



Attachment A

Long Term Financial Plan Projected Estimate
Revenue All Sources, Operation
and Capital Expenditure

Promoting our future through diversity

**General Fund – Long Term Financial Plan Projected Estimate Revenue All Sources, Operation and Capital Expenditure
2014/15 to 2023/24**

	Sum of Estimated 2014/15	Sum of Estimated 2015/16	Sum of Estimated 2016/17	Sum of Estimated 2017/18	Sum of Estimated 2018/19	Sum of Estimated 2019/20	Sum of Estimated 2020/21	Sum of Estimated 2021/22	Sum of Estimated 2022/23	Sum of Estimated 2023/24
Operating Income	\$13,092,306	\$15,847,369	\$13,976,784	\$14,126,536	\$14,360,658	\$14,713,915	\$15,075,957	\$15,447,000	\$15,827,270	\$16,216,995
Rates & Annual Charges	\$3,398,950	\$3,504,427	\$3,612,029	\$3,700,686	\$3,781,502	\$3,876,039	\$3,972,941	\$4,072,264	\$4,174,071	\$4,278,422
User Charges & Fees	\$2,474,030	\$3,811,020	\$2,841,300	\$2,868,570	\$2,910,036	\$2,982,787	\$3,057,356	\$3,133,790	\$3,212,135	\$3,292,439
Interest Revenues	\$357,800	\$341,557	\$338,605	\$335,410	\$340,710	\$347,524	\$354,475	\$361,564	\$368,795	\$376,171
Other Revenues	\$348,069	\$310,640	\$313,000	\$321,750	\$330,940	\$340,868	\$351,094	\$361,627	\$372,476	\$383,650
Grants-Operating	\$5,826,757	\$7,177,475	\$6,152,720	\$6,163,620	\$6,255,610	\$6,412,000	\$6,572,300	\$6,736,608	\$6,905,023	\$7,077,648
Contributions-Operating	\$586,700	\$602,250	\$619,130	\$636,500	\$641,860	\$654,697	\$667,791	\$681,147	\$694,770	\$708,665
Net Gains from Disposal Plant	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Operating Expenditure	(\$12,709,797)	(\$14,190,265)	(\$13,524,334)	(\$13,866,400)	(\$14,260,791)	(\$14,526,520)	(\$14,942,686)	(\$15,246,580)	(\$15,618,198)	(\$15,995,342)
Borrowing Costs	(\$111,741)	(\$104,328)	(\$112,225)	(\$88,562)	(\$67,299)	(\$51,931)	(\$38,311)	(\$27,416)	(\$21,793)	(\$15,889)
Depreciation	(\$3,766,444)	(\$3,841,773)	(\$3,957,026)	(\$4,016,381)	(\$4,076,627)	(\$4,117,393)	(\$4,158,567)	(\$4,200,153)	(\$4,242,155)	(\$4,284,576)
Materials & Contracts	(\$2,178,015)	(\$3,400,304)	(\$2,373,190)	(\$2,459,190)	(\$2,595,530)	(\$2,601,780)	(\$2,757,730)	(\$2,791,290)	(\$2,870,430)	(\$2,956,542)
Other Expenses	(\$1,470,862)	(\$1,505,643)	(\$1,583,530)	(\$1,638,953)	(\$1,688,122)	(\$1,747,206)	(\$1,799,622)	(\$1,853,611)	(\$1,918,487)	(\$1,976,042)
Employee Benefits & On-Costs (Operating)	(\$5,182,735)	(\$5,338,217)	(\$5,498,363)	(\$5,663,314)	(\$5,833,213)	(\$6,008,210)	(\$6,188,456)	(\$6,374,110)	(\$6,565,333)	(\$6,762,293)
Capital Income	\$1,835,400	\$2,103,000	\$2,208,000	\$2,218,000	\$2,286,000	\$2,353,900	\$2,423,447	\$2,495,690	\$2,569,681	\$2,646,472
Grants-Capital	\$381,400	\$438,000	\$413,000	\$413,000	\$431,000	\$444,000	\$457,000	\$471,000	\$485,000	\$500,000
Contributions-Capital	\$1,454,000	\$1,665,000	\$1,795,000	\$1,805,000	\$1,855,000	\$1,909,900	\$1,966,447	\$2,024,690	\$2,084,681	\$2,146,472
Capital Expenditure	(\$6,205,004)	(\$5,884,109)	(\$5,278,581)	(\$3,719,462)	(\$4,541,160)	(\$5,242,318)	(\$5,276,161)	(\$5,241,869)	(\$5,084,561)	(\$5,156,086)
Materials & Contracts Renewals	(\$4,126,873)	(\$4,171,637)	(\$4,088,500)	(\$2,962,700)	(\$3,924,600)	(\$4,577,790)	(\$4,674,090)	(\$4,714,420)	(\$4,578,490)	(\$4,625,110)
Materials & Contracts New	(\$1,808,000)	(\$1,398,875)	(\$807,000)	(\$427,500)	(\$328,000)	(\$450,000)	(\$375,000)	(\$415,000)	(\$388,000)	(\$407,000)
Loan Repayment	(\$270,131)	(\$313,597)	(\$383,081)	(\$329,262)	(\$288,560)	(\$214,528)	(\$227,071)	(\$112,449)	(\$118,071)	(\$123,976)
Financing/ Internal	\$765,373	\$1,007,235	\$1,022,370	\$19,830	(\$148,900)	(\$117,070)	(\$119,540)	(\$172,310)	(\$402,930)	(\$500,930)
Reserve To/From	\$585,373	\$607,235	\$422,370	\$19,830	(\$148,900)	(\$117,070)	(\$119,540)	(\$172,310)	(\$402,930)	(\$500,930)
Gravel Pits Expenditure	(\$700,000)	(\$721,000)	(\$742,000)	(\$765,000)	(\$788,000)	(\$811,000)	(\$836,000)	(\$860,000)	(\$860,000)	(\$860,000)
Internal Gravel Pits To/From Reserve	(\$150,000)	(\$154,500)	(\$159,000)	(\$163,500)	(\$168,000)	(\$172,500)	(\$177,000)	(\$181,500)	(\$181,500)	(\$181,500)
Gravel Pits Internal Recovery	\$850,000	\$875,500	\$901,000	\$928,500	\$956,000	\$983,500	\$1,013,000	\$1,041,500	\$1,041,500	\$1,041,500
Borrowed Funds	\$180,000	\$400,000	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GENERAL FUND Operating Result Surplus/ (Deficit) Not including Capital income	\$382,509	\$1,657,104	\$452,450	\$260,136	\$99,867	\$187,395	\$133,271	\$200,420	\$209,072	\$221,653



Attachment B

Ratio Projections

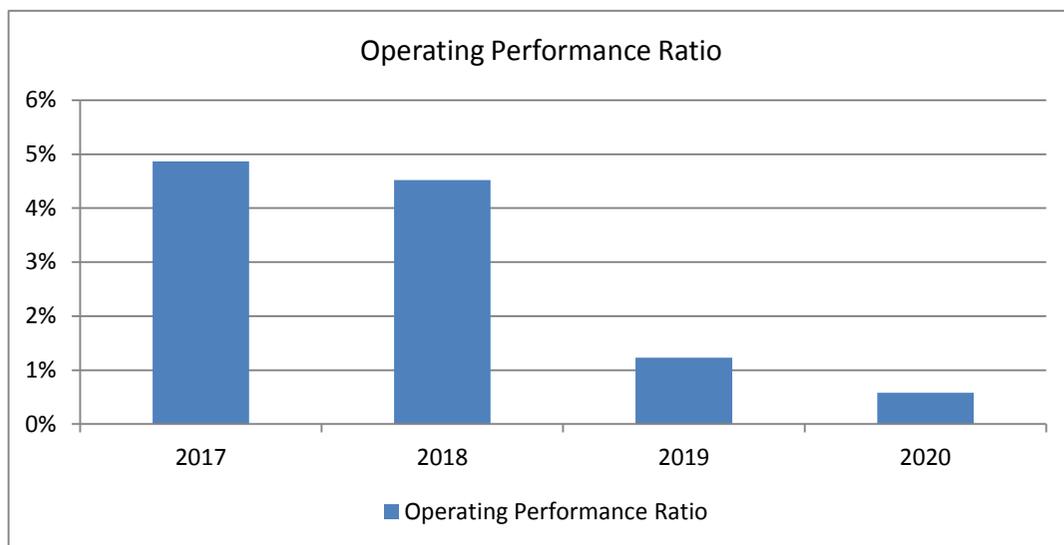
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OPERATING PERFORMANCE RATIO

