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General Manager's Overview

I am pleased to present Gunnedah Shire Council's Operational Plan for 2022/23.

The Delivery Program and Operational Plan are essential components of our Integrated Planning and Reporting Framework. The Delivery Program is a four-year plan that links the Community Strategic Plan strategies to corresponding actions. The Operational Plan provides more detail to the relevant year of the Delivery Program. It sets out the budgeted actions that Council will undertake in the coming 12 months of the financial year.

I am pleased to say this Operational Plan demonstrates that Council remains Fit for the Future and does so on the back of significant initiatives to strengthen community resilience, amidst the ongoing response to the pandemic, whilst contending with domestic and international pricing and supply headwinds.

The 2022-23 financial year sees the continuation of the substantial and accelerated delivery of capital works totalling \$13.8 million, (\$47.2 million for 2021-22). The capital expenditure over the next ten years, by comparison, is estimated at \$100 million for the entire ten-year period.

Infrastructure and other asset allocations for the next 12 months encompass \$1.7 million for renewal sealed rural roads; \$2.1 million for new and renewed domestic waste management infrastructure; \$2.8 million for upgraded and renewed water supply infrastructure; \$2.5 million for replacement of plant, equipment and fleet; \$0.5 million for renewal of unsealed rural roads; \$0.9 million for renewal of urban roads; \$0.4 million for kerb and gutter renewal; \$0.6 million for Regional Road renewal and upgrade; \$0.5 million for renewed IT infrastructure \$0.3 million for new and upgraded swimming pool assets and \$0.2 million for renewed cultural precinct assets.

Particular works of note amongst this extensive capital expenditure program include:

- Plant replacement – \$1.78 million
- Gunnedah High Production Bore Construction and Trunk Main - \$1.8 million
- Gunnedah Waste Management Facility New Landfill Cell - \$1.398 million

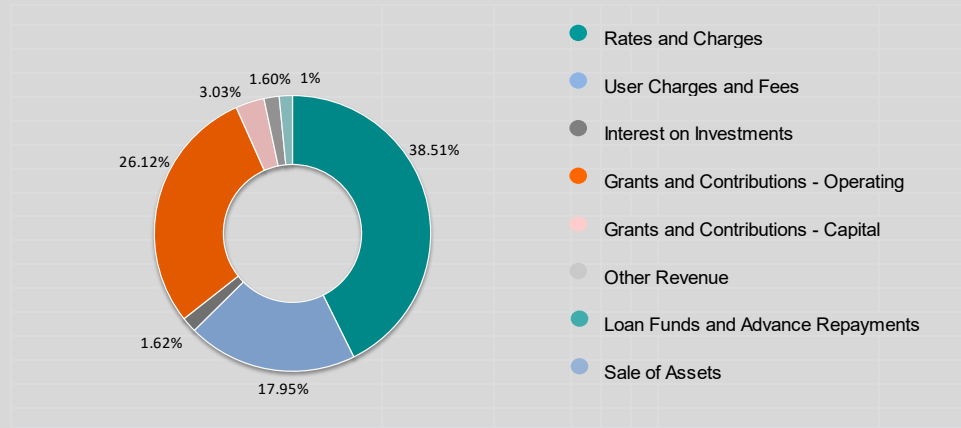
This year's Operational Plan continues to demonstrate Council's ongoing commitments to delivering quality, value-for-money services for the community of Gunnedah Shire.

