



# 2019-2020 OPERATIONAL PLAN



**Wentworth**  
Shire Council

ADOPTED BY COUNCIL 26/06/19

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# 2019- 2020 Operational Plan

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# OVERVIEW

On behalf of the Council it gives me great pleasure to present the 2019-2020 Operational Plan.

In June 2017 Council endorsed the 10 year Community Strategic Plan (2017-2027) and adopted the four year Delivery Program (2017-2021). In line with the Integrated Planning and Reporting requirements, council is required to present its Annual Operational Plan, which incorporates the budget each year.

In the previous year's Operational Plan an ambitious level of expenditure in excess of \$45million was set. Once again this Operational Plan outlines expenditure in excess of \$46.6million with \$23.886million in operating expenditure and \$22.771million in capital expenditure.

The key highlights in the coming financial year include:-

- \$3,200,000 of Road Renewals and upgrades
- \$3,000,000 for the upgrade of the Wentworth Aerodrome.
- \$2,500,000 for the upgrade of the Wentworth Civic Centre.
- \$2,400,000 for replacement of plant and machinery.
- \$2,350,000 for projects funded under the Stronger Country Communities Fund.
- \$2,000,000 for the Dareton and Wentworth Sewer Rationalisation project.
- \$1,300,000 for upgraded machinery at the Buronga Landfill.
- \$ 825,000 for the Gol Gol Water Treatment Plant upgrade.

Perhaps it is inevitable that these larger than average budgets result in some projects not being delivered as anticipated within the financial year, and so this year's budget includes \$5.2million of re-budgeted items.

Council has ratified the current organisational structure, which consists of 114.95 full time equivalent employees, supplemented by short term contract staff for the delivery of key projects.

On 5 May 2019 I announced the appointment of Mr Ken Ross as the General Manager for Wentworth Shire Council. Mr Ross is well known to this council having previously held the role of Director Health and Planning before undertaking the role of Acting General Manager following the retirement of Peter Kozlowski in August 2018. We had a highly credentialed list of candidates who were interviewed for the position and the decision to appoint Mr Ross was supported by the majority of Councillors.

There is a lot on the horizon for the Wentworth Shire Council and there is no doubt that the year ahead will be exciting but challenging.

Councillor Melisa Hederics  
**MAYOR**

# INTRODUCTION

## *The Integrated Planning and Reporting Framework*

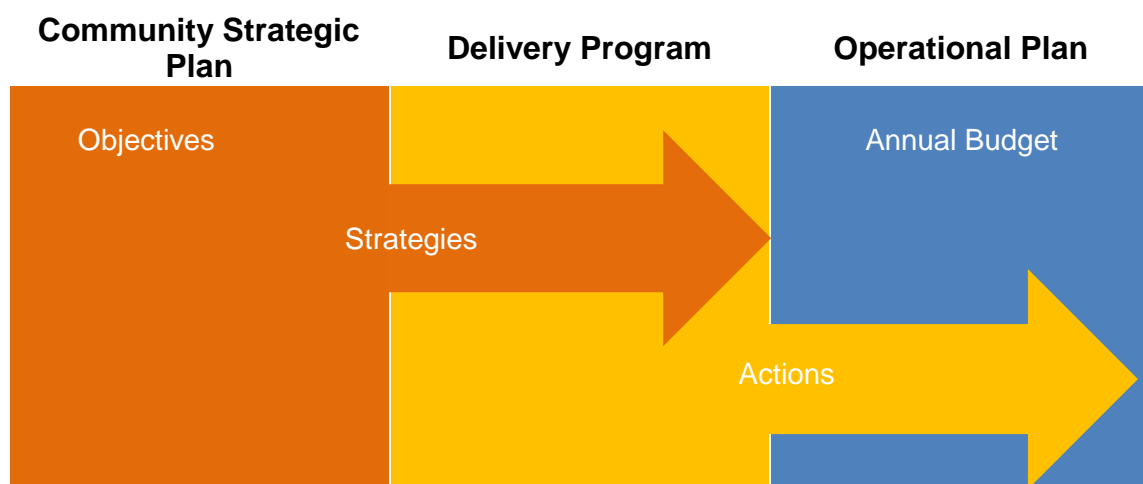
In accordance with the Local Government Act 1993 Councils across New South Wales (NSW) are required to produce a Community Strategic Plan covering a period of at least 10 years, with the plan to be updated in line with each Council election cycle (every four years).

The Community Strategic Plan is the highest level of plan that a Council will prepare and the purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

The four year Delivery Program is Wentworth Shire Council's commitment to assisting the community to achieve the Community Strategic Plan 2017-2027. It is a high level plan that maps out the Council's strategic business direction. This is the point where the community's strategic goals are systematically translated into actions. These are the principal activities to be undertaken by council to implement the strategies established by the Community Strategic plan within the resources available under the Resourcing Strategy.



Council is also required to 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 includes the Annual Statement of Revenue Policy. The following diagram shows how the various levels of the planning framework connect<sup>1</sup>.



<sup>1</sup> Integrated Planning and Reporting Manual for local government in NSW, NSW Premier & Cabinet Division of Local Government, March 2013.

## Integrated Planning at a glance<sup>2</sup>

Plan/strategy	Description/requirements	Due dates/ frequency	Legislative reference
Community Engagement Strategy	A strategy based on social justice principles for engagement with the local community when developing the Community Strategic Plan.	For use during development of the Community Strategic Plan and councils' other planning activities.	s402(4) (Act)
Community Strategic Plan (CSP)	Plan which identifies the main priorities and aspirations for the future of the local government area.  Minimum 10 years.	From 2012, endorsed by 30 June in year following election. Review every four years, and roll forward so remains at least 10 year horizon.  Exhibit for at least 28 days.	s402(1)–(7) (Act)
Long Term Financial Plan	Included in the council's Resourcing Strategy for the provision of resources required to implement the CSP.  Minimum 10 years.	Review in detail every 4 years as part of CSP review. Update annually when developing the Operational Plan.	s403(2) (Act)
Workforce Management Plan	Included in the council's Resourcing Strategy for the provision of resources required to implement the CSP.  Minimum 4 years.		s403(2) (Act)
Asset Management Plan	Included in the council's Resourcing Strategy for the provision of resources required to implement the CSP. Comprises an Asset Management Strategy and Plan/s.  Minimum 10 years.		s403(2) (Act)
Delivery Program	Details the principal activities to be undertaken by the council to implement strategies established by the CSP.  Four years' duration.	From 2012, adopt by 30 June in year following election.  Exhibit for at least 28 days.	s404(1)–(5) (Act)
Operational Plan	Details the activities to be engaged in by the council during the year, and annual budget.  Annual sub-plan of Delivery Program.	Adopt prior to beginning of financial year.  Exhibit for at least 28 days.	s405(1)–(6) s532 s610B – s610F s706(2) (Act) cl201(1) (Reg)

