



# **Gunnedah** Shire Council Operational Plan 2023/24

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**Gunnedah**  
Shire Council  
Open New Horizons

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# INTRODUCTION

## Vision and Values

Our vision and values underpin the development of this Operational Plan.

### ◆ Vision

**Gunnedah Shire Council's vision is to be a prosperous, caring and proud community reflected in the achievements of the people.**

### ◆ Values

#### ◆ Community Spirit

We have welcoming towns, villages and rural areas working in partnership to share the good times and bad, looking out for and supporting one another. We genuinely care.

#### ◆ Environmental Care

We embrace preservation of our heritage, our natural resources and our social fabric to achieve sustainability.

#### ◆ Lifestyle Access

We enjoy access to services and facilities in Gunnedah yet benefit from the peace, tranquillity, safety, security, beauty and friendliness of our rural community.

## Acknowledgement of Country

In presenting this document to the community, Gunnedah Shire Council acknowledges the Kamilaroi people as the Traditional Custodians of the Land on which we live and work. In doing so, Council pays its respect to all Elders both past and present as well as to the young Indigenous leaders of tomorrow.

## Operational Plan 2023/24

This Operational Plan is an integral part of Gunnedah Shire Council's Integrated Planning and Reporting Framework and covers the 2023/24 financial year.

While the Community Strategic Plan sets the priorities for a 10-year period, Council's four-year Delivery Program, adopted in June 2022, is the document that works towards the goals of the Community Strategic Plan. It sets out priorities, ongoing activities and specific actions that Council will undertake, within its responsibilities and capacity, towards achieving the outcomes identified in the Community Strategic Plan.

Within this framework, this Operational Plan sets a clear direction for Council's service activities for the 2023/24 financial year. The Operational Plan shows how Council's operations align with the Community Strategic Plan.

Gunnedah Shire Council is your local government, and this is your guide to the year ahead.

## Disclaimer

Any information provided by Gunnedah Shire Council in this document is provided in good faith. The inclusion of works or services in these documents is no guarantee that those works will be carried out by the indicative date or at all. This may be due to several factors including changing circumstances or priorities, adverse weather conditions or failure to obtain grant funding. Any person seeking to rely on any information contained in these documents relating to works or services is urged to contact Council.

## MESSAGE FROM THE MAYOR

Our home of Gunnedah Shire has seen its share of challenges, including floods, fires, droughts and pandemics.

And yet, as we head into the 2023/24 financial year, our Shire has never looked better. The determination of our people and their community spirit, alongside recent significant investment in capital works, mean Gunnedah Shire is well-placed to meet the future. Our population is growing, our economy is strong, and we are heading in the right direction.

In this, Gunnedah Shire Council's Operational Plan for 2023/24, we present a blueprint for a year that continues our vision for a prosperous, caring and proud community.

Extensive public consultation has provided us with four themes:

- ◆ engaging and supporting the community
- ◆ building our Shire's economy
- ◆ retaining our quality of life
- ◆ protecting and enjoying our beautiful surrounds.

This Operational Plan represents a clear and financially responsible way forward to deliver outcomes in these very important areas.

This plan continues the campaign of substantial investment in capital works in partnership with the State and Federal governments. We are in the early stages of a 10-year period of capital expenditure estimated at \$150 million.

In the 2023/24 financial year, Council's capital works will total \$28.8 million. Among the significant projects in this program are the Gunnedah Regional Saleyards Redevelopment, the Gunnedah Koala Sanctuary, completion of the Gunnedah Water Treatment Plant, and the recovery of our road network following the 2022 floods.

Alongside these major projects are the many day-to-day services Council provides, such as pool and library facilities, waste and recycling services, animal services, road maintenance, cultural facilities, planning and development services, playgrounds, sporting facilities, economic services and cemeteries.

We thank the State and Federal governments for working with us to create a great future for our community and our Shire.

We look forward to a year in which, together, we will continue to achieve great things.



**Jamie Chaffey**

Mayor

Gunnedah Shire Council

## GENERAL MANAGER'S OVERVIEW

I am pleased to present Gunnedah Shire Council's 2023/24 Operational Plan.

In 2022, we updated our Community Strategic Plan, a document that will take Gunnedah Shire through to 2027.

The Community Strategic Plan documents the aspirations of our community, identifying the outcomes and long-term strategic responses needed to achieve Gunnedah Shire Council's vision of a prosperous, caring and proud community reflected in the achievements of the people.

The 2023/24 Operational Plan details our practical steps towards this vision over the next year. It is an important document that outlines how Gunnedah Shire Council will achieve both the delivery of our services and work towards the long-term goals of our community. It includes the annual budget including the capital works program, fees and charges, and contains detail about Council's revenue policy, including rating.

The 2023/24 financial year will be significant for Gunnedah Shire. In conjunction with grants from the State and Federal governments, we are looking to deliver a \$28.8 million program of capital works. Alongside the critical ongoing works such as our roads renewal and upgrade programs, water and sewerage renewal programs and renewal and upgrade of public facilities, we continue work on major projects that will make a significant difference to the Gunnedah Shire.

The 2023/24 capital works program includes stages 2 and 3 of the Gunnedah Koala Sanctuary (\$8.8 million) and the Gunnedah Regional Saleyards Redevelopment (\$3.7 million). These projects are significant multi-year capital projects largely funded with grants that will deliver positive long-term economic impacts.

The next year will continue an era of real investment in the future of Gunnedah Shire. The 2023/24 Operational Plan is our blueprint for moving forward while delivering the many services that help make Gunnedah Shire such a great place to live.



**Eric Groth**

General Manager

Gunnedah Shire Council

# INTEGRATED PLANNING AND REPORTING

## IP&R Framework

Integrated Planning and Reporting (IP&R) is a framework for councils to establish local priorities and link this information to operational functions. It recognises that whilst many communities have similar aspirations, the responses to those aspirations will be local.

Under the IP&R framework, all NSW councils are required to develop and report on a set of plans and strategies in accordance with the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*.

The IP&R framework includes a reporting process to communicate progress to the community. There is also a structured timeline for the review of all documents to ensure they remain relevant to the community, Council and operations.

Council's plans and reports under the IP&R framework are outlined below:

- ◆ **Community Strategic Plan 2017 to 2027 – Together We Achieve Great Things**

A 10-year plan that outlines the goals and aspirations of the community.

- ◆ **Delivery Program 2022/23 to 2025/26**

A program of Council-led initiatives, across four years, that achieve the strategies of the Community Plan that are within Council's remit.

- ◆ **Operational Plan and Budget 2023/24**

An annual plan of actions that support the Delivery Program and include the budget allocations to support the activities to be undertaken.

## Community Strategic Plan 2017 to 2027

The Operational Plan is organised around the following four themes of the Community Strategic Plan 'Together We Achieve Great Things' and the associated strategic outcomes.

<b>Theme : 1</b> Engaging and Supporting the Community	<b>Theme: 2</b> Building our Shire's Economy
<b>Theme: 3</b> Retaining Our Quality of Life	<b>Theme: 4</b> Protecting and Enjoying Our Beautiful Surrounds

## Delivery Program 2022/23 to 2025/26

The Delivery Program outlines the initiatives that Gunnedah Shire Council will undertake to help achieve the goals of the Community Strategic Plan.

The Delivery Program is Gunnedah Shire Council's commitment to the community for the duration of the councillor-elected term.

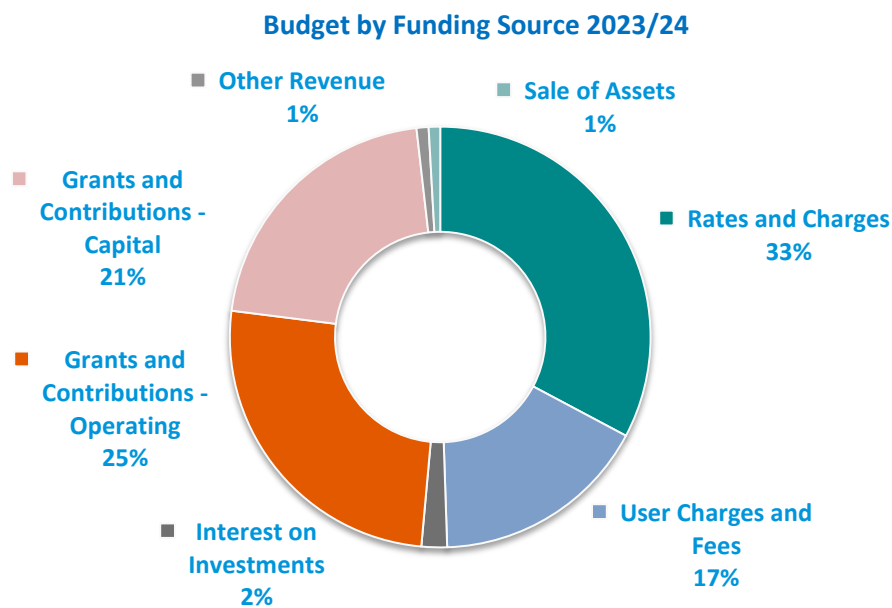
Year 1	Year 2	Year 3	Year 4
Operational Plan	Operational Plan	Operational Plan	Operational Plan
2022/23	2023/24	2024/25	2025/26

## FINANCIAL OVERVIEW

The financial overview provides a summary of where Council obtains its funding from and how it is allocated for the 2023/24 financial year.

### Where the Money Comes From

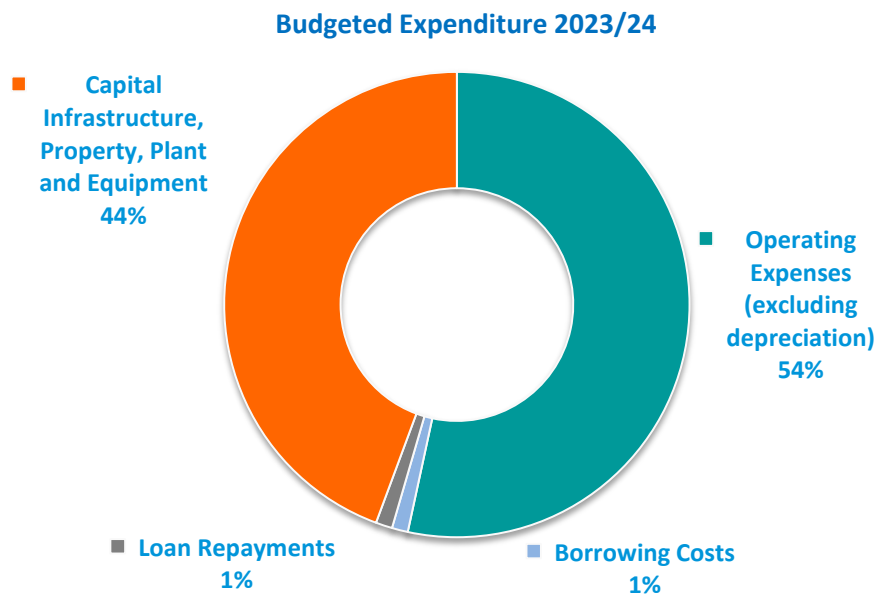
The chart and table below provide a breakdown of Council's funding sources or revenue. Our expenditure is funded by a range of income sources. As shown below, grants and contributions are a major source of funding, equating to 46% of total funds. Sources of other funds include rates and charges, user charges and fees, investment interest and sale proceeds from the disposal of assets.



<b>BUDGET BY FUNDING SOURCE 2023/24</b>	<b>\$</b>	<b>%</b>
Rates and Charges	21,235,294	32.28%
User Charges and Fees	10,818,282	16.44%
Interest on Investments	1,272,327	1.93%
Grants and Contributions - Operating	16,562,142	25.17%
Grants and Contributions - Capital	13,732,331	20.87%
Other Revenue	598,267	0.91%
Sale of Assets	571,000	0.87%
Cash Reserves (net movement)	1,001,224	1.52%
<b>Total</b>	<b>65,790,867</b>	<b>100.00%</b>

## Where the Money Is Spent

The chart and table below represent a breakdown of Council's expenditure. As shown below, operating expenses are the largest expense category representing 54%, followed by capital infrastructure, property, plant and equipment expenses, equating to 44% of the total. Depreciation is excluded as it is a non-cash expense.



BUDGETED EXPENDITURE 2023/24	\$	%
Operating Expenses (excluding depreciation)	35,125,670	53.39%
Borrowing Costs	730,550	1.11%
Loan Repayments	757,282	1.15%
Capital Infrastructure, Property, Plant and Equipment	29,177,365	44.35%
<b>Total</b>	<b>65,790,867</b>	<b>100.00%</b>



# SUMMARY BY DEPARTMENT

## Introduction

The department summaries outlined on the following pages include the following components:

- ◆ **Strategic Outcome** is the overall area for consideration as per the Community Strategic Plan 2017 to 2027.
- ◆ **Strategy** is what the community told us was important to them.
- ◆ **Action** is what Council plans to do.
- ◆ **Task** is how Council will deliver the action.
- ◆ **Performance Measures** provide a means by which service performance can be measured in achieving the Actions that support the Community Strategic Plan. In most cases, a performance measure is designed to reflect the achievement towards an outcome or service standard. The frequency of measurement and reporting will depend on the availability of data and the phasing of activity required to be measured.

## Departments

The Operational Plan has been organised in relation to Council’s key functions and services, these are outlined below.

DIRECTORATE	DEPARTMENT	BUSINESS UNIT	RESPONSIBLE OFFICER
Office of the General Manager	General Manager – Management	Elected Members General Manager	General Manager
	People and Culture	Employee Oncosts People and Culture	Manager People and Culture
GoCo Services	GoCo	Commonwealth Home Support Program Community Transport GoCo Packages	Executive Manager GoCo
Corporate Services	Corporate Services – Management	Corporate Services Management	Director Corporate Services
	Customer and Information Services	Communications Customer Service Geographic Information Systems Information Technology Records Management	Manager Customer and Information Services
	Financial Services	Financial Management General Purpose Revenue Loans Rates	Manager Finance
	Governance and Legal	Administration Governance Integrated Planning and Reporting	Manager Governance and Legal
Infrastructure Services	Infrastructure Services – Management	Infrastructure Services Management	Director Infrastructure Services

DIRECTORATE	DEPARTMENT	BUSINESS UNIT	RESPONSIBLE OFFICER
	Engineering Services	Assets Design Emergency Management Engineering Services Management Quarry Operations	Manager Engineering Services
	Plant and Building Services	Commercial Property Community Housing Fleet Plant Public Halls and Centres Stores	Manager Plant and Building Services
	Public Facilities	Airport Caravan Parks and Camping Grounds Cemeteries Noxious Weeds Parks and Gardens Public Facilities Management Sporting Grounds Swimming Pools	Manager Public Facilities
	Water and Wastewater Services	Curlewis Water Gunnedah Water Mullaley Water Tambar Springs Water Gunnedah Sewer Curlewis Sewer	Manager Water Services
	Works	Bridges Bus Shelters Car Parks Footpaths and Shared Pathways Kerb and Gutter Private Works Regional Roads Rural Sealed Roads Rural Unsealed Roads State Roads Stormwater Street Cleaning Street Lighting Urban Streets Works Management	Manager Works
Planning and Environmental Services	Planning and Environmental Services – Management	Planning and Environmental Services Management	Director Planning and Environmental Services
	Building and Strategic Projects	Building Control Environmental Management Public Health	Manager Building and Strategic Projects

DIRECTORATE	DEPARTMENT	BUSINESS UNIT	RESPONSIBLE OFFICER
	Community Safety	Animal Control Compliance Parking Control	Manager Community Safety
	Development and Planning	Development and Planning	Manager Development Assessment
	Economy and Growth	Arts, Culture and Events Cultural Precinct Library Services Economic Development Saleyards Social Planning Tourism Youth Services	Manager Economy and Growth
	Waste Management	Waste Management	Manager Waste





# Office of the General Manager



## DEPARTMENT

# General Manager – Management

### What the community told us was important

- 1.1.3 Build the capacity of community organisations and sporting groups to remain sustainable in the long term.
- 1.2.1 Foster a strong organisational culture which strives for best practice and continued improvement in all operations.
- 1.2.3 Share resources and undertake collaborative projects with others where there is a net community benefit to do so.
- 1.3.2 Build relationships with all levels of government and strongly advocate for our local interest and strategies.
- 1.4.1 Bring together government, community organisations and local leaders to achieve better collaboration between groups.
- 3.2.2 Lobby State and Federal governments for measures to improve housing affordability and access to public housing stock.
- 3.7.2 Regularly review medical facilities and services so that they are adequate to meet the changing needs of a growing community, and gaps are identified and addressed.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.1.3.2	Assess requests for financial assistance in the form of minor donations and distribute in accordance with Section 356 of the Local Government Act.	Assess applications of a minor nature up to \$500 in any one instance.
1.2.1.3	Continually improve Council operations.	<ul style="list-style-type: none"> <li>Develop and facilitate community, government and business relationships.</li> <li>Encourage and facilitate leadership and strategic planning.</li> <li>Promote a culture of continuous improvement within the organisation.</li> <li>Provide effective leadership and management.</li> <li>Timely and accurate provision of information to Councillors and staff.</li> </ul>
1.2.1.6	Prepare four- year implementation plan for service reviews.	<ul style="list-style-type: none"> <li>Review and update the service review plan following appointment of a service review provider.</li> <li>Undertake the service reviews identified for the 2023/24 financial year.</li> <li>Determine the service review program priorities for the 2024/25 financial year.</li> </ul>
1.2.3.1	Collaborate and share resources with other Councils and organisations in the community.	Provide systems and processes to identify opportunities to share resources and undertake collaborative projects with councils in the Namoi Unlimited region.
1.3.2.1	Advocate our operational interests with local community groups, regional organisations and the State and Federal governments.	Representation on and inclusion of Gunnedah Shire interests on regional and state planning processes and plans.



Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.4.1.1	Participate in organisations and groups that bring levels of government together.	Participate in Country Mayors Association and other established groups that facilitate collaboration between levels of government.
3.2.2.1	Seek opportunities to lobby government about increasing the provision of public housing.	Implementation of Council's strategies to lobby government to increase public housing.
3.7.2.1	Advocate for medical services to meet community needs.	Lobby State and Federal governments for increased allocation of funding for delivery of general health services, mental health services, and medical facilities.