Eric Groth
GENERAL MANAGER



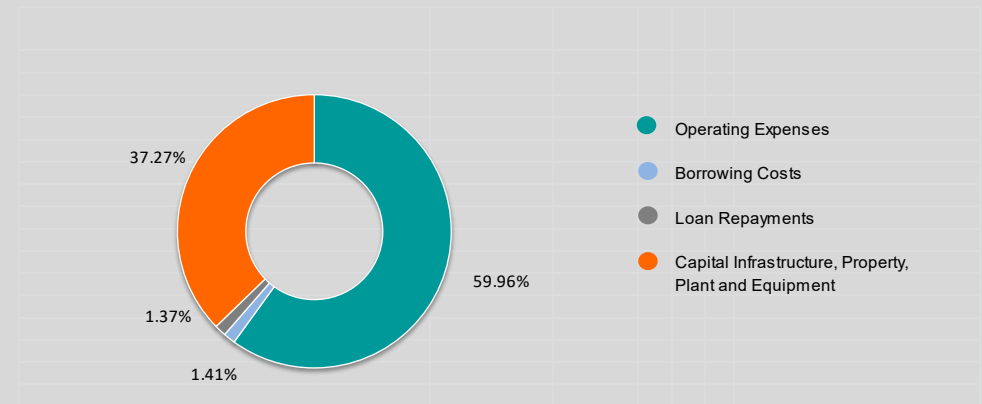
Financial Snapshot

The Financial Snapshot provides a brief overview of how Council obtains its funds and resources, and how they are allocated. The first chart and the table represent a breakdown of Council’s revenue. As shown below, rates and annual charges are a major source of funding, equating to 38.51% of total funds. Source of other funds include user fees and charges, investment interest, operating and capital grants and sale proceeds from disposal of assets.



BUDGET BY SOURCE FUNDS	\$	%
Rates and Charges	20,412,394	38.51%
User Charges and Fees	9,515,754	17.95%
Interest on Investments	859,150	1.62%
Grants and Contributions - Operating	13,845,290	26.12%
Grants and Contributions - Capital	1,604,494	3.03%
Other Revenue	849,572	1.60%
Sale of Assets	736,922	1.39%
Internal, External and Unrestricted Reserves	5,185,667	9.78%
Total	53,009,243	100.00%

This chart and the table represent a breakdown of Council’s expenditure. As shown below, operating expenses are the largest expense category representing 59.96%, followed by capital infrastructure, property, plant & equipment expenses, equating to 37.3% of the total.



BUDGET BY EXPENDITURE	\$	%
Operating Expenses (excluding depreciation)	31,784,037	59.96%
Borrowing Costs	744,876	1.41%
Loan Repayments	725,912	1.37%
Capital Infrastructure, Property, Plant and Equipment	19,754,418	37.27%
Total	53,009,243	100.00%

A detailed income statement, business unit summaries and capital works are available in the ‘Financial Resources’ section of this Operational Plan.

Financial Assistance Programs

Under Section 356 of the NSW 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 2022/23, Council is proposing to provide financial assistance under the following Financial Assistance Programs:

- Community and Sports;
- Arts and Cultural;
- Access Incentive Grant;
- Community Group Contributions Program;
- Business Partner Program; and
- Minor Donations



Reading the Plan

The Draft Operational Plan covers the 2022/23 financial year. It is organised around the four themes of the Community Strategic Plan ‘Together We Achieve Great Things’ and the associated Strategic Outcomes.

Theme – Engaging and Supporting the Community

- 1.1 Community leadership is strengthened and volunteers are engaged.
- 1.2 Council is a sustainable, ethical and efficient organisation.
- 1.3 Increased local investment from other sources including the State and Commonwealth Governments as well as developers.
- 1.4 An engaged community that is involved in the decision making process.
- 1.5 Strategically managed infrastructure.

Theme – Building Our Shire’s Economy

- 2.1 A growing population and diversified economy.
- 2.2 Access to our goods, services and markets.
- 2.3 Increased tourism and promotion of the Gunnedah shire.
- 2.4 The Gunnedah Shire is an attractive place to invest.
- 2.5 Skilled workforce and quality local educational opportunities.

Theme – Retaining Our Quality of Life

- 3.1 Quality lifestyles and support for our older residents.
- 3.2 Improved housing affordability.
- 3.3 Villages are vibrant and sustainable.
- 3.4 Reduced crime and anti-social behaviour.
- 3.5 Our younger people are attracted, retained and developed.
- 3.6 A healthy and active community participating in a diverse range of recreational and cultural activities.
- 3.7 Improved access to essential services.

