



BOGAN SHIRE COUNCIL

Business Paper Extraordinary Meeting (Estimates)

11 May 2017



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5 May 2017

COUNCIL MEETING NOTICE

The Extraordinary (Estimates) Meeting of Council will be held in the Council Chambers, Nyngan on Thursday 11 May 2017 at **9.00am**.

AGENDA

1. Opening Prayer
2. Remembrances
3. Apologies
4. Declarations of Interest
5. General Manager's Report

Your attendance at this meeting would be appreciated.

Yours sincerely

Cathy Ellison
Executive Assistant

REPORTS TO EXTRAORDINARY MEETING OF COUNCIL – GENERAL MANAGER

Mayor and Councillors

I submit the following report for consideration:-

1 INTEGRATED PLANNING AND REPORTING – 2017/18 TO 2020/21 DELIVERY PROGRAM

1.1 Introduction

The purpose of this report is for Council to consider approval of the draft 2017/18 to 2020/21 Delivery Program for exhibition.

1.2 Background

In accordance with the Integrated Planning and Reporting Framework prescribed by the New South Wales Government and implemented in 2012, Council adopts a long-term (25 year) Community Strategic Plan and a medium-term (4 year) Delivery Program in addition to its annual Operational Plan and Budget.

1.3 Discussion

The Bogan Shire 2027 Community Strategic Plan (CSP) sets out the goals we want to achieve, the Outcomes that need to be attained if we are to meet those goals and the strategies that will help get us there.

In turn, our 2017/18 to 2020/21 Delivery Program sits beneath the Bogan Shire 2026 CSP and details the activities Council will undertake over the next four years to achieve the strategic priorities identified within the CSP.

The attached draft Delivery Program is based on the Community Strategic Plan adopted by Council.

1.4 Attachments

Draft 2017/18 to 2020/21 Delivery Program.



**General Manager's Report to the Extraordinary Meeting of Council
held on 11 May 2017**

1.5 Recommendation

That the draft 2017/18 to 2020/21 Delivery Program be advertised and exhibited for a period of 28 days.

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Theme 1: Social

Goal: An inclusive community that works together and is able to access services and opportunities to support our comfortable country living.

1.1 Social & Cultural

Outcome: Our community enjoys and actively participates in our rich culture, social environment and communal vibe.

Strategy 1.1.1

Continue to support and create opportunities for community festivals, events and cultural activities through planning, marketing, direct involvement and various forms of assistance.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Provide community events, activities and venues to celebrate Australia Day	Ongoing	Ongoing	Ongoing	Manager People and Culture
ii	Seek sponsorship and organise the Christmas Lights and Rural Mailbox Competitions	Ongoing	Ongoing	Ongoing	Manager People and Culture
iii	Provide facilities for community events at the Nyngan Showgrounds and racecourse including the Nyngan Show, Ag Expo, Nyngan Easter Challenge and Duck Creek	Ongoing	Ongoing	Ongoing	Manager Engineering Services
iv	Support a range of local community organisations and events	Ongoing	Ongoing	Ongoing	Manager People and Culture
v	Support and encourage the Arts, including through the Bogan Shire Council Arts Fund	Ongoing	Ongoing	Ongoing	Manager People and Culture

Strategy 1.1.2

Support all local communities, heritage and cultural groups to reconnect to, preserve and share our Shire's heritage and social history, and continue to promote the attractions that contribute to the cultural and economic development of the Shire.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Continue to support the Nyngan Museum and Mid-State Shearing Shed Museum in the identification, preservation and display of European and Aboriginal heritage items	Ongoing	Ongoing	Ongoing	Manager People and Culture
ii	Conduct citizenship ceremonies	Ongoing	Ongoing	Ongoing	General Manager
iii	Promote annual events calendar via website and council column (e.g. WSPA End of Year Concert, Deb Ball, ANZAC Day Events etc.)	Ongoing	Ongoing	Ongoing	Manager People and Culture
iv	Continue to promote the Nyngan Museum and Mid-State Shearing Shed Museum	Ongoing	Ongoing	Ongoing	Manager People and Culture

Strategy 1.1.3

Identify, respect and preserve sites and items of historical significance.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Maintain and preserve Council owned historic buildings	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Investigate opportunities for grant funding for studies and preservation of our historic buildings	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iii			Undertake a Community Heritage Study	-	Manager Development and Environmental Services

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Strategy 1.1.4 Develop and support volunteer groups to carry out functions and projects for the benefit of the community and volunteers.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Work with volunteer groups to support their activities. (e.g. administrative support and assistance with grant applications)	Ongoing	Ongoing	Ongoing	Manager People and Culture
ii	Support National Tree Day	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iii	Produce and update the Community Directory - both the hard copy and on Council's website	Ongoing	Ongoing	Ongoing	Manager People and Culture
iv	Administer and support Section 355 Committees of Council	Ongoing	Ongoing	Ongoing	General Manager

1.2 Community Centres

Outcome: Our community uses and values the educational, recreational and social opportunities provided by our community centres.

Strategy 1.2.1 Provide and maintain Nyngan Pool facilities to cater for a variety of users.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Monitor public pool facilities and maintain best practice standards	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Review potential for wider usage of pool facilities outside existing user groups	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

Strategy 1.2.2 Maintain and improve our parks, gardens and playgrounds to promote their use and enjoyment by the whole community and our visitors.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i		Investigate the establishment of a Community Street Tree Planting Program	-	-	Manager Development and Environmental Services
ii	Consult with Nyngan Garden Club regularly to gather suggestions for garden improvements	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iii	Continue to maintain and upgrade parks and reserves as funding permits	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iv	Management and maintenance of the cemetery in accordance with the Plan of Management	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

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Strategy 1.2.3
Maintain and improve our sports grounds and active recreational facilities to promote the good health and well-being of the community through the diversity of sport and recreation on offer.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Investigate and apply for appropriate grant funding to improve and develop existing recreational buildings	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Investigate and apply for appropriate grant funding to improve and develop existing grounds and facilities	Ongoing	Ongoing	Ongoing	Manager Engineering Services
iii	Maintain sporting grounds to a high standard	Ongoing	Ongoing	Ongoing	Manager Engineering Services
iv	Consult with user groups to ensure that facilities are maintained and improved to suit their requirements	Ongoing	Ongoing	Ongoing	Manager Engineering Services