<sup>2</sup> Integrated Planning and Reporting Manual for local government in NSW, NSW Premier & Cabinet

# ***Achieving the vision for 2027***

The consultation and engagement activities undertaken to inform the Wentworth Region Community Strategic Plan resulted in the formation of the following concise and ambitious vision for the region:

***A thriving region, supported by a robust economic base, distinctive open spaces, and strong local governance and leadership.***

To ensure we, as a community, can work toward achieving this vision, four strategic objectives have been developed around the quadruple bottom line which aims to balance social, environmental, and economic and governance aspects of strategic plans.

Underpinning each objective is a range of supporting strategies that outline high-level approaches to achieving the objectives and delivering the vision.

**OBJECTIVE 1**  
**Wentworth is a vibrant, growing and thriving shire.**

**OBJECTIVE 2**  
**Wentworth is a desirable shire to visit, live, work and invest.**

**OBJECTIVE 3**  
**Wentworth is a community that works to enhance and protect its physical and natural assets.**

**OBJECTIVE 4**  
**Wentworth is a caring, supportive and inclusive community that is informed and engaged in its future.**

Council's four year Delivery Program (2017-2021) contains the strategies that are aligned to the objectives in the Community Strategic Plan. Each annual Operational Plan sets out the individual actions (activities) that will be undertaken within the financial year all of which can be linked back to the Community Strategic Plan.

The key highlights of the 2019/20 Operational Plan are:

- \$3,200,000 of Road Renewals and upgrades
- \$3,000,000 for the upgrade of the Wentworth Aerodrome.
- \$2,500,000 for the upgrade of the Wentworth Civic Centre.
- \$2,400,000 for replacement of plant and machinery.
- \$2,350,000 for projects funded under the Stronger Country Communities Fund.
- \$2,000,000 for the Dareton and Wentworth Sewer Rationalisation project.
- \$1,300,000 for upgraded machinery at the Buronga Landfill.
- \$ 825,000 for the Gol Gol Water Treatment Plant upgrade.



# Council's commitment to the Community Strategic Plan

## Contribution to CSP Objectives

Total expenditure for 2019/20 is budgeted to be \$46,657,187. Operational expenditure accounts for \$23,886,646 of the total budget and expenditure on Capital Works and Major Projects is forecast to be \$22,770,541

In line with the Integrated Planning and Reporting Framework Council's expenditure has been aligned with the Objectives established within the Community Strategic Plan.

The financial expenditure figures depicted in the following table provide an indicative indication of how Council's expenditure in 2019/20 is aligned to the Community Strategic Plan.

The following pages provide the details of each Operational Plan action, including the description, the strategy that it is aligned to, the responsible officer, the source of funding and the budget amount for the financial year.

CSP Objectives and Strategies	2019/20 Budget	% of total
<b>1. Wentworth is a vibrant, growing and thriving Shire</b>		<b>10%</b>
1.1 Grow the potential for business and industry to develop and expand	\$ 150,000	
1.2 Encourage and support population growth and resident attraction	\$ 4,593,468	
<b>2. Wentworth is a desirable Shire to visit ,live, work and invest</b>		<b>13%</b>
2.1 Grow visitation to the Shire by developing a quality visitor experience and promoting our destination	\$ 440,000	
2.2 Enhance access to local health and aged care services	\$ 120,000	
2.3 Enhance access to maternal and child health services, child care centres and pre-school services	\$ 182,007	
2.4 Enhance access to education, skills and training.	\$ 58,000	
2.5 Maintain /create desirable open spaces and recreation facilities.	\$ 5,298,079	
<b>3. Wentworth is a community that works to enhance and protect its physical and natural assets</b>		<b>49%</b>
3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations	\$ 7,774,914	
3.2 Plan for and develop the right assets and infrastructure	\$ 12,971,662	
3.3 Prepare for natural disasters, biosecurity risks and climate change	\$ 1,902,347	
3.4 Reduce, reuse and recover waste	\$ 100,000	
<b>4. Wentworth is a caring, supportive and inclusive community that is informed and engaged in its future</b>		<b>28%</b>
4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery	\$ 12,816,710	
4.5 Encourage the self-determination of individual townships and community groups	\$ 250,000	
	<b>\$46,657,187</b>	



# Detailed Operational Plan Actions

## 2019/20

### Capital Works and Major Projects

#### Amenities Upgrades YR 2/2

<b>Description</b>	Upgrade and refurbishment of toilet and amenities buildings, with the assistance of \$268,000 of grant funding in the 2019/20 financial year.			
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.			
<b>Responsible</b>	DRE	<b>Source</b>	Grant funded	<b>Budget</b> \$330,000

#### Asbestos Management Works YR 2/3

<b>Description</b>	Continuation of previous works to remove "moderate to high" risks; "moderate risks" and "low risks" over the next 3 years			
<b>Strategy</b>	3.3 Prepare for natural disasters, biosecurity risks and climate change			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$60,000

#### Buronga Depot Storage Shed Extension

<b>Description</b>	Works to extend the storage area for plant and equipment.			
<b>Strategy</b>	3.2 Plan for and develop the right assets and infrastructure			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$15,000

#### Buronga Riverfront Masterplan YR 2/3

<b>Description</b>	Stage 1 of works identified for implementation in the Buronga Riverfront Masterplan, the community family area and track rationalisation area. This project received \$66,000 of funding in the 2019/20 financial year through the Country Community Fund.			
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.			
<b>Responsible</b>	DRE	<b>Source</b>	Grant funded	<b>Budget</b> \$225,000

#### Buronga/Gol Gol Stormwater Constraints (YR 2/5)

<b>Description</b>	Stage 1 of stormwater construction (Wood Street Gol Gol)			
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$250,000

#### Capital included in Operating Expenses 2019/20

<b>Description</b>	This accounting entry identifies the value of capital works included within the various categories of Operating Expenditure			
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery			
<b>Responsible</b>	DFP	<b>Source</b>	Council funded	<b>Budget</b> \$2,753,923

## Curlwaa Hall Renewal YR 2/2

**Description** This \$400,000 project will replace the existing Curlwaa Hall and has received \$201,000 of grant funding in the 2019/20 financial year.