Theme – Protecting and Enjoying Our Beautiful Surrounds

- 4.1 Balance between development and environmental protection.
- 4.2 Native fauna is secured, biodiversity protected, and native vegetation thrives.
- 4.3 A secure and high quality water supply.
- 4.4 Our heritage is valued and protected.
- 4.5 Managed exposure and reduced contribution to climate change.
- 4.6 Our waste is sustainably managed and reduced.
- 4.7 Enhanced streetscapes and open spaces in Gunnedah and Villages.

The Strategies for each Strategic Outcome are also listed and Council’s actions align with the strategies. It is important to note that Council does not have responsibility for all actions, so there may be no actions listed for some strategies. The actions Council takes will either be programs that happen from year to year or projects that have a beginning and an end. Responsibility for completion of the action is set at Council Directorate level. The following table shows the layout.

THEME: 1

1.1 Strategic Outcome

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
1.1.1	1.1.1.1	<ul style="list-style-type: none"> ▪ What we plan to do this year to meet our action targets 	<ul style="list-style-type: none"> ▪ How we plan to measure our success 	

THEME: Engaging and Supporting the Community

1.1 Community leadership is strengthened and volunteers are engaged

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
1.1.1 Increase volunteer opportunities especially for young people and people with disability.	1.1.1.1 Help increase volunteer participation for young people via Youth Interagency.	<ul style="list-style-type: none"> Collaborate with local groups and organisations to develop youth programs and support volunteer participation. Collaborate with local groups and organisations to develop new activities and programs that encourage disadvantaged young people to continue their education. Coordinate and support Gunnedah Youth Groups. Increase attendance at youth based events. Deliver a diverse and comprehensive school holiday activities program. 	<ul style="list-style-type: none"> % complete. Number of school holidays program activities and youth events. Number of participants in school holiday program. 	Corporate Services
	1.1.2 Support and celebrate volunteers as positive role models.	1.1.2.1 Promote and deliver the Australia Day Awards Program.	<ul style="list-style-type: none"> Coordinate activities and events celebrating Australia Day. 	<ul style="list-style-type: none"> Number of Australia Day activities included on the Australia Day Program. Number of participants registered in Australia Day activities
1.1.3 Build the capacity of community organisations and sporting groups to remain sustainable in the long term.	1.1.3.1 Identify grant opportunities for community organisations and administer the Section 356 Community and Sports Small Grants Program.	<ul style="list-style-type: none"> Implement the Section 356 Small Grants Policy for the provision of financial assistance to community and sporting groups. Identify and disseminate information on grant funding opportunities to increase access to community and cultural activities and programs for Shire residents. Investigate and access external grant opportunities to sustain and improve service delivery across the Shire to meet community expectations. 	<ul style="list-style-type: none"> Number of applications for community small grants. Number of applications for sports small grants. \$ financial assistance provided. Number of grant-focused community engagement activities. Number of hits on Council's Funding Finder portal. Number of grant applications lodged by Council. % of grant success. \$ financial assistance provided. 	Planning and Environmental Services
	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	<ul style="list-style-type: none"> Assess applications of a minor nature up to \$500 in any one instance. 		
1.1.4 Encourage and support village hall committees and progress associations, service groups, action groups and other community organisations involved in delivering activities and programs that benefit the local community.	1.1.4.1 Work with service groups, village progress associations and hall committees on community projects.	<ul style="list-style-type: none"> Participate in a range of community interagency meetings. Provide in-kind and appropriate financial support to community action groups and progress associations. Provide information and support to Village Progress Associations and Hall Committee meetings. Advocate and lobby for enhanced social planning outcomes to benefit the residents across the Shire. 	<ul style="list-style-type: none"> Number of meetings attended. Number of applications for assistance. \$ financial assistance provided. Information dissemination. Progress reporting. 	Planning and Environmental Services