Performance Measures	
Action	Measure
1.2.1.3	Number of Leadership Team meetings facilitated.
1.2.1.6	2023/24 service review program completed by 30 June 2024.
1.2.1.6	2024/25 service review program priorities identified and included in the 2024/25 Operational Plan.
1.2.3.1	Number of regional meetings and initiatives participated in.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	797	817	838	859
Capital Income	-	-	-	-
<b>Total Income</b>	<b>797</b>	<b>817</b>	<b>838</b>	<b>859</b>
Operating Expenditure	1,025,045	1,222,196	1,077,678	1,098,360
Overhead Distribution	(245,652)	(253,352)	(259,686)	(266,178)
<b>Total Expenditure</b>	<b>779,392</b>	<b>968,843</b>	<b>817,992</b>	<b>832,182</b>
<b>Operating Result</b>	<b>(778,595)</b>	<b>(968,026)</b>	<b>(817,154)</b>	<b>(831,323)</b>

## DEPARTMENT

# People and Culture

### What the community told us was important

- 1.2.1 Foster a strong organisational culture which strives for best practice and continued improvement in all operations.
- 1.2.2 Position Council as an employer of choice, promoting a safe, healthy, inclusive and innovative working environment.
- 3.5.3 Council and local business provide traineeship and apprenticeship opportunities for young people across a variety of industry sectors.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.2.1.2	Implement employee performance management systems.	All employees are trained and actively use the performance management system to conduct annual performance appraisals.
		The performance management system ensures employees are accountable for their position responsibilities.
		Employee probation system is in place and is monitored.
1.2.1.4	Review current Human Resources policies and procedures.	Forecast of needs completed annually.
		Policies and procedures regularly reviewed and updated.
1.2.1.5	Update the Workforce Plan.	Review and update the workforce management plan to align with the Integrated Planning and Reporting Guidelines issued by the Office of Local Government.
1.2.2.1	Ensure workplace health and safety policy and procedures deliver a safe working environment.	Corrective actions identified, tracked and closed out.
		Implement actions from work health and safety audit.
		Work health and safety policies, directives and processes reviewed in priority order
1.2.2.2	Design and implement a training and development plan for the organisation.	Develop the training and development plan.
		Implement systems and processes to develop and identify training opportunities.
		Support delivery of quality learning outcomes.
1.2.2.3	Develop policies that assist employee recruitment and retention.	Develop employer choice of brand reputation for recruitment.
		Develop proposal for retention initiatives.
1.2.2.4	Develop succession plan for key positions in the organisation.	Review of succession capabilities is conducted.
		Review of relevance and subsequent roll-out of leadership training and development for leaders and emerging talent.
3.5.3.1	Seek opportunities for the engagement of trainees and apprentices.	Annual analysis of potential opportunities within Council for trainees and ensure managers are aware of the value and requirements concerning traineeships.

Performance Measures	
Action	Measure
1.2.1.2	Performance appraisals are conducted in accordance with established timeframes.
1.2.1.4	All human resources policies reviewed and updated by 30 June 2024.
1.2.1.5	Workforce Management Plan updated by 30 June 2024.
1.2.2.1	Actions from the work, health and safety program are implemented as required.
1.2.2.2	Training and development plan developed by 30 June 2024.
1.2.2.3	All departing employees provided the opportunity to complete an exit interview.
1.2.2.3	Employee turnover rate in line with industry average.
1.2.2.4	Review of succession capabilities is completed by 30 June 2024.
3.5.3.1	Number of apprentices and trainees employed by Council.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	71,000	72,775	74,594	76,459
Capital Income	-	-	-	-
<b>Total Income</b>	<b>71,000</b>	<b>72,775</b>	<b>74,594</b>	<b>76,459</b>
Operating Expenditure	791,110	811,239	831,890	840,363
Overhead Distribution	(651,307)	(667,732)	(684,426)	(701,536)
<b>Total Expenditure</b>	<b>139,803</b>	<b>143,507</b>	<b>147,465</b>	<b>138,827</b>
<b>Operating Result</b>	<b>(68,803)</b>	<b>(70,732)</b>	<b>(72,870)</b>	<b>(62,368)</b>



## DEPARTMENT

# GoCo

### What the community told us was important

- 3.1.2 Support of aged care facilities, as well as programs that support aged persons to remain independently living in their own home.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
3.1.2.1	Deliver aged care support services to eligible people across GoCo's catchment.	Actively recruit and induct volunteers.
		Collect and deliver service provision reports on GoCo CHSP.
		Deliver annual customer service satisfaction survey for GoCo CHSP.
		Deliver GoCo CHSP on budget and in line with funding targets.
		Source new grant funding opportunities for the GoCo CHSP.
3.1.2.2	Support of aged care facilities, as well as programs that support aged persons to remain independently living in their own home.	Actively recruit and induct volunteers.
		Collect and deliver service provision reports on GoCo Community Transport Service.
		Deliver annual customer service satisfaction survey for GoCo Community Transport Service clients.
		Deliver GoCo Community Transport service on budget and in line with funding agreements targets.
		Source new grant funding opportunities for the GoCo Community Transport Service.

Performance Measures	
Action	Measure
3.1.2.1	Value of grants received maintained or increased.
3.1.2.1	Customer satisfaction maintained or improved.
3.1.2.1	Volunteer numbers maintained or increased.
3.1.2.1	Funding agreement compliance.
3.1.2.2	Volunteer numbers maintained or increased.
3.1.2.2	Customer satisfaction maintained or improved.
3.1.2.2	Value of grants received maintained or increased.
3.1.2.2	Funding agreement compliance



<b>Financial Resources</b>	<b>Year 1 2023/24</b>	<b>Year 2 2024/25</b>	<b>Year 3 2025/26</b>	<b>Year 4 2026/27</b>
Operational Income	6,859,584	7,028,324	7,201,282	7,378,564
Capital Income	-	-	-	-
<b>Total Income</b>	<b>6,859,584</b>	<b>7,028,324</b>	<b>7,201,282</b>	<b>7,378,564</b>
Operating Expenditure	6,331,016	6,492,383	6,655,256	6,819,306
Overhead Distribution	504,808	524,890	538,013	551,463
<b>Total Expenditure</b>	<b>6,835,824</b>	<b>7,017,273</b>	<b>7,193,269</b>	<b>7,370,769</b>
<b>Operating Result</b>	<b>23,760</b>	<b>11,050</b>	<b>8,013</b>	<b>7,795</b>

<b>Capital Expenditure</b>	<b>Year 1 2023/24</b>	<b>Year 2 2024/25</b>	<b>Year 3 2025/26</b>	<b>Year 4 2026/27</b>
Vehicle Replacement	-	-	130,000	120,000
<b>Total Capital Expenditure</b>	<b>-</b>	<b>-</b>	<b>130,000</b>	<b>120,000</b>



## DEPARTMENT

# Corporate Services – Management

### What the community told us was important

- 1.2.1 Foster a strong organisational culture which strives for best practice and continued improvement in all operations.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.2.1.3	Continually improve Council operations.	Develop and review the Corporate Services Directorate's policy and strategic planning framework, ensuring effective planning, strategic direction, budget management and control of operations.  Identify opportunities for service improvements across the Corporate Services Directorate.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	-	-	-	-
Capital Income	-	-	-	-
<b>Total Income</b>	-	-	-	-
Operating Expenditure	253,441	249,751	256,225	262,631
Overhead Distribution	(253,441)	(249,751)	(255,995)	(262,395)
<b>Total Expenditure</b>	-	-	<b>230</b>	<b>236</b>
<b>Operating Result</b>	-	-	<b>(230)</b>	<b>(236)</b>

## DEPARTMENT

# Customer and Information Services

### What the community told us was important

- 1.2.1 Foster a strong organisational culture which strives for best practice and continued improvement in all operations.
- 1.2.4 Improve Council's financially sustainable position, delivering value-for-money services to the community.
- 1.2.5 Continue to work so that Council has good governance and transparent decision-making.
- 1.4.2 Provide meaningful opportunities for the community to have a say in decision-making.
- 1.4.3 Communicate information proactively through a range of mediums to reach target audiences.
- 1.5.3 Develop best practice asset management practices for sustainable development.
- 3.4.3 Encourage community safety by incorporating crime prevention through environmental design and principles in new development.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.2.1.1	Provide training and induction on corporate policies and procedures.	Development and delivery of catalogue and internal training sessions.
1.2.1.7	Deliver customer service to the community and across the organisation.	Monitor, review and implement the customer complaint policy and provide regular performance management reporting to senior management. Provide regular performance management reporting on customer service across the organisation to senior management. Review and continuously improve systems and processes to identify, manage and monitor customer service culture across the organisation. Manage and report on customer service functions for the purpose of meeting organisational delivery standards. Investigate and identify options for a new customer request system.
1.2.4.4	Deliver information technology across the organisation including the information technology capital works program.	IT security audit and implementation of security enhancements to technology systems. Operation of IT hardware and software systems to agreed service levels. Rollout corporate system access to outdoor staff.
1.2.5.1	Deliver records management across the organisation.	Creation and implementation of electronic forms and automated workflows for incoming and outgoing documentation. Digitisation of Council's paper-based property records. Implementation and operation of records management systems in accordance with State Records Act and State Archives. Implementation and operation of records management systems, incorporating mail distribution, registration and scanning. Maintenance of electronic records management system to ensure current and effective software.

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.4.2.1	Provide a range of engagement approaches for the community to provide feedback on Council activities.	Facilitate promotion of Council decisions that require public notification. Provide advice and support across the organisation where community consultation must occur.
1.4.3.1	Deliver communication, media liaison and community engagement through a variety of platforms to provide information, promote Council services and get community feedback (“explain why all the time”).	Provide updates to the community on Council decisions and projects/programs through appropriate media channels.
1.5.3.2	Deliver geographical information services across Council and to the community.	Provide systems and processes for the provision of maps and relative information to update rural addressing data.
3.4.3.1	Manage the CCTV Gunnedah CBD surveillance system in conjunction with the Crime Prevention Working Group.	Maintenance and operation of CCTV technology equipment. Provide CCTV footage to NSW Police Service upon request.

Performance Measures	
Action	Measure
1.2.1.1	New employees inducted within eight weeks of commencement date.
1.2.1.1	Training opportunities offered through eLearning platform increased.
1.2.1.7	Customer complaints actioned in accordance with Complaints Policy.
1.2.1.7	External customer satisfaction maintained or improved.
1.2.1.7	Internal customer satisfaction maintained or improved.
1.2.1.7	Customer requests actioned in accordance with Customer Service Charter.
1.2.4.4	Completion of the IT capital works program by 30 June 2024.
1.2.4.4	Internal customer satisfaction maintained or improved.
1.2.4.4	Civica upgrade completed by 31 December 2023.
1.2.4.4	Office 365 upgrade completed by 30 June 2024.
1.2.5.1	Internal customer satisfaction maintained or improved.
1.2.5.1	Compliance with State Records Act.
1.4.3.1	Social media followers are maintained or increased.
1.4.3.1	Internal customer satisfaction maintained or increased.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	120,455	466	478	490
Capital Income	-	-	-	-
<b>Total Income</b>	<b>120,455</b>	<b>466</b>	<b>478</b>	<b>490</b>
Operating Expenditure	2,467,206	2,472,958	2,566,106	2,626,105
Overhead Distribution	(1,750,842)	(1,833,800)	(1,879,645)	(1,926,636)
<b>Total Expenditure</b>	<b>716,364</b>	<b>639,158</b>	<b>686,461</b>	<b>699,469</b>
<b>Operating Result</b>	<b>(595,909)</b>	<b>(638,692)</b>	<b>(685,984)</b>	<b>(698,979)</b>



Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Computer Replacement Program	-	112,700	129,100	100,000
CCTV Renewal Program	35,000	50,000	50,000	50,000
Wireless Connectivity	18,000	20,000	24,000	10,000
Security and Data	30,000	45,000	10,000	-
Network Renewal Program	-	-	-	80,000
Peripheral Replacement	-	-	-	15,000
Telephony	-	-	20,000	-
Meeting Room Equipment	-	-	-	15,000
CCTV Renewal Program – Water	25,000	-	-	-
<b>Total Capital Expenditure</b>	<b>108,000</b>	<b>227,700</b>	<b>233,100</b>	<b>270,000</b>

## DEPARTMENT

# Financial Services

### What the community told us was important

- 1.2.4 Improve Council's financially sustainable position, delivering value-for-money services to the community.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.2.4.1	Ensure compliance with statutory reporting obligations.	Completion of financial reports and external financial returns in accordance with statutory reporting requirements.
1.2.4.3	Deliver financial management services across the organisation, including systems and controls to communicate and manage Council's financial performance.	Maintain and develop systems and processes to undertake long-term financial modelling to inform the development of organisational strategies.
		Maintenance and operation of financial systems of the payment of suppliers in accordance with Council's terms and conditions.
		Provide systems and processes to deliver the payroll function across the organisation.
1.2.4.6	Ensure rates and charges are modelled, levied and collected in accordance with statutory and Council requirements.	Rates are levied in compliance with all regulatory requirements.
		Review Council's rating structure to maximise equity across the Council area and between rate categories sustainability.
		Undertake recovery action for outstanding accounts in line with Council policy.
1.2.4.7	Manage Council's loan portfolio.	Manage Council's current loan portfolio to ensure payments within requirements.
1.2.4.8	Maximise the return on Council's investment portfolio.	Delivery on returns of Council's investment portfolio.
		Investment of Council's surplus funds in line with Council's policy and risk profile.

Performance Measures	
Action	Measure
1.2.4.1	All statutory and regulatory reporting requirements completed within statutory deadlines.
1.2.4.3	Payroll fortnightly processing completed within parameters in accordance with internal policy.
1.2.4.3	Accounts payable processed and completed in accordance with terms and conditions.
1.2.4.3	Consolidated Operating Performance Ratio >0%.
1.2.4.6	All rating statutory requirements complied with.
1.2.4.6	Rates and Annual Charges Outstanding.<10%.
1.2.4.7	Debt Service Cover Ratio.>2x.
1.2.4.7	Loan repayments made by repayment date deadline.
1.2.4.8	Compliance with Investment Policy limits.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	21,867,988	22,387,984	23,154,395	23,785,631
Capital Income	-	-	-	-
<b>Total Income</b>	<b>21,867,988</b>	<b>22,387,984</b>	<b>23,154,395</b>	<b>23,785,631</b>
Operating Expenditure	2,188,419	2,367,291	2,280,200	2,121,663
Overhead Distribution	(1,017,322)	(1,008,603)	(1,033,818)	(1,059,663)
<b>Total Expenditure</b>	<b>1,171,097</b>	<b>1,358,688</b>	<b>1,246,382</b>	<b>1,062,000</b>
<b>Operating Result</b>	<b>20,696,891</b>	<b>21,029,296</b>	<b>21,908,013</b>	<b>22,723,631</b>

## DEPARTMENT

# Governance and Legal

### What the community told us was important

- 1.2.4 Improve Council's financially sustainable position, delivering value-for-money services to the community.
- 1.2.5 Continue to work so that Council has good governance and transparent decision-making.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.2.4.2	Work towards complying with New Guidelines for Risk Management and Internal Audit for Local Councils in NSW.	Implement the New Guidelines for Risk Management and Internal Audit for Local Government in NSW in accordance with required timeframes.
1.2.5.2	Comply with the Integrated Planning and Reporting process.	Preparation and delivery of the annual Operational Plan to Council and the community.
		Preparation and delivery of the Annual Report to Council and the community.
		Preparation and delivery of the Delivery Program and half-yearly updates to Council and the community
1.2.5.3	Provide Council with business papers, meeting notices and minutes.	Facilitate Council and committee meetings in accordance with the Code of Meeting Practice.
		Facilitate working group meetings in accordance with terms of reference.
		Preparation of business papers and meeting notices in accordance with the Code of Meeting Practice.
		Monitor delivery of the Councillor professional development program.
1.2.5.4	Provide a framework to manage risk across Council's operations.	Effective management of Council's insurance portfolio and claims.
		Oversight by the Audit Committee of Council's risk management profile.
		Staff support and training in relation to risk management.
		Administer Council's risk management framework.
1.2.5.5	Manage Council's governance and policy framework, including internal audit via the Audit Committee.	Support Council's Audit Committee.
		Coordinate the independent internal audit function.
		Process Governance Information (Public Access) Act (GIPA) and Public Interest Disclosures (PID) applications.
		Maintain Council's policy register.
		Maintain Council's delegations of authority register.
		Maintain and support the procurement and contract management framework.
Maintain and support the project management framework.		

