will be 2.0%. This applies to the total rates charges for the Shire. This 2.0% total capped increase is applied to individual ratepayers through a base rate and an ad valorem charge, which is based on land valuations. All land in NSW is revalued by the NSW Valuer General every three years; the most recent revaluation was completed in 2019 with the revaluations varying increases around the shire. Therefore, the effect of land revaluations for individual properties will result in a variation in rating assessments, although the total rates collected remains limited to a 2.0% increase.

RATE/CHARGE	INCREASE	RATE/CHARGE	INCREASE
General Rate	2.0%	Waste Collection and Tip:	
Forbes Water Charges:		- Domestic Charge/service	2.56%
- Access Charges	4.90%	- Domestic Recycling	2.04%
- Usage Charges:	2.74%	- Domestic Food and Garden Rate	2.44%
Sewer:		- Commercial Charge/service	2.41%
- Usage Charges	2.31%	- Commercial Recycling	2.04%
- Availability Charges	2.54%	- Commercial Food and Garden Rate	2.44%

The rate structure table below includes the new rates for 2021/2022.

GENERAL RATE					
RATE	LAND VALUE	ADVALOREM RATE	MINIMUM	RATE INCOME	YIELD %
Residential - Ordinary	48,042,080	0.378730	229.00	201,501	2.52%
Residential - Forbes	212,860,690	1.252950	608.00	2,795,949	34.98%
Commercial - Ordinary	12,856,140	3.363730	608.00	461,915	5.78%
Commercial - Industrial	9,848,000	3.363730	608.00	334,272	4.18%
Commercial - CBD	15,447,247	3.363730	608.00	522,345	6.53%
Farmland - Ordinary	1,211,588,840	0.302290	221.00	3,676,573	45.99%
Mining	37,000	3.363730	608.00	1,245	0.02%
TOTAL	1,510,679,997			7,993,799	100%

Council's current policy position provides for a concession on rates on each parcel of rateable vacant land zoned E3 Environmental Management under the Forbes Local Environmental Plan 2013. In order to be eligible the landowner must apply before 1 July every year and provide Council with a current Certificate of Currency for public liability cover of \$20M on the property.

As part of this policy Council will not levy annual charges for unconnected sewer, water availability and tip availability on this land with application from 1 July 2021 to 30 June 2022. Please note this policy position will be reviewed annually by Council in conjunction with the development of the Operational Plan.

Rates and Annual Charges Yields

	Year 1	Year 2	Year 3	Year 4
RATES & ANNUAL CHARGES YIELDS	2021/22 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast
Ordinary Rates:				
Rates Levied - Residential	(2,997,450)	(3,057,399)	(3,118,547)	(3,180,918)
Rates Levied - Business	(1,319,777)	(1,346,173)	(1,373,096)	(1,400,558)
Rates Levied - Farmland	(3,676,573)	(3,750,104)	(3,825,107)	(3,901,609)
GROSS YIELD	(7,993,800)	(8,153,676)	(8,316,750)	(8,483,085)
Less Net Pension Rebate	49,000	49,940	50,900	51,880
NET YIELD - Ordinary Rates	(7,944,800)	(8,103,736)	(8,265,850)	(8,431,205)
Water Charges:				
Residential Access	(865,742)	(891,714)	(918,466)	(946,020)
Non Residential Access	(337,675)	(344,429)	(351,317)	(358,344)
Less Net Pension Rebate	28,000	28,000	28,000	28,000
NET YIELD - Water Charges	(1,175,417)	(1,208,143)	(1,241,783)	(1,276,363)
Sewerage Charges:				
Access Charges	(2,199,682)	(2,254,674)	(2,311,041)	(2,368,817)
Less Net Pension Rebate	25,500	25,500	25,500	25,500
NET YIELD - Sewerage Charges	(2,174,182)	(2,229,174)	(2,285,541)	(2,343,317)
Waste Charges:				
Waste Collection Annual Charge	(1,317,176)	(1,356,691)	(1,397,392)	(1,439,314)
Waste Recycling Annual Charge	(793,312)	(832,978)	(874,626)	(918,358)
Non Domestic Waste Annual Tip Charge	(95,539)	(97,927)	(100,376)	(102,885)
Less Net Pension Rebate	40,000	40,800	41,620	42,450
NET YIELD - Waste Charges	(2,166,027)	(2,246,796)	(2,330,774)	(2,418,107)
Stormwater Management Charges:				
Stormwater Management Annual Charge	(75,425)	(75,425)	(75,425)	(75,425)
NET YIELD - Stormwater Management Charges	(75,425)	(75,425)	(75,425)	(75,425)
TOTAL - ALL RATES & ANNUAL CHARGES				
GROSS YIELD	(13,678,351)	(14,008,014)	(14,346,393)	(14,693,746)
Less Net Pension Rebate	142,500	144,240	146,020	147,830
NET YIELD - All Rates & Annual Charges	(13,535,851)	(13,863,774)	(14,200,373)	(14,545,916)

Land Categories

Categorisation of all rateable land in the Shire as at 1 January 1997 took place with the issue of the rate notice in January 1997, in accordance with the requirements of Chapter 15 of the Local Government Act 1993. New parcels of land created since that date have been categorised with the issue of subsequent rate notices.

Farmland (Section 515 Local Government Act 1993)

Land is categorised as farmland if it is a parcel of rateable land valued as one assessment and its dominant use is for farming or agricultural production. Rural residential land is not categorised farmland.

Residential (Section 516 Local Government Act 1993)

Land is categorised as residential if it is a parcel of rateable land valued as one assessment and its dominant use is for residential accommodation or rural residential land or if it is vacant land it is zoned or otherwise designated for use under an environmental planning instrument for residential purposes.

Mining (Section 517 Local Government Act 1993)

Land is categorised as mining if it is a parcel of rateable land valued as one assessment and its dominant use is a coal mine or metalliferous mine. The regulations may prescribe circumstances in which land is or is not to be categorised as mining.

Business (Section 518 Local Government Act 1993)

Land is to be categorised as business if it cannot be categorised as farmland or residential. Caravan parks and manufactured home communities are to be categorised business.

Pension Rebates – Ordinary Rates

In accordance with s. 575 of the Local Government Act 1993 Council provides a rate reduction of 50% of the amount of the ordinary rate levy together with the domestic waste management charge up to a maximum reduction of \$250 to eligible pensioners. Of this rate reduction 55% is reimbursed by the NSW Government.

Interest on Overdue Ordinary Rates

In accordance with s. 566 of the Local Government Act 1993 Council charges interest on all rates and charges which remain unpaid after they become due and payable.

Interest will be calculated on a daily basis using the simple interest method.

An ~~interest rate of 0% p.a. from 1 July 2020 to 31 December 2020 (inclusive); and an~~ interest rate of ~~76.0%~~ 6.0% p.a. from 1 ~~January~~ July 2021 to 30 June 2022 ~~(inclusive)~~ will apply to rates and charges that remain unpaid after they become due and payable as specified by the Minister for Local Government and Co-operatives and published in the Government Gazette.

* INTEREST ON OVERDUE RATES AND CHARGES %*as advised by OLG:	
1 July 2021 to 30 June 2022	6.0%

Council proposes to levy annual charges for the following services provided on an annual basis:

- Domestic Waste Management Services (s. 496)
- Commercial Waste Management Service (s. 501)
- Water Availability and Usage Charge (s. 501)
- Sewer Access and Usage Charge (s. 501)
- Stormwater Management Service Charge (s. 496A)

Water and Sewer Charges 2021/22

Water Availability and Usage Charge

Under the user pays system an availability charge is applied to land that is situated within 225m of a Council water pipe, even if the land is not connected to the water supply network.