1.1.5 Work with Aboriginal and Torres Strait Islander communities on activities and programs.	1.1.5.1 Work with community members on the Gunnedah Shire Council Reconciliation Action Plan.	<ul style="list-style-type: none"> Conduct meetings with Gunnedah Shire Council Reconciliation Action Plan Working Group 	<ul style="list-style-type: none"> Regular meetings conducted 	Planning and Environmental Services
1.1.6 Work with multicultural communities on activities and programs.	1.1.6.1 Engage with multicultural community organisations including Multicultural Gunnedah in relation to activities, programs and events.	<ul style="list-style-type: none"> Engage when requested 	<ul style="list-style-type: none"> Meetings held 	Planning and Environmental Services

1.2 Council is a sustainable, ethical and efficient organisation

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
1.2.1 Foster a strong organisational culture which strives for best practice and continued improvement in all operations.	1.2.1.1 Provide training and induction on corporate policies and procedures. 1.2.1.2 Implement employee performance management systems. 1.2.1.3 Continually improve Council operations.	<ul style="list-style-type: none"> Development and delivery of catalogue of internal training sessions. Managers, supervisors and staff are trained and actively use the system to review performance. Performance management system accountable and compliant. Review Council's organisational structure. Promote a culture of continuous improvement within the organisation. Timely and accurate provision of information to Councillors and staff. Develop and facilitate community, government and business relationships. Provide effective leadership and management. Encourage and facilitate leadership in strategic planning and implementation. Implementation of the Organisational Improvement Strategy. 	<ul style="list-style-type: none"> Number of internal training sessions. Number of staff participating. % of customer satisfaction. Number of training sessions delivered. Number of regular reviews being conducted. % of completed performance appraisals. Implementation of efficient corporate management and corporate planning systems. % complete. 	Corporate Services General Manager General Manager
	1.2.1.4 Review current Human Resources polices and procedures. 1.2.1.5 Update the Workforce Plan.	<ul style="list-style-type: none"> Policies and procedures regularly reviewed and updated. Forecast of needs completed annually. Workforce Plan reviewed annually. 	<ul style="list-style-type: none"> % complete. % complete. 	General Manager General Manager General Manager
	1.2.1.6 Prepare a four-year implementation plan for service reviews 1.2.1.7 Deliver customer service to the community and across the organisation	<ul style="list-style-type: none"> Undertaken in year 4 of the Delivery Program Review and update systems and processes to identify, manage and report on customer service functions on a quarterly basis for the purpose of continuous improvement and meeting organisational delivery standards. Review and continuously improve systems and processes to identify, manage and monitor customer service culture across the 	<ul style="list-style-type: none"> Number of customer complaints actioned. Number of customer requests received. % of customer requests actioned within 10 business days. Customer pulse checks. 	Corporate Services

1.2.2 Position Council as an employer of choice, promoting a safe, healthy, inclusive and innovative working environment.

1.2.2.1 Ensure workplace health and safety policies and procedures deliver a safe working environment.

1.2.2.2 Design and implement a training and development plan for the organisation.

1.2.2.3 Develop policies that assist employee recruitment and retention.

1.2.2.4 Develop a succession plan for key positions in the organisation.

1.2.3 Share resources and undertake collaborative projects with others where there is a net community benefit to do so.

1.2.3.1 Collaborate and share resources with other Councils and organisations in the community.

1.2.3.2 Help the local emergency management committee review emergency management plans.

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

1.2.4.1 Ensure compliance with statutory reporting obligations.

1.2.4.2 Work towards complying with New Guidelines for Risk Management and Internal Audit for Local Councils in NSW

1.2.4.3 Deliver financial management services across the organisation, including systems and controls to communicate and manage Council's financial performance.

1.2.4.4 Deliver information

organisation.

- Work with other business units to achieve a one-stop-shop customer service model at the front counter.
- Provide regular performance management reporting on customer service across the organisation to senior management.
- Monitor, review and implement the customer complaint policy and provide regular performance management reporting to senior management.
- Review and close out actions from annual work health and safety audit.
- Work health and safety policies, directives and processes reviewed in priority order.
- Corrective actions identified, tracked and closed out.
- Implement systems and processes to develop and identify training opportunities.
- Support delivery of quality learning outcomes.
- Develop employer choice of brand reputation for recruitment.
- Develop proposal for retention initiatives.