**Strategy** 2.5 Maintain /create desirable open spaces and recreation facilities.

<b>Responsible</b>	DRE	<b>Source</b>	Grant funded	<b>Budget</b>	\$400,000
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## Dareton Main Street Upgrades Yr 1/1

**Description** Develop detailed designs, scope of works and project delivery.

**Strategy** 4.5 Encourage the self-determination of individual townships and community groups

<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b>	\$250,000
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## EDS Facility upgrades YR 2/2

**Description** The construction of the Buronga EDS facility is fully grant funded.

**Strategy** 1.2 Encourage and support population growth and resident attraction

<b>Responsible</b>	DRE	<b>Source</b>	Grant funded	<b>Budget</b>	\$496,000
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## George Gordon Oval Netball Courts and Lights (Yr 2/2).

**Description** Construction of 2 additional netball courts and lights at George Gordon Oval. This project has received \$268,000 of grant funding in the 2019/20 financial year.

**Strategy** 2.5 Maintain /create desirable open spaces and recreation facilities.

<b>Responsible</b>	DRE	<b>Source</b>	Grant funded	<b>Budget</b>	\$440,000
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## Integrated Management System YR 2/2

**Description** Installation of a new whole of local government integrated management system to replace the current Practical Plus system

**Strategy** 4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery

<b>Responsible</b>	DFP	<b>Source</b>	Council funded	<b>Budget</b>	\$500,000
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## Integrated Water Cycle Management Plan - Waste Water component YR 2/2

**Description** The preparation of the IWCMP in conjunction with the IWCMP for Water.

**Strategy** 3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations

<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b>	\$75,000
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## Integrated Water Cycle Management Plan - Water Supply component YR 2/2

**Description** The preparation of the IWCMP in conjunction with the IWCMP for Waste Water.

**Strategy** 3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations

<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b>	\$75,000
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## IT Infrastructure Annual Renewals 2019/20

Description	Annual IT replacement program				
Strategy	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery				
Responsible	DFP	Source	Council funded	Budget	\$200,000

## Land Acquisitions YR 2/4

Description	Provision of Land Tenure or Ownership of land housing essential public infrastructure.				
Strategy	3.2 Plan for and develop the right assets and infrastructure				
Responsible	DFP	Source	Council funded	Budget	\$250,000

## Landfill Landuse Planning 100,000 Tonne EPL Upgrade Buronga Landfill 2019/20

Description	Works to commence the approval process to extend the footprint of permitted use of the Buronga Landfill plus potential upgrading of the Environmental Protection Licence for the site.				
Strategy	3.4 Reduce, reuse and recover waste				
Responsible	DFP	Source	Council funded	Budget	\$100,000

## Landfill, Machinery purchases

Description	Replacement of the Landfill Compactor and the purchase of a new articulated Dump Truck.				
Strategy	3.2 Plan for and develop the right assets and infrastructure				
Responsible	DRE	Source	Funded by other sources	Budget	\$1,300,000

## Landfill, Transfer Station Site Huts

Description	Construction and Installation of site huts/offices at the Wentworth and Dareton Transfer Stations.				
Strategy	3.2 Plan for and develop the right assets and infrastructure				
Responsible	DRE	Source	Council funded	Budget	\$100,000

## Library Assets - New and Replacement Bookstocks - 2019/20

Description	Annual program to refresh library book supplies				
Strategy	2.4 Enhance access to education, skills and training.				
Responsible	DFP	Source	Council funded	Budget	\$52,000

## Library Local Special Project - 2019/20

Description	Annual Grant provided by the State Library for special projects identified by the Library Services team.				
Strategy	2.4 Enhance access to education, skills and training.				
Responsible	DFP	Source	Council funded	Budget	\$6,000

## Minor Plant Purchases 2019/20

Description	Annual program for the replacement of minor plant and equipment				
Strategy	3.2 Plan for and develop the right assets and infrastructure				
Responsible	DRE	Source	Council funded	Budget	\$50,000

## Office Equipment Annual Replacement Program - 2019/20

Description	Annual program to replace office furniture and equipment				
Strategy	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery				
Responsible	DFP	Source	Council funded	Budget	\$10,000

## Palm Island Landscaping

Description	The design and construction of the landscaping project at Palm Island, Wentworth.				
Strategy	2.5 Maintain /create desirable open spaces and recreation facilities.				
Responsible	DRE	Source	Council funded	Budget	\$45,000

## Plant replacement - Annual Program 2019/20

Description	Replacement of Major plant items, in accordance with 10 year plan				
Strategy	3.2 Plan for and develop the right assets and infrastructure				
Responsible	DRE	Source	Council funded	Budget	\$2,400,000

## PS Ruby Annual Capital Expenditure YR 2/4

Description	Ths annual allocation of funds provides for maintenance upgrades on the PS Ruby.				
Strategy	2.1 Grow visitation to the Shire by developing a quality visitor experience and promoting our destination				
Responsible	DFP	Source	Council funded	Budget	\$50,000

## Purchase and installation of Flagtrax system

Description	The supply and installation of stage 2 of the identified flag track locations.				
Strategy	2.1 Grow visitation to the Shire by developing a quality visitor experience and promoting our destination				
Responsible	DRE	Source	Council funded	Budget	\$60,000

## Road Infrastructure Annual Renewals 2019/20

Description	Completion of identified road construction projects.				
Strategy	3.2 Plan for and develop the right assets and infrastructure				
Responsible	DRE	Source	Council funded	Budget	\$400,000

## Septic Waste Receivable Structure YR 2/2

<b>Description</b>	Construction of new septic waste receival discharge point at the Buronga Waste Water Treatment Plant			
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$30,000

## Sewer Pit Lids - Repair and Replacement Annual Program 2019/20

<b>Description</b>	Repair or Replace Sewer Pit Lids in Poor Condition			
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$10,000

## Sewer Replacement, Neville Street YR 2/2

<b>Description</b>	Works being undertaken in conjunction with the Wentworth Sewer Rationalisation Works and the construction of the new rising main.			
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$200,000

## Shared ways Program 2019/20

<b>Description</b>	Annual program to provide identified upgrade works for shared ways across the Shire.			
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$50,000