State Government policy on “best practice” water pricing requires income to be derived 25% from availability charges and 75% from usage charges. The access charge should be proportional to the square of the meter size of the water supply connection to reflect the potential load that can be placed on the water supply network.

For residential users in 2021/22 the charge for all water used will be based in a single tariff of 1.50 cents per kilolitre. A usage account will be sent to property owners a minimum of four times a year. For non-residential users the water usage charge will also be a flat 1.50 cents per kilolitre consumed.

WATER AVAILABILITY CHARGES PER ANNUM BASED ON WATER METER SIZE	
Forbes Water – 20mm (standard connection)	257.00
Forbes Water – 25mm	404.00
Forbes Water – 32mm	662.00
Forbes Water – 40mm	1,032.00
Forbes Water – 50mm	1,615.00
Forbes Water – 65mm	2,730.00
Forbes Water – 80mm	4,137.00
Forbes Water – 100mm	6,463.00
Interconnected Water Service	257.00
Water Charges (per kilolitre):	
Residential/Business/Schools/All Other Users	1.50
All water consumption	1.50
Raw Water	0.60
Bulk Water	\$2.25 (Forbes LGA) \$5.20 (Outside the LGA)

OOTHWA WATER CHARGES PER ANNUM	
Oothwa Water – standard connection	278.00
All water consumption (per kilolitre)	1.50

Sewer Access and Usage Charge

Best practice sewer pricing involves a uniform annual sewerage bill for residential customers. In the 2021/2022 pricing policy the availability charge for residential properties will be assumed to be a 20mm (standard) water meter service connection or non-residential customers an appropriate sewerage annual usage charge and an access charge based on the capacity requirements that their loads place on the system relative to residential customers applies.

Where property is within 75m of a sewer service a vacant availability charge of \$358.00 applies.

SEWER AVAILABILITY CHARGES PER ANNUM BASED ON WATER METER SIZE	
Residential:	
Water – standard connection	766.00
All Strata Title Units	766.00
3 Bedroom Unit	765.00
2 Bedroom Units (non-strata)	383.00
1 Bedroom Units in a building which has 4 separate units (per unit)	766.00
Additional 1 Bedroom Units (where a total of 4 is exceeded)	191.50
Vacant Land	358.00
Note: a minimum charge of \$766.00 applies to each property.	
Non Residential:	
Water – 20mm	581.00
Water – 25mm	908.00
Water – 32mm	1,487.00 1,488.00
Water – 40mm	2,324.00 2,325.00
Water – 50mm	3,631.00 3,633.00
Water – 65mm	6,137.00 6,139.00
Water – 80mm	9,296.00 9,299.00
Water – 100mm	14,525.00 14,529.00
Water – 150mm	32,681.00 32,694.00
Non Residential Minimum	766.00
Sewer – Unconnected	358.00
Usage Charge/kl	1.77

Not-for Profit Community Organisations

As a community service obligation (CSO) it is proposed not to apply the minimum residential charge of \$766.00 but maintain the availability and usage charge at the same level as other non-residential users. Organisations or properties, which seek to be classified as a CSO must formally apply to Council for such recognition. Applications must be accompanied by sufficient documentation to support the claim and be signed by the governing body, CEO or owner of the property. Council will reserve the right to seek further confirming detail where required.

The following criteria must be satisfied when assessing applicants for recognition as a CSO: the land-use under application provides a community benefit, non-profit and operated and run solely by volunteers, as well as enabling all public to have access to the facility at all times. An example of this type of land use may include a church building (place of worship only), or a locally operated tennis club that is run by volunteers and is non-profit.

Waste Management Charges 2021/2022

Main Features of Domestic Waste Management Charges

- a) Council may adopt an availability or an annualised charge method of raising revenue.
- b) A domestic waste management service charge (s. 496) is levied on all rateable land within an approximate 12km radius of the Daroobalgie Waste Disposal Depot.
- c) Pensioner concessions apply to waste management service charges.
- d) Council's charge for domestic waste is based on recovery of "reasonable costs". These costs include capital costs, interest, land acquisition and rehabilitation to be costed over the life of the asset, with an appropriate amount included annually in the charge levied.
- e) General Fund revenue cannot be used to subsidise domestic waste management charges.
- f) Council has entered into a contract to manage the Daroobalgie Waste Disposal Depot in accordance with NSW EPA's Environmental Protection Licence and provision has been made for this in developing the charge.
- g) A rural waste charge is to be introduced for vacant and occupied rural properties outside of the 12km radius of Daroobalgie Waste Disposal Depot.

Present Waste Collection Service

Council's waste collection service includes a weekly food and garden waste service, a fortnightly recycling service and a fortnightly residual waste service, as well as one bulky waste service per annum for residents. There is a weekly residual waste service and a fortnightly recycling service for occupied commercial premises.

The residential waste service includes a 240 litre residual solid waste bin collected fortnightly, the provision of a 240 litre recycling bin collected fortnightly with recyclables being sent to Orange to be containerised before being sent to the Visy recycling facility in Sydney, and a 240 litre food and organics bin collected weekly, with organics being sent to Australian Native Landscapes at Blayney for processing. The commercial waste service includes a 240 litre residual solid waste bin collected weekly and the provision of a 240 litre recycling bin collected fortnightly with the recyclables also being sent to Orange to be containerised and sent to Visy recycling in Sydney. The service provides for one bulky waste collection per year for residential properties. A Waste Hotline is provided by the contractor to handle any complaints or enquiries relating to the waste and recycling service. An ongoing waste minimisation and recycling education program is also provided by the contractor.

A garbage collection service is provided in the town area of Forbes known as a scavenging district. This service is provided by contractors J R Richards and Sons Pty Ltd. Council provides a minimum of one residual waste collection per fortnight, one recyclables collection per fortnight and one food and garden organics collection per week for all occupied residential properties within the scavenging district and outside of the CBD. Council provides a minimum of one residual waste collection per week, and one recyclables collection per fortnight for all occupied commercial/industrial properties within the scavenging district.

Additional collection services for residual solid waste recyclables and food and garden organics can be arranged upon payment of the applicable service fee.

In relation to vacant land upon which a Development Application has been submitted for the construction of a dwelling the service is considered to be available and will be charged from the date of the issue of the approval.

In addition to kerbside recycling scrap metal, used engine oil and greenwaste, waste gas cylinders, waste fire extinguishers and car batteries can be delivered to the Daroobalgie Waste Disposal Depot for recycling.

Calculation of 2021/2022 Waste Charges

The following assumptions have been made:

- a) There are 3,338 residential (domestic) collections and 648 business collections in the garbage collection area.
- b) The cost of collection of recycling and food and garden wastes are identical between commercial and residential properties, and where it is provided at the same frequency.

Proposed 2021/2022 Charges

Council having regard to the following:

- the purposes for which the services are provided;
- the nature, extent and frequency of the services;
- the cost of providing the services;
- the categories for rating purposes of the land to which the service is provided;
- the nature and use of premises to which the service is provided;
- the area of land to which the service is provided;
- set the domestic waste management service charge (red lidded bin) for 2021/22 at \$321.00 for a fortnightly service and \$383.00 for a weekly service for commercial properties.