- Annual analysis of succession capabilities is conducted.
- Review of relevance and subsequent roll-out of leadership training and development for leaders and emerging talent.
- Provide systems and processes to identify opportunities to share resources and undertake collaborative projects with Namoi Councils.
- Delivery of updated EMPLAN.

- Completion of financial reports and external financial returns in accordance with statutory reporting requirements.
- Adapt current Audit Risk Committee to comply with new guidelines as stipulated in New Guidelines for Risk Management and Internal Audit for Local Councils in NSW by 2027.
- Implement Risk Management Framework consistent with current Australian standards for risk management by June 2022 as stipulated in New Guidelines for Risk Management and Internal Audit for Local Councils in NSW.
- Implement independent internal audit function by June 2022 as stipulated in New Guidelines for Risk Management and Internal Audit for Local Councils in NSW.

- 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 for the payment of suppliers in accordance with Council's Terms and Conditions.
- Provide systems and processes to deliver payroll function across the organisation.
- Ongoing operation of IT hardware and software systems to agreed

- Number of recommendations implemented.
- Number of reviews undertaken and changes implemented.
- Number of actions.

- Number of training plans complete.
- Feedback from staff and managers at annual performance review.
- % of employees progressing beyond probation.
- Average days (lag) from authorisation to advertisement.
- % complete.

- % annual analysis complete.
- Number of managers/supervisors who have undertaken leadership training.
- Participation in regional meetings and initiatives.
- % complete.

- % statutory and regulatory reporting requirements within timeframes.
- Legislative compliance.

- % of accounts payable processing (scheduled payment runs) completed within terms and conditions.
- % payroll fortnightly processing completed within parameters in accordance with internal policy.

- Number of help desk calls per month.