Strategy 1.2.4
Provide well maintained community halls and other similar facilities for community use.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i		Develop progressive M&R program for all Shire halls and community facilities capital works	-	-	Manager Development and Environmental Services
ii	Investigate and apply for appropriate grant funding to improve all Shire halls and community facilities	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iii	Undertake a review of community halls and develop a plan of management with the view to support community activities	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

Strategy 1.2.5
Provide well maintained Shire showground and equestrian facilities for community use.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Consult with Showground user groups on facility requirements and programming of events	Ongoing	Ongoing	Ongoing	General Manager
ii	Investigate opportunities for grant funding to improve existing ground facilities for all user groups	Ongoing	Ongoing	Ongoing	Manager Engineering Services
iii	Maintain showground and equestrian landscape areas and buildings to acceptable standard	Ongoing		Ongoing	Manager Engineering Services
iv			Extend irrigation system to provide coverage of all operational areas at the showground		Manager Engineering Services

Strategy 1.2.6
Support development of a youth centre that is maintained for recreational, educational and cultural activities.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Work with schools and community organisations to identify needs, opportunities and funding options for a dedicated youth centre	-	-	-	Manager People and Culture

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Strategy 1.2.7 Provide and promote quality Library services.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Provide and promote well maintained facilities and access to printed and online information and other resources.	Ongoing	Ongoing	Ongoing	Manager People and Culture
ii	Investigate ways to encourage greater numbers of both traditional and non-traditional library users	Ongoing	Ongoing	Ongoing	Manager People and Culture
iii	Maintain North Western Regional Library Service partnership and carry out all obligations under the partnership agreement.	Ongoing	Ongoing	Ongoing	Manager People and Culture

1.3 Inclusive Communities

Outcome: Children, older people and people with disabilities are supported, feel secure, valued and are engaged in our community.

Strategy 1.3.1 Provide childcare facilities, preschools, after hours care and playgroups that meet the needs of the whole community.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Operate Bogan Shire Early Learning Centre	Ongoing	Ongoing	Ongoing	Manager People and Culture
ii	Continue to provide the Bush Mobile playgroup service.	Ongoing	Ongoing	Ongoing	Manager People and Culture

Strategy 1.3.2 Provide opportunities for young people to be actively engaged in the development, design and planning of educational and other programs, services and infrastructure in which they are a stakeholder or user group.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Work with the community and Government agencies to understand issues and lobby Government to address them	Ongoing	Ongoing	Ongoing	General Manager
ii	Incorporate consultation with young people into planning for Council programs, developments and events wherever possible	Ongoing	Ongoing	Ongoing	General Manager
iii	Work with local schools and community groups to support youth events and activities as well as community education and awareness programs	Ongoing	Ongoing	Ongoing	General Manager
iv	Source funding for Youth Week activities and/or events including StormCo	Ongoing	Ongoing	Ongoing	Manager People and Culture

Strategy 1.3.3 Work with the community and Government agencies to understand issues and lobby Government to address them.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Work with the community, Police and Government agencies to understand issues and lobby the appropriate Government to address them	Ongoing	Ongoing	Ongoing	General Manager

Strategy 1.3.4 Identify and support the social services needs of people with disabilities in the community and provide infrastructure to support assisted and independent living and social interaction.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Develop a DIAP to support the community	Implement the DIAP to support the community	Monitor and review the DIAP to support the community	-	Manager People and Culture

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Strategy 1.3.5

Identify and support a range of recreational, sporting and other opportunities for personal development, interaction and healthy lifestyle for seniors through education, support networks and facilities.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Work with community organisations to develop a program of workshops and/or events in Seniors Week, depending on funding.	Ongoing	Ongoing	Ongoing	Manager People and Culture
ii	Sponsor and organise Senior Citizen of the Year Awards, Morning Tea and Concert in Seniors Week	Ongoing	Ongoing	Ongoing	Manager People and Culture

Strategy 1.3.6

Identify and support the social services needs of older people and active seniors in the community and provide infrastructure to support assisted and independent living and social interaction.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Investigate housing options for seniors, including grants for building funding	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Lobby service providers and government on behalf of the community	Ongoing	Ongoing	Ongoing	General Manager

1.4 Education

Outcome: Access to opportunities for education at all levels.

Strategy 1.4.1

Provide a range of high quality primary and secondary education and vocational training facilities and opportunities.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Work with the schools, TAFE, community and Government agencies to understand issues and lobby Government to address them	Ongoing	Ongoing	Ongoing	General Manager
ii	Provide scholarships to all schools at annual awards nights	Ongoing	Ongoing	Ongoing	General Manager

Strategy 1.4.2

Provide support and encouragement for local people to obtain work in Bogan Shire after completing tertiary education.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Work with the community and Government agencies to understand issues and lobby Government to address them	Ongoing	Ongoing	Ongoing	General Manager

1.5 Public Health

Outcome: Our community has access to the medical services, facilities and programs it needs to enhance and protect our health.

Strategy 1.5.1

Work with the community and the State Government to ensure medical, dental, specialist, mental health and allied health services and facilities meet the needs of residents and visitors.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Work closely with community groups to lobby on behalf of the community	Ongoing	Ongoing	Ongoing	General Manager
ii	Liaise with Western LHD to resolve relevant issues	Ongoing	Ongoing	Ongoing	General Manager
iii	Operate the Bogan Shire Medical Centre and Dental services	Ongoing	Ongoing	Ongoing	General Manager

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1.6 Emergency Services

Outcome: Our fire, police and ambulance services provide effective and efficient services to the community to protect property and the safety of our community.