Total continuing operating revenue (exc. capital grants and contributions) less operating expenses

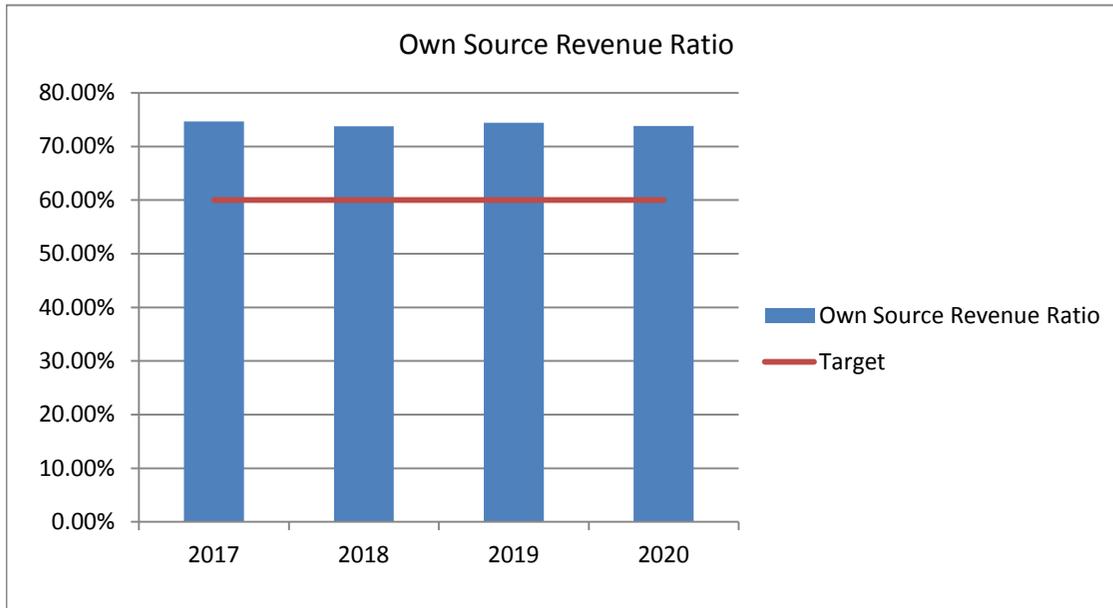
Total continuing operating revenue (exc. capital grants and contributions)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Total Operating Revenue	16,914	14,928	17,950	16,185	16,345	16,647	17,068	17,499	17,943	18,397	18,863
Less: Capital Grants, Cont & POS	5,266	1,935	2,203	2,308	2,318	2,386	2,454	2,523	2,596	2,670	2,746
Adjusted Operating Revenue	11,648	12,993	15,747	13,877	14,027	14,261	14,614	14,976	15,347	15,727	16,117
Operating Expenses	10,818	12,710	14,190	13,524	13,867	14,261	14,527	14,943	15,247	15,618	15,995
Operating Result	830	283	1,557	353	160	0	87	33	100	109	122
FFTF Operating Performance Ratio Result	7%	2%	10%	3%	1%	0%	1%	0%	1%	1%	1%
<u>FFTF Ratio Calc - 3 Yr Avg:</u>											
FFTF Operating Performance Ratio (3 Yr Avg.)			6%	5%	5%	1%	1%	0%	0%	1%	1%



OWN SOURCE REVENUE RATIO

	<i>Total continuing operating revenue less all grants and contributions</i>										
	<i>Total continuing operating revenue inclusive of capital grants and contributions</i>										
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Total Continuing Operating Revenue	16,768	14,828	17,850	16,085	16,245	16,547	16,968	17,399	17,843	18,297	18,763
Less: Grants & Contributions	10,262	8,349	9,983	8,880	9,118	9,283	9,521	9,764	10,013	10,269	10,533
Plus: FAG	2,456	4,929	4,929	4,929	4,929	4,929	5,052	5,179	5,308	5,441	5,577 ^{Note 1}
Adjusted Operating Revenue	8,962	11,408	12,796	12,134	12,056	12,193	12,499	12,814	13,138	13,469	13,807
Own Source Revenue Ratio	53.45%	76.94%	71.69%	75.44%	74.21%	73.69%	73.66%	73.65%	73.63%	73.61%	73.58%
Target	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
FFTF Own Source Revenue Ratio (3 Yr Avg.)			67.36%	74.69%	73.78%	74.45%	73.85%	73.67%	73.65%	73.63%	73.61%



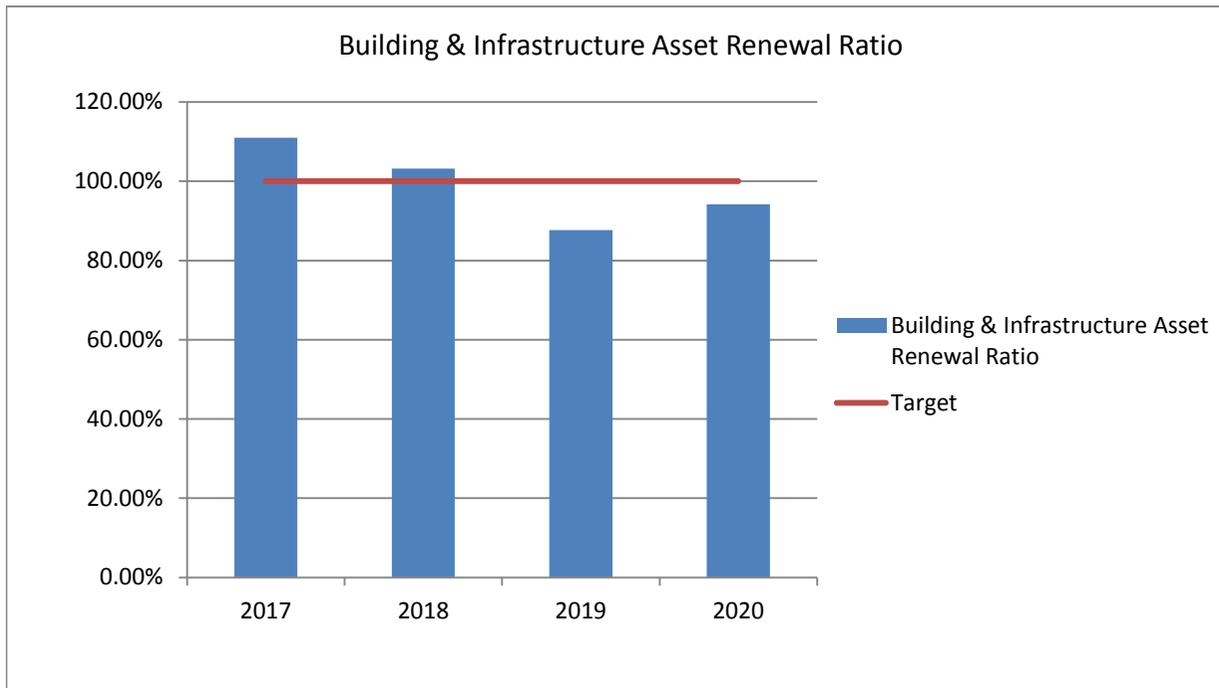
Note 1 - Rural Council's can include FAG Grant as Own Source Revenue

BUILDING AND INFRASTRUCTURE ASSET RENEWAL RATIO

Asset renewals (building and infrastructure)

Depreciation, amortisation and impairment (building and infrastructure)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Asset Renewals	2,500	2,419	3,108	2,649	1,952	2,021	3,228	3,324	3,364	3,228	3,275
Depreciation, Amortisation & Impairment	2,305	2,398	2,470	2,495	2,520	2,545	2,570	2,596	2,622	2,648	2,675
Building & Infrastructure Asset Renewal Ratio	108.46%	100.88%	125.83%	106.17%	77.46%	79.41%	125.60%	128.04%	128.30%	121.90%	122.43%
Target	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
FFTF Building & Infrastructure Renewal Ratio (3 Yr Avg.)			111.72%	110.96%	103.15%	87.68%	94.16%	111.02%	127.32%	126.08%	124.21%