Performance Measures	
Action	Measure
1.2.4.2	Achieve compliance with New Guidelines for Risk Management and Internal Audit.
1.2.5.2	Reports produced in accordance with legislative timeframes.
1.2.5.3	Business papers produced in accordance with required timeframes.
1.2.5.3	Councillor attendance at professional development training sessions.
1.2.5.4	Insurance coverage in place for major areas of risk.
1.2.5.4	Number of risks assessed as having extreme residual risk.
1.2.5.4	High level risks reviewed in accordance with required timeframes.
1.2.5.5	Delegations reviewed in accordance with required timeframes.
1.2.5.5	Quarterly policy status review report provided to ELT on time for each quarter.
1.2.5.5	Legislative Compliance Register kept current and identified changes sent to appropriate staff for action.
1.2.5.5	Internal audits completed in accordance with the strategic internal audit plan.
1.2.5.5	GIPA and PID applications processed in accordance with statutory timeframes.
1.2.5.5	Number of Audit Committee meetings held.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	2,809	2,879	2,951	3,025
Capital Income	-	-	-	-
<b>Total Income</b>	<b>2,809</b>	<b>2,879</b>	<b>2,951</b>	<b>3,025</b>
Operating Expenditure	697,497	757,071	732,156	735,912
Overhead Distribution	(537,215)	(592,148)	(606,952)	(622,125)
<b>Total Expenditure</b>	<b>160,282</b>	<b>164,923</b>	<b>125,205</b>	<b>113,787</b>
<b>Operating Result</b>	<b>(157,472)</b>	<b>(162,044)</b>	<b>(122,253)</b>	<b>(110,762)</b>

Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Community Strategic Plan	-	36,000	-	-
<b>Total Capital Expenditure</b>	<b>-</b>	<b>36,000</b>	<b>-</b>	<b>-</b>





**Gunnedah**  
Shire Council  
Open New Horizons

# Infrastructure Services



## DEPARTMENT

# Infrastructure Services – Management

### What the community told us was important

- 1.3.1 Identify and secure grant funding and explore opportunities for partnerships to provide for new and upgraded assets, infrastructure and services.
- 1.5.3 Develop best practice asset management practices for sustainable development.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.3.1.2	Identify funding opportunities to assist with delivery of projects in infrastructure strategies and asset management plans.	Develop relationships with stakeholders. Respond to submissions and provide advice on relevant industry issues.
1.5.3.3	Investigate strategies to ensure the local road network and regional transport provide for the future growth of Gunnedah Shire.	Collaborate with Namoi councils to maintain road networks across boundaries, including freight capacity requirements.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	-	-	-	-
Capital Income	-	-	-	-
<b>Total Income</b>	-	-	-	-
Operating Expenditure	681,994	699,390	717,367	735,290
Overhead Distribution	(681,994)	(699,523)	(717,587)	(735,526)
<b>Total Expenditure</b>	-	<b>(133)</b>	<b>(220)</b>	<b>(236)</b>
<b>Operating Result</b>	-	<b>133</b>	<b>220</b>	<b>236</b>

## DEPARTMENT

# Engineering Services

### What the community told us was important

- 1.5.1 Provide and maintain safe, serviceable and accessible public facilities, parks and infrastructure including roads, footpaths and stormwater drains.
- 1.5.3 Develop best practice asset management practices for sustainable development.
- 2.2.2 Secure supply chains.
- 2.4.2 Work together so that the businesses, shops, CBD and industrial areas are well- presented.
- 3.6.6 Encourage safe cycling and walking through development of tracks, parks and cycle ways.
- 4.1.2 Ensure development does not negatively impact on flooding.
- 4.7.1 Beautify the main street and improve the attractiveness of our urban streetscapes.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.5.1.1	Operate and maintain Council's quarries.	Effective and efficient operation of Council-owned quarries maintaining compliance with legislative requirements
1.5.3.1	Update Asset Management Plans across the organisation including asset revaluation programs.	Progress the asset transformation program. Review and update the asset management plans identified in the Strategic Asset Management Plan 2017-2027.
2.2.2.3	Undertake a local road network strategy.	Develop and implement a local road network strategy.
2.4.2.1	Secure Council ownership of the main street.	Advocate for Council resolution 21.09/20 and achieve this through the regional road transfer and reclassification process.
3.6.6.2	Develop and implement a strategy for cycling and walking.	Combine bike plan and pedestrian access and mobility plan (PAMP) into a holistic active transport plan.
4.1.2.3	Investigate the possibility of a weir across the Namoi River and a wetlands water feature.	Progress preliminary investigation works.

Performance Measures	
Action	Measure
1.5.1.1	Compliance with legislative requirements.
2.4.2.1	Reclassification of the section of Conadilly Street from Warrumbungle Street to Abbott Street from state road to local road.
3.6.6.2	Active Transport Plan developed and adopted by Council by 30 June 2024.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	541,143	554,672	568,539	582,752
Capital Income	-	-	-	-
<b>Total Income</b>	<b>541,143</b>	<b>554,672</b>	<b>568,539</b>	<b>582,752</b>
Operating Expenditure	1,623,236	1,528,232	1,564,103	1,725,910
Overhead Distribution	(921,228)	(797,380)	(817,315)	(837,748)
<b>Total Expenditure</b>	<b>702,008</b>	<b>730,852</b>	<b>746,788</b>	<b>888,163</b>
<b>Operating Result</b>	<b>(160,864)</b>	<b>(176,180)</b>	<b>(178,249)</b>	<b>(305,410)</b>

Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Asset Management Software	50,000	-	-	-
Quarries Remediation	-	63,298	-	-
<b>Total Capital Expenditure</b>	<b>50,000</b>	<b>63,298</b>	<b>-</b>	<b>-</b>

## DEPARTMENT

# Plant and Building Services

### What the community told us was important

- 1.2.4 Improve Council's financially sustainable position, delivering value-for-money services to the community.
- 1.5.1 Provide and maintain safe, serviceable and accessible public facilities, parks and infrastructure including roads, footpaths and stormwater drains.
- 3.3.3 Implement initiatives that deliver attractive, well-serviced villages whilst retaining the unique identity of each location.
- 3.6.4 Maximise opportunities for better use, functionality and accessibility of cultural facilities and spaces.
- 4.5.2 Encourage investment in efficient energy consumption.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.2.4.5	Manage Council's fleet and plant.	Review Council's fleet management in line with policy and procedures.
1.5.1.11	Deliver the commercial properties maintenance and renewal program.	Maintenance and repairs and annual inspections undertaken on Council's rental properties and Council-utilised assets. Delivery of the commercial properties capital works program.
1.5.1.14	Review and implement the community housing capital works and maintenance programs.	Maintenance and repairs, annual inspections and repair spot inspections undertaken on Council's community house assets. Review of tenancy agreements.
3.3.3.2	Deliver the halls and centres capital works and maintenance program.	Undertake maintenance, repairs and regular inspections of Council's nine halls and centres in accordance with service levels. Delivery of halls and centres capital works program.
3.6.4.1	Increase access and participation in the venues and amenities in the Cultural Precinct.	Maintenance and renewal of venues in accordance with the 10-year capital works program and service levels.
4.5.2.1	Identify opportunities to reduce the energy consumption of Council.	Review energy usage of key Council sites and identify opportunities to reduce energy usage or utilise renewable energy sources where viable.

### Performance Measures

Action	Measure
1.2.4.5	Fleet and plant replacement program completed by 30 June 2024.
1.5.1.11	Completion of the commercial properties capital works program by 30 June 2024.
3.3.3.2	Completion of the public halls and centres capital works program by 30 June 2024.
3.6.4.1	Completion of the venues capital works program by 30 June 2024.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	508,091	520,718	533,661	546,927
Capital Income	-	-	-	-
<b>Total Income</b>	<b>508,091</b>	<b>520,718</b>	<b>533,661</b>	<b>546,927</b>
Operating Expenditure	1,755,632	1,520,395	1,596,142	1,594,243
Overhead Distribution	500,356	479,620	491,611	503,901
<b>Total Expenditure</b>	<b>2,255,988</b>	<b>2,000,015</b>	<b>2,087,752</b>	<b>2,098,145</b>
<b>Operating Result</b>	<b>(1,747,897)</b>	<b>(1,479,297)</b>	<b>(1,554,092)</b>	<b>(1,551,217)</b>

Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Fleet Replacement Program	388,742	202,000	129,000	275,000
Plant Replacement Program	3,070,210	2,615,256	2,033,043	2,246,919
Loading Bay Awning	80,750	-	-	-
Depot - Electric Gate Tracks and Wheels Replacement	5,642	-	-	-
Emerald Hill Hall - Septic Replacement	39,033	-	-	-
Mullaley Hall - Gates Replacement	8,599	-	-	-
Curlewis Scout Hall - Fascia Repair	7,436	-	-	-
Mullaley Hall - Roof Replacement	74,546	-	-	-
Curlewis Hall - Painting	19,500	-	-	-
Curlewis Scout Hall - Floor Replacement	12,000	-	-	-
Griffith Hall - Disabled Access Ramp	8,980	-	-	-
Town Hall - Solar Inverter Replacement	4,498	-	-	-
Town Hall - Internal Steps Repair	3,900	-	-	-
Office Furniture and Equipment Replacement Program	25,793	26,438	27,099	27,777
Air Conditioning Replacement Program	20,814	21,335	21,868	22,415
GoCo Office - Solar Inverter Replacement	4,498	-	-	-
Davis Avenue Units - Carpet Replacement	25,000	-	-	-
Elgin St Admin Building - New Wall and Door	6,192	-	-	-
Art Building - Air Conditioning Unit Replacement	43,706	-	-	-
Civic - New Block-out Blinds	3,172	-	-	-
<b>Total Capital Expenditure</b>	<b>3,853,011</b>	<b>2,865,029</b>	<b>2,211,010</b>	<b>2,572,111</b>



## DEPARTMENT

# Public Facilities

### What the community told us was important

- 1.5.1 Provide and maintain safe, serviceable and accessible public facilities, parks and infrastructure including roads, footpaths and stormwater drains.
- 2.3.1 Actively seek to bring business, sporting and cultural events to the Shire.
- 3.3.3 Implement initiatives that deliver attractive, well-serviced villages whilst retaining the unique identity of each location.
- 3.6.1 Provide the right places, spaces and services to encourage healthy activity.
- 3.6.5 Encourage use of open spaces, villages and facilities with a broad range of arts and cultural, sporting and recreational activities.
- 4.2.1 Control of noxious weeds and invasive species.
- 4.7.1 Beautify the main street and improve the attractiveness of our urban streetscapes.
- 4.7.2 Beautify and improve the facilities available in our parks and gardens, open space, sporting and recreational areas.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.5.1.3	Provide services and capital works for Gunnedah Memorial Park Cemetery, Hunter Street Cemetery, Hunter Street Cemetery, and village cemeteries.	<ul style="list-style-type: none"> <li>Ensure burials are undertaken in a timely, efficient and dignified manner.</li> <li>Ensure cemeteries are maintained in accordance with level 3 - satisfactory condition of the asset management plan.</li> <li>Develop a master plan for Memorial Park cemetery.</li> <li>Implement a second grave shoring system to assist with undertaking burials in a safe and timely manner.</li> </ul>
1.5.1.10	Delivery of the airport capital works and maintenance program.	<ul style="list-style-type: none"> <li>Operate the Gunnedah airport and maintain compliance through maintenance, inspections and improvements.</li> <li>Certify Gunnedah airport with CASA regulations.</li> <li>Monitor implementation of the airport master plan.</li> </ul>
1.5.1.13	Advance a future development plan for the showground site as part of the Open Space Strategy.	<ul style="list-style-type: none"> <li>Ensure community engagement occurs with user groups and other stakeholders in relation to potential showground uses.</li> <li>Finalise the Gunnedah Showground master plan.</li> </ul>
2.3.1.2	Ensure the future development of the Showground helps with the attraction of events.	<ul style="list-style-type: none"> <li>Implement actions from the Gunnedah Showground master plan that are within the resourcing allocations in the long-term financial plan.</li> <li>2023/24 actions: <ul style="list-style-type: none"> <li>– Installation of lighting at Rodeo Arena</li> </ul> </li> </ul>
3.3.3.1	Retain the character of the villages through the Village Beautification and Improvement Program.	<ul style="list-style-type: none"> <li>Undertake maintenance of village open space areas in accordance with the 10-year capital works program and service levels.</li> </ul>
3.6.1.1	Manage the swimming pool complex for safe use by the community.	<ul style="list-style-type: none"> <li>Undertake daily water testing to ensure compliance with government regulations.</li> <li>Identify opportunities to increase income/decrease operating costs of the pool complex.</li> </ul>

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
		<p>Maintain supervision levels dependent on number of pools open, patronage and service delivery for carnivals and other aquatic events.</p> <p>Manage and maintain facility compliance based on age and infrastructure requirements.</p> <p>Provide systems and processes to ensure the pool complex is maintained in accordance with service levels, Royal Life Saving Society guidelines and government regulations.</p>
3.6.5.2	Support opportunities to increase utilisation of the showground, swimming pool and other key facilities.	Development of opportunities to improve the services and financial effectiveness of the showground, swimming pool and other key facilities.
4.2.1.1	Manage compliance with noxious weeds legislation and standards.	<p>Delivery of noxious weed spraying services.</p> <p>Promotion of, and education on, pest and noxious weed identification and eradication methods and practices.</p>
4.7.1.2	Deliver the Street Tree Strategy.	Monitor delivery of the Street Tree Strategy.
4.7.2.1	Implement the parks and gardens capital works and maintenance programs across the Shire.	<p>Implement systems and processes to identify parks and garden spaces with high usage, opportunities to increase usage, and potential disposal of unwanted space.</p> <p>Maintain assets within adopted park management plans schedules and given seasonal, environmental and resource consideration.</p> <p>Parks and gardens are maintained in accordance with level 3 - satisfactory condition of the asset management plan.</p> <p>Undertake cleaning and restocking of the amenities within parks and gardens.</p> <p>Deliver the 2023/24 capital works program:</p> <ul style="list-style-type: none"> <li>– Landscaping and pathway at Hamilton Park, Curlewis</li> <li>– Crown Lands Plans of Management - Porcupine Reserve, Gunnedah Showground and Mullibah Lagoon</li> <li>– Renewal Programs – Town Beautification, Playground Shade Sails, Playground Equipment and Park Furniture</li> <li>– Mullaley Park Septic Replacement</li> </ul>
4.7.2.2	Implement the sporting grounds works and maintenance programs across the Shire.	<p>Implement systems and processes to identify sporting grounds with high usage, opportunities to increase usage and potential disposal of unwanted space.</p> <p>Maintain assets within adopted park management plans schedules and given seasonal, environmental and resource considerations.</p> <p>Sporting grounds are maintained in accordance with level 3 - satisfactory condition of the asset management plans.</p> <p>Undertake cleaning and restocking of the amenities within sporting grounds.</p>
4.7.2.3	Deliver agreed Open Space Strategy actions.	Deliver the ongoing actions identified in the Open Space Strategy.

Delivery Program 2022/23-2025/26 Actions	Operational Plan 2023/24 Tasks
	Deliver the Open Space Strategy capital projects allocated in the 2023/24 budget: <ul style="list-style-type: none"> <li>– 0.5 Design of the existing youth space (skate park)</li> <li>– 1.23.1 Demolish old BMX buildings</li> <li>– 1.23.3 Wandobah Reserve off-leash dog park</li> <li>– 4.1 Carroll Park toilet block renewal</li> </ul>

Performance Measures	
Action	Measure
1.5.1.3	Compliance with Cemeteries and Crematoria Act 2013.
1.5.1.3	Memorial Park cemetery master plan developed by 30 June 2024.
1.5.1.10	Compliance with legislative requirements.
1.5.1.10	Completion of the airport capital works program by 30 June 2024.
1.5.1.13	Gunnedah Showground master plan developed by 30 June 2024.
3.6.1.1	Completion of the swimming pool capital works program by 30 June 2024.
3.6.1.1	Water testing check sheets and results completed and recorded daily.
3.6.1.1	Annual review of pool operations manual completed by 30 June 2024.
3.6.1.1	Facility-use agreement forms completed and requirements entered into calendar.
3.6.1.1	Pool staffing roster maintained and adjusted based on facility-use agreement requirements.
4.2.1.1	Number of kilometres of roadside sprayed.
4.2.1.1	Number of reserves sprayed.
4.2.1.1	Number of promotion and education activities undertaken.
4.2.1.1	Number of inspections.
4.7.2.1	Completion of the parks and gardens capital works program by 30 June 2024.
4.7.2.3	Completion of the Open Space Strategy capital works program by 30 June 2024

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	721,225	739,119	757,959	776,758
Capital Income	-	-	-	-
<b>Total Income</b>	<b>721,225</b>	<b>739,119</b>	<b>757,959</b>	<b>776,758</b>
Operating Expenditure	5,707,202	5,782,680	5,830,942	5,817,528
Overhead Distribution	710,507	724,490	742,602	761,167
<b>Total Expenditure</b>	<b>6,417,709</b>	<b>6,507,169</b>	<b>6,573,544</b>	<b>6,578,695</b>
<b>Operating Result</b>	<b>(5,696,484)</b>	<b>(5,768,051)</b>	<b>(5,815,585)</b>	<b>(5,801,937)</b>

Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Airport – Cones, Gables and Lighting Replacement Program	-	15,000	-	15,000
Swimming Pools - CCTV Upgrade	20,000	-	-	-
Cemeteries - Memorial Park Master Plan	40,000	-	-	-
Cemeteries - Grave Shoring System	15,000	-	-	-
Cemeteries - Burial Beam	-	-	9,800	-
Cemeteries - Road Construction	-	-	-	432,000
Park Furniture Replacement Program	14,265	14,622	14,987	15,362
Playground Equipment Replacement Program	52,659	53,975	55,325	56,708

Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Playground Shade Sail Replacement Program	54,704	56,072	57,473	58,910
Town Beautification Program	54,704	56,072	57,473	58,910
Irrigation Controllers Replacement	15,000	-	-	-
Carroll Park, Carroll - Toilet Block Replacement (Open Space Strategy 4.1)	113,661	-	-	-
Wandobah Reserve, Gunnedah - Off Leash Dog Park (Open Space Strategy 1.23.3)	144,000	-	-	-
Wandobah Reserve, Gunnedah - Demolition of BMX Buildings (Open Space Strategy 1.23.1)	27,000	-	-	-
Mullaley Park, Mullaley - Septic Replacement	39,033	-	-	-
Gunnedah Showground - Rodeo Arena Lights	36,000	-	-	-
Plans of Management (Crown Lands)	60,000	-	-	-
Gunnedah Skate Park - Design (Open Space Strategy 0.5)	30,000	-	-	-
Hamilton Park, Curlewis - Landscaping, Pathway and Fencing Upgrade (Open Space Strategy 3.1.1, 3.1.2, 3.1.3, 3.1.5)	-	100,000	150,000	-
Central Business District, Gunnedah - Landscape Master Plan	-	-	150,000	-
Kitchener Park, Gunnedah - Turf and Landscape Project (Open Space Strategy 1.13.B, 1.13.C)	-	-	-	70,000
Pensioners Hill, Gunnedah - Master Plan (Open Space Strategy 1.19.A)	-	-	-	30,000
<b>Total Capital Expenditure</b>	<b>716,026</b>	<b>295,740</b>	<b>495,059</b>	<b>736,890</b>

## DEPARTMENT

# Water and Wastewater Services

### What the community told us was important

- 1.5.2 Provide and maintain efficient water and sewerage systems that support a growing community.
- 1.5.3 Develop best practice asset management practices for sustainable development.
- 4.3.2 Investigate opportunities to reduce water consumption.
- 4.3.3 Secure water supplies to a level that will enable our community to remain sustainable and allows for future growth.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.5.2.1	Operate the Gunnedah Sewerage Treatment Plant to comply with license conditions.	Monitor the operation of the Gunnedah Sewerage Treatment Plant.
1.5.2.2	Deliver sewerage services across the Shire in accordance with best practice.	Operate, maintain and update the Gunnedah and Curlewis sewerage networks to minimise blockages, overflows, and environmental impact.
1.5.2.3	Deliver water services across the Shire in accordance with best practice.	Collect, store, treat and distribute quality water in line with community needs, availability, and future requirements in the following locations: <ul style="list-style-type: none"> <li>– Curlewis</li> <li>– Gunnedah</li> <li>– Mullaley</li> <li>– Tambar Springs</li> </ul>
1.5.2.4	Ensure compliance with the Public Health Act Water Quality Assurance Framework.	Ensure the water quality monitoring program is conducted in accordance with legislative requirements and results in safe drinking water available at all times.
1.5.2.5	Maintain and renew Council's water assets.	Maintenance and renewal of water infrastructure in accordance with the 10-year capital works program and service levels.
1.5.2.6	Maintain and renew Council's sewer assets.	Maintenance and renewal of sewer infrastructure in accordance with the 10-year capital works program and service levels.
1.5.3.4	Investigate strategies to ensure water and sewer infrastructure provides for the growth of Gunnedah Shire.	Deliver and review the water and sewer servicing strategies.
4.3.2.1	Collaborate with Save Water Alliance to deliver educational strategies about water consumption.	Maintain website link with Smart Approved WaterMark.
4.3.3.1	Implement strategies to ensure the Shire's permanent water allocation is retained.	Provide systems and processes for the provision of a permanent water allocation to a sustainable level.