## Shire Wide Post and Rail Replacement YR 2/4 (previously Bollard Replacement)

<b>Description</b>	Replace aging timber rail type bollards within the shire with recycled plastic bollards.			
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$20,000

## Stormwater Drainage Program 2019/20

<b>Description</b>	Annual program to provide identified upgrade works across the Shire, as per the prioritised list.			
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$250,000

## Street furniture upgrades 2019/20

<b>Description</b>	Develop and implement a shire wide strategy for the replacement and upgrade of street furniture			
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$21,000

## Swimming Pools Dareton Pool Pump Upgrade

<b>Description</b>	Supply and instal new pump at the Dareton swimming pool		
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.		
<b>Responsible</b>	DRE	<b>Source</b>	Council funded

<b>Budget</b>	\$10,000
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## Swimming Pools Wentworth Pool Bi-annual Painting 2019/20

<b>Description</b>	Painting of the Wentworth and Dareton Pools every two years.		
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.		
<b>Responsible</b>	DRE	<b>Source</b>	Council funded

<b>Budget</b>	\$20,000
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## Swimming Pools Wentworth Pool Pump Upgrade

<b>Description</b>	Supply and instal new pump at the Wentworth swimming pool		
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.		
<b>Responsible</b>	DRE	<b>Source</b>	Council funded

<b>Budget</b>	\$10,000
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## Swimming Pools Wentworth Pool Tiling (YR 1/1)

<b>Description</b>	Re-tile Wentworth Pool		
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.		
<b>Responsible</b>	DRE	<b>Source</b>	Council funded

<b>Budget</b>	\$120,000
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## Waste Bins Strategy YR 1/4

<b>Description</b>	3 Year program to replace bin surrounds with stylised bin surrounds.		
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.		
<b>Responsible</b>	DRE	<b>Source</b>	Council funded

<b>Budget</b>	\$12,500
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## Waste Water Rationalisation Dareton Project YR 2/2

<b>Description</b>	Construction of rising main, pump station, upgrade of treatment ponds and decommissioning of existing treatment plant, in conjunction with Wentworth project.		
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations		

<b>Responsible</b>	DRE	<b>Source</b>	Grant funded
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<b>Budget</b>	\$1,000,000
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## Waste Water Rationalisation Wentworth Project YR 2/2

<b>Description</b>	Construction of rising main, pump station, upgrade of treatment ponds and decommissioning of existing treatment plant, in conjunction with Dareton project		
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations		

<b>Responsible</b>	DRE	<b>Source</b>	Grant funded
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<b>Budget</b>	\$1,000,000
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## Waste Water, Hendy Road Main Replacement YR 2/2

<b>Description</b>	Stage 2 of the construction of new sewer main from Sturt Highway at Carramar Drive Sporting Complex through to Hendy Road Pump Station.			
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$132,000

## Water Infrastructure Annual Upgrades 2019/20

<b>Description</b>	The upgrade of water assets, including design as required.			
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$241,862

## Water Stop Valves and Fire Plug Annual replacements 2019/20

<b>Description</b>	The replacement of valves and fire plugs as required.			
<b>Strategy</b>	3.2 Plan for and develop the right assets and infrastructure			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$10,000

## Water Treatment Plant, Gol Gol Upgrades YR 2/3

<b>Description</b>	The design and construction works for Gol Gol WTP including electrical, telemetry and treatment process upgrades.			
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations			
<b>Responsible</b>	DRE	<b>Source</b>	Grant funded	<b>Budget</b> \$675,000

## Water Treatment Plant, Gol Gol Lagoon Yr 2/2

<b>Description</b>	Installation of new HDPE liner for the second settling lagoon.			
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations			
<b>Responsible</b>	DRE	<b>Source</b>	Grant funded	<b>Budget</b> \$150,000

## Water Treatment Plant, Pooncarie Upgrades YR 2/2

<b>Description</b>	Upgrade of filtered water storage for the township.			
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$250,000

## Wentworth Aerodrome - Capital works 2019/20

<b>Description</b>	Stage 1 of construction, including design. This project will run over two years with \$2.7 million of grant funding allocated in 2019/20 and a further \$ 6.1mil in 2020/21			
<b>Strategy</b>	1.2 Encourage and support population growth and resident attraction			
<b>Responsible</b>	DRE	<b>Source</b>	Grant funded	<b>Budget</b> \$3,000,000



## Wentworth Aerodrome - Fencing

<b>Description</b>	Construction of facility perimeter fencing of which \$20,000 has been funded through grant contributions.		
<b>Strategy</b>	1.2 Encourage and support population growth and resident attraction		
<b>Responsible</b>	DRE	<b>Source</b> Grant funded	<b>Budget</b> \$42,000

## Wentworth Civic Centre Redevelopment YR 2/3

<b>Description</b>	The total cost of redevelopment of the Civic Centre over 3 years is budgeted at \$3.9mil. In 2019/20 tenders will be invited to deliver the internal design and fit out of the building.		
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery		
<b>Responsible</b>	GM	<b>Source</b> Funded by other sources	<b>Budget</b> \$2,500,000

## Wentworth Depot Upgrades 2019/20

<b>Description</b>	Installation of new stores roller doors.		
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery		
<b>Responsible</b>	DFP	<b>Source</b> Council funded	<b>Budget</b> \$10,000

## Wentworth Riverfront Precinct Upgrades - BBQ Area YR 2/3

<b>Description</b>	With the assistance of \$66,000 of funding in the 2019/20 financial year through the Stronger Country Communities fund, this budget allocation is to design and construct new BBQ facilities along the Wentworth Riverfront Precinct		
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.		
<b>Responsible</b>	DRE	<b>Source</b> Grant funded	<b>Budget</b> \$190,000

## Wentworth Riverfront Precinct Upgrades - Wall Remediation YR 2/2

<b>Description</b>	Design and construction of new retaining wall fronting Wentworth Rowing Club.		
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.		
<b>Responsible</b>	DRE	<b>Source</b> Council funded	<b>Budget</b> \$300,000

## Wentworth RV Dump Point

<b>Description</b>	Installation of an RV dump point at Wentworth		
<b>Strategy</b>	2.1 Grow visitation to the Shire by developing a quality visitor experience and promoting our destination		
<b>Responsible</b>	DRE	<b>Source</b> Council funded	<b>Budget</b> \$30,000