Strategy 1.6.1

Protect people and property from fire related incidents.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Support the activities of Fire and Rescue NSW, SES and RFS and lobby in response to community issues and concerns	Ongoing	Ongoing	Ongoing	General Manager
ii	Implement hazard reduction program for villages and rural properties	Ongoing	Ongoing	Ongoing	Manager Engineering Services

Strategy 1.6.2

Provide an appropriate level of ambulance services for the community.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Monitor availability of a 24 hour Ambulance Service for the Shire	Ongoing	Ongoing	Ongoing	General Manager

Strategy 1.6.3

Improve community safety and maintain low crime levels.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Participate in Community Safety Precinct meetings to discuss and address any issues	Ongoing	Ongoing	Ongoing	General Manager
ii	Lobby NSW Police for appropriate numbers in response to community concerns	Ongoing	Ongoing	Ongoing	General Manager
iii	Support by agreement with NSW Police the recruitment of Police through provision of housing at market rental	Ongoing	Ongoing	Ongoing	General Manager

Theme 2: Infrastructure

Goal: Construct and manage reliable and efficient community assets that provide access to quality services.

2.1 Transport Networks

Outcome: Our well-constructed and maintained transport network enables safe and efficient movement of people and freight throughout the Shire.

Strategy 2.1.1

Efficient local and regional transport networks that meet community and business needs.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Adopt and implement the asset management plan for all shire roads	Ongoing	Ongoing	Ongoing	Manager Engineering Services
ii	Maintain Shire Roads in accordance with standards expressed in our asset management plan and our annual maintenance program	Ongoing	Ongoing	Ongoing	Manager Engineering Services
iii	Construct Shire Roads in accordance with community and council priorities	Ongoing	Ongoing	Ongoing	Manager Engineering Services
iv	Maintain supporting infrastructure such as parking, footpaths, kerbs and gutters, and street furniture to current standards.	Ongoing	Ongoing	Ongoing	Manager Engineering Services
v	Design and construct bikeways and footpaths incorporating tree shade cover	Ongoing	Ongoing	Ongoing	Manager Engineering Services
vi	Construct pedestrian kerb ramps as identified in Pedestrian Access Mobility Plan subject to continuing RMS grant funding	Development of Strategy	Implementation of identified projects	-	Manager Engineering Services

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Strategy 2.1.2 Maintain state road networks to ensure provision of efficient transport links.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Maintain State Roads on behalf of RMS	Ongoing	Ongoing	Ongoing	Manager Engineering Services
ii	Work with the RMS to ensure current standards of road safety are maintained	Ongoing	Ongoing	Ongoing	Manager Engineering Services

2.2 Rail Services

Outcome: Our rail connection remains a cost-effective and reliable alternative for freight transport.

Strategy 2.2.1 Encouraged increased use of rail for transporting agricultural and mining products.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Work with and lobby State Government and John Holland Rail to maintain and improve reliable freight transport network	Ongoing	Ongoing	Ongoing	General Manager
ii	Work with John Holland Rail, the RMS and NSW Police to ensure current standards of rail and crossing safety are maintained and promoted within the community	Ongoing	Ongoing	Ongoing	General Manager

2.3 Water

Outcome: We have access to a secure water supply that is well-managed to provide us with a reliable, safe and cost effective service as well as raw water supply to villages.

Strategy 2.3.1 Provide a financially viable, efficient, permanent potable water supply for Nyngan that meets best practice and has sufficient capacity for current and projected growth requirements.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Continue implementation of the 2017 Strategic Business Plan for Water and Sewerage	Ongoing	Ongoing	Ongoing	Manager Engineering Services
ii	Maintain water supply to best practice standards	Ongoing	Ongoing	Ongoing	Manager Engineering Services
iii	Implement an ongoing program of capital works improvements and enhancements and asset management to ensure the responsible management of water supply to the area and surrounding villages.	Ongoing	Ongoing	Ongoing	Manager Engineering Services
iv	Maintain water supply infrastructure to relevant Department of Health and Department of Primary Industries (NSW Office of Water) Standards, and in accordance with sustainability	Ongoing	Ongoing	Ongoing	Manager Engineering Services
v	Continue active involvement in Lower Macquarie Water User Alliance	Ongoing	Ongoing	Ongoing	Manager Engineering Services
vi	Develop regional Water Quality Improvement Plans	Ongoing	Ongoing	Ongoing	Manager Engineering Services

Strategy 2.3.2 Enhance the security of our water supply, ensuring long term drought management plans are developed and water losses are minimised.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Commence construction of infrastructure to ensure security of Nyngan's water supply, subject to government funding	Ongoing	Ongoing	Ongoing	Manager Engineering Services

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2.4 Sewerage

Outcome: We have a reliable, safe and cost effective sewerage service.

Strategy 2.4.1

Provide a financially viable and efficient sewerage system that meets best practice and has sufficient capacity for current and projected growth requirements.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Continue implementation of the 2017 Strategic Business Plan for Water and Sewerage	Ongoing	Ongoing	Ongoing	Manager Engineering Services
ii	Monitor and review the development of a database of all sewerage management systems within the Local Government Area	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iii	Ensure our compliance with the EPA license by regularly testing the waste water for treated effluent re-use and disposal.	Ongoing	Ongoing	Ongoing	Manager Engineering Services

Strategy 2.4.2

Ensure effective management of liquid trade waste.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Continue implementation of Trade Waste Policy, including licencing practices and inspections	Ongoing	Ongoing	Ongoing	Manager Engineering Services

2.5 Communication Networks

Outcome: The community has access to the latest communications infrastructure and technology to facilitate communications for learning, business and providing services to our community.

Strategy 2.5.1

Maximise the coverage and availability of telecommunications infrastructure across the Shire.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Lobby service providers and government on behalf of the community	Ongoing	Ongoing	Ongoing	General Manager

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Theme 3: Environmental

Goal: To support, enhance and preserve the environment of our shire through sound planning and management practices to ensure a sustainable, healthy and safe community.

3.1 Built Environment

Outcome: Our Shire is enhanced through respectful planning processes and facilitation of development in accordance with statutory requirements.