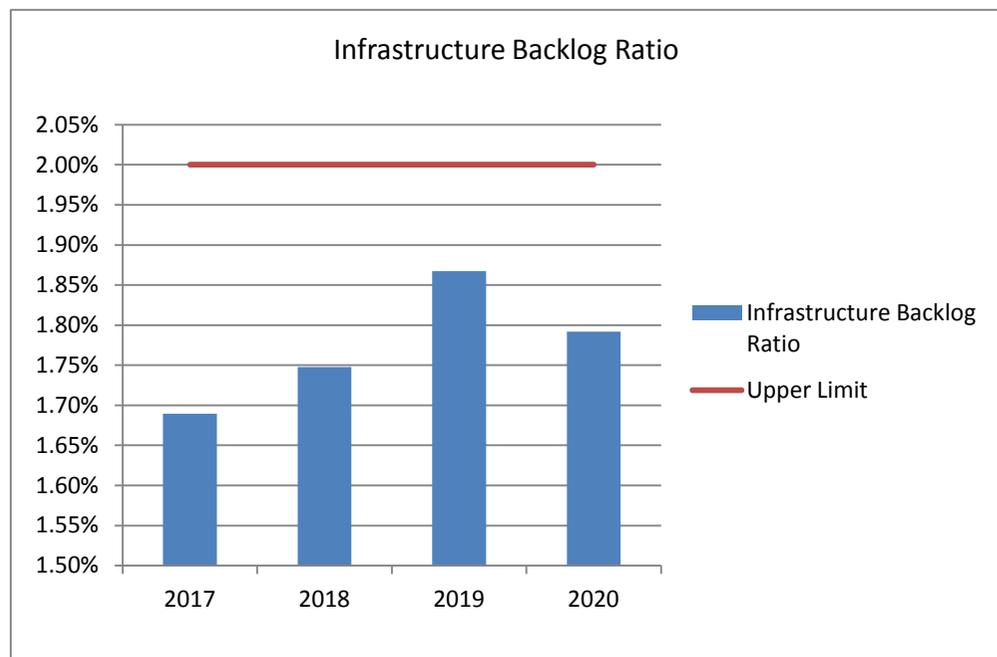


INFRASTRUCTURE BACKLOG RATIO

Estimated cost to bring assets to a satisfactory condition

Total (WDV) of infrastructure, buildings, other structures and depreciable land improvement assets

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Cost to Bring to Satisfactory	4,405	3,365	2,965	2,245	2,320	2,475	2,395	2,297	2,165	2,047	2,010 ^{Note 2}
WDV of Infrastructure	128,056	129,885	131,922	132,883	132,743	132,547	133,655	134,758	135,915	136,883	137,890 ^{Note 3}
Infrastructure Ratio	3.44%	2.59%	2.25%	1.69%	1.75%	1.87%	1.79%	1.70%	1.59%	1.50%	1.46%
Target	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%



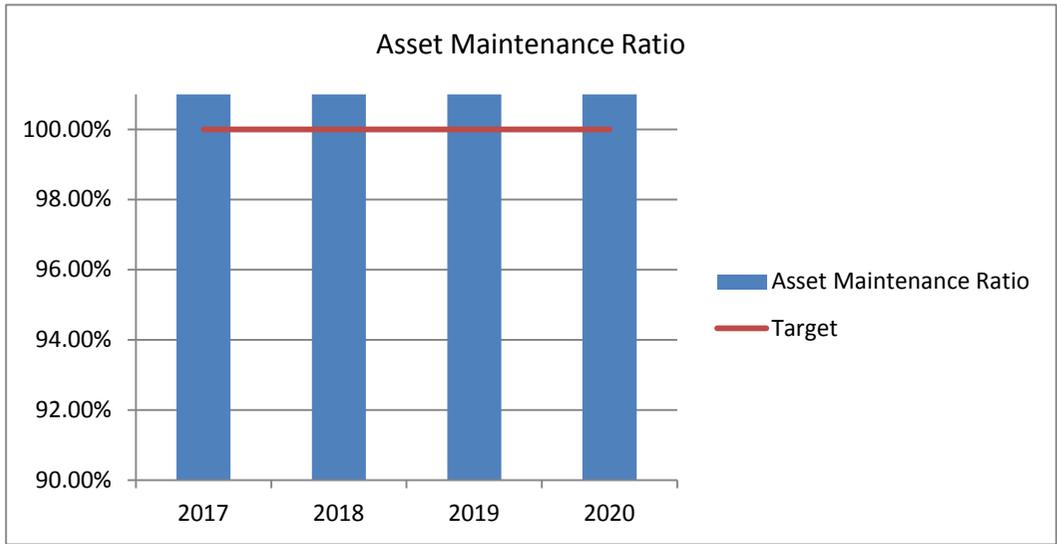
Note 2 - Cost to bring to satisfactory +/- Shortfall/overspend of maintenance expenditure

Note 3 - WDV+New Assets +Replacement Assets-Depreciation

ASSET MAINTENANCE RATIO

	<i>Actual asset maintenance</i>										
	<i>Required asset maintenance</i>										

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Actual asset maintenance	3,350	3,140	3,203	3,251	3,283	3,349	3,365	3,399	3,467	3,502	3,519
Required asset maintenance	3,035	3,096	3,142	3,173	3,189	3,221	3,285	3,301	3,335	3,384	3,400
Asset Maintenance Ratio	110.38%	101.42%	101.94%	102.46%	102.95%	103.97%	102.44%	102.97%	103.96%	103.49%	103.50%
Target	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
FFTF Asset Maintenance Ratio (3 Yr Avg.)			104.58%	101.94%	102.45%	103.13%	103.12%	103.13%	103.12%	103.47%	103.65%

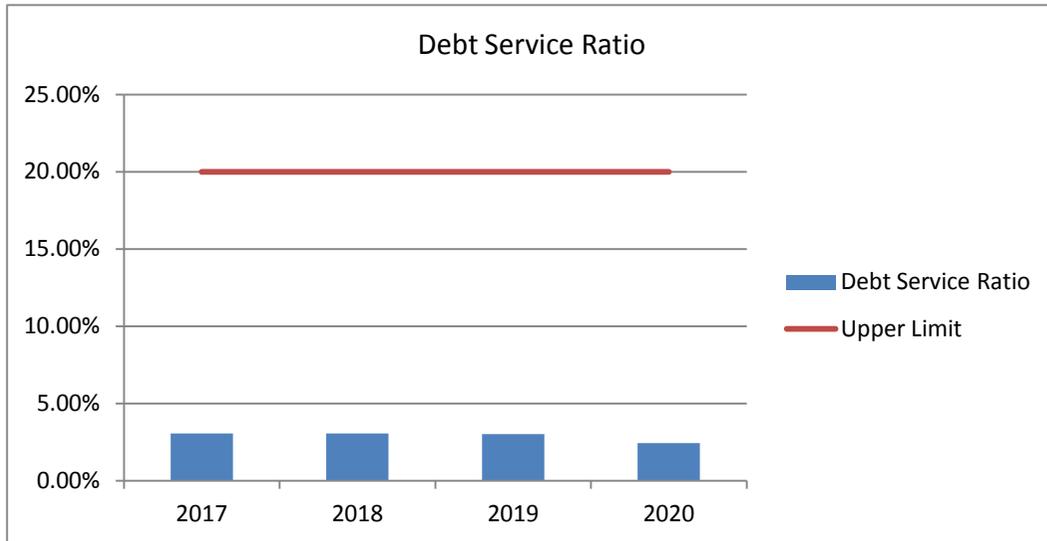


DEBT SERVICE RATIO

Cost of debt service (interest expense & principal repayments)