## Wentworth Showgrounds Upgrades - Barrett Pavillion replacement YR 2/3

<b>Description</b>	This budget allocation is to design and construct the new Barrett Pavillion. This is a \$1,000,000 project over 2 years and has received external funding totalling \$601,500.		
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.		
<b>Responsible</b>	GM	<b>Source</b> Grant funded	<b>Budget</b> \$675,000

## Wentworth Sporting Complex Upgrades (YR 2/2)

<b>Description</b>	This \$300,000 project over 2 years. This financial year will deliver the installation of new playground equipment and upgrade of bowling green surfaces. This project has been fully grant funded.			
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.			
<b>Responsible</b>	DRE	<b>Source</b>	Grant funded	<b>Budget</b> \$200,000

## Wentworth Water Raw Main Replacement YR 1/2

<b>Description</b>	Deferred from 2016/17, construction of new raw water main from Tuckers Creek Bridge to William St, subject to Broken Hill Pipeline route			
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$20,000

## Willowbend Caravan Park RedevelopmentYR 2/4

<b>Description</b>	Redevelopment of Willlowbend Caravan Park			
<b>Strategy</b>	2.1 Grow visitation to the Shire by developing a quality visitor experience and promoting our destination			
<b>Responsible</b>	DFP	<b>Source</b>	Council funded	<b>Budget</b> \$300,000

**Capital Works and Major Projects \$22,372,285**

## Operational Expenses

### Community Participation Plan 2019/20

<b>Description</b>	This project will provide a comprehensive Community Participiation Plan, as required by the EP&A Act.			
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery			
<b>Responsible</b>	DHP	<b>Source</b>	Council funded	<b>Budget</b> \$5,000

### Floodplain Risk Management Study and Plan 2019/20

<b>Description</b>	This project will provide vital information to inform the planning and devlopment into the future.			
<b>Strategy</b>	3.3 Prepare for natural disasters, biosecurity risks and climate change			
<b>Responsible</b>	DHP	<b>Source</b>	Council funded	<b>Budget</b> \$55,000

### Operational Expenditure - Administration Finance and Policy 2019/20

<b>Description</b>	Includes corporate support and other support services, engineering works, and any Council policy compliance.			
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery			
<b>Responsible</b>	DFP	<b>Source</b>	Council funded	<b>Budget</b> \$1,918,995

### Operational Expenditure - Administration, GMO 2019/20

<b>Description</b>	Includes adminisitrative support services related to the General Manager's Office			
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> \$2,209,498

## Operational Expenditure - Administration, Roads and Engineering 2019/20

<b>Description</b>	This accounting entry is a negative expense representing the offset of operational costs such as internal use of plant and on-costs.			
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery			
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b> -\$376,775

## Operational Expenditure - Building Control 2019/20

<b>Description</b>	Includes corporate support and other support services, engineering works, and any Council policy compliance.			
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery			
<b>Responsible</b>	DHP	<b>Source</b>	Council funded	<b>Budget</b> \$299,402

## Operational Expenditure - Community Services 2019/20

<b>Description</b>	Includes administration and education; social protection (welfare); migrant, Aboriginal and other community service and administration (excluding accommodation - as it is covered under 'housing and community amenities'); youth services; aged and disabled			
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery			
<b>Responsible</b>	DFP	<b>Source</b>	Council funded	<b>Budget</b> \$91,466

## Operational Expenditure - Economic Affairs 2019/20

<b>Description</b>	Includes camping areas and caravan parks; tourism and area promotion; industrial development promotion; sale yards and markets; real estate development; commercial nurseries; and other business undertakings.			
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery			
<b>Responsible</b>	DFP	<b>Source</b>	Council funded	<b>Budget</b> \$1,405,659

## Operational Expenditure - Environment 2019/20

<b>Description</b>	Includes noxious plants and insect/vermin control; other environmental protection; solid waste management, including domestic waste; other waste management; other sanitation; and garbage, street cleaning, drainage and stormwater management.			
<b>Strategy</b>	3.3 Prepare for natural disasters, biosecurity risks and climate change			
<b>Responsible</b>	DHP	<b>Source</b>	Council funded	<b>Budget</b> \$1,787,347

## Operational Expenditure - Health Services 2019/20

<b>Description</b>	Includes immunisation, food control, health centres etc.			
<b>Strategy</b>	2.3 Enhance access to maternal and child health services, child care centres and pre-school services			
<b>Responsible</b>	DHP	<b>Source</b>	Council funded	<b>Budget</b> \$182,007

## Operational Expenditure - Housing and Community Amenities 2019/20

<b>Description</b>	Includes public cemeteries; public conveniences; street lighting; town planning; other community amenities including housing development and accommodation for families and children, aged persons, disabled persons, migrants and Indigenous persons.			
<b>Strategy</b>	1.2 Encourage and support population growth and resident attraction			
<b>Responsible</b>	DHP	<b>Source</b>	Council funded	<b>Budget</b> \$1,055,468

## Operational Expenditure - Public Order and Safety 2019/20

<b>Description</b>	Fire protection; animal control, beach control, enforcement of local government regulations, emergency services, other.				
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery				
<b>Responsible</b>	DHP	<b>Source</b>	Council funded	<b>Budget</b>	\$891,286

## Operational Expenditure - Recreation and Culture 2019/20

<b>Description</b>	Includes public libraries; museums; art galleries; community centres and halls, including public halls and performing arts venues; sporting grounds and venues; swimming pools; parks; gardens; lakes; and other sporting, recreational and cultural services.				
<b>Strategy</b>	2.5 Maintain /create desirable open spaces and recreation facilities.				
<b>Responsible</b>	DHP	<b>Source</b>	Council funded	<b>Budget</b>	\$2,174,579

## Operational Expenditure - Transport 2019/20

<b>Description</b>	Urban local, urban regional, includes sealed and unsealed roads, bridges, footpaths, parking areas and aerodromes.				
<b>Strategy</b>	3.2 Plan for and develop the right assets and infrastructure				
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b>	\$11,200,586

## Operational Expenditure - Transport 2019/20 capital included in operational expenditure

<b>Description</b>	This negative expense accounts for the value of capital works that are capitalised at the end of the financial year.				
<b>Strategy</b>	3.2 Plan for and develop the right assets and infrastructure				
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b>	-\$2,753,924

## Operational Expenditure - Waste Water 2019/20

<b>Description</b>	Operational expenditure pertaining to sewer supply services.				
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations				
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b>	\$1,404,212

## Operational Expenditure - Water Supplies 2019/20

<b>Description</b>	Operational expenditure pertaining to water supply services.				
<b>Strategy</b>	3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations				
<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b>	\$1,911,840