Strategy 3.1.1

Conduct periodic reviews of Council's planning instruments to ensure that land use planning supports the long term sustainability of our local communities and our economy.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Review of LEP 2011	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii		-	Define and prioritise plans of management for public land.	Ongoing	Manager Development and Environmental Services
iii	Endeavour to identify and purchase parcels of Crown Land that may be of value for development	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iv	Review DCP 2012, including provisions of heritage controls			Review DCP 2012	Manager Development and Environmental Services
v	Establishment of Rural Residential Strategy				Manager Development and Environmental Services
vi	Respond effectively to rezoning applications	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

Strategy 3.1.2

Development complies with Planning legislation, Local Government Act, Building Code of Australia and Local Council Policies.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Ensure all development complies with LEP and DCP	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Effectively manage development applications, construction certificate process, Principal Certifying Authority process, and orders processed for lawful development	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iii	Respond to reforms in planning process and advocate on behalf of Council	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
v	Develop and review local council policy		Ongoing	Ongoing	Manager Development and Environmental Services

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Strategy 3.1.3					
Ensure our community's buildings are safe, healthy and maintained.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	All essential services measures to be inspected and the register maintained	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Develop an asset management plan for Council's buildings	Ongoing	Ongoing	Ongoing	Manager Engineering Services
iii	Issue planning and building certificates including effective customer service	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iv	Investigate concerns or complaints in relation to overgrown allotments and buildings in a state of disrepair	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

Strategy 3.1.4					
Develop and implement flood management plans for all urban flood plain areas.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Maintain stormwater management infrastructure	Ongoing	Ongoing	Ongoing	Manager Engineering Services
ii	Review requirements under LEP and DCP for Flood Management	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iii	Develop, review and implement Flood Risk Management Plan in accordance with NSW Government Guidelines	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

3.2 Waste and Recycling

Outcome: Our waste stream is effectively managed, reducing waste to landfill and maximising resource recovery through recycling.

Strategy 3.2.1					
Provide efficient and cost effective kerbside collection of solid and recyclable waste.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Monitor and review kerbside waste service collections and volumes	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Review and monitor kerbside recycling service in order to reduce contamination rates	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

Strategy 3.2.2					
Operate the Bogan Shire waste facilities to comply with standards and regulations, ensuring it is environmentally sound.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Implement and review Waste Facility Operations Management Plan	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Establish fire breaks to all waste facilities every 6 months	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iii	Monitor all deposited waste for separation procedures within the Nyngan Waste Facility	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

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3.3 Natural Environment

Outcome: Our open space areas are protected and appropriately managed to preserve their valued use and biodiversity whilst minimising the impact of pollution and weeds on the environment.

Strategy 3.3.1

Provide safe, high quality, well serviced and maintained parks.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Develop a playground upgrade program	Implement the playground upgrade program	Review and monitor playground upgrade program	Ongoing	Manager Development and Environmental Services
ii	Seek grant funding for improvement and/or expansion of all parks	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

Strategy 3.3.2

Protect and improve the amenity of the river corridor to enhance and increase utilisation for a range of recreational activities.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Involve and support the local community in the rehabilitation and improvements of the river corridor	Ongoing	Ongoing	Ongoing	Manager People and Culture
ii	Work with NetWaste to identify locations and programs to reduce waste along the river corridor	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

Strategy 3.3.3

Provide a clean and pleasant streetscape, ensuring regular street sweeping and cleaning of public spaces.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Monitor Cleaning Program for all public areas	Ongoing	Ongoing	Ongoing	Manager Engineering Services
ii	Review street bin containers and emptying procedures	-	Review existing street bin containers and emptying procedures	-	Manager Development and Environmental Services
iii	Review existing garden beds in Pangee Street and investigate options for improvements	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

Strategy 3.3.4

Implement programs which foster responsible and protective behaviours towards reducing waste and litter pollution.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Engage and seek community feedback on areas of concern of waste and litter control	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Enforce breaches of environmental legislation in order to reduce the incidence of littering	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

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Strategy 3.3.5					
Protect, preserve and enhance Bogan Shire's natural environments, waterways, flora and fauna through responsible development and management.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Review DA Consent Conditions: Environmental Protection	Monitor LEP and DCP provisions for Environmental Protection	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Enforce all development to comply with conditions of DA Consents	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iii	Engage with and support the Central West Local Land Services and other government bodies	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

Strategy 3.3.6					
Meet Council's obligations under the Biodiversity Act 2015 in respect of maintenance of noxious weeds.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Council to meet Noxious Weeds Control obligations	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Ensure Council operations are undertaken in accordance with the endorsed Regional Strategic Weed Management Plan.	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iii	Undertake enforcement activities on private property for noxious weeds as required	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

3.4 Health, Safety and Regulation

Outcome: Council meets its compliance and regulatory obligations concerning public health.

Strategy 3.4.1

Liaise with Local Liquor Accord to ensure compliance strategies are maintained to maximise public health and safety.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Provide information regarding new Liquor License applications, and make submissions on new applications to the State Government as required	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Provide advisory services to the Liquor Accord	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

Strategy 3.4.2

Ensure compliance with Safe Foods Standards.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Monitor and review food premises register	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Undertake annual food premises Inspections to ensure food handlers compliance with standards	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

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Strategy 3.4.3

Continue ongoing management and control of companion animals and ensure owner compliance with NSW Companion Animals Act 1998

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Improve public awareness of companion animal control including lifetime registration.	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
ii	Carry out enforcement activities relating to dog control measures	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
iii	Data entry of lifetime registrations and fee reconciliation	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

Theme 4: Economic

Goal: A vibrant local economy with a diversity of successful businesses that provide local employment opportunities and contribute to a prosperous community.

4.1 Local Industries and Business

Outcome: Local industries, including tourism, and the business that support them continue to grow and prosper.