Waste Disposal Charges

Council charges a waste disposal fee for the collection of domestic waste from both residential and commercial premises. The fees applicable for the collection of each bin or where a waste collection service is not provided for the 2021/2022 year are as follows:

DOMESTIC WASTE MANAGEMENT CHARGES PER ANNUM	
Per Service (Min. 3 bin service)	547.00
Additional Bins	
Additional Red Bin Waste Charge (fortnightly collection)	321.00
Additional Yellow Bin Recycle Charge (fortnightly collection)	100.00
Additional Green Bin Food and Garden Organics Charge (weekly collection)	126.00
Vacant Land (less than 12km from Daroobalgie)	32.00
Rural Occupied (less than 12km from Daroobalgie)	158.00
Rural Occupied (more than 12 km from Daroobalgie)	79.00
COMMERCIAL WASTE MANAGEMENT CHARGES PER ANNUM	
Per Service (Minimum 2 bin service – waste and recycling)	483.00
Additional Bins	
Additional Commercial Red Bin Waste Charge (weekly collection)	383.00
Additional Yellow Bin Recycling Charge (fortnightly collection)	100.00
Additional Green Bin Food and Garden Organics Charge (weekly collection where available)	126.00
Vacant Land	32.00

Commercial, industrial waste and building rubble brought to the Daroobalgie Waste Disposal Depot for disposal is charged in accordance with Council's fees and charges as listed in the Operational Plan. These fees are based so that waste is disposed of equitably.

Council operates rural landfill sites at Bedgerabong, Garema and Ootha. These landfill sites are for the disposal of domestic waste by the neighbouring rural residents. The disposal of commercial, industrial waste and building rubble is prohibited as is the disposal of waste generated from properties outside of the Forbes Shire.

Stormwater Service Management Service Charge

In December 2005 the Office of Local Government advised the provision of a new funding mechanism to improve the management of urban stormwater in NSW by allowing Council to make a charge for the provision of stormwater management services outside Council's capped rating arrangement.

Council intends to levy this charge under s.496A of the Local Government Act to assist with the cost of addressing drainage problems relating to stormwater that flows off privately owned, developed urban land. A flat charge of \$25.00 will be applied to properties in the residential and business categories for rating purposes in the urban areas of the Shire.

STORMWATER MANAGEMENT SERVICE CHARGE	
Residential & Businesses (flat fee applicable to each assessment classified as non-vacant)	25.00

Council's Pricing Structure

Council's Schedule of Fees and Charges encompasses the following:

- Those fees and charges related to regulatory functions of Council under the Local Government Act 1993, Chapter 7;
- Services provided on an annual basis under (s. 501) eg. Waste Management Services (other than domestic waste management services) prescribed by regulation;
- Charge for actual use of a service (s. 502);
- Fees for any service provided (s. 608); and
- Annual charges for possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place. (s. 611).

The pricing structure for specific items is contained in the Schedule of Fees and Charges. The prices contained within the schedule provide for statutory and regulatory fees and user defined fees. In determining a pricing structure for 2021/22 and the fees to be charged, the general nature of the types of services, products or commodities have been assessed in relation to current charges, GST and inflationary costs.

Council's Long-Term Financial Future

Council's Long-Term Financial Plan (LTFP) has been developed in accordance with organisational need and in compliance with the requirements of the Integrated Planning and Reporting (IP&R) Strategic Framework and the Office of Local Government's requirements. Council's LTFP contains a set of long range financial projections and statements based on an informed set of assumptions concerning Council's budget and IP&R. It is designed to show the incremental financial impacts on Council's budget of providing different levels of service and asset delivery. In addition to the expenditure based analysis, the Plan also demonstrates the financial impact on Council's finances from programs of borrowings and alternate funding sources such as increases in user fees and charges, productivity improvements and special variations to rates.

Council's LTFP covers a 10 year time frame from 2021/2022 to 2030/31. This length of time has been selected to align with the timeframe of the Community Strategic Plan. The LTFP is a necessary document to assist Council with its process of financial sustainability by documenting, planning and analysing the long term financial impacts on Council's operations from different financial scenarios. A financially sustainable council is one that can meet its funding requirements relative to the provision of its services including the maintenance, renewal and replacement of required assets without operating in deficit for sustained periods of time and without imposing excessive debt on current or future generations and without unplanned rate revenue increases.

The strategic long term financial sustainability aim of Forbes Shire Council is to:

- Continue its financial sustainability over the long term while at the same time delivering needed services and infrastructure in response to the community's priorities as identified in the Community Strategic Plan; and
- Generate additional funding where possible to address community service priorities as defined by Council's Strategic Actions and provide improvements to Council assets as identified.

Accordingly, the LTFP is Forbes Shire Council's long term financial mechanism to deliver a financially sustainable platform of services and infrastructure. Its projections now form a part of Council's 2021/22 and long term budget projections.

Restricted Assets – Financial Reserves

As part of its long-term financial planning process, Council has established a number of Restricted Assets (Financial Reserves) to assist future funding for specific projects. In addition, Council has established reserves for nominated infrastructure or community projects pursuant to s. 7.12 of the Environmental Planning and Assessment Act 1979. This has replaced the previous reserves under the now repealed s. 7.11 Contribution Plan (formerly known as s. 94). This table provides a projection of the balances held in reserves, as shown on page 66.

BUDGET 2021/2022 SUMMARY

The Operational Plan details those works and routine services Council will deliver for the financial year 2021/2022. The funding for these is explained in the following financial budget.

Council's focus for the forthcoming financial year continues to be on:

- Improving services;
- Maintaining infrastructure and delivering funded projects;
- Internal efficiencies;
- Community Strategic Plan to ensure the vision for the Shire is achievable;
- Implementing the recently reviewed our Community Strategic Plan.

The Budget presented on the following page is a summarised version denoting Revenues and Expenditure for each Activity as categorised under the six key Strategic Directions presented in the Community Strategic Plan (CSP). Presentation in this way 'aligns' the budget with the strategic IP&R documents.

This budget summary includes the following budget documents for the four-year period of the Delivery Program:

- Income Statement (Consolidated)
- Cash Movement Summary (Consolidated)
- Balance Sheet (Consolidated)
- Statement of Cash Flows
- Financial Performance by Function/Activity Summary (\$'000)
- Revenue by Function/Activity (\$'000)
- Expenditure by Function/Activity (\$'000)
- Capital Works Program
- Restricted Assets Movements
- Summary of Donations and Community Assistance

The accompanying budget summary shows Operational, Capital and cash movements. The Operational Budget represents Council's expected operating income and expenditure for everyday programs, activities and services. The totals include depreciation expense. This represents the decrease in the value of Council assets and the allocation of the usage cost of those assets for the period. Our inability to fund depreciation, the usage and renewal of assets is the key element in Council's backlog problem.

Revenue items include Rates and Annual Charges, Grants, User Charges and Fees and other income.

Expenditure items include administrative tasks, wages, ongoing maintenance of assets and community programs as set out in the Operational Plan for each strategic key direction.