## Provision of medical services - Yr 1

<b>Description</b>	In 2019 Council agreed to enter into a contractual arrangement to secure medical services in Wentworth.				
<b>Strategy</b>	2.2 Enhance access to local health and aged care services				
<b>Responsible</b>	DFP	<b>Source</b>	Council funded	<b>Budget</b>	\$120,000

## Review WLEP & DCP 2019/20

**Description** Review of the WLEP & DCP 2011 in accordance with section 73 of the EP&A Act

**Strategy** 1.1 Grow the potential for business and industry to develop and expand

<b>Responsible</b>	DHP	<b>Source</b>	Council funded	<b>Budget</b>	\$10,000
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## Sewer Design works 2019/20

**Description** The preparation of specific designs for identified works as they arise.

**Strategy** 3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations

<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b>	\$50,000
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## Strategic Project Fund 2019/20

**Description** The SDI will provide resources for the internal development of a number of strategic documents as set out in the Wentworth Shire Council - H&P Strategic Project Plan & Action Plan and Delivery and Operational Plan.

**Strategy** 1.1 Grow the potential for business and industry to develop and expand

<b>Responsible</b>	DHP	<b>Source</b>	Council funded	<b>Budget</b>	\$140,000
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## Tree Management Strategy 2019/20

**Description** Program to replace trees that have been identified as posing a risk

**Strategy** 2.5 Maintain /create desirable open spaces and recreation facilities.

<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b>	\$30,000
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## Trees Under Power Lines 2019/20

**Description** Annual program to replace trees under powerlines

**Strategy** 2.5 Maintain /create desirable open spaces and recreation facilities.

<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b>	\$25,000
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## Water Design Works

**Description** The preparation of specific designs for identified works as they arise.

**Strategy** 3.1 Promote the efficient delivery of water supply, sewer and drainage services for the long term interests of future generations

<b>Responsible</b>	DRE	<b>Source</b>	Council funded	<b>Budget</b>	\$50,000
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<b>Operational Expenses</b>	<b>\$23,886,646</b>
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## Loan Repayments

### Landfill Capital Lease Payments 2019/20

**Description** This amount represents the value of principal repayments made against this lease

**Strategy** 4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery

<b>Responsible</b>	DFP	<b>Source</b>	Council funded	<b>Budget</b>	\$88,475
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### Loan Repayments - Civic Centre (\$850k) 2019/20

<b>Description</b>	Annual Principal Repayments for the Civic Centre Loan.			
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery			
<b>Responsible</b>	DFP	<b>Source</b>	Council funded	<b>Budget</b> \$41,053

### Loan Repayments - Civic Centre (3.3m) 2019/20

<b>Description</b>	Annual Principal Repayments for the proposed loan to fund the redevelopment of the Wentworth Civic Centre			
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery			
<b>Responsible</b>	DFP	<b>Source</b>	Council funded	<b>Budget</b> \$58,958

### Loan Repayments - Landfill Capital #1 Loan 2019/20

<b>Description</b>	Annual Principal Repayments for Landfill Loan #1.			
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery			
<b>Responsible</b>	DFP	<b>Source</b>	Council funded	<b>Budget</b> \$88,009

### Loan Repayments - Landfill Capital #2 Loan 2019/20

<b>Description</b>	Annual Principal Repayments for the Landfill Loan #2			
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery			
<b>Responsible</b>	DFP	<b>Source</b>	Council funded	<b>Budget</b> \$48,056

### Loan Repayments - Midway Centre 2019/20

<b>Description</b>	Annual Principal Paymments for the Midway Redevelopment Loan.			
<b>Strategy</b>	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery			
<b>Responsible</b>	DFP	<b>Source</b>	Council funded	<b>Budget</b> \$73,705

			<b>Loan Repayments</b>	<b>\$398,256</b>
			<b>Total Budget 2019/2020</b>	<b>\$46,657,187</b>

## ***Workforce requirements***

The adopted structure has 114.95 full time equivalent employees (FTE's) which reflects an overall increase of 6.5 positions from June 2016.

Total employment costs are forecast to be \$8,852,854 for the 2019/20 financial year an increase \$248,167. This figure includes:-

- salaries and wages
- travel expenses
- employee entitlements
- superannuation
- workers' compensation
- fringe benefit tax
- training costs
- uniform expenses, and
- recruitment costs.

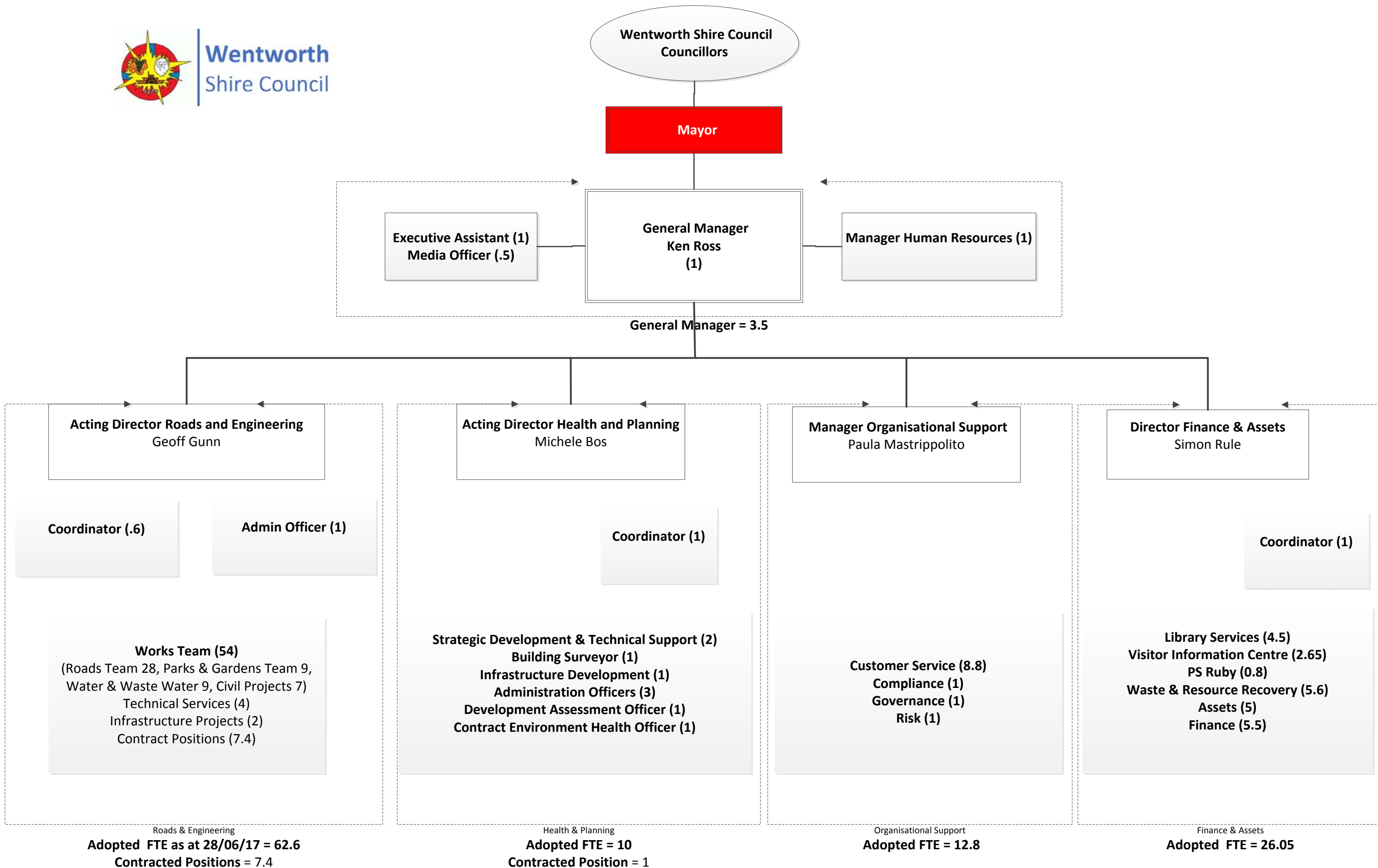
The annual award increase of 2.5% has also been included in the employment costs calculation.