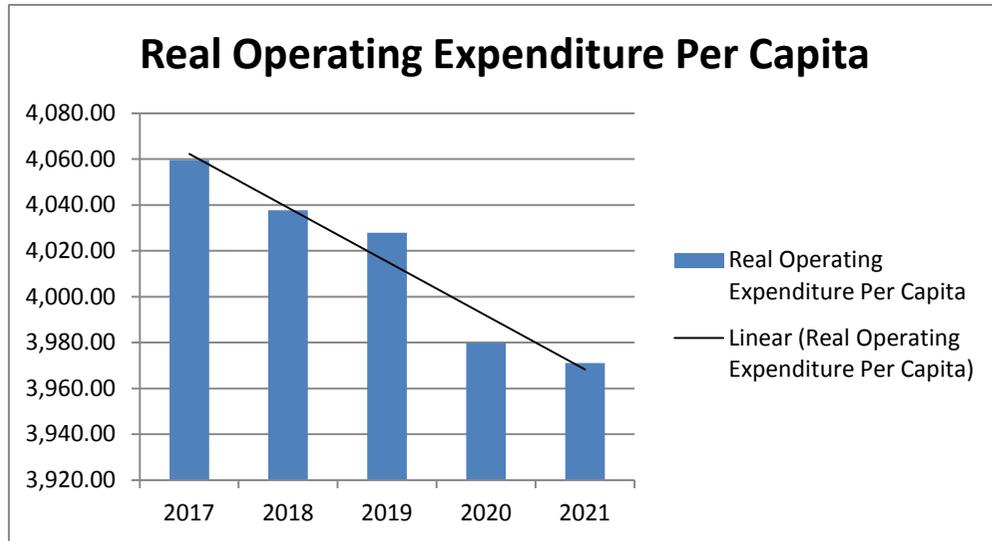
Total continuing operating revenue (exc. capital grants and contributions)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Interest Expense	109	112	104	112	89	67	52	38	27	22	16
Principal Payments	245	270	314	383	329	289	215	227	112	118	124
Total Cost of Debt Service	354	382	418	495	418	356	267	265	139	140	140
Total Continuing Operating Revenue	10,860	12,993	15,747	13,877	14,027	14,261	14,614	14,976	15,347	15,727	16,117
Debt Service Ratio	3.26%	2.94%	2.65%	3.57%	2.98%	2.50%	1.83%	1.77%	0.91%	0.89%	0.87%
Target	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
FFTF Debt Service Ratio (3 Yr Avg.)			2.95%	3.05%	3.07%	3.01%	2.43%	2.03%	1.50%	1.19%	0.89%



REAL OPERATING EXPENDITURE PER CAPITA

	2013	1 2014	2 2015	3 2016	4 2017	5 2018	6 2019	7 2020	8 2021	9 2022	10 2023	11 2024
Population	2,746	2,792	2,792	2,792	2,600	2,600	2,600	2,600	2,600	2,450	2,450	2,450
Total Operating Expenditure	11,437	10,818	12,710	14,190	13,524	13,867	14,261	14,527	14,943	15,247	15,618	15,995
Deflated Operating Expenditure	10,156	9,251	10,543	11,417	10,555	10,498	10,472	10,348	10,325	10,219	10,153	10,087
		3.7%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Real Operating Expenditure per Capita	3,698.47	3,313.39	3,776.10	4,089.33	4,059.65	4,037.73	4,027.88	3,979.92	3,971.07	4,170.94	4,144.25	4,116.96





Attachment C

Schedule 7 2013/14 Financial Report

Promoting our future through diversity

Carrathool Shire Council

Special Schedule No. 7 - Report on Infrastructure Assets

as at 30 June 2014

\$'000

Asset Class	Asset Category	Estimated cost to bring up to a satisfactory standard ⁽¹⁾	Required ⁽²⁾ Annual Maintenance	Actual ⁽³⁾ Maintenance 2013/14	Written Down Value (WDV) ⁽⁴⁾	Assets in Condition as a % of WDV ^{(4), (5)}				
						1	2	3	4	5
Buildings	Council Offices / Administration Centres	100	49	14	3,750	56%	26%	0%	18%	0%
	Council Works Depot	85	9	10	574	6%	9%	53%	32%	0%
	Council Public Halls	15	6	5	1,638	60%	0%	40%	0%	0%
	Libraries	-	10	5	1,952	0%	100%	0%	0%	0%
	Other Buildings	10	5	5	1,134	0%	35%	65%	0%	0%
	Specialised Buildings	8	2	-	671	20%	10%	70%	0%	0%
	Council Dwellings	2	8	26	2,857	0%	15%	85%	0%	0%
	sub total	235	98	65	12,616	25.8%	22.0%	10.0%	9.0%	0.3%
Roads	Local Roads (Sealed 253 Kms, Unsealed 702 Kms & Formed 1266 Kms)	1,400	1,400	1,993	52,695	30%	40%	25%	5%	0%
	Regional Roads (Sealed 130Kms & Unsealed 183 Kms)	1,170	1,170	1,032	40,602	30%	45%	25%	0%	0%
	Village Street (Sealed 27 Kms)	110	250	137	4,668	0%	80%	20%	0%	0%
	Access Roadways & Carparks	15	5	8	211	0%	90%	5%	5%	0%
	Bridges	150	15	15	8,353	0%	75%	25%	0%	0%
	Major Road Culverts	100	15	-	1,598	0%	90%	5%	5%	0%
	Footpaths	35	12	34	373	10%	70%	20%	0%	0%
	Kerb & Gutter	50	10	-	1,007	15%	75%	15%	10%	-15%
	sub total	3,030	2,877	3,219	109,507	25.7%	22.0%	10.0%	9.0%	-0.1%

Carrathool Shire Council

Special Schedule No. 7 - Report on Infrastructure Assets (continued) as at 30 June 2014

\$'000

Asset Class	Asset Category	Estimated cost to bring up to a satisfactory standard ⁽¹⁾	Required Annual Maintenance ⁽²⁾	Actual Maintenance 2013/14 ⁽³⁾	Written Down Value (WDV) ⁽⁴⁾	Assets in Condition as a % of WDV ^{(4), (5)}				
						1	2	3	4	5
Stormwater Drainage	Shire Wide Drainage Works	30	20	26	1,518	0%	10%	80%	10%	0%
	sub total	30	20	26	1,518	0.0%	10.0%	80.0%	10.0%	0.0%
Open Space/ Recreational Assets	Swimming Pools	1,080	30	32	1,990	0%	0%	40%	10%	50%
	Various Structure on Recreational Grounds	30	10	8	1,925	20%	60%	10%	10%	0%
	sub total	1,110	40	40	3,915	9.8%	29.5%	25.2%	10.0%	25.4%
TOTAL - ALL ASSETS		5,278	3,400	3,780	148,281	22.5%	42.2%	31.3%	3.2%	0.7%

Notes:

- (1). Satisfactory is defined as "satisfying expectations or needs, leaving no room for complaint, causing satisfaction, adequate".
The estimated cost to bring assets to a satisfactory standard is the amount of money that is required to be spent on an asset to ensure that it is in a satisfactory standard.
This estimated cost should not include any planned enhancements (ie.to heighten, intensify or improve the facilities).
- (2). Required Annual Maintenance is "what should be spent to maintain assets in a satisfactory standard.
- (3). Actual Maintenance is what has been spent in the current year to maintain the assets.
Actual Maintenance may be higher or lower than the required annual maintenance due to the timing of when the maintenance actually occurs.
- (4). Written Down Value is in accordance with Note 9 of Council's General Purpose Financial Statements
- (5). **Infrastructure Asset Condition Assessment "Key"**