Income Statement (Consolidated) (\$'000)

Income Statement (\$'000)	2021/22	2021/22	2022/23	2023/24
Income from Continuing Operations				
Rates and Annual Charges	13,536	13,864	14,200	14,546
User Charges and Fees	11,319	11,894	12,858	13,236
Interest & Investment Revenue	366	400	470	470
Rental Income	1,005	1,070	1,097	1,124
Other Revenues	500	513	525	539
Grants & Contributions Operating	8,937	9,118	9,307	9,502
Grants & Contributions Capital	3,401	900	400	400
Gains/(Losses) from Disposal of Assets	2,466	1,295	1,104	1,247
Total Income From Continuing Operations	41,530	39,054	39,961	41,064
Expenses from Continuing Operations				
Employee Benefits & On-Costs	11,718	11,934	12,172	12,414
Borrowing Costs	1,494	1,324	1,154	958
Materials & Contracts	11,941	11,561	11,790	12,025
Depreciation Amortisation & Impairment	9,718	9,912	10,110	10,312
Other Expenses	4,681	4,729	4,822	4,918
Total Expenses From Continuing Operations	39,552	39,460	40,048	40,627
Operating Result from Continuing Operations	1,978	(406)	(87)	437

Cash Movement Summary (Consolidated)

Operating Result from Continuing Operations	1,978	(406)	(87)	437
Less: Depreciation & Impairment	9,718	9,912	10,110	10,312
Less: W/o from disposal of assets	1,500	1,000	1,000	1,000
Add: Capital Expenditure	(19,135)	(10,809)	(7,261)	(7,451)
Add: Loan Movements	(1,371)	(1,970)	(2,717)	(2,940)
Cash Movements for the Year	(7,310)	(2,273)	1,045	1,358
Add: Restricted Cash Movements	7,311	2,286	(988)	(1,309)
Unrestricted Cash Movements from the year	1	13	57	49
Cash Movements				
Cash (& Investments) Opening Balance	36,383	29,073	26,800	27,845
Add: Cash Movements for the Year	(7,310)	(2,273)	1,045	1,358
Cash Closing Balance	29,073	26,800	27,845	29,203

Balance Sheet (Consolidated) (\$'000)

Line Item (\$'000)	2021/22	2021/22	2022/23	2023/24
Assets				
Current Assets				
Cash and Cash Equivalents	2,000	2,000	2,000	2,000
Investments (Current)	27,073	24,800	25,845	27,203
Receivables (Current)	2,710	2,710	2,710	2,710
Inventories (Current)	1,868	1,868	1,868	1,868
Contract Assets	301	301	301	301
Total Current Assets	33,952	31,679	32,724	34,082
Non-Current Assets				
Receivables (Non-Current)	1,107	1,107	1,107	1,107
Property, Plant & Equipment	427,732	427,629	423,780	419,919
Right of Use Assets	12,491	12,491	12,491	12,491
Total Non-Current Assets	441,330	441,227	437,378	433,517
Total Assets	475,282	472,906	470,102	467,599
Liabilities				
Current Liabilities				
Payables (Current)	2,856	2,856	2,856	2,856
Contract Liabilities	759	759	759	759
Lease Liabilities (Current)	1,324	1,605	1,917	6,288
Borrowings (Current)	1,724	1,783	1,447	1,190
Provisions (Current)	3,088	3,088	3,088	3,088
Total Current Liabilities	9,751	10,091	10,067	14,181
Non-Current Liabilities				
Lease Liabilities (Non-Current)	9,810	8,205	6,288	-
Borrowings (Non-Current)	13,080	12,375	11,599	10,833
Provisions (Non-Current)	971	971	971	971
Total Non-Current Liabilities	23,861	21,551	18,858	11,804
Total Liabilities	33,612	31,642	28,925	25,985
Net Assets	441,670	441,264	441,177	441,614
Equity				
Retained Earnings	209,082	208,676	208,589	209,026
Revaluation Reserves	232,588	232,588	232,588	232,588
Total Equity	441,670	441,264	441,177	441,614

Statement of Cash Flows (Consolidated) (\$'000)

Line Item (\$'000)	2021/22	2021/22	2022/23	2023/24
Cash Flows from Operating Activities				
Receipts				
Rates & Annual Charges	13,491	13,819	14,154	14,499
User Charges & Fees	11,364	11,939	12,904	13,283
Interest & Investment Revenue	366	400	470	470
Rental Income	1,005	1,070	1,097	1,124
Other Revenues	500	513	525	539
Grants & Contributions Operating	8,937	9,118	9,307	9,502
Grants & Contributions Capital	3,401	900	400	400
Payments				
Employee Benefits & On-Costs	(11,718)	(11,934)	(12,172)	(12,414)
Borrowing Costs	(1,494)	(1,324)	(1,154)	(958)
Materials & Contracts	(11,941)	(11,561)	(11,790)	(12,025)
Other Expenses	(4,681)	(4,729)	(4,822)	(4,918)
Net Cash provided (or used in) Operating Activities	9,230	8,211	8,919	9,502
Cash Flows from Investing Activities				
Receipts				
Sale of Infrastructure, Property, Plant & Equipment	3,966	2,295	2,104	2,247
Payments				
Purchase of Investment Securities	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(19,135)	(10,809)	(7,261)	(7,451)
Purchase of Real Estate Assets	-	-	-	-
Net Cash provided (or used in) Investing Activities	(15,169)	(8,514)	(5,157)	(5,204)
Cash Flows from Financing Activities				
Receipts				
Proceeds from Borrowings & Advances	-	-	-	-
Payments				
Repayment of Borrowings & Advances	(701)	(1,124)	(1,394)	(1,335)
Repayment of Finance Lease Liabilities	(670)	(846)	(1,323)	(1,605)
Net Cash provided (or used in) Financing Activities	(1,371)	(1,970)	(2,717)	(2,940)
Net Increase/(Decrease) in Cash & Cash Equivalents	(7,310)	(2,273)	1,045	1,358
Cash & Cash Equivalents – Opening Balance	36,383	29,073	26,800	27,845
Cash & Cash Equivalents – Closing Balance	29,073	26,800	27,845	29,203
Restricted Assets Reconciliation				
Cash and Cash Equivalents	2,000	2,000	2,000	2,000
Investments	27,073	24,800	25,845	27,203
Total Cash and Investments	29,073	26,800	27,845	29,203
Less: Restrictions				
External Restrictions	19,091	16,825	17,569	18,674
Internal Restrictions	6,851	6,831	7,075	7,279
Total Restrictions	25,942	23,656	24,644	25,953
Total Unrestricted Cash & Investments	3,131	3,144	3,201	3,250

Financial Performance by Function/Activity Summary (\$'000)