Strategy 4.1.1

Support and promote our local business and industry, to identify gaps and develop initiatives for sustainable economic growth and local employment opportunities.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Work with local businesses to identify issues	Ongoing	Ongoing	Ongoing	Manager People and Culture
ii	Maintain and develop relationship with Regional Development Australia (RDA) Orana	Ongoing	Ongoing	Ongoing	Manager People and Culture
iii	Industrial lots to be developed as demand presents, connecting to utility services and construction of kerb and gutter	Ongoing	Ongoing	Ongoing	Manager Engineering Services
iv	Commence the preparation of an Economic Development Plan for Bogan Shire	Implement the Economic Development Plan	Monitor and review the Economic Development Plan	-	Manager People and Culture
v	Support and strengthen local business networks to encourage the sharing of information and resources to build the capacity of local business and industry.	Ongoing	Ongoing	Ongoing	Manager People and Culture
vi	Council continues to commit to shopping locally for services and products wherever possible and in the best interests of Council.	Ongoing	Ongoing	Ongoing	General Manager
vii	Work with local businesses to ensure sustainable, well designed and visually appealing premises which meet the needs of our community and visitors	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services
viii	Continue the implementation of Council's streetscape master plan.	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

Strategy 4.1.2

Support agricultural businesses so that they have the capacity to be a significant contributor to the local, regional and national economy.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Maintain relationships with local agricultural businesses and lobby on behalf of local issues	Ongoing	Ongoing	Ongoing	General Manager

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Strategy 4.1.3

Work in conjunction with mining companies to obtain mutual benefit from an abundance of natural mining resources which provide our shire with opportunities for local economic growth and employment.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Maintain relationships with mining companies to explore opportunities for mutual benefit and lobby on behalf of local issues	Ongoing	Ongoing	Ongoing	General Manager

4.2 Tourism

Outcome: Bogan Shire is regarded as a welcoming and attractive place for people to live and visit, producing services, cultural experiences and recreational opportunities.

Strategy 4.2.1

Develop and implement a tourism strategy which includes the identification of potential opportunities for growth and new tourism products through consultation with stakeholders.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Commence the development of a tourism strategy	Implement the tourism strategy	Monitor and review the tourism strategy	Ongoing	Manager People and Culture
ii	Provide and maintain a quality Visitor Information Centre which encourages and supports growth across many sectors of the local economy.	Ongoing	Ongoing	Ongoing	Manager People and Culture
iii	Continue to update, produce and distribute the Official Tourist Guide to local businesses and VICs in neighbouring shires	Ongoing	Ongoing	Ongoing	Manager People and Culture
iv	Continue to advertise Nyngan and Bogan Shire in print media, on appropriate websites and via relevant social media platforms.	Ongoing	Ongoing	Ongoing	Manager People and Culture

Strategy 4.2.2

Provide a welcoming aesthetic on the approaches to town.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Investigate options for beautification along main roads into town	Ongoing	Ongoing	Ongoing	Manager Engineering Services

4.3 Public Transport and Air Services

Outcome: We have reliable, cost-effective and regular public transport and air services linking the Shire to Dubbo and beyond.

Strategy 4.3.1

Identify gaps and opportunities and engage with stakeholders, to investigate options for improved public transport.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Talk to existing operators about issues and potential strategy to address these issues	-	Talk to existing operators about issues and potential strategy to address these issues	-	General Manager

Strategy 4.3.2

Maintain airport facilities to meet required standards

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Undertake regular maintenance activities on the runway and surrounding areas to CASA regulations	Ongoing	Ongoing	Ongoing	Manager Engineering Services
ii	Maintain airport buildings to acceptable standards	Ongoing	Ongoing	Ongoing	Manager Development and Environmental Services

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Theme 5: Civic Leadership

Goal: Strong, transparent and effective governance with an actively engaged community to ensure we remain Fit For The Future.

5.1 Leadership, Advocacy and Governance

Outcome: Open, transparent and effective local government.

Strategy 5.1.1

Facilitate purposeful engagement and consultation with the community and other stakeholders to progress the outcomes of the Community Strategic Plan.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Maintain a community consultation database (from CSP implementation)	Ongoing	Ongoing	Ongoing	Manager People and Culture
ii	Undertake community engagement regarding major Council plans and projects	Ongoing	Ongoing	Ongoing	General Manager
iii	Hold a Community Strategic Plan forum		-	-	General Manager
iv		As part of (iii) above, engage the community in a process to determine support for a special rate variation to fund asset renewals with a view to making application for a special rate variation in future years	-	-	General Manager

Strategy 5.1.2

Provide accountability to the community by regularly reporting on Council activities through the publication of statutory reports, business papers, meeting minutes and general information.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Provide accurate and timely meeting agendas and minutes	Ongoing	Ongoing	Ongoing	General Manager
ii	Proactively release appropriate Council information e.g. Council Business Paper and Minutes through the website and council column	Ongoing	Ongoing	Ongoing	General Manager
iii	Complete Annual Report	Ongoing	Ongoing	Ongoing	Finance Manager
iv	Complete statutory financial accounts	Ongoing	Ongoing	Ongoing	Finance Manager
v	Produce Council's quarterly reports, delivery program and budget and operational plans	Ongoing	Ongoing	Ongoing	Finance Manager

Strategy 5.1.3

Councillors represent the interests of the community through strong and positive leadership and advocacy.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Hold regular Council meetings	Ongoing	Ongoing	Ongoing	General Manager
ii	Ensure Councillors make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor	Ongoing	Ongoing	Ongoing	General Manager

Strategy 5.1.4

Maintain effective partnerships through regional and industry bodies to collaborate on matters of mutual interest and lobby collectively on behalf of the community.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Maintain regional partnerships including OROC, LMWUA	Ongoing	Ongoing	Ongoing	General Manager
ii	Undertake lobbying as appropriate	Ongoing	Ongoing	Ongoing	General Manager
iii	Continue contracting alliance with RMS	Ongoing	Ongoing	Ongoing	Manager Engineering Services

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Strategy 5.1.5					
Councillors take pride in our community, are inclusive and respectful, work together to get things done and contribute positively to our culture.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Ensure that Councillors are aware of the Code of Conduct and Council's Values	Ongoing	Ongoing	Ongoing	General Manager

5.2 Managing our Business

Outcome: Effective and responsive management of Council's resources and activities to deliver on our goals and strategies.