Performance Measures	
Action	Measure
1.5.2.1	Compliance with legislative requirements.
1.5.2.2	Number of odour complaints.
1.5.2.2	Number of effluent samples.
1.5.2.2	Number of sewer overflows to the environment per 100km of mains.
1.5.2.2	Number of sewer main breaks and chokes per 100km of mains.
1.5.2.3	Volume of water pumped weekly.
1.5.2.3	Number of water main breaks.
1.5.2.3	Number of water samples testing chemical levels.
1.5.2.3	Number of samples testing microbiology.
1.5.2.4	Number of failed water sample results.
1.5.2.5	Completion of the water capital works program by 30 June 2024.
1.5.2.6	Completion of the sewer capital works program by 30 June 2024.
1.5.3.4	Strategies reviewed and updated within four years of previous update.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	8,870,670	9,593,502	9,839,690	10,086,781
Capital Income	203,181	208,261	213,467	218,804
<b>Total Income</b>	<b>9,073,851</b>	<b>9,801,763</b>	<b>10,053,157</b>	<b>10,305,585</b>
Operating Expenditure	6,717,456	6,753,135	6,847,131	6,947,680
Overhead Distribution	975,924	977,751	1,002,194	1,039,276
<b>Total Expenditure</b>	<b>7,693,380</b>	<b>7,730,885</b>	<b>7,849,325</b>	<b>7,986,956</b>
<b>Operating Result</b>	<b>1,380,470</b>	<b>2,070,878</b>	<b>2,203,832</b>	<b>2,318,630</b>

Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Water Mains Replacement Program	691,180	708,459	726,171	744,325
New Water Service Connections	12,591	12,907	13,230	13,561
Integrated Water Cycle Management - Strategic Business Plan	70,000	-	40,352	-
Bore Replacement Program	-	236,700	-	-
Gunnedah - Links Road Reservoir Flow Meter	-	120,000	-	-
Gunnedah - Apex Road Reservoir Flow Meter	-	30,000	-	-
Gunnedah - High Zone Reservoir Flow Meter	-	100,000	-	-
Gunnedah - Model Design of New Reservoir and Pipework	-	-	220,000	-
Gunnedah - Designated Rising Main Design	-	-	-	500,000
Water Telemetry Hardware Replacement	160,000	-	-	-
Curlewis - Extend water main from old Preston Washery to Preston Road	-	-	90,000	-
Mullaley - Gas Chlorine System	-	250,000	-	-
Tambar Springs - Reservoir	80,000	-	-	-
Tambar Springs - Gas Chlorine Dosing at Reservoir	-	265,000	-	-



Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Tambar Springs - Additional Isolation Valves	-	-	-	70,000
Sewer Telemetry Hardware Replacement	160,000	-	-	-
Sewer Maturation Pond Aerators	70,000	-	-	-
Sewer Pump Station 4 Upgrade	65,000	-	-	-
Sewerage Treatment Plant - SCADA Server	10,000	-	-	-
Sewerage Treatment Plant Stage 2 - Scoping Report and Options Assessment	95,000	-	35,450	-
Sewerage Treatment Plant Stage 2 - Investigation, Design and Construction	140,000	500,000	4,500,000	-
Sewer Mains Relining	-	1,416,461	-	1,563,504
<b>Total Capital Expenditure</b>	<b>1,553,771</b>	<b>3,639,528</b>	<b>5,625,203</b>	<b>2,891,390</b>

## DEPARTMENT

# Works

### What the community told us was important

- 1.5.1 Provide and maintain safe, serviceable and accessible public facilities, parks and infrastructure including roads, footpaths and stormwater drains.
- 2.2.1 Maintain adequate parking availability in business and industrial areas.
- 2.4.2 Work together so that the businesses, shops, CBD and industrial areas are well -presented.
- 3.6.6 Encourage safe cycling and walking through development of tracks, parks and cycle ways.
- 4.7.1 Beautify the main street and improve the attractiveness of our urban streetscapes.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.5.1.2	Maintain and renew Council's regional road assets.	Deliver works under the regional roads maintenance program.
1.5.1.4	Complete the Roads Maintenance Council Contract works for Transport for NSW.	Delivery of the RMCC road maintenance contract for Transport for NSW.
1.5.1.5	Undertake the bridge maintenance program.	Maintenance and renewal of bridges and culverts in accordance with the 10-year capital works program and service levels.
1.5.1.6	Plan and deliver the kerb and gutter maintenance and renewal programs.	Maintenance and renewal of kerb and gutter in accordance with the 10-year capital works program and service levels.
1.5.1.7	Plan and deliver the rural sealed road maintenance and renewal program.	Maintenance of rural sealed roads in accordance with service levels, including the 2023/24 capital works program: <ul style="list-style-type: none"> <li>• Pavement renewal program</li> <li>• Reseal renewal program (Clifton Road)</li> <li>• Reconstruction program (Bluevale Road)</li> </ul>
1.5.1.8	Plan and deliver the rural unsealed road maintenance and renewal program.	Maintenance of rural unsealed roads in accordance with service levels, including the 2023/24 capital works program: <ul style="list-style-type: none"> <li>• Gravel road resheeting program</li> </ul>
1.5.1.9	Plan and deliver the urban streets maintenance and renewal program to ensure car, bicycle and pedestrian safety.	Maintenance and renewal of urban streets to ensure car, bicycle and pedestrian safety. Maintenance and renewal of stormwater drains in accordance with the 10-year capital works program and service levels.
2.2.1.1	Maintain and renew Council's car park assets.	Maintenance and renewal of Council-owned car park assets in accordance with the 10-year capital works program and service levels.
2.2.1.2	Review the car parking strategy for Gunnedah.	Monitor implementation of the car parking strategy.
2.4.2.2	Continue main street beautification.	Undertake maintenance of the main street in accordance with service levels.
3.6.6.1	Deliver the footpaths and bike tracks capital works and maintenance programs.	Maintenance of footpaths and bike tracks in accordance with service levels.

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
4.7.1.1	Facilitate street lighting across the Shire.	Manage street lighting contract arrangements with the aim of securing the best overall financial outcome for Council.
4.7.1.3	Undertake the street cleaning and maintenance program.	Delivery of the street cleaning program in accordance with service levels.

Performance Measures	
Action	Measure
1.5.1.2	Completion of the regional roads capital works program by 30 June 2024.
1.5.1.6	Completion of the kerb and gutter capital works program by 30 June 2024.
1.5.1.7	Completion of the rural sealed road capital works program by 30 June 2024.
1.5.1.8	Completion of the rural unsealed road capital works program by 30 June 2024.
1.5.1.9	Completion of the urban streets capital works program by 30 June 2024.
1.5.1.9	Completion of the stormwater capital works program by 30 June 2024.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	5,638,481	5,316,739	4,854,669	4,976,574
Capital Income	729,330	747,563	766,252	167,047
<b>Total Income</b>	<b>6,367,811</b>	<b>6,064,302</b>	<b>5,620,921</b>	<b>5,143,621</b>
Operating Expenditure	14,407,477	14,693,440	15,035,751	15,392,473
Overhead Distribution	910,841	888,595	910,179	932,933
<b>Total Expenditure</b>	<b>15,318,318</b>	<b>15,582,035</b>	<b>15,945,930</b>	<b>16,325,406</b>
<b>Operating Result</b>	<b>(8,950,507)</b>	<b>(9,517,733)</b>	<b>(10,325,009)</b>	<b>(11,181,785)</b>

Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Stormwater Upgrade - Abbott St - Barber St to Conadilly St	125,000	-	-	-
Stormwater Renewal - Osric St - Railway Line to South St	-	98,000	-	-
Stormwater Renewal - Walkway - South St to Hunter St	-	-	57,000	-
Stormwater Renewal - Albion St - Hunter St to Euroa St	-	-	-	72,500
Kerb and Gutter Renewal Program	383,478	393,065	402,892	412,964
Kerb and Gutter Renewal - Gunnedah Anzac Pde Opposite Park Western Side	29,100	-	-	-
Kerb and Gutter Renewal - Gunnedah Barber St Southern Side - Abbot St to Osric St	92,340	-	-	-
Kerb and Gutter Renewal - Gunnedah Rodney Street Eastern Side George St to Beulah St	107,223	-	-	-
Kerb and Gutter Renewal - Gunnedah View Street Eastern Side Beulah St to Hunter Street	106,700	-	-	-
Shared Pathway Reconstruction - Stock Road, Gunnedah	141,000	-	-	-

Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Regional Road Renewal Program	228,890	234,612	240,478	246,489
Rural Sealed Roads - Pavement Renewal Program	726,668	744,835	763,456	782,542
Rural Sealed Roads - Reseal Program	485,919	498,067	510,518	523,281
Rural Sealed Roads - Bluevale Road Reconstruction	589,336	604,069	619,171	16,289
Rural Unsealed Roads - Gravel Resheeting Program	573,677	588,019	602,719	617,787
Urban Streets - Pavement Renewal Program	290,997	298,272	305,729	313,372
Urban Streets - Reseal Program	658,933	675,406	692,291	709,599
Urban Streets - Gravel Resheeting Program	51,038	52,314	53,622	54,962
<b>Total Capital Expenditure</b>	<b>4,590,298</b>	<b>4,186,658</b>	<b>4,247,875</b>	<b>3,749,785</b>







## DEPARTMENT

# Planning and Environmental Services – Management

### What the community told us was important

- 1.3.3 Advocate for local facilities and services to receive funding from mining and other major developments.
- 2.2.2 Secure supply chains.
- 4.2.4 Identify, protect and nurture local populations of threatened species, especially the koala population.
- 4.5.1 Develop strategies to assess risk and address the local impacts of climate change.
- 4.5.2 Encourage investment in efficient energy consumption.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.3.3.1	Make submissions for funding on major applications.	Request planning agreements in relation to major project applications.
2.2.2.1	Work with the Commonwealth Government to achieve intermodal freight terminal.	Continue to advance the Gunnedah Intermodal Freight Terminal (GIFT).
2.2.2.4	Leverage opportunities with the Inland Rail Project.	Pursue available funding opportunities for the Gunnedah Intermodal Freight Terminal (GIFT).
4.2.4.1	Advance the Gunnedah Shire Koala Sanctuary Project.	Oversee construction of the Gunnedah Koala Sanctuary. Ensure an operating model is in place for the Gunnedah Koala Sanctuary following construction.
4.5.1.1	Develop and implement renewable energy options strategy.	Monitor delivery of the renewable energy action plan.
4.5.2.2	Identify alternate energy sources.	Implementation of Council's strategies to improve the local environment.

Performance Measures	
Action	Measure
1.3.3.1	Number of planning agreements executed and implemented.
4.2.4.1	Construction of the Gunnedah Koala Sanctuary progressed in accordance with project timeframes and budget.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	345	354	363	372
Capital Income	-	-	-	-
<b>Total Income</b>	<b>345</b>	<b>354</b>	<b>363</b>	<b>372</b>
Operating Expenditure	358,093	367,363	376,874	386,271
Overhead Distribution	(357,093)	(366,363)	(375,523)	(384,911)
<b>Total Expenditure</b>	<b>1,000</b>	<b>1,000</b>	<b>1,352</b>	<b>1,360</b>
<b>Operating Result</b>	<b>(655)</b>	<b>(646)</b>	<b>(989)</b>	<b>(989)</b>



Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Gunnedah Koala Sanctuary	8,800,000	-	-	-
<b>Total Capital Expenditure</b>	<b>8,800,000</b>	-	-	-

## DEPARTMENT

# Building and Strategic Projects

### What the community told us was important

- 1.5.4 Implement and maintain strategies and developer contribution plans to require contributions to not unfairly burden ratepayers or future developers.
- 2.1.4 Support affordable and available stock of industrial and commercial property.
- 3.2.1 Encourage a mix of housing types that is affordable, adaptable, accessible and suited to community needs.
- 3.4.5 Compliance and enforcement of compliance with acts, regulations, building codes and standards such as those related to planning, building, health, parking, animal control, illegal dumping and vegetation.
- 4.1.2 Ensure development does not negatively impact on flooding.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.5.4.1	Investigate, implement and maintain strategies and deliver contribution plans.	Undertake assessment of planning proposals lodged by external parties to amend the Local Environmental Plan.
2.1.4.1	Develop an Employment Land Strategy for the Shire.	Engage with Council, the community and the Department of Planning and Environment to develop an Employment Land Strategy.
3.2.1.1	Adopt and implement the Gunnedah Shire Housing Strategy.	Monitor delivery of the actions in the Gunnedah Shire Housing Strategy.
3.4.5.4	Provide environmental health services.	Deliver a food premises inspection regime.
4.1.2.1	Review the Blackjack Creek Flood Study and Plan.	Consultant to develop revised Blackjack Creek Flood Study.

Performance Measures	
Action	Measure
2.1.4.1	Employment Land Strategy endorsed and implemented by 30 June 2024.
3.4.5.4	Number of food premises inspections undertaken.
3.4.5.4	Number of promotional and educational programs on safe food handling delivered.
4.1.2.1	Blackjack Creek Flood Study developed by 20 March 2025.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	71,231	73,012	74,837	76,708
Capital Income	-	-	-	-
<b>Total Income</b>	<b>71,231</b>	<b>73,012</b>	<b>74,837</b>	<b>76,708</b>
Operating Expenditure	606,175	634,580	659,578	675,020
Overhead Distribution	180,058	185,260	189,891	194,638
<b>Total Expenditure</b>	<b>786,233</b>	<b>819,839</b>	<b>849,470</b>	<b>869,658</b>
<b>Operating Result</b>	<b>(715,002)</b>	<b>(746,827)</b>	<b>(774,632)</b>	<b>(792,950)</b>

Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Central Business District Master Plan	80,000	-	-	-
Bushfire Prone Land Map Preparation	-	40,000	-	-
LEP Land Use Strategy	-	-	93,000	-
<b>Total Capital Expenditure</b>	<b>80,000</b>	<b>40,000</b>	<b>93,000</b>	<b>-</b>

## DEPARTMENT

# Community Safety

### What the community told us was important

- 1.2.3 Share resources and undertake collaborative projects with others where there is a net community benefit to do so.
- 3.4.5 Compliance and enforcement of compliance with acts, regulations, building codes and standards such as those related to planning, building, health, parking, animal control, illegal dumping and vegetation.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.2.3.2	Help the local emergency management committee review emergency management plans.	Provide input into the update of the State Emergency Management Plan (EMPLAN).
3.4.5.1	Manage the enforcement of local laws.	Assess and process fire permit applications in accordance with legislation and Australian standards.
		Monitor and manage illegal dumping in conjunction with the community.
		Provide systems and processes to manage excess vegetation to ensure land and premises remain in a safe and/or healthy condition.
3.4.5.2	Provide parking control in the Gunnedah Central Business District and urban areas.	Undertake parking enforcement in the Gunnedah central business district and urban streets.
3.4.5.3	Administer the Companion Animals legislation.	Undertake regulatory controls that maintain requirements under the Companion Animals Regulation.
		Upgrade the animal impound facility.
		Maintenance of the animal impound facility

Performance Measures	
Action	Measure
3.4.5.1	Number of illegal dumping matters investigated.
3.4.5.1	Number of notices issued.
3.4.5.1	Number of fire permits issued.
3.4.5.1	Number of vehicles impounded.
3.4.5.3	Animal impound facility upgrade completed by 30 June 2024.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	157,922	52,671	53,988	55,338
Capital Income	-	-	-	-
<b>Total Income</b>	<b>157,922</b>	<b>52,671</b>	<b>53,988</b>	<b>55,338</b>
Operating Expenditure	428,250	438,820	449,664	460,454
Overhead Distribution	152,930	156,975	160,899	164,922
<b>Total Expenditure</b>	<b>581,180</b>	<b>595,795</b>	<b>610,563</b>	<b>625,375</b>
<b>Operating Result</b>	<b>(423,258)</b>	<b>(543,124)</b>	<b>(556,575)</b>	<b>(570,038)</b>

Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Emergency Operations Centre Fit Out	100,000	-	-	-
<b>Total Capital Expenditure</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>



## DEPARTMENT

# Development Assessment

### What the community told us was important

- 3.4.3 Encourage community safety by incorporating crime prevention through environmental design and principles in new development.
- 4.1.2 Ensure development does not negatively impact on flooding.
- 4.2.2 Protect wildlife habitat, corridors, stands of remnant vegetation and significant natural landscape and soil types.
- 4.2.3 Maintain systems for effective management of bushfires and the potential threats to residential areas.
- 4.4.1 Protect and maintain the appeal of our older buildings, recognising their value to our community.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
3.4.3.2	Assess development applications against "The Protocol for the Review of Development Applications between NSW Police and Gunnedah Shire Council".	Refer applications identified in the protocol to NSW Police.
4.1.2.2	Implement Council's Development Control Plan.	Development applications considered in accordance with the provisions of the Local Environmental Plan 2012 and Development Control Plans.
4.2.2.1	Implement State and Federal government requirements for wildlife habitat and natural landscapes.	Development applications incorporating the inclusion of suitable koala habitat, where appropriate, through conditions of consent.
4.2.3.1	Assess developments against NSW legislation and Gunnedah bushfire mapping.	Undertake development assessment against NSW legislation and Gunnedah Shire bushfire mapping.
4.4.1.1	Implement controls to protect heritage structures.	Development applications considered incorporating appropriate conditions of consent for preservation of heritage items.