1	Excellent	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Average	Maintenance work required

4	Poor	Renewal required
5	Very Poor	Urgent renewal/upgrading required



Attachment D

Operational Plan 2015/16 General Fund Capital Items

Promoting our future through diversity

DRAFT DELIVERY PLAN 2015/16 TO 2018/19

Adopted Estimate 2014/15	Revised Estimate 2014/15 (Per QBR # 2)	Description	Estimate 2015/16	Estimate 2016/17	Estimate 2017/18	Estimate 2018/19
			Y1	Y2	Y3	Y4
\$1,740,373	\$1,708,373	Plant Carrathool Shire Council - Net Cost	\$1,064,137	\$1,440,000	\$1,011,000	\$1,903,000
\$1,740,373	\$1,708,373	General Fund Plant & Equipment	\$1,064,137	\$1,440,000	\$1,011,000	\$1,903,000
\$34,000	\$66,000	Office Equipment, Incl Information Technology	\$48,000	\$49,000	\$43,500	\$55,000
\$8,000	\$8,000	Office Furniture	\$8,000	\$5,000	\$6,000	\$6,000
\$20,000	\$45,385	Rubbish Tips	\$29,000	\$20,000	\$20,000	\$45,000
\$5,000	\$197,818	Office Buildings	\$5,000	\$0	\$0	\$0
\$300,000	\$300,000	Council Dwellings	\$0	\$320,000	\$0	\$0
\$20,000	\$20,000	Swimming Pools	\$400,000	\$625,000	\$0	\$0
\$65,000	\$65,000	Depot Buildings	\$69,000	\$35,000	\$35,000	\$25,000
\$10,000	\$16,000	Medical Centre	\$20,000	\$7,000	\$0	\$0
\$42,000	\$137,076	Public Halls & Library	\$58,500	\$18,000	\$15,000	\$45,000
\$0	\$0	Pre-Schools	\$15,000	\$0	\$0	\$0
\$0	\$21,012	RFS/SES Buildings	\$0	\$0	\$0	\$90,000
\$193,675	\$172,975	Sporting Fields, Parks & Gardens	\$101,500	\$52,000	\$33,000	\$42,000
\$10,000	\$10,000	Public Privies	\$12,000	\$11,000	\$14,000	\$14,000
\$12,000	\$12,000	Library Books	\$12,000	\$12,000	\$12,500	\$13,000
\$7,000	\$7,000	Tourism Signs	\$8,000	\$8,000	\$8,200	\$8,600
\$80,000	\$523,875	Levee Banks	\$423,875	\$0	\$0	\$0
\$17,000	\$32,316	Cemeteries	\$26,500	\$15,000	\$5,000	\$0
\$4,000	\$11,820	Dog Pounds	\$5,500	\$4,000	\$0	\$0
\$18,000	\$18,000	Caravan Parks	\$96,500	\$20,500	\$95,000	\$0
\$100,000	\$100,000	Stormwater Drainage	\$100,000	\$100,000	\$100,000	\$100,000
\$0	\$0	Land Subdivisions	\$200,000	\$250,000	\$100,000	\$0
		ROADS - GRANT FUNDED WORKS:				
\$1,025,000	\$1,025,000	R2R - Works	\$2,050,000	\$1,025,000	\$1,025,000	\$1,025,000
\$413,000	\$413,000	Repair Prog & 3x3 Works	\$413,000	\$413,000	\$413,000	\$431,000
		ROADS - COUNCIL FUNDED WORKS:				
\$300,000	\$324,750	Village Streets	\$295,000	\$341,000	\$329,000	\$325,000
\$75,000	\$75,000	Footpath Reconstruction	\$60,000	\$75,000	\$75,000	\$75,000
\$100,000	\$100,000	K & G Construction	\$50,000	\$50,000	\$50,000	\$50,000
\$0	\$23,632	Hillston Pool - Car Parking Area	\$0	\$0	\$0	\$0
\$4,599,048	\$5,434,032	Sub Total General Fund, Including Plant	\$5,570,512	\$4,895,500	\$3,390,200	\$4,252,600
		LOAN PRINCIPAL REPAYMENTS				
\$257,103	\$257,103	Existing Loans	\$275,600	\$295,356	\$237,099	\$191,790
\$13,028	\$13,028	New Proposed Loans	\$37,997	\$87,724	\$92,162	\$96,769
\$270,131	\$270,131	Sub Total General Fund, Loan Principal	\$313,596	\$383,080	\$329,261	\$288,559
\$4,869,179	\$5,704,163	Total G/F + Incl Plant + Loans	\$5,884,108	\$5,278,580	\$3,719,461	\$4,541,159

DRAFT DELIVERY PLAN 2015/16 TO 2018/19

Adopted Estimate 2014/15	Revised Estimate 2014/15 (Per QBR # 2)	Description	Estimate	Estimate	Estimate	Estimate
			2015/16	2016/17	2017/18	2018/19
			Y1	Y2	Y3	Y4
GENERAL FUND - CAPITAL - FUNDING ARRANGEMENT						
\$0	(\$443,875)	Capital Grants - Infrastructure Excluding Roads	\$0	\$0	\$0	(\$90,000)
(\$1,550,000)	(\$1,550,000)	Capital Grants - Roads & Associated Infrastructure	(\$2,463,000)	(\$1,438,000)	(\$1,438,000)	(\$1,456,000)
(\$440,373)	(\$440,373)	Plant Replacement Reserve	(\$120,000)	\$0	\$0	\$0
(\$305,000)	(\$497,819)	Reserves (Various)	(\$304,500)	(\$590,500)	(\$190,000)	\$0
(\$50,000)	(\$73,873)	Capital Contributions for K & G Works	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)
\$0	\$0	Sale - Land & Buildings	\$0	\$0	\$0	\$0
(\$180,000)	(\$180,000)	New Loan Funds	(\$500,000)	(\$700,000)	(\$100,000)	(\$100,000)
\$0	\$0	Plant Sales / Trade-Ins	\$0	\$0	\$0	\$0
\$0	(\$144,483)	Carry Over Unspent Capital Funds - 2013/14	\$0	\$0	\$0	\$0
\$0	(\$60,915)	Funded from Unspent Capital Grants	(\$423,875)	\$0	\$0	\$0
(\$270,131)	(\$270,131)	Loan Principal From General Fund Revenue	(\$313,596)	(\$383,080)	(\$329,261)	(\$288,559)
(\$2,073,675)	(\$2,042,694)	Balance from General Fund Rate Revenue	(\$1,734,137)	(\$2,142,000)	(\$1,637,200)	(\$2,581,600)
(\$4,869,179)	(\$5,704,163)	Sub Total Funding Assets, Including Loans	(\$5,884,108)	(\$5,278,580)	(\$3,719,461)	(\$4,541,159)