In recent years the FTE level has been supplemented with several contracted positions in order to cope with the increased levels of capital expenditure and this strategy is set to continue in 2019/20. These additional costs have been factored into the total cost of the capital projects.

The current structure consists of the general manager and three (3) directors, with each of these positions the subject of a standard contract of employment for Senior Staff. All other staff are employed in accordance with the Local Government (State) Award.

A copy of the adopted structure is provided on the following page.





**Total Full Time Equivalents (FTE's) as at 5/08/2018 = 114.95**

# Financial Information

## Revenue and cash requirements

The total cash requirements for the 2019/20 financial year equates to \$39,472,821. This is calculated as follows:-

Cash requirements	2019/20 budget
Total budget	\$46,657,187
<u>less</u> depreciation expense	\$7,064,366
<b>Total cash requirements</b>	<b>\$39,592,821</b>

The Independent Pricing and Regulatory Tribunal of NSW (IPART) determines the maximum rate increase allowable, which for 2019/20 is 2.70%. Total Operational Revenue is derived from the following sources:-

Revenue source	2019/20 budget
Rates and annual charges	\$8,663,613
User charges and fees	\$4,909,856
Interest	\$735,199
Grants and contributions	\$16,422,016
Other operating revenue	\$1,257,553
Net gain/loss disposal of assets	\$100,000
<b>Operational revenue</b>	<b>\$32,088,238</b>

Total Revenue	2019/20 budget
Operational revenue	\$32,088,238
Borrowings	\$3,800,000
Retained earnings	\$2,204,583
Restricted reserves	\$1,500,000
<b>Total revenue</b>	<b>\$39,592,821</b>

## ***Rates and annual charges***

The Ordinary Rate comprises a base rate and an ad valorem rating structure for residential, business and farmland categories of rates.

The Ordinary Rate will be increased by the maximum 2.70% rate pegged amount determined by the Independent Pricing and Regulatory Tribunal of NSW (IPART).

- Waste water access charges will be increased by 2.70%.
- No change to Raw and filtered water access charges.
- Domestic waste charges will be increased by 2.70%.
- No change to Water consumption charges.
- The maximum interest of 7.50% (as determined by the Minister for Local Government) will be charged.

## ***Expenditure***

The total expenditure for 2019/20 is \$46,657,187. This is broken down as follows:-

Expenditure Type	2019/20 budget
Expenditure – Operational	\$23,886,646
Expenditure - Capital and major projects	\$22,770,541
<b>Total 2019/20 budget</b>	<b>\$46,657,187</b>

## Grant funded projects

Within the \$22,770,541 capital expenditure budget for 2019/20 projects to the value of \$8,823,000 are being offset by grant funding totalling \$6,619,500. Additionally, council will also receive other capital and operating grants budgeted to amount to \$9,802,516 for 2019/20 bringing the total amount of grants to \$16,422,016 or 35.31% of the total budget.

The following table depicts the capital and major projects that have been funded and the amount of funding allocated to the project in the 2019/20 financial year.

Project Title	2019/20 budget	2019/20 funding
Amenities Upgrades YR 2/2	\$330,000	\$268,000
Buronga Riverfront Masterplan YR 2/3	\$225,000	\$66,000
Curlwaa Hall Renewal YR 2/2	\$400,000	\$201,000
EDS Facility upgrades YR 2/2	\$496,000	\$496,000
George Gordon Oval Netball Courts and Lights (Yr 2/2)	\$440,000	\$268,000
Waste Water Rationalisation Dareton Project YR 2/2	\$1,000,000	\$500,000
Waste Water Rationalisation Wentworth Project YR 2/2	\$1,000,000	\$500,000
Water Treatment Plant, Gol Gol Upgrades YR 2/3	\$675,000	\$675,000
Water Treatment Plant, Gol Gol Lagoon Yr 2/2	\$150,000	\$150,000
Wentworth Aerodrome - Capital works 2019/20	\$3,000,000	\$2,760,000
Wentworth Aerodrome - Fencing	\$42,000	\$20,000
Wentworth Riverfront Precinct Upgrades - BBQ Area YR 2/3	\$190,000	\$66,000
Wentworth Showgrounds Upgrades - Barrett Pavilion replacement YR 2/3	\$675,000	\$448,500
Wentworth Sporting Complex Upgrades (YR 2/2)	\$200,000	\$201,000
<b>Total 2019/20 major projects and grant allocations</b>	<b>\$8,823,000</b>	<b>\$6,619,500</b>
Other operating and capital grants		\$9,802,516
<b>Total capital grants and contributions</b>		<b>\$16,422,016</b>

## ***Proposed new borrowings***

There will be additional loan borrowings of \$3,800,000 in the 2019/20 financial year. These funds are for the purchase of machinery at the Landfill (\$1.3mil) and for the Civic Centre Redevelopment (\$2.5mil.)