Performance Measures	
Action	Measure
3.4.3.2	Number of applications determined with input of police, leading to reduction in crime.
4.1.2.2	Average time to determine development applications maintained or improved.
4.4.1.1	Number of applications assessed in relation to Heritage List in Gunnedah LEP 2012.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	1,127,142	1,509,175	761,010	777,350
Capital Income	299,820	307,316	314,998	322,873
<b>Total Income</b>	<b>1,426,962</b>	<b>1,816,490</b>	<b>1,076,009</b>	<b>1,100,224</b>
Operating Expenditure	591,944	606,301	634,144	640,882
Overhead Distribution	132,914	137,169	140,598	144,113
<b>Total Expenditure</b>	<b>724,857</b>	<b>743,470</b>	<b>774,742</b>	<b>784,996</b>
<b>Operating Result</b>	<b>702,105</b>	<b>1,073,020</b>	<b>301,267</b>	<b>315,228</b>

## DEPARTMENT

# Economy and Growth

### What the community told us was important

- 1.1.1 Increase volunteer opportunities especially for young people and people with disability.
- 1.1.2 Support and celebrate volunteers as positive role models.
- 1.1.3 Build the capacity of community organisations and sporting groups to remain sustainable in the long term.
- 1.1.4 Encourage and support village hall committees and progress associations, service groups, action groups and other community organisations involved in the delivery of activities and programs that benefit the local community.
- 1.1.5 Work with Aboriginal and Torres Strait Islander communities on activities and programs.
- 1.1.6 Work with multicultural communities on activities and programs.
- 1.3.1 Identify and secure grant funding and explore opportunities for partnerships to provide for new and upgraded assets, infrastructure and services.
- 1.5.1 Provide and maintain safe, serviceable and accessible public facilities, parks and infrastructure including roads, footpaths and stormwater drains.
- 2.1.1 Develop a diversified and resilient economy.
- 2.1.2 Support local business, including small businesses, across the Shire.
- 2.1.3 Actively encourage new industry to set up in the area.
- 2.2.2 Secure supply chains.
- 2.2.3 Assess opportunities to sustainably maximise use of the airport to improve economic outcomes.
- 2.3.1 Actively seek to bring business, sporting and cultural events to the Shire.
- 2.3.2 Market Gunnedah Shire as a tourist destination.
- 2.5.1 Encourage new residents with skills to the area to supplement our skilled workforce.
- 2.5.2 Advocate for quality educational services and seek opportunities in the tertiary sectors for facilities and courses that meet our regional training needs.
- 3.4.1 Foster crime prevention and community safety through partnership with police and other community organisations.
- 3.5.1 Work together to provide creative activities for young people after school and during school holidays.
- 3.5.2 Attract and retain young people and families to our area.
- 3.6.3 Council supports and facilitates arts and cultural programs in partnership with the community.
- 3.6.4 Maximise opportunities for better use, functionality and accessibility of cultural facilities and spaces.
- 3.6.5 Encourage use of open spaces, villages and facilities with a broad range of arts and cultural, sporting and recreational activities.
- 3.6.7 Warmly welcome new residents and families, offering assistance to help them integrate into the community.
- 3.7.4 Work to continuously improve accessibility, inclusivity and liveability within the Gunnedah Shire.
- 4.4.2 Promote our heritage in partnership with the community, in particular Aboriginal groups in the area.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.1.1.1	Help increase volunteer participation for young people via Youth Interagency.	Collaborate with local groups and organisations to develop new activities and programs that encourage disadvantaged young people to continue their education.
		Collaborate with local groups and organisations to develop youth programs and support volunteer participation.

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.1.2.1	Promote and deliver the Australia Day Awards program.	Coordinate activities and events celebrating Australia Day.
1.1.3.1	Identify grant opportunities for community organisations and administer the Section 356 Community and Sports Small Grants Program.	Identify and disseminate information on grant funding opportunities to increase access to community and cultural activities and programs for residents.
		Implement the Section 356 Small Grants Policy for the provision of financial assistance to community and sporting groups.
		Investigate and access external grant opportunities to sustain and improve service delivery and meet community expectations.
1.1.4.1	Work with service groups, village progress associations and hall committees on community projects.	Advocate and lobby for enhanced social planning outcomes to benefit residents.
		Participate in community interagency meetings.
		Provide information and support to village progress associations and hall committees.
		Provide in-kind and appropriate financial support to community groups and progress associations.
1.1.5.1	Work with community members on the Gunnedah Shire Council Reconciliation Action Plan.	Conduct meetings with the Gunnedah Shire Council Reconciliation Action Plan Working Group.
1.1.6.1	Engage with multicultural community organisations, including Multicultural Gunnedah, in relation to activities, programs and events.	Engage with multicultural community organisations when requested.
1.3.1.1	Document 'shovel-ready' projects to take advantage of grant opportunities.	Support existing and prospective community groups and businesses to assist with economic growth and sustainability of the Shire.
1.5.1.12	Deliver the Gunnedah Regional Saleyards capital works and maintenance program.	Ensure all required facility maintenance and procedure documents are completed and maintained.
		Maintain two-way communication and mutually beneficial relationships with all prime stakeholder groups.
		Provide systems and processes to minimise equipment failure through the delivery of a structured maintenance program.
		Undertake testing regime required for the Environmental Protection Authority annual return.
		Undertake maintenance requirements for the Saleyards facility with an emphasis on WHS and animal welfare.
2.1.1.1	Implement the Gunnedah Economic Development Strategy.	Implement and monitor the delivery of the Gunnedah Economic Development Strategy.
2.1.2.1	Deliver a range of activities and assist with Small Business Month.	Participate in Gunnedah and District Chamber of Commerce industry meetings and promote key initiatives.
		Review and update online Community Business Directory.
		Support existing and prospective local businesses to assist with economic growth and sustainability.
2.1.3.1	Provide support through the Business Partner Program and the business concierge service.	Manage and assess applications under the Business Partner Program.
		Support the Business Partner Advisory Working Group.

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
2.1.3.2	Continue to develop Gunnedah Shire economic development marketing and promotional material.	Initiate negotiations with the business community interested in investing in the Gunnedah Shire. Promote the Gunny Money gift card program.
2.2.2.2	Pursue interest in and funding for the Gunnedah Processing Precinct.	Work with State Government to further the Namoi Regional Jobs Precinct.
2.2.3.1	Research economic opportunities for the airport.	Development of opportunities to improve the economic outcomes from the airport.
2.3.1.1	Advise and support community groups and businesses conducting events that promote local tourism.	Identify opportunities to support or partner with community groups and businesses to expand existing events or bring new events to the Shire.
2.3.1.3	Support the delivery of a diverse range of events across the Shire including AgQuip, NAIDOC Week and the Weeks of Speed.	Plan and support events that will attract tourism and provide cultural or entertainment value to our local community. Coordinate Council's participation in AgQuip.
2.3.2.1	Provide information services for visitors and the community.	Market the Gunnedah Shire to potential tourists to encourage growth of the visitor economy. Implement systems and processes to identify, manage and report on visitation rates, behaviours and motivators for travelling, and identify opportunities to attract more visitors. Maintain accredited Visitor Information Centre to ensure effective and efficient service delivery to visitors and the community. Maintain RV-friendly status and ensure accessible areas are available and maintained for caravans and recreational vehicles. Maintain the quality and relevance of tourist attractions, walks and drives. Provide and maintain fresh marketing and visitor information collateral. Maintain tourism network links regionally.
2.3.3.1	Develop and support local tourist attractions.	Actively implement the Destination Management Plan actions in consideration of stakeholder identification and funding.
2.5.1.1	Maintain and promote the Live in Gunnedah and Invest in Gunnedah websites.	Review, improve and market websites.
2.5.2.1	Continue working with the Skills and Training Working Group.	Support the Skills and Training Working Group.
2.5.2.2	Coordinate and manage the Gunnedah Community Scholarship Fund.	Administer and promote the Gunnedah Community Scholarship Fund.
3.4.1.1	Collaborate with Crime Prevention Working Group.	Facilitate and support the Crime Prevention Working Group. Monitor and review alcohol-free zones and alcohol prohibited areas.
3.4.1.3	Deliver the Crime Prevention Plan.	Monitor implementation of the Gunnedah Crime Prevention Plan.
3.5.1.1	Conduct school holiday programs and NSW Youth Week.	Coordinate Youth Week activities and events. Deliver a School Holiday Program.
3.5.2.1	Develop a youth strategy and define Council's role.	Engage with the community to develop a youth strategy.

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
3.6.3.1	Provide support and coordination of quality cultural services that meet community needs.	Administer Council's 356 Arts and Cultural grants funding program.
		Delivery of a broad range of community and cultural services that respond to the needs of the growing Gunnedah Shire.
		Identify opportunities to collaborate with local groups and organisations to enhance capacity to deliver arts and cultural programs.
		Provide in-kind and financial support to the Dorothea Mackellar Memorial Society and the Gunnedah Shire Band via a funding agreement.
3.6.4.1	Increase access and participation in the venues and amenities in the Cultural Precinct.	Manage and allocate resources within the cultural precinct.
		Research, schedule, implement and promote a weekly cinema program that meets the needs and expectations of cinema customers, and generates income.
3.6.4.2	Develop a business case and funding strategy for the Cultural Precinct Master Plan.	Monitor delivery of the Cultural Precinct Master Plan.
3.6.5.1	Deliver library services across the Shire.	Deliver a comprehensive program of activities and educational events.
		Deliver a comprehensive range of sustainable library services.
		Provide access to the internet and information technology to the community.
3.6.7.1	Work with real estate agents to identify new residents so they can be welcomed.	Promote services, opportunities and recreational activities to new residents.
		Reach out to new residents.
3.7.4.1	Participate in initiatives that aim to support low socio-economic members of the community.	Lobby State and Federal governments for increased allocation of funding for marginalised and low socio-economic groups in the Gunnedah
3.7.4.2	Review the Disability Inclusion Plan.	Monitor the delivery of the Disability Inclusion Plan.
4.4.2.1	Work with Aboriginal groups to recognise and retain Aboriginal heritage and culture.	Collaborate with peak Aboriginal organisations within Gunnedah Shire to support cross-cultural initiatives.

Performance Measures	
Action	Measure
1.1.3.1	Number of applications under the S356 community small grants program.
1.1.3.1	Value of financial assistance provided under the S356 community small grants program.
1.1.3.1	Number of applications under the S356 sports small grants program.
1.1.3.1	Value of financial assistance provided under the S356 sports small grants program.
1.1.4.1	Community financial support recommendations adopted by Council and formal agreements in place where financial support is provided
1.5.1.12	Compliance with legislative requirements.
1.5.1.12	Completion of the Saleyards capital works program by 30 June 2024.
2.1.3.1	Value of funding provided under the Business Partner Program.
2.1.3.1	Number of applications received under the Business Partner Program.
2.3.2.1	Visitor Information Centre visitation is increased.
2.3.2.1	Gunnedah Shire visitor numbers are increased.
2.3.2.1	Completion of the tourism capital works program by 30 June 2024.

Performance Measures	
Action	Measure
2.5.2.2	Value of funding provided under the Gunnedah Community Scholarship Fund.
2.5.2.2	Number of applications received under the Gunnedah Community Scholarship Fund.
3.4.1.1	Four-year review of zones and signage completed by 30 June 2024.
3.5.2.1	Youth Strategy developed by 30 June 2024.
3.6.3.1	Number of applications under the S356 Arts and Cultural Small Grants Program.
3.6.3.1	Value of financial and assistance provided under the S356 Arts and Cultural Grants Program.
3.6.4.1	Movie theatre attendance maintained or increased.
3.6.4.1	Number of venue bookings maintained or increased.
3.6.4.2	Cultural Precinct business case developed by 30 June 2024.
3.6.5.1	Number of library loans.
3.6.5.1	Number of library members.
3.6.5.1	Number of housebound members.
3.6.5.1	Number of library activities.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	1,432,092	1,409,890	1,464,703	1,526,884
Capital Income	12,500,000	-	-	-
<b>Total Income</b>	<b>13,932,092</b>	<b>1,409,890</b>	<b>1,464,703</b>	<b>1,526,884</b>
Operating Expenditure	3,503,161	3,758,006	4,044,878	4,115,019
Overhead Distribution	830,739	885,376	907,510	930,198
<b>Total Expenditure</b>	<b>4,333,900</b>	<b>4,643,382</b>	<b>4,952,389</b>	<b>5,045,217</b>
<b>Operating Result</b>	<b>9,598,192</b>	<b>(3,233,492)</b>	<b>(3,487,686)</b>	<b>(3,518,334)</b>

Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Saleyards - Redevelopment and Upgrade	3,700,000	-	-	-
Saleyards - Small Plant and Equipment	10,000	20,000	10,000	20,000
Village Entry Signs Replacement	125,699	-	-	-
Tourism Billboard	-	-	7,820	-
Cultural Precinct Master Plan	350,000	-	-	-
Visitors' Guide	-	40,000	-	-
Gallery Refurbishment	-	-	24,500	-
Minor Cultural Furniture Replacement	-	11,750	-	-
Elevated Work Platform	25,000	-	-	-
Mobile Accessibility Lift	30,000	-	-	-
Town Hall - Table & Chairs	6,000	-	-	56,050
CCTV Installation	6,000	-	-	0
Town Hall - Sound & Lighting	20,000	-	-	20,000
Library Books	18,557	19,021	19,497	19,984
Economic Development Strategy	20,000	-	60,000	-
<b>Total Capital Expenditure</b>	<b>4,311,257</b>	<b>90,771</b>	<b>121,817</b>	<b>116,034</b>



## DEPARTMENT

# Waste Management

### What the community told us was important

- 4.6.1 Review and implement a waste management strategy.
- 4.6.2 Identify opportunities for increasing community recycling both volume and type of waste.

### What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
4.6.1.1	Implement the Domestic Waste Capital Works and Maintenance Program.	Ensure all required facility maintenance and procedure documents are completed and maintained.
		Apply systems and processes to minimise equipment failure.
		Capital Projects: <ul style="list-style-type: none"> <li>– Southern Offsite Stormwater Diversion</li> <li>– Weighbridge Software and Computer Upgrade</li> <li>– Extend Leachate Collection, Surface Water &amp; Irrigation Systems</li> <li>– Landfill Cell and Leachate Site Works</li> <li>– Tambar Springs Waste Collection Site Gravel Seal</li> <li>– Mullaley Waste Collection Site Gravel Seal</li> </ul>
4.6.1.2	Continue to be compliant and operate the facilities according to legislation, common standards and licence conditions where applicable.	Operate waste transfer stations and landfills in line with current and future needs and environmental standards.
		Educate the community on best waste management practices.
		Provide systems and processes to promote recycling and reduce waste going to landfill.
4.6.2.1	Enforce the contract provisions for waste collection contractors to promote strategies that encourage recycling and reduce waste.	Complete Environmental Protection licence annual return
		Attend contract meetings and participate in education programs delivered by the Northern Inland Regional Waste Group.

Performance Measures	
Action	Measure
4.6.1.1	Completion of the waste capital works program by 30 June 2024.
4.6.1.2	Tonnes of waste delivered to landfill.
4.6.1.2	Number of education programs undertaken.
4.6.1.2	Meet compliance reporting requirements
4.6.2.1	Number of meetings attended.

Financial Resources	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Operational Income	4,612,737	4,774,892	4,898,704	5,050,465
Capital Income	-	-	-	-
<b>Total Income</b>	<b>4,612,737</b>	<b>4,774,892</b>	<b>4,898,704</b>	<b>5,050,465</b>
Operating Expenditure	3,611,398	3,688,763	3,689,967	3,789,748
Overhead Distribution	332,982	342,312	350,869	359,641
<b>Total Expenditure</b>	<b>3,944,380</b>	<b>4,031,075</b>	<b>4,040,837</b>	<b>4,149,389</b>
<b>Operating Result</b>	<b>668,357</b>	<b>743,817</b>	<b>857,867</b>	<b>901,076</b>

Capital Expenditure	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
Southern Offsite Stormwater Diversion	350,000	-	-	460,000
Weighbridge Software and Computer Upgrade	50,000	-	-	-
Extend Leachate Collection, Surface Water and Irrigation Systems	233,130	-	-	-
Landfill Cell and Leachate Site Works	3,952,305	250,000	-	-
Landfill Remediation Works	-	-	764,643	-
Waste Management Strategy and Waste Transfer Study	-	100,000	-	-
Tambar Springs Waste Collection Site - Gravel Seal	20,000	-	-	-
Mullaley Waste Collection Site - Gravel Seal	10,000	-	-	-
<b>Total Capital Expenditure</b>	<b>4,615,435</b>	<b>350,000</b>	<b>764,643</b>	<b>460,000</b>

## FINANCIAL ASSISTANCE PROGRAMS

Under Section 356 of the *Local Government Act 1993*, Council is able to contribute financial assistance to others, including charitable, community and sporting organisations and private individuals for the purpose of exercising its functions.

Ordinarily, Council must provide at least 28 days public notice of its proposal to provide financial assistance to recipients who act for private gain, however, the public notice requirement in those instances are waived where a proposed financial assistance contribution forms part of a program included in Council's Operational Plan.

In 2023/24, Council is proposing to provide financial assistance under the following financial assistance programs:

Recipient/Program	Description	Commitment	Amount \$
Business Partner Program		Annual allocation	40,000
Dorothea Mackellar Memorial Society	Annual financial contribution	5 Years (1/07/2021-30/06/2026)	17,300
	Civic hire (in kind support)		1,922
	Building provision (in kind support)		22,660
Facility Hiring Support Fund		Annual allocation	5,000
Gunnedah Rural Museum	Annual operational subsidy	3 Years (01/12/2022-30/11/2025)	5,000
	Annual building and contents insurance subsidy		3,000
Gunnedah Shire Band	Annual operational subsidy	5 Years (1/07/2021-30/06/2026)	5,065.47 + rate peg
	Annual maintenance allocation		5,065.47 + rate peg
Medical Professionals Accommodation Support	Council Policy	As per policy	10,000
NAIDOC Week	Sponsorship	Annual allocation	2,250
	Koori Kids School Initiatives		450
Not-for-profit charities (orphaned waste)	Exemption for landfill gate fees as per Council Policy: <i>Waste Management - Exemption from charges for not-for-profit charities (orphaned waste)</i>	Annual allocation	1,000 per applicant
Section 356 Small Grants Program	Access Incentive	Annual allocation	10,000
	Community and Sports Grants		39,434
	Arts and Cultural Grants		17,272
Sister Cities and Friendly Relationships Program	Annual grant program	Annual allocation	20,000

Recipient/Program	Description	Commitment	Amount \$
Village Progress Associations – Breeza Progress Association – Carroll Progress Association – Emerald Hill Progress Association – Kelvin Hall Incorporated – Mullaley Gymkhana Association Incorporated – Pialloway Progress Association – Tambar Springs Progress Association	Public Liability Insurance Reimbursements	Annual allocation	12,000

## SERVICE REVIEWS

The IP&R framework supports Council in establishing service levels, monitoring service performance, and improving service delivery. In September 2021, the Office of Local Government introduced the IP&R Guidelines for Local Government in NSW. The Guidelines require Council to identify areas of service that it will review during its term, and how it will engage with the community and other stakeholders to determine service level expectations and appropriate measures.