DRAFT DELIVERY PLAN 2015/16 TO 2018/19

Adopted Estimate 2014/15	Revised Estimate 2014/15 (Per QBR # 2)	Description	Estimate 2015/16	Estimate 2016/17	Estimate 2017/18	Estimate 2018/19
			Y1	Y2	Y3	Y4
Net Cost	Net Cost	Description	Net Cost	Net Cost	Net Cost	Net Cost
\$30,636	\$30,636	Administration / Finance / CDO Vehicles	\$57,363	\$45,000	\$45,000	\$45,000
\$69,091	\$69,091	Health Light Vehicles	\$41,637	\$65,000	\$65,000	\$65,000
\$0	\$0	Hillston Medical Centre	\$0	\$14,000	\$0	\$14,000
\$13,455	\$13,455	Parks & Gardens Equipment	\$12,273	\$33,000	\$33,000	\$33,000
\$14,000	\$14,000	Parks & Gardens Vehicles	\$0	\$20,000	\$20,000	\$20,000
\$13,927	\$13,927	Parks & Gardens Plant & Equipment	\$25,000	\$12,000	\$12,000	\$12,000
\$153,135	\$153,135	Engineering Light Vehicles	\$244,317	\$210,000	\$210,000	\$210,000
\$1,240,220	\$1,208,220	Major Plant	\$533,183	\$900,000	\$487,000	\$1,360,000
\$78,182	\$78,182	Engineering Sundry Plant	\$19,000	\$25,000	\$25,000	\$30,000
\$7,000	\$7,000	Workshop Equipment - Goolgowi	\$7,000	\$7,000	\$7,000	\$7,000
\$7,000	\$7,000	Workshop Equipment - Hillston	\$7,000	\$7,000	\$7,000	\$7,000
\$62,818	\$62,818	HACC & CT Vehicles	\$57,364	\$60,000	\$60,000	\$60,000
\$50,909	\$50,909	Water & Sewer Vehicles	\$60,000	\$42,000	\$40,000	\$40,000
\$1,740,373	\$1,708,373	NET CHANGE OVER COSTS	\$1,064,137	\$1,440,000	\$1,011,000	\$1,903,000
\$0	\$0	Less Vehicles Sales & Trade-Ins				\$0
\$1,740,373	\$1,708,373	Sub Total Plant - CSC Only	\$1,064,137	\$1,440,000	\$1,011,000	\$1,903,000
			(Linked Cells)			
		Office Equipment				
\$8,000	\$8,000	Goolgowi - Office Equip (+ Photocopiers)	\$17,000	\$5,000	\$5,000	\$15,000
\$1,000	\$1,000	Hillston - Office Equip (+ Photocopiers)	\$1,000	\$14,000	\$8,500	\$10,000
\$25,000	\$57,000	Goolgowi & Hillston - IT Equipment	\$30,000	\$30,000	\$30,000	\$30,000
\$34,000	\$66,000	Sub Total - Office Equipment	\$48,000	\$49,000	\$43,500	\$55,000
\$8,000	\$8,000	Goolgowi & HDO Furn & Fittings	\$8,000	\$5,000	\$6,000	\$6,000
\$8,000	\$8,000	Sub Total - Office Furniture	\$8,000	\$5,000	\$6,000	\$6,000
		Rubbish Tips (MFTS)				
\$12,000	\$27,385	Hillston Tip Upgrade	\$20,000	\$11,000	\$12,000	\$15,000
\$2,000	\$12,000	Goolgowi Tip Upgrade	\$5,000	\$5,000	\$4,000	\$10,000
\$2,000	\$2,000	Merriwagga Tip	\$2,000	\$2,000	\$1,000	\$10,000
\$2,000	\$2,000	Rankins Springs Tip	\$2,000	\$1,000	\$2,000	\$5,000
\$2,000	\$2,000	Carrathool Tip	\$0	\$1,000	\$1,000	\$5,000
\$20,000	\$45,385	Sub Total - Rubbish Tips	\$29,000	\$20,000	\$20,000	\$45,000
		Carrathool Shire Council - Offices				
\$5,000	\$5,000	Goolgowi Old Admin Building	\$5,000	\$0	\$0	\$0
\$0	\$0	Goolgowi Records Storage Facility	\$0	\$0	\$0	\$0
\$0	\$0	Hillston District Office - Old Complex	\$0	\$0	\$0	\$0
\$0	\$71,780	Hillston Office - New Complex	\$0	\$0	\$0	\$0
\$0	\$121,038	Goolgowi Admin Blding	\$0	\$0	\$0	\$0
\$5,000	\$197,818	Sub Total	\$5,000	\$0	\$0	\$0

DRAFT DELIVERY PLAN 2015/16 TO 2018/19

Adopted Estimate 2014/15	Revised Estimate 2014/15 (Per QBR # 2)	Description	Estimate 2015/16	Estimate 2016/17	Estimate 2017/18	Estimate 2018/19
			Y1	Y2	Y3	Y4
		DWELLINGS				
\$0	\$0	New Dwelling - Hillston (Funding from Bld Reserve)		\$320,000	\$0	\$0
\$300,000	\$300,000	New Dwelling - Frank Campbell Cres Gwi (14/15)	No major improvement works proposed next 4 years			
\$0	\$0	Dwelling - 10 Frank Campbell Cres Gwi			Ditto	
\$0	\$0	Dwelling - 23 Cowper St Hillston			Ditto	
\$0	\$0	Dwelling - 40 Moore St Hillston			Ditto	
\$0	\$0	Flats - 40 Moore St Hillston			Ditto	
\$0	\$0	Dwelling - 15 Bunyip St Gwi			Ditto	
\$0	\$0	Dwelling - 44 Napier St Gwi			Ditto	
\$0	\$0	Dwelling - 35 Moira St Gw			Ditto	
\$0	\$0	Dwelling - Soil Lab Gwi			Ditto	
\$0	\$0	Dwelling - 18 Charles St Hillston			Ditto	
\$0	\$0	Dwelling - 15 Napier St Gwi			Ditto	
\$0	\$0	Unit 1 - 12 Moira St Gwi			Ditto	
\$0	\$0	Unit 2 - 12 Moira St Gwi			Ditto	
\$300,000	\$300,000	Sub Total - Dwellings	\$0	\$320,000	\$0	\$0
		SWIMMING POOLS				
\$20,000	\$20,000	Hillston Pool - Upgrade (From Loan Funds)	\$400,000	\$600,000	\$0	\$0
\$0	\$0	Goolgowi Pool	\$0	\$25,000	\$0	\$0
\$20,000	\$20,000	Sub Total - Swimming Pools	\$400,000	\$625,000	\$0	\$0
		Depot Buildings (MFTS)				
\$50,000	\$50,000	Hillston Depot	\$10,000	\$15,000	\$15,000	\$10,000
\$10,000	\$10,000	Goolgowi Depot	\$55,000	\$10,000	\$10,000	\$5,000
\$5,000	\$5,000	Rankins Springs Depot	\$2,000	\$5,000	\$5,000	\$5,000
\$0	\$0	Carrathool Depot	\$2,000	\$5,000	\$5,000	\$5,000
\$65,000	\$65,000	Sub Total - Depot Buildings	\$69,000	\$35,000	\$35,000	\$25,000
		MEDICAL CENTRE				
\$10,000	\$10,000	Hillston Medical Centre	\$15,000	\$7,000	\$0	\$0
\$0	\$6,000	Hillston Medical Centre - Carport	\$5,000	\$0	\$0	\$0
\$10,000	\$16,000	Sub Total - Medical Centre Building	\$20,000	\$7,000	\$0	\$0
		Public Halls & Library				
\$0	\$6,486	Hillston Library (Special Grant Funding from 14/15)	\$0	\$0	\$0	\$0
\$4,000	\$4,000	Hillston Library	\$0	\$4,000	\$0	\$40,000
\$0	\$2,500	Goolgowi Public Hall	\$0	\$8,000	\$0	\$0
\$0	\$0	Hillston Community Centre	\$15,000	\$0	\$15,000	\$0
\$17,000	\$48,800	Rankins Springs and District War Memorial Hall	\$40,000	\$0	\$0	\$0
\$1,000	\$8,000	Carrathool Public Hall	\$0	\$6,000	\$0	\$0
\$10,000	\$57,290	Merriwagga Public Hall	\$0	\$0	\$0	\$5,000
\$0	\$0	Gunbar Public Hall	\$3,500	\$0	\$0	\$0
\$10,000	\$10,000	Wallanthery Hall	\$0	\$0	\$0	\$0
\$42,000	\$137,076	Sub Total - Public Halls & Library	\$58,500	\$18,000	\$15,000	\$45,000
		Pre Schools				
\$0	\$0	Goolgowi Pre School	\$15,000	\$0	\$0	\$0
\$0	\$0	Sub Total - Pre Schools	\$15,000	\$0	\$0	\$0