Strategy 5.2.1

Undertake sound financial planning, management and reporting to fulfil our stewardship responsibilities and ensure that Bogan Shire Council remains financially viable.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Develop and implement Council's Long Term Financial Strategy	Ongoing	Ongoing	Ongoing	Finance Manager
ii	Prepare and present Council's Operational Plan and Budget to Council for Approval within set timeframes	Ongoing	Ongoing	Ongoing	Finance Manager
iii	Prepare and present quarterly budget reviews to Council for approval within set timeframes	Ongoing	Ongoing	Ongoing	Finance Manager
iv	Accurately record all Council's financial transactions	Ongoing	Ongoing	Ongoing	Finance Manager
v	Present periodic financial reports to assist with monitoring budget performance	Ongoing	Ongoing	Ongoing	Finance Manager
vi	Maximise recovery of all revenue due to Council in accordance with policy	Ongoing	Ongoing	Ongoing	Finance Manager

Strategy 5.2.2

Manage our people effectively to ensure Council meets its goals and can implement its mission and deliver on its vision.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Develop Council's Workforce Plan	Implement Council's Workforce Plan	Ongoing	Ongoing	Manager People and Culture
ii	Develop a Workplace Health and Safety improvement plan	Implement Workplace Health and Safety improvement plan	Monitor and review Workplace Health and Safety improvement plan	Ongoing	Manager People and Culture
iii	Conduct effective staff recruitment and induction processes.	Ongoing	Ongoing	Ongoing	Manager People and Culture
iv	Continuously develop and maintain Council's organizational structure, salary system and related processes	Ongoing	Ongoing	Ongoing	Manager People and Culture
v	Manage Council's Employee Development Planning process	Ongoing	Ongoing	Ongoing	Manager People and Culture
vi	Promote Council's Values and Code of Conduct to ensure staff uphold and contribute positively to our social environment and culture	Ongoing	Ongoing	Ongoing	General Manager

Strategy 5.2.3

Implement sound asset management practices to ensure adequate provision is made for the maintenance and long-term replacement of Council's infrastructure assets.

	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Develop and adopt Council's Asset Management Strategy and Asset Management Policy	Ongoing	Ongoing	Ongoing	Manager Engineering Services
ii	Develop and implement, subject to budget, Asset Management Plans for the major categories of Council's assets: Transport and Stormwater, Water Supply and Sewerage and Buildings	Ongoing	Ongoing	Ongoing	Manager Engineering Services
iii	Provide periodic asset management reports to inform decision-making	Ongoing	Ongoing	Ongoing	Manager Engineering Services

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Strategy 5.2.4					
Manage Council's operations effectively and on business-like principles to maximise service delivery for the community.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Develop and implement a customer service charter	Ongoing	Ongoing	Ongoing	General Manager
ii	Initiate a customer service training program	Ongoing	Ongoing	Ongoing	General Manager
iii	Monitor Council's complaint management system to identify and rectify issues	Ongoing	Ongoing	Ongoing	Finance Manager
iv	Identify and manage Council's risks, including insurance cover	Ongoing	Ongoing	Ongoing	Finance Manager
v	Manage Council's record management system to support our business	Ongoing	Ongoing	Ongoing	Finance Manager
vi	Manage Council's communication with the community through a variety of media including electronic	Ongoing	Ongoing	Ongoing	General Manager
vii	Manage Council's ICT resources including disaster recovery to support our business	Ongoing	Ongoing	Ongoing	Finance Manager
viii	Manage Council's procurement system to ensure probity and best value for money	Ongoing	Ongoing	Ongoing	Manager Engineering Services
ix	Review and update Council's policies and procedures	Ongoing	Ongoing	Ongoing	General Manager

Strategy 5.2.5					
Implement Council's Fit for the Future Action Plan to ensure that we retain our autonomy as a financially viable independent Council.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Take advantage of resource-sharing opportunities	Ongoing	Ongoing	Ongoing	General Manager
ii	Investigate creation of Centres of Excellence	Ongoing	Ongoing	Ongoing	General Manager
iii	Take advantage of opportunities for streamlined Planning, Regulation and Reporting provided by the NSW Government	Ongoing	Ongoing	Ongoing	General Manager
iv	Undertake Services Reviews for more efficient service provision	Ongoing	Ongoing	Ongoing	General Manager
v	Refocus expenditure on asset renewals	Ongoing	Ongoing	Ongoing	General Manager

5.3 Disaster Management

Outcome: We have the capability to plan, arrange, and implement measures for the prevention of, preparation for, response to and recovery from emergencies.

Strategy 5.3.1					
Facilitate the Local Emergency Management Committee to ensure a co-ordinated response by all agencies having responsibilities and functions in emergencies.					
	Activities 2017/18	Activities 2018/19	Activities 2019/20	Activities 2020/21	Council Lead
i	Continue to fulfil Council's statutory obligations relevant to the State Emergency & Rescue Management Act 1989	Ongoing	Ongoing	Ongoing	General Manager
ii	Provide a support role through the LEMC to the SES and other involved agencies	Ongoing	Ongoing	Ongoing	Manager Engineering Services
iii	Regularly maintain the Nyngan levee bank and associated infrastructure to ensure protection from potential flooding	Ongoing	Ongoing	Ongoing	Manager Engineering Services

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2 BUDGET REPORT

2.1 Introduction

The purpose of this report is to present the 2017/2018 Operating Plan and Budget, for Council's consideration and approval for public exhibition, as required by the provisions of the Local Government Act.

2.2 Background

The Operational Plan and Budget is the key document within the Integrated Planning and Reporting Framework prescribed by the New South Wales Government and implemented in 2012.

The document details specific activities that will be carried out in the 2017/2018 financial year, the estimates of income and expenditure and a Revenue Policy containing the schedule of rates, fees and charges.

The following is a summary of the Operational Plan requirements contained in Section 404 of the Local Government Act:-

- Council must have an annual Operational Plan, adopted before the beginning of each financial year, outlining the activities to be undertaken that year, as part of the Delivery Program.
- The Operational Plan will include a Statement of Revenue Policy.
- The Draft Operational Plan must be publicly exhibited for at least 28 days and public submissions can be made to Council during the period.
- The exhibition must be accompanied by a map showing where the various rates will apply within the Local Government area.
- Council must accept and consider any submissions made on the draft Operational Plan before adoption.