General Manager

General Manager

General Manager

General Manager

General Manager

Infrastructure Services

General Manager
Corporate Services

General Manager

Corporate

<p>1.2.5 Continue to work so that Council has good governance and transparent decision making.</p>	<p>technology across the organisation including the Information Technology Capital Works Program.</p> <p>1.2.4.5 Manage Council’s fleet and plant.</p> <p>1.2.4.6 Ensure rates and charges are modelled, levied and collected in accordance with statutory and Council requirements.</p>	<p>service levels.</p> <ul style="list-style-type: none"> ▪ IT security audit and implementation of ongoing security enhancements to technology systems. ▪ Review Council’s fleet management in line with policy and procedures. ▪ Rates are levied in compliance with all regulatory requirements. ▪ Undertake recovery action for outstanding accounts in line with Council policy. ▪ Review Council’s rating structure to maximise equity across the Council area and between rate categories sustainability concurrently. 	<ul style="list-style-type: none"> ▪ Number of major incidents per quarter. ▪ % of satisfied customers. ▪ % complete of fleet replacement program. ▪ % of rating statutory requirements met. ▪ % of rates and annual charges outstanding (trend). 	<p>Services</p> <p>Infrastructure Services General Manager</p>
	<p>1.2.4.7 Manage Council’s loan portfolio.</p> <p>1.2.4.8 Maximise the return on Council’s investment portfolio.</p>	<ul style="list-style-type: none"> ▪ Manage Council’s current loan portfolio to ensure payments within requirements. ▪ Delivery on returns of Council’s investment portfolio. ▪ Investment of Council’s surplus funds in line with Council’s policy and risk profile. 	<ul style="list-style-type: none"> ▪ % debt service ratio (trend). ▪ Rate of return on investment portfolio. 	<p>General Manager General Manager</p>
	<p>1.2.5.1 Deliver records management across the organisation.</p>	<ul style="list-style-type: none"> ▪ Implementation and ongoing operation of records management systems in accordance with State Records Act and State Archives. ▪ Implementation and ongoing operation of records management systems incorporating mail distribution, registration and scanning, to the organisation. ▪ Creation and implementation of electronic forms and automated workflows for incoming and outgoing documentation across the organisation. ▪ Maintenance of electronic records management system to ensure current and effective software. ▪ Digitisation of Council’s paper-based property records. 	<ul style="list-style-type: none"> ▪ % of satisfied customers. ▪ Number of registered incoming records per month across the organisation. 	<p>Corporate Services</p>
	<p>1.2.5.2 Comply with the Integrated Planning and Reporting process.</p>	<ul style="list-style-type: none"> ▪ Delivery of Operational Plan and quarterly updates to Council and the community. ▪ Delivery of the Delivery Program and half-yearly updates to Council and the community. ▪ Ongoing review and improvement of Council’s Integrated Planning and Reporting suite to ensure compliance with relevant legislation. ▪ Delivery of the Annual Report to Council and the community. 	<ul style="list-style-type: none"> ▪ Number of reports delivered outside legislative guidelines. 	<p>Corporate Services</p>
	<p>1.2.5.3 Provide Council with business papers, meeting notices and minutes.</p>	<ul style="list-style-type: none"> ▪ Monitor delivery of the Councillor Professional Development Program. ▪ Facilitate Council and Committee meetings in accordance with Code of Meeting Practice and Working Group meetings in accordance with Terms of Reference. ▪ Implementation and ongoing production of Business Papers and Meeting Notices in accordance with Code of Meeting Practice. ▪ Delivery of training in Code of Conduct across the organisation. 	<ul style="list-style-type: none"> ▪ % of Councillors in attendance at training sessions. ▪ Number of Councillor training sessions conducted. ▪ Number of late reports to Council. ▪ Number of staff participants in Code of Conduct training. ▪ Number of viewers of livestream Council meetings. 	<p>Corporate Services</p>
	<p>1.2.5.4 Provide a framework to manage risk across Council’s operations.</p>	<ul style="list-style-type: none"> ▪ Support Council’s risk management framework. ▪ Ongoing support and training in relation to risk management across the organisation. ▪ Ongoing reporting to the Audit Risk and Improvement Committee to Council’s risk management profile. 	<ul style="list-style-type: none"> ▪ Number of recorded risks in Pulse Register. ▪ Number of high risks. ▪ Number of insurance claims for quarter. ▪ % of legal matters completed by Governance. ▪ % of legal matters completed by other staff. 	<p>Corporate Services</p>

1.2.5.5 Manage Council's governance and policy framework, including internal audit via the Audit Committee.

- Effective and proactive management of Council's insurance portfolio.
- Implement legal systems and procedures to identify when legal issues are to be referred to Governance and to manage legal issues in general.
- Ongoing reporting of Fraud and Corruption Prevention.
- Ongoing support of Council's Audit Committee.
- Oversight of the implementation of the recommendations of Council's internal auditor.
- Creation and implementation of organisational Governance Framework.
- Review of Council's policies and policy register.
- Review of delegations of authority and register of delegations.
- Process Public Interest Disclosure (PID) applications.
- Process Government Information (Public Access) Act (GIPA) applications.
- Creation and implementation of organisational Legislative Compliance.

- Number of Audit Committee meetings held.
- Number of completed audit recommendations.
- Number of internal audits conducted.
- Number of policies reviewed.
- Number of instruments of sub-delegation reviewed.
- Number of PID applications processed.
- Number of reviews of legislative compliance.

Corporate Services

1.3 Increased local investment from other sources including the State and Commonwealth governments, as well as developers