DRAFT DELIVERY PLAN 2015/16 TO 2018/19

Adopted Estimate 2014/15	Revised Estimate 2014/15 (Per QBR # 2)	Description	Estimate	Estimate	Estimate	Estimate
			2015/16	2016/17	2017/18	2018/19
			Y1	Y2	Y3	Y4
\$442,000	\$735,894	Total - Buildings Non Specialised	\$567,500	\$1,005,000	\$50,000	\$70,000
		RFS Buildings				
\$0	\$0	Hillston Rural Fire Brigade Building	No Major Improvement Works Proposed next 4 Years			
\$0	\$0	Goolgowi Fire Brigade Building	Ditto			
\$0	\$0	Merriwagga Rural Fire Brigade Building	Ditto			
\$0	\$0	Rankins Springs Rural Fire Brigade Building	Ditto			
\$0	\$0	Carrathool Rural Fire Brigade Buildings	Ditto			
\$0	\$21,012	Wallanthery New RFS Fire Station	Ditto			
\$0	\$0	New RFS - Gunbar & Goolgowi Fire Stations				\$90,000
\$0	\$21,012	Sub Total - RFS Buildings	\$0	\$0	\$0	\$90,000
		SES Buildings				
\$0	\$0	SES Hillston Building	No Major Improvement Works Proposed next 4 Years			
\$0	\$0	SES Goolgowi Building	Ditto			
\$0	\$0	SES/Fire Control Shed - Goolgowi	Ditto			
\$0	\$0	SES/Fire Control Shed - Rankins Springs	Ditto			
\$0	\$0	Sub Total - SES Buildings	\$0	\$0	\$0	\$0
		Sporting Facilities (MFTS)				
		Playground Equipment (Global Allocation)	\$10,000	\$10,000	\$15,000	\$5,000
\$20,000	\$20,000	Park Shade Structures (Global Allocation)	\$0	\$0	\$0	\$0
\$5,675	\$23,375	Hillston Oval Sports Pavillion - By CSC	\$0	\$0	\$0	\$0
\$150,000	\$91,600	Hillston Oval Sports Pavillion - By CSC	\$0	\$0	\$0	\$0
		Special Projects for 2015/16				
\$0	\$0	Sprinkler System - John Woods Park	\$5,000	\$0	\$0	\$0
\$0	\$0	Sprinkler System - Lions Park Hillston	\$6,000	\$0	\$0	\$0
\$0	\$0	Sprinkler System - McFarlane Park	\$6,000	\$0	\$0	\$0
\$0	\$0	Sun Shelters for Seating in High St	\$0	\$0	\$0	\$0
\$0	\$0	Rejuvenate Rear Lions Park	\$15,000	\$0	\$0	\$0
\$0	\$0	Tree Line for Regent Street Hillston	\$10,000	\$0	\$0	\$0
\$0	\$0	Tree Line Griffith Approach	\$5,000	\$0	\$0	\$0
\$0	\$0	Lake Woorabinda Upgrade	\$6,500	\$0	\$0	\$0
\$0	\$0	Bin Surrounds for Various Parks	\$10,000	\$0	\$0	\$0
		Future On-Going Park Improvements Works				
\$0	\$10,000	Hillston Swing Bridge	\$0	\$0	\$0	\$0
\$5,000	\$5,000	Hillston Memorial Park	\$2,000	\$10,000	\$2,000	\$5,000
\$1,000	\$1,000	Newton Park	\$5,000	\$5,000	\$5,000	\$2,000
\$0	\$10,000	Goolgowi Park - Structures	\$7,000	\$10,000	\$5,000	\$5,000
\$5,000	\$5,000	Rankins Springs Rec Grounds	\$4,000	\$5,000	\$2,000	\$2,000
\$2,000	\$2,000	Merriwagga Park	\$2,000	\$10,000	\$2,000	\$1,000
\$5,000	\$5,000	Hillston - John Woods Park	\$2,000	\$2,000	\$2,000	\$2,000
	New	Hillston Lions Park	\$6,000	\$0	\$0	\$0
\$0	\$0	18/19 - Carrathool Sports Ground & Building	\$0	\$0	\$0	\$20,000
\$193,675	\$172,975	Sub Total - Sporting Facilities	\$101,500	\$52,000	\$33,000	\$42,000

DRAFT DELIVERY PLAN 2015/16 TO 2018/19

Adopted Estimate 2014/15	Revised Estimate 2014/15 (Per QBR # 2)	Description	Estimate 2015/16	Estimate 2016/17	Estimate 2017/18	Estimate 2018/19
			Y1	Y2	Y3	Y4
		Public Privies				
\$2,000	\$2,000	Goolgowi	\$2,000	\$2,000	\$2,000	\$2,000
\$2,000	\$2,000	Rankins Springs	\$2,000	\$2,000	\$2,000	\$3,000
\$4,000	\$4,000	Hillston	\$4,000	\$5,000	\$5,000	\$3,000
\$1,000	\$1,000	Merriwagga	\$2,000	\$1,000	\$2,000	\$3,000
\$1,000	\$1,000	Carrathool	\$2,000	\$1,000	\$3,000	\$3,000
\$10,000	\$10,000	Sub Total - Public Privies Buildings	\$12,000	\$11,000	\$14,000	\$14,000
\$203,675	\$203,987	Sub Total - Buildings Specialised	\$113,500	\$63,000	\$47,000	\$146,000
		LIBRARY BOOKS				
\$12,000	\$12,000	Library Books	\$12,000	\$12,000	\$12,500	\$13,000
\$12,000	\$12,000	Sub Total - Library Books	\$12,000	\$12,000	\$12,500	\$13,000
		TOURISM SIGNS				
\$7,000	\$7,000	Tourism Signs	\$8,000	\$8,000	\$8,200	\$8,600
\$7,000	\$7,000	Sub Total - Tourism Signs	\$8,000	\$8,000	\$8,200	\$8,600
		LEVEE BANKS				
\$80,000	\$523,875	Lachlan St - Construction Works Etc	\$423,875	\$0	\$0	\$0
\$80,000	\$523,875	Sub Total - Levee Banks	\$423,875	\$0	\$0	\$0
		CARAVAN PARKS				
\$4,000	\$4,000	Rankins Springs Caravan Park	\$3,000	\$4,500	\$0	\$0
\$4,000	\$4,000	Goolgowi Caravan Park	\$3,500	\$6,000	\$0	\$0
\$10,000	\$10,000	Hillston Caravan Park (New Cabins from Reserves)	\$90,000	\$10,000	\$90,000	\$0
\$0	\$0	Dump Stations for Travellers	\$0	\$0	\$5,000	\$0
\$18,000	\$18,000	Sub Total - Caravan Parks	\$96,500	\$20,500	\$95,000	\$0
		CEMETERIES (MFTS)				
\$5,000	\$17,000	Hillston Cemetery	\$10,000	\$5,000	\$2,500	\$0
\$7,000	\$7,000	Hillston Cemetery - Auto Watering	\$0	\$5,000	\$0	\$0
\$5,000	\$8,316	Goolgowi Cemetery	\$2,500	\$5,000	\$2,500	\$0
\$0	\$0	Carrathool Cemetery	\$2,000	\$0	\$0	\$0
\$0	\$0	Rankins Springs Cemetery	\$12,000	\$0	\$0	\$0
\$17,000	\$32,316	Sub Total - Cemeteries	\$26,500	\$15,000	\$5,000	\$0
		DOG POUNDS				
\$2,000	\$9,820	Dog Pound Hillston	\$1,500	\$2,500	\$0	\$0
\$2,000	\$2,000	Dog Pound Goolgowi	\$4,000	\$1,500	\$0	\$0
\$4,000	\$11,820	Sub Total - Dog Pounds	\$5,500	\$4,000	\$0	\$0
\$39,000	\$62,136	Grand Total - Other Assets	\$128,500	\$39,500	\$100,000	\$0
		LAND SUBDIVISIONS				
\$0	\$0	Hillston - Residential	\$200,000	\$0	\$0	\$0
\$0	\$0	Hillston - Industrial		\$250,000	\$0	\$0
\$0	\$0	Goolgowi - Residential			\$100,000	\$0
\$0	\$0	Sub Total - Land Subdivisions	\$200,000	\$250,000	\$100,000	\$0

DRAFT DELIVERY PLAN 2015/16 TO 2018/19

Adopted Estimate 2014/15	Revised Estimate 2014/15 (Per QBR # 2)	Description	Estimate 2015/16	Estimate 2016/17	Estimate 2017/18	Estimate 2018/19
			Y1	Y2	Y3	Y4
		STORMWATER DRAINAGE				
\$100,000	\$100,000	Stormwater Drainage - Construction	\$100,000	\$100,000	\$100,000	\$100,000
\$100,000	\$100,000	Sub Total - Stormwater Drainage	\$100,000	\$100,000	\$100,000	\$100,000
		R2R & Auslink Road Construction Works				
\$1,025,000	\$1,025,000	R2R - Road Works	\$2,050,000	\$1,025,000	\$1,025,000	\$1,025,000
\$413,000	\$413,000	Repair Program & 3X3 Capital Works	\$413,000	\$413,000	\$413,000	\$431,000
\$1,438,000	\$1,438,000	Sub Total Roads - Grant Funded Works	\$2,463,000	\$1,438,000	\$1,438,000	\$1,456,000
		VILLAGES STREETS				
\$150,000	\$150,000	Village Sts Reconstruction - Hillston	\$175,000	\$175,000	\$175,000	\$100,000
\$30,000	\$30,000	Village Sts Reconstruction - Goolgowi	\$30,000	\$30,000	\$30,000	\$100,000
\$110,000	\$110,000	Village Works - Reseals	\$85,000	\$131,000	\$119,000	\$120,000
\$10,000	\$10,000	Other Village Works	\$5,000	\$5,000	\$5,000	\$5,000
\$0	\$24,750	High St Garbage Bins Surrounds	\$0	\$0	\$0	\$0
\$300,000	\$324,750	Sub Total - Council Funded Road Works	\$295,000	\$341,000	\$329,000	\$325,000
\$0	\$23,632	Hillston Pool (Car Parking Arrangements - Carry Over from 2013/14)	\$0	\$0	\$0	\$0
\$0	\$23,632	Sub Total - Carparking Hillston Pool	\$0	\$0	\$0	\$0
\$75,000	\$75,000	Footpath Construction	\$60,000	\$75,000	\$75,000	\$75,000
\$75,000	\$75,000	Sub Total - Footpath Construction	\$60,000	\$75,000	\$75,000	\$75,000
\$80,000	\$80,000	K & G Construction Hillston	\$25,000	\$25,000	\$25,000	\$25,000
\$20,000	\$20,000	K & G Construction Goolgowi	\$25,000	\$25,000	\$25,000	\$25,000
\$100,000	\$100,000	Sub Total - K & G Construction Works	\$50,000	\$50,000	\$50,000	\$50,000
\$475,000	\$523,382	Total - Roads - Other Council Funded Works	\$405,000	\$466,000	\$454,000	\$450,000
\$6,339,421	\$7,142,405	Total General Fund	\$5,570,512	\$4,895,500	\$3,390,200	\$4,252,600