Borrowed funds enable the cost of acquiring assets to be spread over a longer period of time, thus easing the burden on current ratepayers.

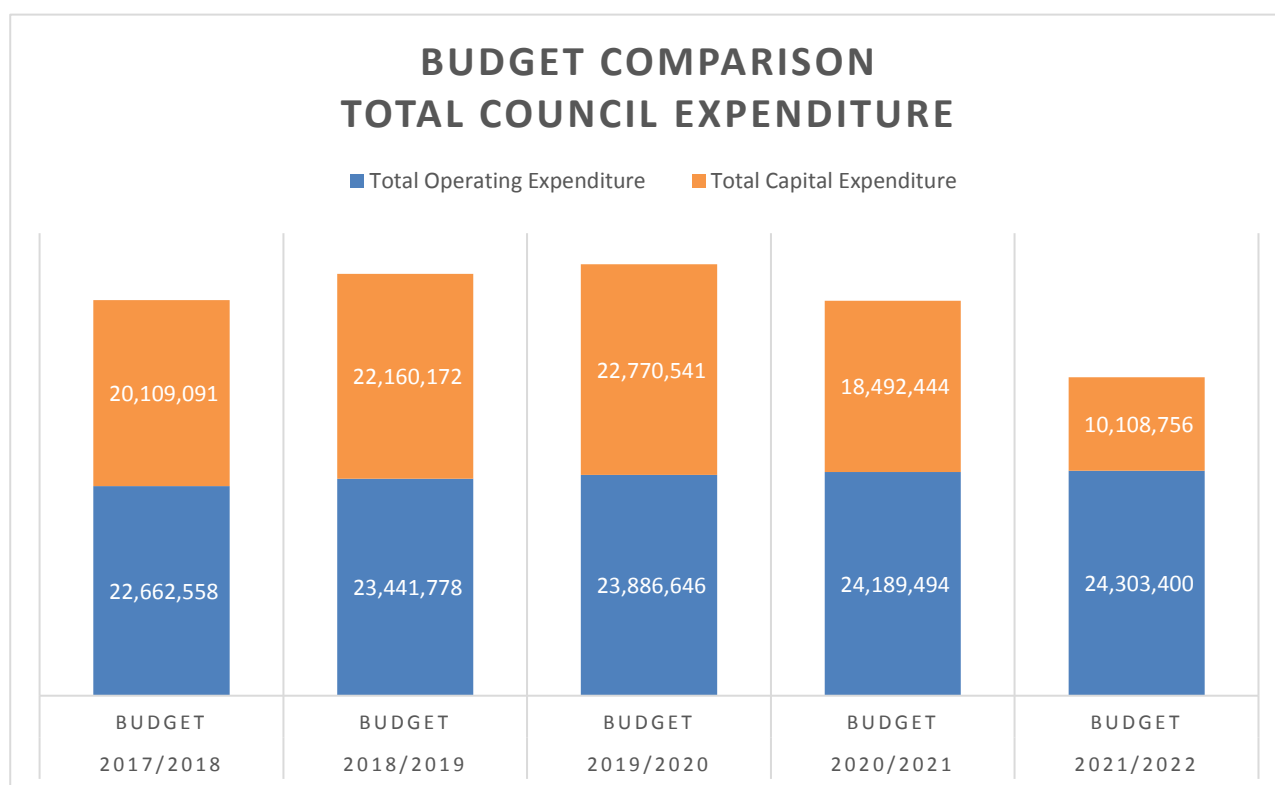
Even with the new borrowings the debt servicing ratio will be 2.60%, which is well below the benchmark of 20% set by the Office of Local Government.

## ***Future year estimates***

The following graph provides a comparison of previous budgeted amounts for the past 2 financial years, compared with the budget for the upcoming 2019/20 year and the projected future budgets for 2020/21 and 2021/22.

Based on the current Delivery Program projects and forecasts from 2020/21 onwards the level of capital expenditure reduces as the four year Delivery Program of the current council comes to the end of its lifecycle in June 2021.

Under the Integrated Planning and Reporting framework the adoption of each four year Delivery Program occurs nine months after each council election. On this basis, the next Delivery Program will be for the 2021/22 financial year.



# Budgeted Income Statement

Original unaudited budget 2018/19	Budgeted Income from continuing operations	Budget 2019/20
	<b>Revenue:</b>	
8,429	Rates and annual charges	8,663,613
4,785	User charges and fees	4,909,856
735	Interest and investment revenues	735,199
1,145	Other revenues	1,257,553
8,933	Grants & contributions provided for operating purposes	9,023,742
10,182	Grants & contributions provided for capital purposes	7,398,274
	<b>Other Income:</b>	
100	Net gain from disposal of assets	100,000
34,309	<b>Budgeted Total income from continuing operations</b>	<b>32,088,238</b>
	<b>Expenses from continuing operations:</b>	
8,605	Employee benefits and on-costs	8,852,854
227	Borrowing costs	245,421
4,641	Materials and contracts	4,473,366
7,037	Depreciation and amortisation	7,064,367
2,932	Other expenses	3,250,638
23,442	<b>Budgeted Total expenses from continuing operations</b>	<b>23,886,646</b>
10,867	<b>Budgeted Operating result from continuing operations</b>	<b>8,201,592</b>
-	<b>Budgeted Operating result from discontinued operations</b>	<b>-</b>
685	<b>Budgeted net operating result for the year</b>	<b>8,201,592</b>
	Attributable to:	
685	Council	8,201,592
-	Non-controlling interests	-
685	<b>Budgeted Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>803,318</b>

## ***Further information***

The draft Annual Statement of Revenue provides a full breakdown of revenue and contains the following required statements;

- a statement of the types of fees proposed to be charged by Council,
- a statement of Council's proposed pricing methodology for determining the prices of goods and the approved fees under for services provided by Council,
- the amounts of any proposed borrowings,
- the sources from which they are proposed to be borrowed, and
- the means by which they are proposed to be secured.

The Annual fees and charges document provides details of annual fees and charges for the 2019/20 financial year.

## ***Attachments***

***Part 2 – Annual Statement of Revenue and rating maps***

***Part 3 – Annual Fees and Charges***