2.3 Discussion

The Operational Plan and Budget sets out the detail of the four years Delivery Program. It provides detailed information on the Council's specific actions and projects that will be implemented for the year for each service, including information on Capital Works, Rates, Fees and Charges.

Overall Budget

The overall budgeted result for 2017/2018 shows a \$47,282 surplus. This is comprised of surpluses for the General Fund (excluding waste) of \$67,094, Sewer of \$236, Water \$2,759 and a deficit in Waste of \$22,807.

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Total operational spending is \$20,388,152 while income excluding transfers from reserves is \$19,639,207. After depreciation is taken out, the operating fund is generating \$2,749,555 in cash. Nett expenditure on Capital (after grants, loans and other contributions) is \$2,637,600, leaving a cash surplus of \$47,282.

Loans will be required in some cases to fund Capital Works. These will be detailed later in the report.

	2017/18 Net Result (Operating and Capital)	Transfers from Reserves, Grants and Loans to fund Capital projects	Net Result
General Fund (excluding Waste)	-1,554,228	1,621,322	67,094
Waste	-22,807	0	-22,807
Plant	-384,657	384,657	0
Sewerage	-319,764	320,000	236
Water	-8,068,641	8,071,400	2,759
Consolidated total:	-10,350,097	10,397,379	47,282

The effect on Councils cash reserves are shown in the table below:

Projected Fund Bank Balances

	General	Water	Sewer	Consolidated
Opening Bank Balance	3,247,600	644,413	2,507,167	6,399,180
Net Result 2017/2018	44,287	2,759	236	47,282
Trfs from Reserves	(384,657)	(80000)	(320,000)	(784,657)
Trfs to Reserves				
Closing Bank Balance	2,907,230	567,172	2,187,403	5,661,805

Spending on carry-forward items from 2016/2017 has been included in the opening Bank balance.

The performance of the funds is shown in more detail in Attachment A.

Issues

Most Councils in NSW face the challenge of constricted revenue, particularly in rates as a result of rate-pegging, and increasing operational costs along with the maintenance of a large asset base. Our Council, like many others, needs to keep its permanent workforce engaged in employment and largely depends on revenue from sources outside of rates revenue to do this.

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Although this is manageable this year, in future years as Councils R2R funding decreases, a balanced budget might be more difficult to achieve.

The main issues relating to the 2017/18 budget are as follows:-

Operating Ratio (accounting deficit)

Early Learning Centre

Medical Centre

Waste Management Increases

Rate Increases

New Staff

Grant Funding and decreases in future years especially for R2R & RMCC funding.

These are detailed below along with major assumptions which have been made when preparing the budget.

General Fund

The operating fund will generate \$2,205,960, after adding back depreciation to obtain a true cash figure. Nett capital spending is \$2,546,330 and an amount of \$384,657 will be transferred from the Plant reserve leaving the cash surplus of \$44,287.

With the exception of the Medical Centre, Council is offering the same services as they were in 2016/2017 and consequently the budget is very similar. The Early Learning Centre has been budgeted for a 60% occupancy in line with current numbers instead of the 85% budgeted the previous year. The overall wage increase has been contained to within the expected Award increase of 2.7%. (Excluding additional Medical Centre positions). Three and a half new positions have been allowed for to staff the Medical Centre, these positions are being funded for by the income received from the Centre. As the business grows new staff for the Medical Centre will need to be employed however they will be funded from the extra revenue generated. There has also been an additional part-time administration officer created for the Waste Facility. Two and a half positions have been removed from the Early Learning Centre budget but will need to be reinstated when occupancy increases and will then be funded by the increased revenue generated by increased numbers.

Details of budgeted operating expenditure by program for 2017/2018 and projected spending for 2016/2017 are shown as Attachment B.

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Rates

Rates have been increased by 1.5% in line with the rate cap. Within this amount minimum rates have been increased by \$5. Additionally rates will be redistributed according to a revaluation which will affect the 2017/2018 year onwards. The revaluation was required under new legislation for the Fire and Emergency Services Levy even though a revaluation had only been completed for the 2016/2017 year.

The amount charged to individual rate assessments will be subject to variations within rating categories where minimum rates, Ad Valorems and valuations cause increases by more or less than this amount, but the average increase will be about 1.5%.

Council in its Fit for the Future submission was to consider a special rate variation above the permissible rate cap from 2017/2018 onwards. A community consultation process will need to be undertaken if we are to do this and it has therefore not been budgeted for in 2017/18.

No increase has been budgeted for in Sewer charges, a 5% increase has been allowed for in Water to both Access and User charges and a 10% increase has been allowed for across all Waste charges to cover increased costs to man the tip for extended hours.

Waste

Waste charges for all activities have been increased by 10% to cover additional hours and an administration staff member to man the facility while the operator does the required plant operating each day. Another option to Council, instead of increasing waste charges again, would be to charge the 637 Farmland ratepayers a half Waste Depot Fee of \$143.50 that would generate \$91,410. This could then give Farmland Ratepayers vouchers and access to the Waste Depot.

Council has received requests for refuse removal from premises not currently receiving the service, including the Nyngan abattoir. Options include extending the collection service or, possibly, introducing a fee-for-service charge.

Grants

Council has allowed for \$1,248,322 in Roads to Recovery (R2R) Grants for 2017/18. If Council spends what has been budgeted for the rest of 2016/2017 there will only be \$761,977 in 2018/19 when the current program will finish. It has been estimated for Council's Long Term Financial Plan that Council will only have \$640,000 per annum for the R2R program in subsequent years. Council must be aware of the drop off in funding and the associated consequences of being able to maintain a level of self-funded discretionary capital spending into the future.

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Council has also budgeted an additional \$221,000 in Financial Assistance Grants (FAG’s), which equates to a 6% increase, the increase is \$140,000 to the Financial Component of the Grant and \$81,000 to Rural Local Roads. The budget will change if this increase is not received or if Council receives more funds than have been budgeted.

No amount has been allowed for the RMS Block Repair Grant as Council has received it for the last five years and therefore does not expect to qualify for it in 2017/18.