Over the life of the current Delivery Program, Council will undertake a number of service reviews to identify opportunities to improve our operations and the services we provide to the community.

Council is in the process of establishing a service review framework to commence in 2023/24. Council will undertake a minimum of one service review each financial year.

The service review process will be aligned with the requirements of the IP&R Guidelines, particularly the concept of continuous improvement. Each service review will be aimed at achieving the most effective, efficient and valued (by the community) service possible.

# 2023/24 BUDGET

## Introduction

In determining the 2023/24 budget, Council has considered the Principles of Sound Financial Management as outlined under Section 8B of the *Local Government Act 1993* (the Act). Section 8B of the Act provides that Council spending should be responsible and sustainable, aligning general revenue and expenses.

The development of the 2023/24 budget has occurred in challenging circumstances. Record-high inflation and other extraordinary cost increases, such as insurance and electricity, have negatively impacted Council's bottom line and created significant challenges in trying to contain costs within the available funding.

The budget also provides for a 3.8% increase in ordinary rates yield for the 2023/24 year, in line with the rate cap determined by the NSW Independent Pricing and Regulatory Tribunal (IPART).

## Financial Results

In accordance with section 404(1) of the Act, Council provides the following consolidated set of financial statements for the financial year ending 30 June 2024, and forward projections for the next three financial years ending 30 June 2027. These estimates are prepared in conformity with the Australian Accounting Standards and the Office of Local Government – Code of Accounting Practice.

Projected Income Statement 2023/24 – 2026/27				
	Budget	Projected Years		
	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$
<b>Revenue</b>				
Rates and Annual Charges	21,235,294	21,921,456	22,577,535	23,253,351
User Charges and Fees	10,818,282	11,702,946	12,015,844	12,337,049
Other Revenues	598,267	605,419	861,534	867,801
Operating Grants and Contributions	16,562,142	16,674,528	15,692,867	16,061,913
Capital Grants and Contributions	13,732,331	1,263,139	1,294,718	708,725
Interest and Investment Revenue	1,272,327	963,306	870,288	901,614
<b>Total Revenue</b>	<b>64,218,643</b>	<b>53,130,794</b>	<b>53,312,785</b>	<b>54,130,453</b>
<b>Operating Expenses</b>				
Employee Costs	19,741,603	20,357,889	20,779,562	21,139,688
Borrowing Costs	730,550	691,302	650,332	607,007
Materials and Services	12,987,063	13,040,728	13,311,063	13,808,793
Depreciation and Amortisation	14,588,093	14,846,373	14,975,140	14,958,144
Other Expenses	2,397,004	2,571,152	2,709,785	2,776,552
<b>Total Operating Expenses</b>	<b>50,444,313</b>	<b>51,507,444</b>	<b>52,425,882</b>	<b>53,290,184</b>
<b>Operating Result</b>	<b>13,774,330</b>	<b>1,623,350</b>	<b>886,903</b>	<b>840,269</b>
<b>Operating Result before Capital Grants and Contributions</b>	<b>41,999</b>	<b>360,211</b>	<b>(407,815)</b>	<b>131,544</b>

Projected Balance Sheet 2023/24 – 2026/27				
	Budget	Projected Years		
	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$
<b>Assets</b>				
<u>Current Assets</u>				
Cash and Cash Equivalents	2,056,820	2,530,452	2,500,000	2,600,000
Investments	33,713,185	35,216,718	34,355,315	36,064,827
Receivables	6,613,280	6,039,495	6,149,743	6,254,542
Inventories	972,972	983,488	1,005,930	1,038,935
Contract assets	1,175,667	1,175,667	1,175,667	1,175,667
Other	381,005	388,815	399,130	412,054
<b>Total Current Assets</b>	<b>44,912,929</b>	<b>46,334,635</b>	<b>45,585,785</b>	<b>47,546,025</b>
<u>Non-current Assets</u>				
Investments	27,610,013	29,520,929	30,371,802	30,377,955
Receivables	8,500	5,000	5,000	5,000
Contract Assets	775,333	775,333	775,333	775,333
Infrastructure, Property, Plant and Equipment	584,218,743	581,689,093	580,403,385	576,849,300
Right of use assets	683,000	683,000	683,000	683,000
<b>Total Non-current Assets</b>	<b>613,295,589</b>	<b>612,673,355</b>	<b>612,238,520</b>	<b>608,690,588</b>
<b>Total Assets</b>	<b>658,208,518</b>	<b>659,007,990</b>	<b>657,824,305</b>	<b>656,236,613</b>
<b>Liabilities</b>				
<u>Current Liabilities</u>				
Payables	8,377,546	8,632,143	8,673,480	8,892,871
Contract Liabilities	8,000,000	7,500,000	6,000,000	4,000,000
Borrowings	796,731	838,814	883,269	887,626
Provisions	1,851,731	1,898,897	1,948,422	2,000,423
Liabilities associated with assets classified as "held for sale"	7,000	7,000	7,000	7,000
<b>Total Current Liabilities</b>	<b>19,033,008</b>	<b>18,876,854</b>	<b>17,512,171</b>	<b>15,787,920</b>
<u>Non-current Liabilities</u>				
Lease liabilities	654,000	654,000	654,000	654,000
Borrowings	11,588,903	10,750,089	9,866,820	8,979,195
Employee benefit provisions	4,032,313	4,135,580	4,244,010	4,357,861
Other provisions	5,074,767	5,142,590	5,211,526	5,281,591
<b>Total Non-current Liabilities</b>	<b>21,349,983</b>	<b>20,682,259</b>	<b>19,976,356</b>	<b>19,272,647</b>
<b>Total Liabilities</b>	<b>40,382,991</b>	<b>39,559,113</b>	<b>37,488,527</b>	<b>35,060,567</b>



	Budget	Projected Years		
	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$
<b>Net Assets</b>	<b>617,825,527</b>	<b>619,448,877</b>	<b>620,335,778</b>	<b>621,176,046</b>
Retained Earnings	316,683,526	318,306,876	319,193,778	320,034,047
Revaluation Reserves	301,142,000	301,142,000	301,142,000	301,142,000
<b>Total Equity</b>	<b>617,825,526</b>	<b>619,448,876</b>	<b>620,335,778</b>	<b>621,176,047</b>

Projected Statement of Cashflows 2023/24 – 2026/27				
	Budget	Projected Years		
	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>				
<u>Receipts:</u>				
Rates and Annual Charges	21,591,710	22,300,715	22,960,356	23,645,745
User Charges and Fees	11,965,473	12,975,921	13,392,472	13,747,942
Interest and Investment Revenue Received	1,291,852	926,166	839,056	896,919
Grants and Contributions	28,373,646	18,101,877	15,539,000	14,782,727
Other	958,051	1,099,429	1,219,622	1,253,128
<u>Payments:</u>				
Employee Benefits and On-costs	(14,624,767)	(15,110,543)	(15,404,891)	(15,630,434)
Materials and Contracts	(20,622,074)	(20,888,415)	(21,322,531)	(21,990,763)
Borrowing Costs	(663,929)	(624,532)	(582,505)	(538,109)
Other	(2,580,946)	(2,910,716)	(3,049,214)	(3,115,712)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>25,689,016</b>	<b>15,869,902</b>	<b>13,591,365</b>	<b>13,051,443</b>
<b>Cash Flows from Investing Activities</b>				
<u>Receipts:</u>				
Sale of Investment Securities	5,581,760	-	2,600,468	-
Sale of Infrastructure, Property, Plant and Equipment	571,000	644,216	637,841	686,453
Sale of Disposal Groups	3,500	3,500	-	3,500
<u>Payments:</u>				
Purchase of Investment Securities	(1,453,808)	(3,414,449)	(2,589,939)	(1,715,665)
Purchase of Infrastructure, Property, Plant and Equipment	(29,177,365)	(11,832,805)	(13,431,374)	(11,042,461)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(24,474,913)</b>	<b>(14,599,538)</b>	<b>(12,783,004)</b>	<b>(12,068,173)</b>

	Budget	Projected Years		
	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$
<b>Cash Flows from Financing Activities</b>				
Repayment of Borrowings	(757,282)	(796,731)	(838,814)	(883,269)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(757,282)</b>	<b>(796,731)</b>	<b>(838,814)</b>	<b>(883,269)</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>456,821</b>	<b>473,633</b>	<b>(30,453)</b>	<b>100,001</b>
plus: Cash, Cash Equivalents and Investments - beginning of year	1,600,000	2,056,821	2,530,454	2,500,001
<b>Cash and Cash Equivalents - end of the year</b>	<b>2,056,821</b>	<b>2,530,454</b>	<b>2,500,001</b>	<b>2,600,002</b>
Investments - end of the year	61,323,198	64,737,647	64,727,118	66,442,783
<b>Cash, Cash Equivalents and Investments - end of the year</b>	<b>63,380,019</b>	<b>67,268,101</b>	<b>67,227,119</b>	<b>69,042,785</b>
<u>Representing:</u>				
External Restrictions	42,409,293	44,511,594	44,033,664	46,893,007
Internal Restrictions	19,516,691	19,372,809	19,823,825	20,119,289
Unrestricted	1,454,035	3,383,698	3,369,630	2,030,489
<b>Total</b>	<b>63,380,019</b>	<b>67,268,101</b>	<b>67,227,119</b>	<b>69,042,785</b>

### Key Performance Indicators

All NSW councils are assessed against the Fit for the Future key performance indicators. Based on the 2023/24 forecast, Council meets the benchmark for three out of four Fit for the Future indicators on a consolidated basis (shown below) apart from the Own Source Operating Revenue Ratio. This is caused by the large amount of grant funding forecast to be received from State and Federal governments in 2023/24 and will correct in future years.

	Benchmark	Budget	Projected Years		
		2023/24	2024/25	2025/26	2026/27
Operating Performance Ratio	>0%	0.08%	0.69%	-0.78%	0.25%
Own Source Operating Revenue Ratio	>60%	52.83%	66.24%	68.14%	69.02%
Unrestricted Current Ratio	>1.5x	2.35	2.47	2.32	2.34
Debt Service Cover Ratio	>2.0x	28.78	12.38	11.96	11.48

# REVENUE POLICY 2023/24

## Types of Revenue

The sources of funds for Council to carry out its works and services and provision of facilities are from the following revenue categories:

- Rates
- Annual charges for services
- Fees for services
- Federal and State Government grants
- Borrowings
- Earnings from investments and entrepreneurial activities

This document provides pricing policies for rates, annual charges for services, and fees for specific services provided by Council in the 2023/24 financial year.

## Rates

### Rate Peg

The rate peg determines the maximum percentage amount by which a council may increase its general rate income for the year. The rate peg is based on the change in the Local Government Cost Index (LGCI), consideration of a productivity factor and population growth. The Independent Pricing and Regulatory Tribunal (IPART) has determined the rate peg amount for Gunnedah Shire Council at 3.80% for the 2023/24 rating year.

Council's 2022/23 Statement of Compliance Return, in relation to the calculation of the Notional Yield, indicated the Notional Yield was below the Permissible General Income by \$5,103. This amount has been added to the percentage increase as per Section 511 of the *Local Government Act 1993* (the Act). This 'catch-up' amount and the rate peg limit represent a 3.84% increase in rate yield for the 2023/24 financial year.

### Land Valuations

Rates are assessed on a rate in the dollar as a product of the land value, which is supplied by the NSW Valuer General. The *Valuation of Land Act 1916* requires the Council to assess the rates on the most recent valuations provided by the Valuer General. A revaluation of Gunnedah Shire Council Local Government Area (LGA) took place in 2022, with a base date of 1 July 2022. These valuations are being used to calculate general rates for the 2023/24, 2024-25 and 2025-26 financial years.

### Rating Categories

In accordance with Sections 493 and 514 of the Act, each parcel of land within the LGA has been categorised for rating purposes and owners are notified on their annual rate notice. Section 524 of the Act requires a rateable person (or person's agent) to notify the council within 30 days when the person's rateable land changes from one category to another.

A review of the categorisation of land for rating purposes may arise in response to a ratepayer request (application), or because Council elects to review one or a number of parcels of land, or because Council believes that the current categorisation may be incorrect. Council may request further information and/or access to inspect the property to assist with making this determination.

Applications for a change in categorisation of land for rating purposes must be made on the approved form which can be found on Council's website.

Under Section 554 of the Act, all land is rateable unless it is exempt from rating. Sections 555 and 556 of the Act and Clause 123 of the *Local Government (General) Regulations 2021* define the categories a parcel of land must fall under in order to be eligible for exemption from rating. Ratepayers that are eligible under these sections may apply to Council for exemption from rating.

For rating purposes, all rateable properties have been categorised into one of four categories:

- Farmland
- Residential
- Mining
- Business

For 2023/24, Council will levy rates on the following categories and sub-categories.

### **Farmland**

As specified in Section 515(1) of the Act, this category includes any parcel of rateable land which is valued as one assessment and the dominant use of the land is for farming. The farming activity must have a significant and substantial commercial purpose or character and must be engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made).

### **Residential**

This category, as specified by Section 516(1) of the Act, includes any rateable parcel of land valued as one assessment where the dominant use is for residential purposes under an environmental planning instrument, or is rural residential land. Council has established four sub-categories within the Residential Category as follows:

- Gunnedah – applies to land within the Gunnedah Centre of Population that has a dominant residential use (other than a hotel, motel, guest house, backpacker hostel or nursing home or for any other form of residential accommodation, not being a boarding house or lodging house, prescribed by regulations), or is zoned for residential purposes;
- Village – applies to land located in the Centre of Population of the villages of Breeza, Carroll, Curlewis, Emerald Hill, Kelvin, Mullaley and Tambar Springs that has a dominant residential use, or is zoned for residential purposes;
- Rural – applies to land outside the defined Centre of Population that is a single dwelling and is not less than two hectares and not more than 40 hectares in area, and is either not zoned or otherwise designated for use, under an environmental planning instrument, or is zoned or otherwise designated for use under such instrument for non-urban purposes, and does not have a significant and substantial commercial purpose or character; and
- Ordinary – applies to all land that has a dominant residential use and cannot be categorised in any of the other residential sub-categories.

### **Mining**

This category, as specified by Section 517(1) of the Act, includes any rateable parcel of land valued as one assessment and the dominant use is for a coal or metalliferous mine.

## Business

This category, as specified by Section 518 of the Act, includes rateable land that cannot be classified as farmland, residential or mining. Council has established three sub-categories within the Business category as follows:

- Gunnedah – applies to business properties within the Gunnedah Centre of Activity.
- Power Generation – applies to business properties with a dominant use of the following activities:
  - the generation of, or capacity to generate, more than five megawatts of electricity; or
  - the storage of, or capacity to store, more than 10 megawatts of electricity.
- Ordinary – applies to all land within the Gunnedah Shire Council LGA, other than those categorised as Business Gunnedah or Power Generation, and which cannot be categorised as farmland, residential or mining.

Maps defining the Centre of Populations and the Gunnedah Centre of Activity are provided in **Appendix A**.

In accordance with Section 494 of the Act, the following Ordinary Rates will be levied:

Rating Category	Sub-Category	Number of Assessments	Ad Valorem Rate	Minimum Rate (\$)	Base Rate (\$)	Rate Yield (\$)
Residential	Ordinary	381.00	0.479735	525.00		339,098.67
	Rural	351.00	0.501919	525.00		408,789.62
	Gunnedah	3,521.82	1.109214	525.00		3,975,173.08
	Village	533.00	1.355681	308.00		306,656.62
Business	Ordinary	93.00	0.917708	304.00		85,589.80
	Gunnedah	420.18	2.622022	515.00		2,763,854.97
	Power Generation	1.00	0.917708	304.00		20,740.20
Farmland		1,136.00	0.202999	525.00		5,779,719.90
Mining		5.00	1.912800		25,000.00	1,499,557.21
	Count	6,442.00			<b>TOTAL</b>	<b>15,179,180.07</b>



## Water and Sewerage Charges

Rates and charges for water and sewerage funds are not subject to rate pegging legislation, however, they reflect the requirements to finance the provision and maintenance of effective water supplies and sewerage systems. This also includes the ability to provide for future expenditure.

### Water Supply Services

#### Water Service Availability Charge

In accordance with Sections 501 and 502 of the *Local Government Act 1993* (the Act), Council will levy a charge on all properties connected to, or capable of being connected to, Council's water supply systems as follows.

Water Service Availability Charge Service Size Per Connection	Amount	Number of Charges	Yield
Vacant Land and 20mm	\$231.00	4,838	\$1,117,578.00
25mm	\$360.94	145	\$52,336.30
32mm	\$591.36	48	\$28,385.28
40mm	\$924.00	58	\$53,592.00
50mm	\$1,443.75	28	\$40,425.00
80mm	\$3,696.00	15	\$55,440.00
100mm	\$5,775.00	19	\$109,725.00
150mm	\$12,993.75	0	\$0.00
		<b>TOTAL</b>	<b>\$1,457,481.58</b>

The water base charge is proportional to the area of the water connection to reflect the load that can be placed on the water system. Oversized services (those greater than 20mm) attract a higher base charge which is based on the cross-sectional area of the service compared to a standard 20mm service.

The specific pricing calculation method is as follows:

$$BC = AC20 \times (D^2/400)$$

BC = Base charge for oversized meter.

AC20 = Base charge for a 20mm diameter water supply connection.

D = Actual diameter of customer's water supply service (mm).

#### Consumption Charge – Residential

Council will levy a charge for consumption of water for residential properties under a Three-Tier Tariff System.