Activity – 2021/2022	Rev	Exp	Oprrng Result	Capex	Depexp	Loan Mvmnt	Cash Result	Resrve Mvmnt	Unrst Cash Result
1. Community and Culture									
Aged, Youth, & Community Services	(3)	1,264	1,261	-	-	-	1,261	-	1,261
Fire Prevention & Emergency Services	(172)	658	486	-	(12)	-	474	-	474
Libraries	(87)	332	245	-	(15)	-	230	-	230
Public Health	-	91	91	-	-	-	91	-	91
Road Safety	-	33	33	-	-	-	33	-	33
Total Community and Culture	(262)	2,378	2,116	-	(27)	-	2,089	-	2,089
2. Local Economy									
Apex Riverside Tourist Park	(450)	354	(96)	50	(7)	-	(53)	3	(50)
Economic Development	-	415	415	-	-	-	415	(20)	395
Forbes Homemaker Centre	(681)	289	(392)	-	-	747	355	-	355
Goldridge Estate	(1,125)	236	(889)	4,250	-	375	3,736	(3,000)	736
Private Works	(150)	120	(30)	-	-	-	(30)	-	(30)
Quarries & Gravel Pits	-	106	106	-	-	-	106	-	106
Saleyards	(3,429)	3,769	340	40	(507)	99	(28)	28	-
Tourism & Promotion	(6)	671	665	-	-	-	665	-	665
Total Local Economy	(5,841)	5,960	119	4,340	(514)	1,221	5,166	(2,989)	2,177
3. Natural Environment									
Animal Control	(18)	111	93	-	(1)	-	92	-	92
Noxious Weeds	(52)	108	56	-	-	-	56	-	56
Waste Management	(2,316)	2,294	(22)	500	(42)	-	436	(436)	-
Total Natural Environment	(2,386)	2,513	127	500	(43)	-	584	(436)	148
4. Rural and Urban Land Use									
Building Control	(154)	467	313	-	-	-	313	-	313
Heritage	-	49	49	-	-	-	49	-	49
Regulatory Enforcement	(20)	236	216	-	-	-	216	-	216
Town Planning	(191)	500	309	-	-	-	309	(66)	243
Total Rural & Urban Land Use	(365)	1,252	887	-	-	-	887	(66)	821
5. Infrastructure and Services									
Engineering Support Services									
Engineering Support	-	1,689	1,689	-	(7)	-	1,682	-	1,682
Plant	(532)	(354)	(886)	1,716	(736)	-	94	(94)	-
Works Depot & Workshop	-	435	435	-	-	-	435	-	435
Buildings and Property									
Buildings and Property	(2,759)	1,347	(1,412)	130	(410)	-	(1,692)	(431)	(2,123)
Halls & Cultural Facilities	(39)	111	72	-	(14)	-	58	-	58
Urban Services									
Aerodrome	(35)	96	61	-	(8)	-	53	-	53
Cemetery	(175)	240	65	20	(9)	-	76	-	76
Parks, Reserves & Gardens	-	815	815	5	-	-	820	-	820
Public Amenities	-	175	175	-	-	-	175	-	175
Sport & Recreation Facilities	(27)	751	724	199	(170)	-	753	-	753
Swimming Pool	(3)	546	543	188	(46)	-	685	-	685
Roads and Transport Assets									
Stormwater Management	(75)	346	271	25	(244)	-	52	(52)	-
Street Lighting	(42)	196	154	-	-	-	154	-	154
Transport Assets - Ancillary	-	600	600	182	(451)	-	331	-	331
Transport Assets - Roads (Local - Rural)	(3,927)	5,833	1,906	5,348	(4,039)	-	3,215	(723)	2,492
Transport Assets - Roads (Local - Urban)	-	459	459	215	-	-	674	-	674
Transport Assets - Roads (Regional)	(1,498)	903	(595)	1,220	(625)	-	-	-	-
Transport Assets - Roads (State RMCC)	(2,500)	2,300	(200)	-	-	-	(200)	-	(200)
Total Infrastructure & Services	(11,812)	16,488	4,876	9,248	(6,759)	-	7,365	(1,300)	6,065
6. Government and Representation									
Corporate Services	(273)	2,619	2,346	181	(358)	-	2,169	-	2,169
General Revenue	(14,210)	-	(14,210)	-	-	-	(14,210)	-	(14,210)
Leadership & Governance	(161)	903	742	-	-	-	742	-	742
Total Govmnt & Representation	(14,644)	3,522	(11,122)	181	(358)	-	(11,299)	-	(11,299)
Total General Fund	(35,110)	32,113	(2,997)	14,269	(7,701)	1,221	4,792	(4,791)	1
Infrastructure and Services (Water & Sewer)									
Water Supply	(4,907)	4,728	(179)	3,411	(1,057)	-	2,175	(2,175)	-
Sewer Supply	(3,014)	2,712	(302)	1,456	(960)	150	344	(344)	-
Total Consolidated	(43,031)	39,553	(3,478)	19,136	(9,718)	1,371	7,311	(7,310)	1

Note: Figures above assume zero w/o of assets sold in the revenue column (which is a non-cash item)

Revenue by Function/Activity (\$'000)

Activity	2021/22	2021/22	2022/23	2023/24
1. Community and Culture				
Aged, Youth, & Community Services	(3)	(3)	(3)	(3)
Fire Prevention & Emergency Services	(172)	(175)	(178)	(180)
Libraries	(87)	(89)	(92)	(94)
Public Health	-	-	-	-
Road Safety	-	-	-	-
Total Community and Culture	(262)	(267)	(273)	(277)
2. Local Economy				
Apex Riverside Tourist Park	(450)	(461)	(473)	(485)
Economic Development	-	-	-	-
Forbes Homemaker Centre	(681)	(698)	(715)	(733)
Goldridge Estate	(1,125)	(1,123)	(1,120)	(1,117)
Private Works	(150)	(154)	(158)	(162)
Quarries & Gravel Pits	-	-	-	-
Saleyards	(3,429)	(3,895)	(4,582)	(4,670)
Tourism & Promotion	(6)	(6)	(6)	(6)
Total Local Economy	(5,841)	(6,337)	(7,054)	(7,173)
3. Natural Environment				
Animal Control	(18)	(19)	(19)	(19)
Noxious Weeds	(52)	(54)	(55)	(56)
Waste Management	(2,316)	(2,400)	(2,488)	(2,579)
Total Natural Environment	(2,386)	(2,473)	(2,562)	(2,654)
4. Rural and Urban Land Use				
Building Control	(154)	(158)	(162)	(166)
Heritage	-	-	-	-
Regulatory Enforcement	(20)	(21)	(21)	(22)
Town Planning	(191)	(196)	(200)	(205)
Total Rural and Urban Land Use	(365)	(375)	(383)	(393)
5. Infrastructure and Services				
Engineering Support Services				
Engineering Support	-	-	-	-
Plant	(532)	(661)	(572)	(716)
Works Depot & Workshop	-	-	-	-
Buildings and Property				
Buildings & Property	(2,759)	(854)	(760)	(767)
Halls & Cultural Facilities	(39)	(40)	(41)	(42)
Urban Services				
Aerodrome	(35)	(36)	(37)	(38)
Cemetery	(175)	(179)	(184)	(188)
Parks, Reserves & Gardens	-	-	-	-
Public Amenities	-	-	-	-
Sport & Recreation Facilities	(27)	(27)	(28)	(29)
Swimming Pool	(3)	(3)	(3)	(3)
Roads and Transport Assets				
Stormwater Management	(75)	(76)	(76)	(77)
Street Lighting	(42)	(42)	(42)	(42)
Transport Assets - Ancillary	-	-	-	-
Transport Assets - Roads (Local - Rural)	(3,927)	(1,726)	(1,224)	(1,224)
Transport Assets - Roads (Local - Urban)	-	-	-	-
Transport Assets - Roads (Regional)	(1,498)	(1,525)	(1,554)	(1,582)
Transport Assets - Roads (State RMCC)	(2,500)	(2,550)	(2,601)	(2,653)
Total Infrastructure and Services	(11,612)	(7,719)	(7,122)	(7,361)
6. Government and Representation				
Corporate Services	(273)	(277)	(282)	(287)
General Revenue	(14,210)	(14,533)	(14,892)	(15,218)
Leadership & Governance	(161)	(165)	(169)	(173)
Total Government and Representation	(14,644)	(14,975)	(15,343)	(15,678)
Total General Fund	(35,110)	(32,146)	(32,737)	(33,536)
Infrastructure and Services (Water & Sewer)				
Water Supply	(4,907)	(4,817)	(5,041)	(5,253)
Sewer Supply	(3,014)	(3,088)	(3,184)	(3,272)
Total Consolidated	(43,031)	(40,051)	(40,962)	(42,061)