An amount for the Block Grant of \$900,000 in operating has been allowed for which is the same as 2016/17. Block Grant money can only be spent on Council owned regional roads such as Tottenham Road, Cockies Road and Hermidale-Nymagee Road. Council had resolved that if we were unsuccessful with the repair grant application on Cockies Road that 1km of Cockies Road would be constructed from the operating portion of the Block Grant.

RMCC Ordered Works

RMCC Ordered Works are works on State Roads that Council tenders for with the RMS.

Income from this source has been budgeted at \$700,000 for 2017/18. This is the same as 2016/2017, for which Council budgeted \$700,000 but has actually received \$720,000 to date. As with 2016/2017, due to the lower income from this area, it has been allowed for in the budget to fund more road-works from rates.

\$500,000 has been budgeted for RMCC Routine Maintenance based on advice from the Department of RMS and as per the 2016/2017 budget.

Due to the above Council will have less external income to pay its work-force during 2017/2018, unless the RMS allocates more work to Council.

Plant

It has been projected that Council will have a surplus of \$46,728 in the plant fund if all the Capital expenditure is carried out that has been budgeted for in 2017/2018. This surplus will then be restricted for future Capital Plant purchases.

	2016/2017 Projection	2017/2018 Budget
Opening Balance	616,408	431,385
Income	2,476,503	2,362,316
Expenditure (excl Depn)	(1,409,321)	(1,431,973)
Nett Capital Expenditure	(1,252,205)	(1,315,000)
Closing Balance	431,385	46,728

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Loans

A total of \$340,000 has been allowed for as cash in-flows in the Capital budget. They are as follows:-

\$50,000 for the demolition of the old Bogan Bush Mobile for Seniors Living;

\$40,000 for the renewal to 8a and 8b Dandaloo Street;

\$250,000 for the Staff Accommodation Unit;

Repayments for the loans have not been included in the budget as it has been assumed that they will be drawn down at the end of the financial year given that Council has adequate cash reserves to fund these projects. Furthermore, an analysis will be made during the year and the merits of selling 8a and 8b Dandaloo Street which will affect the borrowing decision.

An indicative repayment schedule has been prepared and is attachment D. If Council borrows these funds for a period of 10 years at an interest rate of 4.5% from the Sewer Fund the repayments per year would be \$45,128. These repayments have not been budgeted in 2017/2018 as it is assumed if the funds aren't drawn down until June 2018 the first repayment will not be required until the 2018/2019 budget.

Early Learning Centre

After the initial year of operation Council has revised its budget for the Early Learning Centre to reach a 60% capacity as compared to 2016/2017 where an 85% capacity was budgeted for. This means that the Early Learning Centre has been budgeted for a net loss of \$104,000. This could be improved by numbers of children increasing.

Medical Centre

The Medical Centre will have its initial year of operation in 2017/2018. It has been budgeted to have an overall loss of \$108,000 in its first year of operation until the business can be built up to the business model recommended by the PHN. These figures could improve of course depending on patient numbers and costs to the facility.

Capital

Council's total Capital program is \$13,099,652. This is funded by \$9,135,322 in grants, \$340,000 in loans and \$137,400 in other contributions leaving a net spend of \$4,359,780 including water and sewer.

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There are several significant carry forward capital works including:

Project	Budget 16/17	Carry Forward	Budget 17/18
Aged Accommodation	\$200,000	\$191,615	0
Waste and Recycling Facility	\$550,000	\$550,000	0

A list of Capital Works, their prioritisation and funding source is shown as Attachment E.

Water Fund

The Water Fund is showing an operating surplus of \$5,359 including Depreciation, with the operating fund generating \$455,359 in cash, after depreciation of \$450,000 is taken out. Net capital spending has been budgeted at \$532,600 therefore \$80,000 will need to be transferred from the Water Fund reserve to fund all the Capital projects. This will then leave a cash surplus of \$2,759 in the water fund.

Charges to water have been increased by 5% in 2017/2018 which are \$563 for a standard 20mm access and \$1.97 per kilolitre for consumption. There were no increases to Water charges in 2016/2017. This year’s increase is to cover the increase in operational costs in the water fund.

A summary of the income and expenditure in the Water Fund is shown as Attachment F. Details of capital works to be undertaken are shown as part of Attachment E.

Sewer Fund

The Sewer Fund is showing an operating surplus of \$3,236 including Depreciation, with the operating fund generating \$88,236 in cash, after depreciation of \$85,000 is taken out. Net capital spending has been budgeted at \$408,000.

Due to the good financial state of the Sewer fund and a projected cash surplus in the 2017/2018 financial year of \$3,236 a nil increase has been budgeted for sewer charges.

Residential properties will pay a fixed charge of \$540 per connection while non-residential properties will pay a fee based on their water usage with a minimum charge of \$540.

A summary of the of the income and expenditure in the sewer fund is shown as Attachment G. Details of capital works to be undertaken are shown as part of Attachment E.

**General Manager's Report to the Extraordinary Meeting of Council
held on 11 May 2017**

Cash-flow

Council's consolidated cash balance at the start of the 2017/2018 financial year is projected to be \$5,661,805. The budgeted cash surplus for 2017/2018 will be \$47,282 less transfers from cash reserves being \$784,657. Therefore the cash balance at the end of the year is budgeted to be \$4,924,430.

Council's cash-flow will be supported by \$340,000 in loans for the abovementioned projects. Council must be aware that commitment to these loans will affect Council's cash-flow in future years until they are repaid.

The consolidated cash-flow statement for Bogan Shire forms part of the long term financial plan and can be seen along with the Balance Sheet and Profit and Loss Statement as Attachment H.

2.4 Attachments

- A. Operating Budget Summary
- B. General Fund Operating and Capital by Program
- C1. Rates Estimates Report
- C2. Rates Samples
- D. Loans
- E. Capital Budget
- F. Water Fund Operating and Capital
- G. Sewer Fund Operating and Capital
- H. Restrictions Report

The Revenue Policy section of the Operational Plan and Budget is included with the mailable and is available for inspection at the Council Chambers and on Council's website.

2.5 Recommendation

That the draft Operational Plan and Budget for 2017/2018 be considered and approved for public exhibition.

Derek Francis

General Manager

NOTES