<b>First Tier</b>	\$1.76 per kilolitre up to 400kL
<b>Second Tier</b>	\$2.64 per kilolitre from 401kL to 800kL
<b>Third Tier</b>	\$3.96 per kilolitre above 800kL

## Stratas

In accordance with Section 194 of the *Strata Schemes Development Act 2015*, water supply consumption charges for strata lots that are not separately metered will be levied on the Body Corporate and not on individual strata lot owners.

An allowance of 400 kilolitres (kL), being the first tier of usage charges, will be allocated in accordance with an availability charge for strata units. Therefore, the number of units will determine the total allocation on the lower tier for the strata with one meter connected, and the water consumption is charged to the Body Corporate.

For example, four strata unit:

First tier	1,600 kLs	@ \$1.76 per kL
Second tier	1,601 kLs to 3,200kLs	@ \$2.64 per kL
Third tier	3,201 kLs and above	@ \$3.96 per kL

A water availability service charge will be levied on each individual strata lot.

## Consumption Charge – Non-residential/Non-rateable Properties

A charge for Non-residential and Non-rateable Properties will apply at \$1.76 per kilolitre for every kilolitre used.

## Consumption Charge - Sporting/Charitable Organisations

A charge for charitable and sporting organisations will apply at \$1.23 per kilolitre for every kilolitre used.

## Consumption Charge Council-owned Sports Fields and Open Space Parks

A charge for Council-owned sports fields and open space parks will apply at \$1.23 per kilolitre for every kilolitre used.

## Sewerage Services

In accordance with Sections 501 and 502 of the Act, Council will levy a charge on all consumers connected to, or capable of being connected to, Council's sewer systems for sewer services.

Council will levy a fixed sewer charge for all residential properties connected to, or capable of being connected to, Council's sewer systems as follows.

Sewer Charge	Amount	Number of Charges	Yield
Residential (Single Dwelling, Strata Units and Vacant Land)	\$655.60	3,774	\$2,474,234.40
Residential Multiple Residential Occupancies upon a single parcel of land (includes Non-Strata Units, Villa's and dwellings within retirement villages) - being 50% of the single residential charge per occupancy.	\$327.80	178	\$58,348.40
		<b>TOTAL</b>	<b>\$2,539,138.80</b>

### Sewer Charge Non-residential and Non-rateable Properties

The non-residential sewer usage charge is based on a best practice formula for sewer pricing in accordance with the NSW Department of Planning and Environment's *Water's Regulatory and assurance framework for local water utilities*. The sewer charge for non-residential properties and non-rateable properties will be calculated in accordance with the formula shown below:

Non-residential Sewer Charge	Amount
Non-residential Sewer Charge	
$B = SDF \times (AC + (CR \times UC))$	
<b>AC</b> – Annual Sewer Access Charge – 20mm	\$251.00
<b>AC</b> – Annual Sewer Access Charge – 25mm	\$392.19
<b>AC</b> – Annual Sewer Access Charge – 32mm	\$642.56
<b>AC</b> – Annual Sewer Access Charge – 40mm	\$1,004.00
<b>AC</b> – Annual Sewer Access Charge – 50mm	\$1,568.75
<b>AC</b> – Annual Sewer Access Charge – 80mm	\$4,016.00
<b>AC</b> – Annual Sewer Access Charge – 100mm	\$6,275.00
<b>AC</b> – Annual Sewer Access Charge – 150mm	\$14,118.75
<b>SDF</b> – Sewerage Discharge Factor – NSW Department Planning and Environment - Water's regulatory and assurance framework.	
Examples:	
Bakery	0.95
Bed and Breakfast	0.76
Hotel	1.00
Motel – Breakfast only	0.90
Restaurant	0.95
Club	0.95
Takeaway Food	0.95
Supermarket	0.95
Hairdressers	0.95
Others	Vary
<b>B</b> = Annual non-residential sewerage bill (\$)	
<b>C</b> = Customer's actual water consumption per meter (kL)	
<b>UC</b> = Sewerage usage charge (\$/kL) = \$2.10 per kL	
<b>MINIMUM NON-RESIDENTIAL CHARGE PER FINANCIAL YEAR</b> (Not less than residential)	\$655.60

### Special Non-residential Subsidised Water Consumption Charge

Upon application, Council will apply a 5% reduction to the water consumption charge as a subsidy to non-residential properties not mining in nature, with a minimum of 80 employees, where water consumption reaches 100 mega-litres (mL) during the financial year.

## Liquid Trade Waste

Council will charge under Sections 501 and 502 of the Act, and annual application fee as follows:

Liquid Trade Waste Annual Fee	Amount	Number of Charges	Yield
Liquid Trade Waste Annual Fee Category 1 & 2	\$230.08	81	\$18,636.48
Liquid Trade Waste Annual Fee Category 3	\$460.16	0	\$0.00

The Liquid Trade Waste Fee will be charged on a quarterly basis.

Liquid Trade waste usage charges are a consumption-based charge and are calculated using the following formula:

$$TW = A + (C \times UCTW \times TWDF)$$

Where:

TW = Total annual trade waste fees and charges

A = Annual trade waste fee (\$230.08)

C = Customer's annual water consumption (kL)

UCTW = Trade waste usage charge (\$1.92/kL)

TWDF = Liquid trade waste discharge factor (as per the Liquid Trade Waste Regulation Guidelines April 2009 and is based on business type)

The minimum liquid trade waste bill for 2023/24 will, therefore, be \$230.08 for those assessments with approvals to discharge liquid trade waste to sewer which are not subject to a liquid trade waste discharge factor. Council has set the usage charge for liquid trade waste discharge at \$1.92 per kilolitre for 2023/24.

## Stormwater Management Service Charge

In accordance with Section 496A of the *Local Government Act 1993* (the Act), Council will levy a charge for the provision of stormwater management services as specified in Clause 125AA of the *Local Government (General) Regulation 2021*.

This income is for the management of the quantity and quality of stormwater that flows off a parcel of privately owned developed urban land.

The following stormwater management service charges will apply for Gunnedah residential and commercial areas:

Stormwater Management Services	Amount	Number of Charges	Yield
For land classified as Gunnedah Residential.	\$25.00	3,017	\$75,425.00
For residential strata lots classified as Gunnedah Residential.	\$12.50	214	\$2,675.00
For land categorised as Gunnedah Business, the charge is \$25.00, plus an additional \$25.00 for each 350 square metres, or part of 350 square metres by which the area exceeds 350 square metres, up to a maximum charge of \$50.00.	\$25.00	378	\$9,450.00
For a lot in a strata scheme that is classified as Business, the greater of the following: <ul style="list-style-type: none"> <li>\$5.00</li> <li>the relevant proportion of the maximum annual charge that would apply to the land subject to the strata scheme if it were a parcel of land subject to the Business charge above.</li> </ul>	\$25.00	6.3	\$157.50
<b>TOTAL</b>			<b>\$87,707.50</b>



## Waste Management Charges

### Domestic Waste Management Charges

In accordance with Section 496 and 502 of the *Local Government Act 1993* (the Act), Council will levy an annual charge for the provision of domestic waste management (DMW) services on each parcel of rateable land for which services are available. Charges will be made on the following basis.

Domestic waste management	Amount	Number of Charges	Yield
<b>Vacant Land</b>	\$13.80	218	\$3,008.40
<b>Residential properties within green waste collection zone only</b>			
<b>Minimum Standard Residential Premises</b> which includes: <ul style="list-style-type: none"> <li>Weekly 140L MGB (red) Landfill Waste Service;</li> <li>Fortnightly 240L MGB (yellow) Recycling Service; and a</li> <li>Fortnightly 240L MGB (green) Organic Waste Service</li> </ul> for properties located within the green waste collection zone.	\$440.00	3,275	\$1,441,000.00
<b>Upgrades residential properties within green waste collection zone only</b>			
<b>Upgrade - 360L MGB (yellow) Recycling Service</b> which includes: <ul style="list-style-type: none"> <li>Weekly 140L MGB (red) Landfill Waste Service;</li> <li>Fortnightly 360L MGB (yellow) Recycling Service; and a</li> <li>Fortnightly 240L MGB (green) Organic Waste Service.</li> </ul>	\$477.00	2	\$954.00
<b>Upgrade – 240L MGB (red) Landfill Waste Service</b> which includes: <ul style="list-style-type: none"> <li>Weekly 240L MGB (red) Landfill Waste Service;</li> <li>Fortnightly 240L MGB (yellow) Recycling Service; and a</li> <li>Fortnightly 240L MGB (green) Organic Waste Service.</li> </ul>	\$492.00	83	\$40,836.00
<b>Upgrade – Large</b> which includes: <ul style="list-style-type: none"> <li>Weekly 240L MGB (red) Landfill Waste Service;</li> <li>Fortnightly 360L MGB (yellow) Recycling Service; and a</li> <li>Fortnightly 240L MGB (green) Organic Waste Service.</li> </ul>	\$529.00	19	\$10,051.00

Domestic waste management	Amount	Number of Charges	Yield
<b>Residential properties outside green waste collection zone</b>			
<b>Minimum Standard Residential Premises</b> which includes: <ul style="list-style-type: none"> <li>Weekly 140L MGB (red) Landfill Waste Service; and a</li> <li>Fortnightly 240L MGB (yellow) Recycling Service</li> </ul> for properties located outside the Green Waste Collection Zone.	\$352.00	1,047	\$368,544.00
<b>Upgrades residential properties outside green waste collection zone</b>			
<b>Upgrade - 360L MGB (yellow) Recycling Service</b> which includes: <ul style="list-style-type: none"> <li>Weekly 140L MGB (red) Landfill Waste Service; and a</li> <li>Fortnightly 360L MGB (yellow) Recycling Service.</li> </ul>	\$389.00	6	\$2,334.00
<b>Upgrade - 240L MGB (Red) Landfill Waste Service</b> which includes: <ul style="list-style-type: none"> <li>Weekly 240L MGB (red) Landfill Waste Service; and a</li> <li>Fortnightly 240L MGB (yellow) Recycling Service.</li> </ul>	\$404.00	29	\$11,716.00
<b>Upgrade - Large</b> which includes: <ul style="list-style-type: none"> <li>Weekly 240L MGB (red) Landfill Waste Service; and a</li> <li>Fortnightly 360L MGB (yellow) Recycling Service.</li> </ul>	\$441.00	7	\$3,087.00
<b>TOTAL</b>			<b>\$1,881,530.40</b>

A map defining the green waste collection zone is provided in **Appendix A**.

## Non-domestic Waste Management Charges

In accordance with Sections 501, 502 and 503 of the Act, Council will levy an annual charge for the provision of non-domestic waste management services. Charges will be made on the following basis:

Non-domestic waste management services	Amount	Number of Charges	Yield
Waste Management Facility fee - this charge recognises that all rateable properties potentially produce waste and should contribute to the costs of running Council's Waste Management Facilities.	\$86.90	6,407	\$556,768.30
Non-Rateable Residential Properties - removal of garbage from non-rateable residential properties by way of a: <ul style="list-style-type: none"> <li>Weekly 240L MGB (red) Landfill Waste Service.</li> </ul>	\$440.00	147	\$64,680.00
Non-residential Properties (Commercial) - removal of waste and recycling material from non-residential properties by way of a: <ul style="list-style-type: none"> <li>Weekly 240L MGB (red) Landfill Waste Service; and a</li> <li>Fortnightly 240L MGB (yellow) Recycling Service.</li> </ul>	\$518.00	422	\$218,596.00
Upgrade Non-residential Properties (Commercial) – Removal of waste and recycling materials from non-residential properties by way of a: <ul style="list-style-type: none"> <li>Weekly 240L MGB (red) Landfill Waste Service, and a</li> <li>Fortnightly 360L MGB (yellow) Recycling Service.</li> </ul>	\$559.00	3	\$1,677.00
Educational Institutions Recycling - removal of recyclables from educational institutions by way of a: <ul style="list-style-type: none"> <li>Fortnightly 240L MGB (yellow) Recycling Service.</li> </ul>	\$166.00	34	\$5,644.00
Additional Fortnightly 240L MGB (green) Organic Waste Service - from residential properties located in the green waste zone.	\$96.00	139	\$13,344.00
Additional Fortnightly 240L MGB (yellow) Recycling Service.	\$96.00	13	\$1,248.00
Additional Fortnightly 360L MGB (yellow) Recycling Service.	\$109.00	1	\$109.00
		<b>TOTAL</b>	<b>\$862,066.30</b>

## Other Matters

### Pensioner rebate

Eligible pensioners are entitled to a rate reduction rebate (pro-rata based on full quarters) if they become an eligible pensioner or purchase a property in the Shire partway through the year as follows:

- 50% of the combined Ordinary Rate and Domestic Waste Management Service Charge (if applicable), up to a maximum of \$250.00;
- 50% of the Water Availability Charge per annum (if applicable), up to a maximum of \$87.50; and
- 50% of the Sewerage Access Availability Charge per annum (if applicable) up to a maximum of \$87.50.

The eligible pensioner must be:

- the owner, or spouse of the owner and reside at the property and the holder of one of the following:
  - Hold either a Pensioner Concession Card (PCC)
  - Gold card embossed with 'TPI' (Totally Permanently Incapacitated)
  - Gold card embossed with 'EDA' (Extreme Disablement Adjustment), or
- a war widow/er or wholly dependent partner entitled to the DVA income support supplement.

Council will verify the concessional eligibility on a regular basis. If eligibility is not confirmed, the rebate will be reversed based on the number of full quarters remaining for the year as per section 584 of the Act. A letter will be forwarded to the ratepayer advising the rebate has been removed from the account and any balance remaining to be paid.

If the land is jointly owned by others that are not the spouse of the eligible pensioner, the rebate will be apportioned based on the percentage of the ownership for the eligible pensioner residing at the location.

There are approximately 822 eligible pensioners in the Gunnedah Shire receiving a pensioner rebate. The net cost of the pensioner rebate to Council after the NSW Government contribution is approximately \$143,000.

### Interest and late payment fee

Section 566(3) of the Act states "the rate of interest is that set by the council but must not exceed the rate specified for the time being by the Minister by notice published in the Gazette". Interest accrues on rates and charges that remain unpaid after they become due, and are payable with interest accruing on a daily basis.

The maximum rate of interest payable on overdue rates and charges for the period 1 July 2023 to 30 June 2024 (inclusive) has been set at 9.0% per annum.

Council will apply the maximum rate of interest on all Rates Accounts and Water Accounts that remain outstanding beyond the due date.

A late payment fee, as specified in the Fees and Charges Schedule, will apply to Account Receivable account(s) that are overdue by greater than 60 days, at the time a reminder letter is processed.

## Hardship Relief

Council offers assistance to ratepayers suffering genuine hardship. Applications for relief under Council's Hardship Policy can be submitted by obtaining the relevant forms from Council's Revenue Section.

The Hardship Policy is available on Council's website and can also be obtained in hard-copy upon request.

## Fees for Service

### Fees and Charges Schedule

Section 608 of the *Local Government Act 1993* (the Act) states that the Council may charge and recover an approved fee for any service it provides, other than a service provided on an annual basis, for which it is authorised or required to make an annual charge under Section 496 or 501 of the Act.

Section 609 of the Act states that when determining the approved fee, the Council must take into account the following factors:

- The cost of the council providing the service;
- The price suggested for that service by any relevant industry body or in any schedule of charges published, from time to time, by the Office of Local Government;
- The importance of service to the community; and
- Any factors specified in the regulations under the Act.

A schedule of "Fees and Charges" has been prepared by Council which identifies the type and amount of fee approved by the Council for services provided in the 2023/24 financial year. A full list of Council's fees and charges is attached to this Operational Plan.

A Goods and Services Tax (GST) has been applied against the fees and charges that are subject to the GST. If GST is payable, the amount shown includes GST.

Changes or additions to Council fees which may be considered during 2023/24 will be advertised for 28 days for public submissions before adoption by Council as provided by Section 610F of the Act.

The application of these fees and charges will reduce the level of cross-subsidisation, inherent in service provision, required to be funded by ordinary rates.

The fees set for a wide range of goods and services are based on recovery of operating costs and contribution to the cost of replacement of the assets utilised. Examples are:

- Reinstatement of roads and footpaths;
- Plant hire;
- Plan printing; and
- Town Hall hire

Provision of a range of goods and services where statutory charges are set by regulation. Examples are:

- Section 603 Certificates;
- Planning Certificates - Section 10.7(2) & 10.7(5);
- Development Applications;



- Information supplied under the Government Information Public Access Act (GIPA);
- Impounding fees;
- Companion Animal Lifetime Registration; and
- Building application fees.

### **Pricing Policy for Goods and Services**

Council's Pricing Policy has been established to provide an equitable distribution of the cost of services provided by Council. These services are consumed by various groups and in differing quantities, so it must be determined how the cost of a service is to be distributed amongst the customers of Gunnedah Shire Council.

Some of the services provided are offset by grants or contributions from the other levels of government. These are services that are generally viewed as State or Federal responsibilities that can be more effectively and efficiently supplied through the local government network.

Other services are provided at such a cost that it is unrealistic to recover the full cost, so a contribution through means of a fee is charged to recoup a proportion of the total cost. The amount charged for each service is therefore considered on these lines, taking into account the cost of providing the service and the reasonable contribution deemed practicable to be recovered.

A combination of policies has therefore been formulated to account for the differing requirements of each of the services provided. Definitions of the fee types which reflect Council's pricing policies are included in the Fees and Charges Schedule.

### **Private Works**

Council may carry out any kind of work that may lawfully be carried out, on any private land in agreement with its owner, in accordance with Section 67 of the Act.

Private works may include road access construction, grading of roadworks, driveways, mowing/slashing of land and infrastructure works for subdivisions. All pricing is undertaken to adhere to the competition neutrality requirements of the National Competition Policy.

All quotations for private works include GST and are based on charging full-cost recovery of the work carried out, plus a margin for profit. The profit margin is dependent on, and subject to, market forces that apply at the time.