Expenditure by Function/Activity (\$'000)

Activity	2021/22	2021/22	2022/23	2023/24
1. Community and Culture				
Aged, Youth, & Community Services	1,264	1,046	1,067	1,088
Fire Prevention & Emergency Services	658	671	685	698
Libraries	332	339	345	352
Public Health	91	93	95	97
Road Safety	33	34	34	35
Total Community and Culture	2,378	2,183	2,226	2,270
2. Local Economy				
Apex Riverside Tourist Park	354	361	368	375
Economic Development	415	422	430	437
Forbes Homemaker Centre	289	227	218	209
Goldridge Estate	236	50	45	39
Private Works	120	122	125	127
Quarries & Gravel Pits	106	108	110	113
Saleyards	3,769	3,729	3,639	3,523
Tourism & Promotion	671	683	695	708
Total Local Economy	5,960	5,702	5,630	5,531
3. Natural Environment				
Animal Control	111	113	116	118
Noxious Weeds	108	110	112	115
Waste Management	2,294	2,340	2,387	2,435
Total Natural Environment	2,513	2,563	2,615	2,668
4. Rural and Urban Land Use				
Building Control	467	476	486	496
Heritage	49	50	51	52
Regulatory Enforcement	236	241	246	251
Town Planning	500	510	520	531
Total Rural and Urban Land Use	1,252	1,277	1,303	1,330
5. Infrastructure and Services				
Engineering Support Services				
Engineering Support	1,689	1,723	1,757	1,792
Plant	(354)	(361)	(368)	(376)
Works Depot & Workshop	435	444	453	462
Buildings and Property				
Buildings and Property	1,347	1,120	1,142	1,165
Halls & Cultural Facilities	111	113	115	117
Urban Services				
Aerodrome	96	98	100	102
Cemetery	240	245	250	255
Parks, Reserves & Gardens	815	831	847	864
Public Amenities	175	178	182	185
Sport & Recreation Facilities	751	766	781	797
Swimming Pool	546	557	568	579
Roads and Transport Assets				
Stormwater Management	346	353	360	367
Street Lighting	196	200	204	208
Transport Assets - Ancillary	600	612	624	637
Transport Assets - Roads (Local - Rural)	5,833	5,950	6,069	6,190
Transport Assets - Roads (Local - Urban)	459	468	477	487
Transport Assets - Roads (Regional)	903	921	939	958
Transport Assets - Roads (State RMCC)	2,300	2,346	2,393	2,441
Total Infrastructure and Services	16,488	16,564	16,893	17,230
6. Government and Representation				
Corporate Services	2,619	2,671	2,725	2,779
General Revenue	-	-	-	-
Leadership & Governance	903	922	940	959
Total Government and Representation	3,522	3,593	3,665	3,738
Total General Fund	32,113	31,882	32,332	32,767
Infrastructure and Services (Water & Sewer)				
Water Supply	4,728	4,822	4,919	5,017
Sewer Supply	2,712	2,755	2,798	2,843
Total Consolidated	39,553	39,459	40,049	40,627

Capital Works Program

Capital Works Program 2021/22 to 2024/25	2021/22	2022/23	2023/24	2024/25
Local Economy	4,340,000	-	80,000	-
Apex Riverside Tourist Park	50,000			-
Apex Residence Renewals	50,000	-	-	-
Goldridge Estate	4,250,000	-	-	-
Goldridge Estate - stages 1	3,000,000	-	-	-
Staff Housing Goldridge	500,000	-	-	-
Rental Housing Goldridge	750,000	-	-	-
Saleyards	40,000	-	80,000	-
Shade in sheep yard /paddocks	-	-	80,000	-
Replace Readers	40,000	-	-	-
Natural Environment	500,000	2,500,000	-	-
Waste Management	500,000	2,500,000	-	-
Daroobalgie Tip Expansion Project	500,000	2,500,000	-	-
Infrastructure and Services	9,247,400	6,108,540	5,206,425	5,556,725
Plant	1,716,000	1,878,000	1,538,500	1,740,500
Plant Purchases	1,716,000	1,878,000	1,538,500	1,740,500
Buildings and Property	130,000	50,750	31,519	31,519
Council Owned Units - Union Street	30,000	30,750	31,519	31,519
Young St House Building Works	50,000	-	-	-
Forestry Building Works	50,000	-	-	-
Security System	-	20,000		
Cemetery	20,000	20,000	-	-
Lawn Cemetery Beams	20,000	20,000		
Parks, Reserves & Gardens	5,000	5,000	5,000	67,500
Duckworth Park - Grenfell St - Playground Replacement	-	-	-	62,500
Mary Muir Park - Barwin St – Playground Replacement	-	-	-	
Ron Flannery Park - Church St – Playground Replacement	-	-	-	
Staged Tree Planting per Council Resolution	5,000	5,000	5,000	5,000
Sport and Recreation Facilities	198,750	100,000	100,000	100,000
Spooner Oval - Surface Refurb	20,000	-	-	-
Staged Irrigation Renewals	153,750	100,000	100,000	100,000
Stephan Field - Surface Refurb	10,000	-	-	-
Skate Park Additional Shelter and Ramp	15,000	-	-	-
Swimming Pool	188,100	63,150	73,400	1,200
Entry Gate System	-	20,000	-	-
Storage Sheds	-	22,000	-	-
Pool Side Seating	4,000	-	-	-
Perimeter Tree / Shrub Planting	1,100	1,150	1,200	1,200
Replace 50m pool pumps	-	-	12,000	-
Replace existing shade sail over eastern end	-	-	1,000	-
Replace chlorine dosing pumps	-	-	2,200	-
Replace front foyer/ entry floor coverings	-	-	5,000	-
Replace filters in 50m LTS & Toddler pool	3,000	-	3,000	-
Balance tanks water proof membrane	-	-	23,000	-