Attachment F

Key Strategies/Actions Assumptions & Information

Promoting our future through diversity

Carrathool Shire Council (CSC) Key Strategies/Actions Assumptions & Information

Key Actions:	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Achievable (A)/ Visionary (V)	\$ Impact	Notes/Information
Resource Sharing									
Sharing of Planning and Environmental Services	X						A	\$15,000	CSC currently has an arrangement with Hay Shire Council for sharing planning and environmental services. CSC has an A1 credited building surveyor and certifier. Some of the Councils in our area lack qualified staff and CSC will share this resource with our neighbours.
Road Construction Services	X						A	TBC	CSC has an extensive and modern fleet of plant, including 6 graders. CSC borders Central Darling Shire, Bland Shire, Griffith City and Murrumbidgee Shire. It is proposed to share resources on roads that border each other's Shires it would be more economical for our neighbours to service and visa versa. Reducing service costs and providing for additional own source income.
Current Resource Sharing									
Rural Fire Services (RFS) Zone Sharing							A	\$74,192	Currently CSC has a zone sharing arrangement with the RFS. All six Council's share an office in Griffith for the RFS. Savings are based on the annual cost of the office divided by the 6 Councils.
Western Riverina Noxious Weeds Advisory Group							A	TBC	Currently provides support for a number of Councils in Western Riverina with grant funding and other resource sharing.
Riverina and Murray Regional Organisation of Councils (RAMROC) Waste Group							A	TBC	Currently provides support for 18 Councils in the Riverina and Murray regions with group grant funding, joint procurement and other resource sharing.
RAMROC Waste Group							A	TBC	Currently provides support for 18 Councils in the Riverina and Murray regions with joint procurement.
FAG Grant Adjustments									
No increase until 2019/20							A	2.5% p.a.	CSC have only factored in an increase of FAGs based at 2.5% p.a. starting in the 2019/20 financial year. CSC have not factored into its financial projections any realignment of FAGS funding.
Speciality Services									
Roads and Maritime Services (RMS) Pre-qualification for Construction Contracts		X					A	TBC	In discussions with Tumut Shire it was identified that they were pre-qualified for RMS Construction Contracts and had been recently awarded a \$5 million contract for the Hume Highway. CSC has approx 200 km of Mid-Western Highway running through the Shire and are within a few kms of the Sturt Highway to our south. Council has an extensive and modern fleet of plant and has recently employed a Project & Design Engineer to compliment its other two Civil Engineers. Council will investigate the requirements for pre-qualification with Tumut Shire's assistance. The General Manager of Tumut Shire has also indicated that a sub-contractor work arrangement may be organised as an alternative, dependent on RMS contracts.

Key Actions:	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Achievable (A)/ Visionary (V)	\$ Impact	Notes/Information
Streamlined Governance									
Remove Wards		X				X	A	Small Cost Reduction	CSC are in the process of reducing the wards from 5 to 2 for the next election and organising a referendum for the abolishment of wards and the reduction of the Councillor numbers from 10 to 7.
Reduction in Councillor numbers		X				X	A	\$32,406	Council have resolved to reduce the Councillor numbers from 10 to 7. A referendum will be held at the next election in 2016, with numbers to reduce effective the 2020 election. Numbers may be reduced earlier if the State Government legislate accordingly.
Service Review									
Implement a organisation wide service review	X	X					A	TBC	CSC will utilise an independent consultant to review Council services to identify efficiencies and possible savings in conjunction with the community and staff consultation.
Promoting Better Practice Review	X								CSC are in the process of completing the 15 actions identified in the Promoting Better Practice Review completed by the Office of Local Government. Four of the actions have been completed and another six are currently underway from Council's Action Plan. Council has been requested to improve its asset management plans and integration of its Integrated Planning and Reporting documentation. It is anticipated that a review and improvement of these documents will be completed during the 2015/16 financial year.
Other Actions									
Development within CSC	X	X	X	X			A	\$268,000	Development as detailed in the confidential attachment E is planned in CSC over the next three to four years. This includes \$500 to \$600 million dollars of investment, 52 additional dwellings and estimated employment growth of 346 FTE. Section 94(A) contributions of \$770,000 is anticipated over that period, funding some of Council's new capital projects.



Attachment G

Detailed Action Plan

Promoting our future through diversity

RURAL COUNCIL – ACTION PLAN

CARRATHOOL SHIRE COUNCIL

<i>ACTIONS</i>	<i>ACTION PROPOSED</i>	<i>TIME FRAME</i>	<i>RESPONSIBILITY</i>	<i>PROGRESS REPORT</i>
1. Resource sharing planning and environmental services	Meetings to be held with neighbouring Councils MOU's in place	31/03/16 30/06/16	DPE DPE	Reports through fortnightly MANEX and via Council Meetings every meeting
2. Road Construction Services	Meetings to be held with neighbouring Councils MOU's in place	31/03/16 30/06/16	DW & MRB DW & MRB	Reports through fortnightly MANEX and via Council Meetings every meeting
3. RMS Pre-qualified Road Construction Services for State Highways	Investigations into qualifications and requirements Costings, capabilities and risks reviewed Qualifications completed	31/03/16 30/06/16 31/12/16	DW, MRB & PDE DW, MRB, PDE & RO DW, MRB & PDE	Reports through fortnightly MANEX and via Council Meetings every meeting

<i>ACTIONS</i>	<i>ACTION PROPOSED</i>	<i>TIME FRAME</i>	<i>RESPONSIBILITY</i>	<i>PROGRESS REPORT</i>
4. Streamlined Governance	<p>Wards reduced from 5 to 2.</p> <p>Referendum to remove wards and reduce Councillor numbers from 10 to 7</p> <p>Reduction in Councillor numbers effective</p>	<p>July 2015</p> <p>September 2016 Election</p> <p>September 2020 Election</p>	<p>GM, DCS & MOD</p> <p>GM, DCS & MOD</p> <p>GM, DCS & MOD</p>	<p>Reports through fortnightly MANEX and via Council Meetings every meeting</p>
5. Service Review.	<p>Identify possible external consultants and obtain quotes</p> <p>Engage consultants and complete review</p> <p>Complete new budgets</p> <p>Complete required documentation, AMP, policies, procedures etc.</p>	<p>31/10/15</p> <p>31/03/16</p> <p>30/04/16</p> <p>31/12/16</p>	<p>GM, DW, DCS & DPE</p> <p>GM, DW, DCS & DPE</p> <p>GM, DW, DCS, DPE & MGRs</p> <p>DW, DCS, DPE & MGRs</p>	<p>Reports through fortnightly MANEX and via Council Meetings every meeting</p>

Acronyms

AMP: Asset Management Plans

DPE: Director Planning & Environment

DW: Director Works

DCS: Director Corporate Services

GM: General Manager

MGRS: Managers

MOD: Manager Organisational Development

MOU: Memorandum Of Understanding