## **Loan Borrowing**

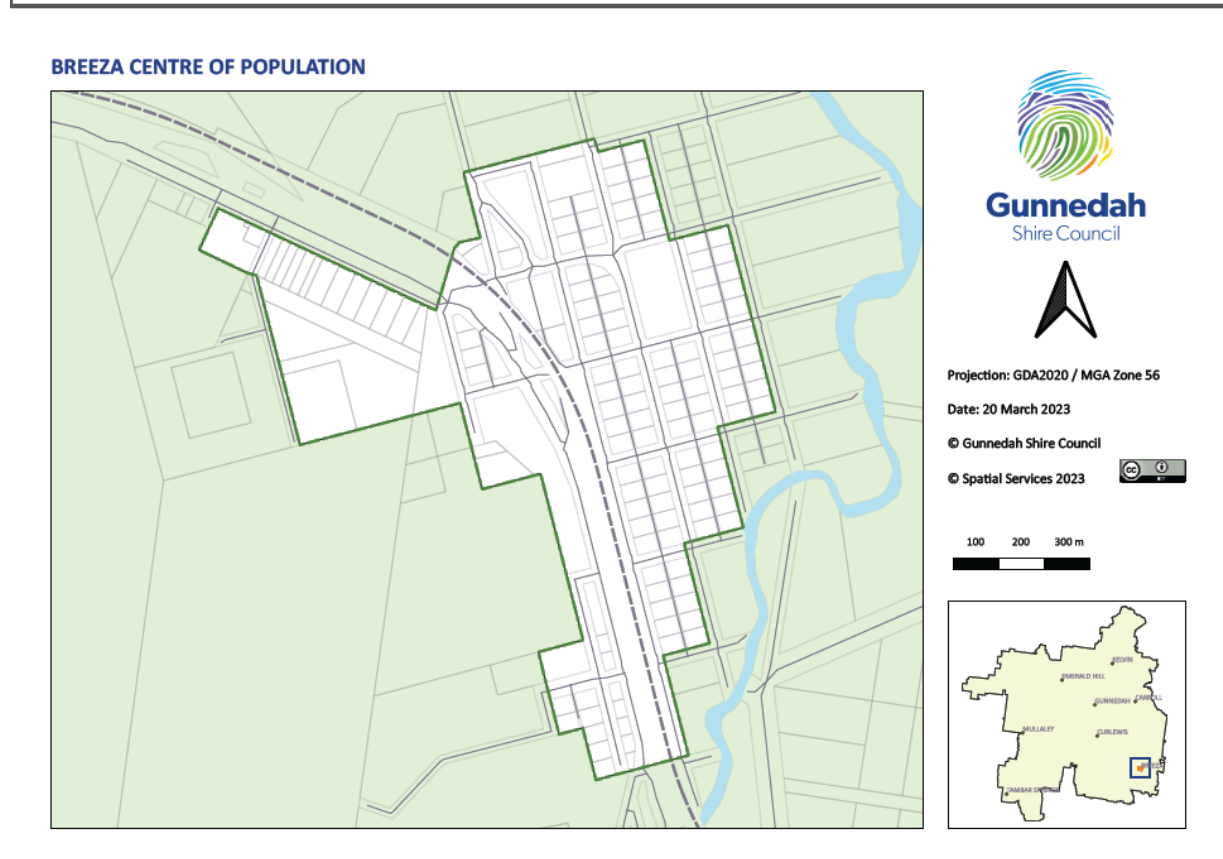
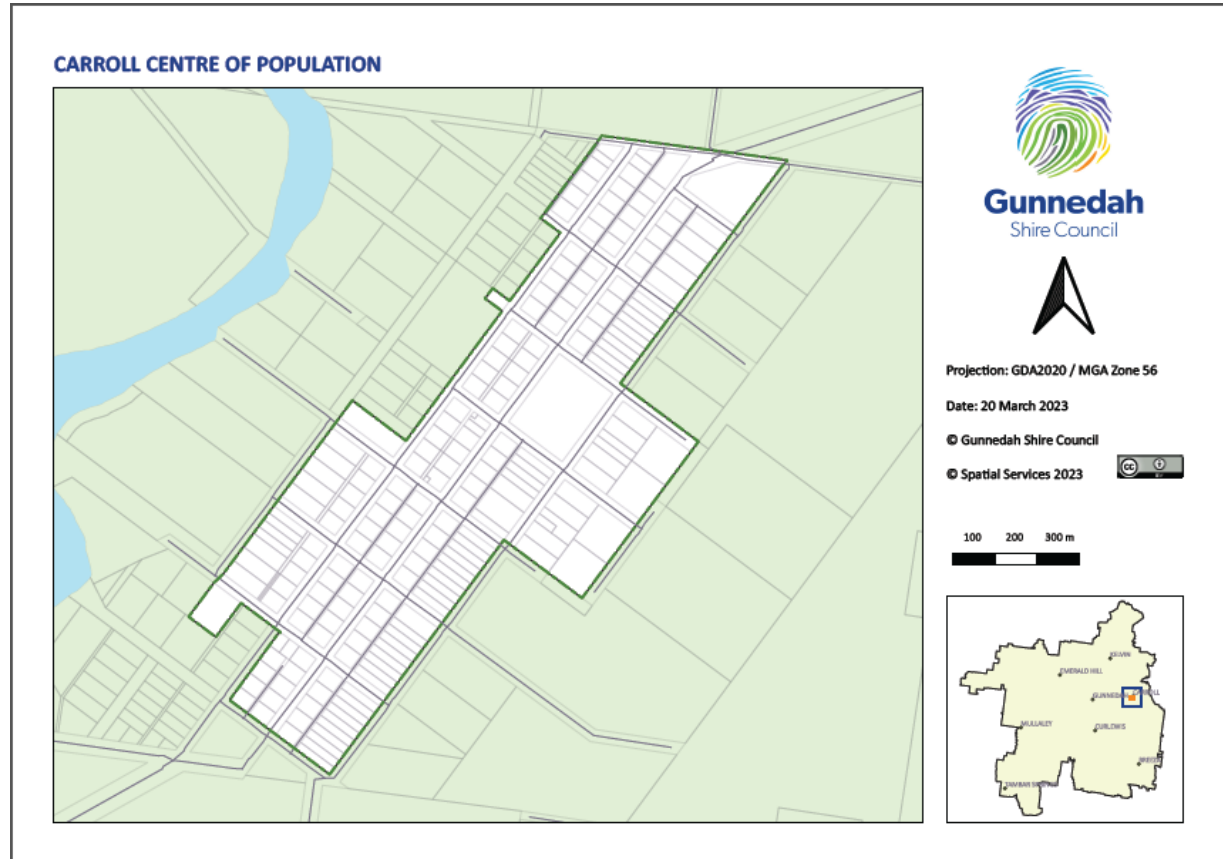
No new loan borrowings are proposed to be raised in the 2023/24 financial year.

As at 30 June 2023, Council's loan liability is forecast to be \$13.14 million with a forecasted Net Debt Service Ratio of 8.94%.

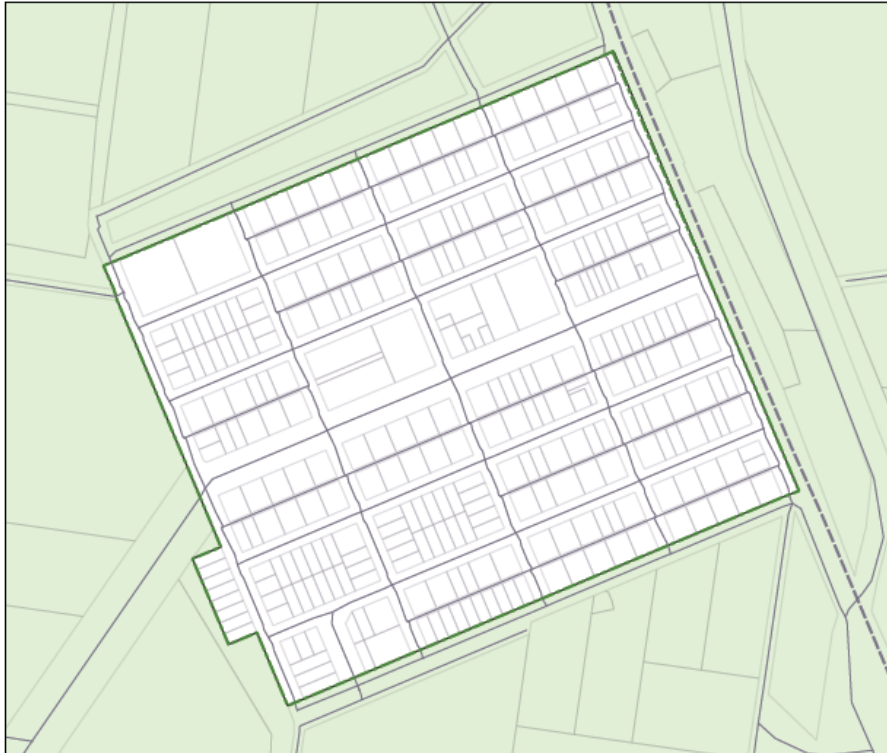
This indicator assesses the degree to which revenues from ordinary activities are committed to the repayment of debt. It is generally higher for councils in growth areas where loans have been required to fund infrastructure such as roads, water and sewerage works. Debt service costs include debt redemption from revenue, transfers to sinking funds and bank overdraft interest.

## APPENDIX A

### Rating Maps – Centres of Population



**CURLEWIS CENTRE OF POPULATION**



**Gunnedah**  
Shire Council

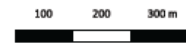


Projection: GDA2020 / MGA Zone 56

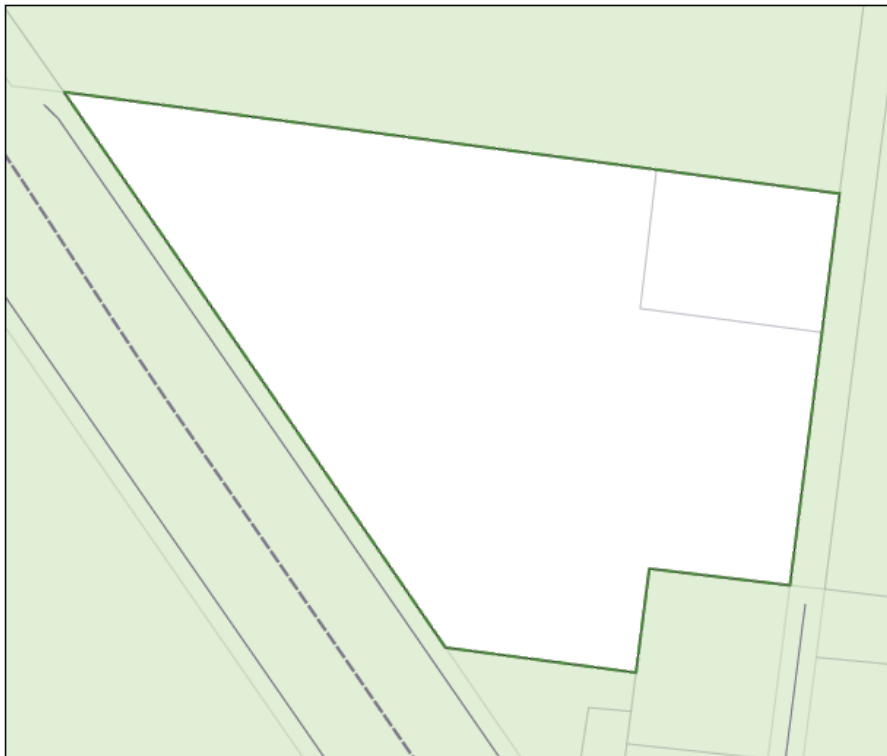
Date: 20 March 2023

© Gunnedah Shire Council

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**EMERALD HILL CENTRE OF POPULATION**



**Gunnedah**  
Shire Council



Projection: GDA2020 / MGA Zone 56

Date: 20 March 2023

© Gunnedah Shire Council

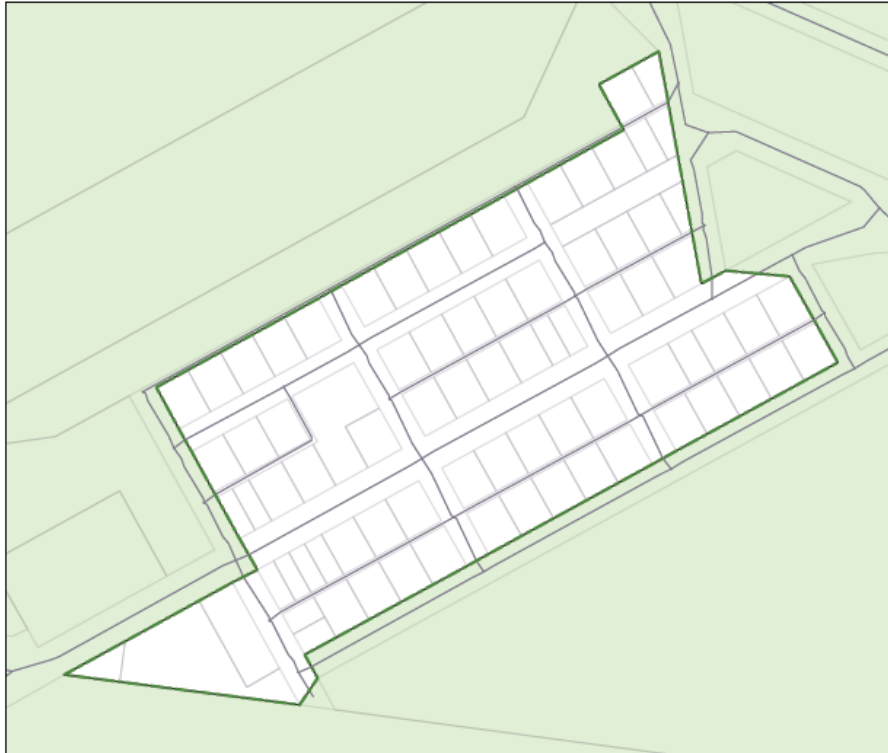
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**MULLALEY CENTRE OF POPULATION**



**Gunnedah**  
Shire Council



Projection: GDA2020 / MGA Zone 56

Date: 20 March 2023

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70 140 210 m



**TAMBAR SPRINGS CENTRE OF POPULATION**



**Gunnedah**  
Shire Council



Projection: GDA2020 / MGA Zone 56

Date: 20 March 2023

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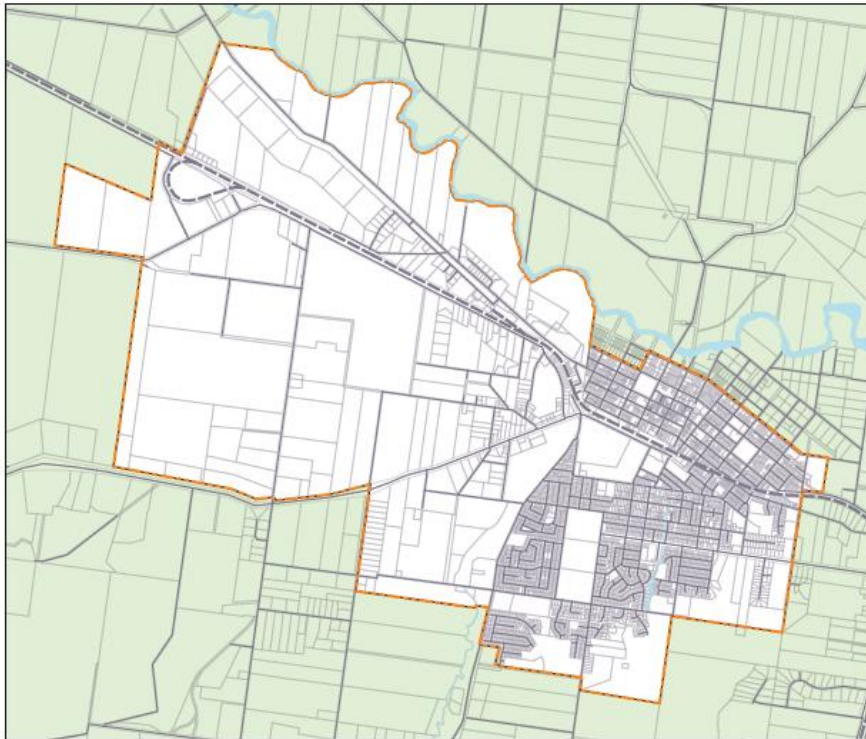
100 200 300 m





## Rating Maps – Centre of Business

### GUNNEDAH CENTRE OF ACTIVITY

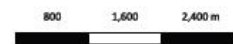


Projection: GDA2020 / MGA Zone 56

Date: 20 March 2023

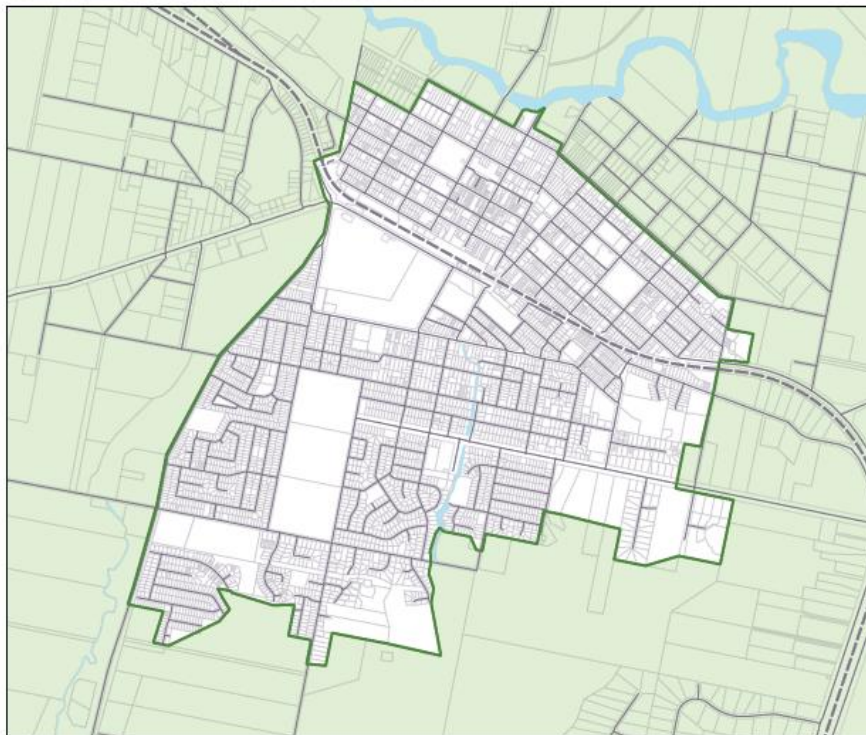
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## Rating Maps – Green Waste Collection Zone

### GUNNEDAH GREEN WASTE COLLECTION ZONE



Projection: GDA94 / MGA Zone 55

Date: 22 February 2022

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