Capital Works Program 2021/22 to 2024/25	2021/22	2022/23	2023/24	2024/25
Renew Pool Liner	180,000	-	-	-
Replace Solar Heating System	-	20,000	-	-
Replace Pool Covers	-	-	26,000	-
Stormwater Management	25,000	25,000	25,000	25,000
Stormwater Renewals	25,000	25,000	25,000	25,000
Transport Assets - Ancillary	182,000	187,000	212,000	220,000
K&G Replacement Program	182,000	187,000	200,000	220,000
Bus Shelter Renewals	-	-	12,000	-
Transport Assets - Roads (Local - Rural)	5,347,550	2,329,640	1,756,006	1,906,006
Gravel Resheeting Program	790,000	810,000	950,000	1,000,000
Replace Bunbuggan Bridge	1,344,000			
Replace Mafeking Bridge	1,000,000	1,000,000		
Rd Widening - Mount Tullabung Road - Stage 1	1,715,500			
Rural Reseal Program	445,000	465,000	750,000	850,000
Culvert Renewals	53,050	54,640	56,006	56,006
Transport Assets - Roads (Local - Urban)	215,000	220,000	225,000	225,000
Urban Reseal Program	215,000	220,000	225,000	225,000
Transport Assets - Roads (Regional)	1,220,000	1,230,000	1,240,000	1,240,000
Rural Regional Reseal Program	420,000	430,000	440,000	440,000
Repair Program project Widening on MR377W (Lachlan Valley Way)	800,000	800,000	800,000	800,000
Government and Representation	181,000	96,000	113,700	33,700
IT	181,000	96,000	113,700	33,700
CCTV for CBD only upgrades	5,000	5,000	5,000	5,000
CWLE Server incl. replacement	-	-	30,000	-
Second NAS for DR solution	20,000	-	-	-
New Firewall Solution	77,000	-	-	-
Other user hardware (Autocad graphics + Monitors)	25,000	10,000	10,000	10,000
PTZ NDI Cameras for livestream	-	11,000	-	-
Councillor Laptops	20,000	-	-	-
Mobiles and tablets	10,000	10,000	10,000	10,000
VOIP Phones	4,000	-	-	-
P4RTK Drone	-	-	8,700	8,700
Network switches	-	50,000	50,000	-
Civica purchase cards impl	12,000	-	-	-
Employee Kiosk	8,000	-	-	-
Actus app	-	10,000	-	-
Total General Fund	14,268,400	8,704,540	5,400,125	5,590,425

Capital Works Program 2021/22 to 2024/25	2021/22	2022/23	2023/24	2024/25
Water	3,410,550	1,139,130	1,141,160	1,141,160
Pressure Upgrade - Booster Pump Station for Camp Hill	-	220,000	-	-
Pressure Upgrade - Water main Upgrades to improve pressure	500,000	500,000	500,000	500,000
Pressure Upgrade - Booster Pump Station for Union Hill	-	220,000	-	-
Back up Power Supply Connection bores and WTW and other sites.	50,000	-	-	-
Mains Renewal Program	101,570	114,370	310,600	310,600
P/A - Minor Main Extensions	23,980	24,760	25,560	25,560
Service Replacement	65,000	60,000	55,000	55,000
Upgrade sand Filters	500,000	-	-	-
Upgrade Lids/hatches at various water sites	15,000	-	-	-
Improved Telemetry Controls	-	-	250,000	250,000
Water Loss Management	40,000	-	-	-
Smart Metering Trial	50,000	-	-	-
IWCM	40,000	-	-	-
Uni Student and Project	40,000	-	-	-
SCADA Modifications and upgrade for bore sites	10,000	-	-	-
Repairs to concrete tank (external coating)	130,000	-	-	-
Painting and Patching of Union Hill Tank	20,000	-	-	-
WTP SCADA and control improvements	80,000	-	-	-
WTP Trials to reduce DOC (carbon, alum...)	30,000	-	-	-
Fluoride System *This will be 100% reimbursed from NSW Health**	300,000	-	-	-
Structural assessment of WTP (CWW, A plant clarifier...) and Camp Hill Tank	25,000	-	-	-
Review into Soda Ash Future Options (desktop study)	20,000	-	-	-
Replace Pumps at Turners Hill (Stovepipe) - design and construction	80,000	-	-	-
WTP A Plant Refurbishment (floc and clarifier tanks, rake, floc paddles, concrete refurbishment)	850,000	-	-	-
WTP Switchboard Replacements (ideally completed in 20/21)	100,000	-	-	-
Refurb of High Life Main (valves / NRV) - material only	20,000	-	-	-
Bore 2 lift and investigate	120,000	-	-	-
Flood and overflow control at WTP	25,000	-	-	-
Setup for pumping out Clear Water Well	30,000	-	-	-
WTP Lab Upgrade	75,000	-	-	-
Ootha Reservoir Access	50,000	-	-	-
Addressing Asbestos at WTP	20,000	-	-	-

Capital Works Program 2021/22 to 2024/25	2021/22	2022/23	2023/24	2024/25
Sewer	1,456,000	965,800	719,600	719,600
Air Con for Electrical Controls at Pump stations & UV Control cabinet	20,000	20,000	-	-
Back up Power Supply Connection at STP and other main SPS sites	50,000	50,000	-	-
Council Sponsored new growth	-	50,000	-	-
Manholes -Upgrade replacement program	41,600	42,400	43,200	43,200
Miscellaneous Lab and Operations equipment	5,000	-	6,000	6,000
P/A - Minor Main Extensions	11,600	11,900	12,200	12,200
Repairs Upgrading Pump Stations - (SPS 1, SPS 4, SPS2, SPS 3 etc)	250,000	250,000	-	-
Sewer CCTV inspections	50,000	50,000	50,000	50,000
Sewer Pump Replacements	40,000	12,000	12,000	12,000
Sewer Renewal (Relining) Program	306,000	312,000	318,000	318,000
SPS's Electrical Upgrades	150,000	-	-	-
Upgrade Lids/hatches at various sewer sites	15,000	-	-	-
Ventshaft Replacement	26,800	27,500	28,200	28,200
VSD's for IDEAL aerators	-	140,000	-	-
Improved Telemetry Controls	-	-	250,000	250,000
Shed for Jetter (built over existing concrete slab)	20,000	-	-	-
Sludge Lagoons - redo Geotech Bases	50,000	-	-	-
Dedicated drying bed for muddy waste	20,000	-	-	-
WWTP Inlet Concrete and gridmesh refurb	50,000	-	-	-
Resolve RTU Connection Issues	10,000	-	-	-
SPS Switchboard Replacement: 12, 4, 2, 5 and 15	70,000	-	-	-
SPS 4 reline and replace internals	55,000	-	-	-
SPS 11 Carbon Filter	15,000	-	-	-
SPS 11 Overflow storage (design, construct and install)	80,000	-	-	-
WWTP Lab refurb	50,000	-	-	-
Redo Road around WWTP	70,000	-	-	-
Total All Funds	19,134,950	10,809,470	7,260,885	7,451,185

General Fund Reserve and Restricted Fund Balances

Description	Balance @ 30/06/21	Estimated Movements 2021/22	Est. Closing Balance @ 30/06/22
Externally Restricted Assets			
Internal Funds (Water/Sewer/Waste)			
Water Restricted Assets	11,971,000	(2,175,000)	9,796,000
Sewer Restricted Assets	5,822,000	(344,000)	5,478,000
Reserves -Domestic Waste Management	3,371,656	(436,000)	2,935,656
Other Non-Grant/Internal Funds			
s. 94 Contributions -Restricted	358,000	-	358,000
Reserve – Regional Roads	523,000	-	523,000
Internal Funds (Water/Sewer/Waste)			
Reserves - Capital Grants received in advance (Mt Talabung)	723,450	(723,450)	-
Total Externally Restricted Assets	22,769,106	(3,678,450)	19,090,656
Internally Restricted Assets			
Internal Reserves - Major			
Reserve - CWLE	-	28,000	28,000
Reserve - Plant Replacement	1,449,176	(124,000)	1,325,176
Reserve - Deposits, Bonds & Retentions	453,198	-	453,198
Reserve - Visitor Information Centre	400,000	-	400,000
Reserve - Aerodrome Improvements	252,368	-	252,368
Reserve - Town Hall Capital Improvements	-	-	-
Reserve - Election Expenses	51,200	-	51,200
Reserve - Drainage Corridor Land Purchases	172,050	-	172,050
Reserve - Gravel Pit Rehabilitation	384,694	-	384,694
Reserve - Union Street	610,945	(431,000)	179,945
Reserve - Stormwater Management	250,926	(52,000)	198,926
Reserve - Jemalong Phone Tower	70,000	-	70,000
Reserve - Dog Pound Building Improvements	507,900	-	507,900
Reserve - Medical Centre Sinking Fund	6,195	-	6,195
Reserve - Medical Centre Improvements	255,509	-	255,509
Reserve - Apex Caravan Park Improvements	400,063	3,000	403,063
Reserve - Golf Club Sinking Fund (Plant)	118,211	30,000	148,211
Reserve - Goldridge Estate Loan	3,000,000	(3,000,000)	-
Reserve -Employees Leave Entitlement	802,000	-	802,000
Internal Reserves - Minor			
Reserve - SES Building Improvements	6,740	-	6,740
Reserve - SES Sandbagging Machine Funding	3,604	-	3,604
LFAP Capital Works (Carry over capital works)	-	-	-
Reserve - Contributions to R 9138 (Netball Courts Carpark)	48,502	-	48,502
Reserve - Street Lighting	-	-	-
Reserve - Sporting Grounds (Other)	225,000	-	225,000
Reserve - Councillors Training	10,000	-	10,000
Reserve - Sporting Grounds (Spooner Oval)	136,830	-	136,830
Reserve - Swimming Pool Capital Works	-	-	-

General Fund Reserve and Restricted Fund Balances (cont...)

Description	Balance @ 30/06/21	Estimated Movements 2021/22	Est. Closing Balance @ 30/06/22
Reserve -Forbes Local Environment Plan	66,292	(66,292)	-
Reserve -Industrial Land Development	327,393	-	327,393
Reserve - Industrial Incentives	55,101	(20,000)	35,101
Reserve - Heritage Festival	3,723	-	3,723
Reserve - Local History Projects	108,437	-	108,437
Reserve - Ben Hall Festival	10,000	-	10,000
Reserve - Doctors & Medical Incentives	7,500	-	7,500
Reserve - HACC Centre Funding	37,938	-	37,938
Reserve - Lake Desilting & Retainer Wall	91,115	-	91,115
Reserve - Library Capital Improvements (History Room)	140,000	-	140,000
Reserve - Bedgerabong Cemetery	20,200	-	20,200
Total Internally Restricted Assets	10,482,810	(3,632,292)	6,850,518
Reserves Total	33,251,916	(7,310,742)	25,941,174

High Level Summary of Reserve Movements	2021/22	2021/22	2022/23	2023/24
Opening Balance	33,251,916	25,941,174	23,655,174	24,643,174
Add/(less) Changes in Business Arms Reserves				
Movement from Water Reserve mostly for Capital Projects	(2,175,000)	(66,000)	81,000	217,000
Movement from Sewer Reserve mostly for Capital Projects	(344,000)	185,000	493,000	652,000
Movement from Waste Reserve mostly for Capital Projects	(436,000)	(2,397,000)	145,000	189,000
Saleyards Reserves Movements to cover cash profit/loss	28,000	12,000	25,000	47,000
Total Movements Business Arms Reserves	(2,927,000)	(2,266,000)	744,000	1,105,000
Add/(less) Changes in General Fund (Excl. Waste & Saleyards) Reserves				
Goldridge Estate Reserves	(3,000,000)	-	-	-
Mt Tallabung Rd Reserves	(723,450)	-	-	-
Plant Replacement Reserve	(124,000)	(105,000)	167,000	132,000
Fund Goldridge Properties – Union St Reserve	(450,000)	-	-	-
Other	(86,292)	85,000	77,000	72,000
Total Mvmts Non-Business Arms Reserves	(4,383,742)	(20,000)	244,000	204,000
Total Movements	(7,310,742)	(2,286,000)	988,000	1,309,000
Closing Balance	25,941,174	23,655,174	24,643,174	25,952,174

Summary of Donations and Community Assistance 2021/22

Donations for the Years ending 30 June 2022	
S356 Donations	
Section 356 Donation Expenses	100,000
TOTAL DONATIONS	100,000

Donations for the Years ending 30 June 2022	
Line Items	
Support of the Arts	
Sculpture Relocation/Installation	16,000
Kalari-Lachlan River Arts Festival	15,000
Forbes Art Society - Platypus Gallery	7,690
Forbes Art Society (<i>In Principal 50/50 Funding Support</i>)	288,000
Forbes and District Historical Society	21,000
2LVR Maintenance and Repair	4,000
Arts Out West Contribution	6,000
Handicraft Centre Contributions	15,000
Business Incentives	
Industrial Incentive Program	20,000
Chamber Assistance and Shopping Promotion Support	49,600
Health Professionals Incentive Payments	5,000
Heritage Week	20,000
Golf	
Golf Club Association – Plant Reserve	30,000
Golf Club Association - Council Works	15,000
Golf Club Association – Tournaments Sponsorship	15,000
<u>Golf Club Association – General Vehicle Maintenance</u>	<u>15,000</u>
Music	
Mitchell Conservatorium Rental Expenses	8,580
Local Band Bandmaster	13,139
Local Band Rates Donation	500
Eisteddfod	8,400
Sport and Recreation	
Junior Rugby League Assistance	1,000
Jockey Club In-kind (<i>estimate</i>)	3,000
Forbes Showground in-kind works	15,000
Tai-Chi	<u>8,400</u>
Events	
Elitenergy Forbes Triathlon	15,000
Grazing Down The Lachlan Contribution	-
National BBQ Championships	10,000
Carols by Candlelight	3,000
Community Garden Expense	5,000
Flatland Hangliding	5,000
Bedgerabong Races Annual Donation	1,000
Havannah House Ministries - Annual Support	5,000
TOTAL LINE ITEMS	625,709

PROPOSED EXTERNAL BORROWINGS STATEMENT

Council will investigate refinancing options around both the Homemaker Centre and Saleyards loans in the following financial year.

Major Financial Pressures Statement

Rate Pegging

The State Government's rate pegging legislation has limited Council's ability to raise general income (ie. rates income). A significant level of backlog of infrastructure maintenance and renewal expenditures particularly in the areas of roads, footpaths, buildings and drainage places further pressure on Council's rating income and significantly heightens the need for Council to seek additional forms of funding.

Asset Management and Ageing Infrastructure

Council manages infrastructure with a replacement value of approximately \$262M on behalf of the community. Once created, infrastructure assets annual maintenance programs are directed towards retaining adequate levels of serviceability of assets but keeping assets to desirable standards in the context of rate pegging, cost shifting and escalating costs, is one of local governments biggest financial challenges.

Public Liability and Risk Management

Local government operates under a wide umbrella of legislation and procedures. The increased demands on local government for better management of risk and public liability has seen the cost associated with risk management increase.

Statement of Charges

In accordance with s. 501(i) of the Local Government Act 1993, Council may make and levy an annual charge for the following services:

- Water Supply Services;
- Sewerage Services;
- Drainage Services;
- Waste Management Services (*other than domestic waste service*); and
- Any Services prescribed by the regulations.

Goods and Services Tax (GST)

The above schedule of fees and charges has been prepared using the best available information in relation to the GST impact on the fees and charges at the time of publication. The fees have been prepared on current legislation. Should the legislation change any of the listed fees then Council fees will be amended accordingly.