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
1.3.1 Identify and secure grant funding and explore opportunities for partnerships to provide for new and upgraded assets, infrastructure and services.	1.3.1.1 Document 'shovel ready' projects to take advantage of grant opportunities.	<ul style="list-style-type: none"> ▪ Support existing and prospective businesses to assist with economic growth and sustainability of the Shire. 	<ul style="list-style-type: none"> ▪ Progress reporting. 	Planning and Environmental Services Infrastructure Services
	1.3.1.2 Identify funding opportunities to assist with delivery of projects in infrastructure strategies and asset management plans.	<ul style="list-style-type: none"> ▪ Develop relationships with stakeholders. ▪ Respond to submissions, provide advice on relevant industry issues. 	<ul style="list-style-type: none"> ▪ Progress reporting. 	
	1.3.2 Build relationships with all levels of government and strongly advocate for our local interests and projects.	1.3.2.1 Advocate our operational interests with local community groups, regional organisations and the State and Federal Government.	<ul style="list-style-type: none"> ▪ Liaise with regional, state and federal agencies. 	
1.3.3 Advocate for local facilities and services to receive funding from mining and other major developments.	1.3.3.1 Make submissions for funding on major project applications.	<ul style="list-style-type: none"> ▪ Request planning agreements in relation to major project applications. 	<ul style="list-style-type: none"> ▪ Planning agreements executed and implemented 	Planning and Environmental Services

1.4 An engaged community that is involved in the decision-making process

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
1.4.1 Bring together government, community organisations and local leaders to achieve better collaboration between groups. 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.	1.4.1.1 Participate in organisations and groups that bring levels of government together			Whole of Council
	1.4.2.1 Provide a range of engagement approaches for the community to provide feedback on Council activities.	<ul style="list-style-type: none"> Ongoing review and improvement of Community Engagement Framework and Social Media Framework to establish meaningful connections and dialogue with the community. 	<ul style="list-style-type: none"> Progress reporting 	Corporate Services
	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. <i>“Explain why all the time”</i>	<ul style="list-style-type: none"> Develop, distribute and provide information to promote services, activities and events across the Shire. Promote and support community involvement in Council decision-making process and ensure the community is engaged. 	<ul style="list-style-type: none"> Number of media releases. Social media followers and engagement. 	Corporate Services

1.5 Strategically managed infrastructure

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
1.5.1 Provide and maintain safe, serviceable and accessible public facilities, parks and infrastructure including roads, footpaths and stormwater drains.	1.5.1.1 Operate and maintain Council’s quarries.	<ul style="list-style-type: none"> Ongoing maintenance of quarries. 	<ul style="list-style-type: none"> % complete. 	Infrastructure Services
	1.5.1.2 Maintain and renew Council’s regional road assets	<ul style="list-style-type: none"> Deliver regional road maintenance. Deliver regional road renewal program. 	<ul style="list-style-type: none"> % complete. 	Infrastructure Services
	1.5.1.3 Provide services and capital works for Gunnedah Memorial Park Cemetery, Hunter Street Cemetery and Villages.	<ul style="list-style-type: none"> Burials undertaken in a time, efficient and dignified manner. Cemeteries maintained in accordance with Level 3 – Satisfactory Condition of the Asset Management Plan. 	<ul style="list-style-type: none"> Number of maintenance programs complete. Compliance with Cemeteries and Crematoria Act 2013. 	Infrastructure Services
	1.5.1.4 Complete the Roads Maintenance Council Contract works for Transport NSW.	<ul style="list-style-type: none"> Delivery of the RMCC maintenance program and other projects. 	<ul style="list-style-type: none"> % complete. 	Infrastructure Services
	1.5.1.5 Undertake the bridge maintenance program.	<ul style="list-style-type: none"> Delivery of bridges and culverts maintenance program. 	<ul style="list-style-type: none"> % complete. 	Infrastructure Services
	1.5.1.6 Plan and deliver the kerb and gutter maintenance and renewal programs.	<ul style="list-style-type: none"> Ongoing maintenance of kerbs and gutters. 	<ul style="list-style-type: none"> % complete. 	Infrastructure Services
	1.5.1.7 Plan and deliver the rural sealed road maintenance and renewal program.	<ul style="list-style-type: none"> Capital projects. 	<ul style="list-style-type: none"> % complete. 	Infrastructure Services
	1.5.1.8 Plan and deliver the rural unsealed rural road maintenance and renewal program.	<ul style="list-style-type: none"> Capital projects. 	<ul style="list-style-type: none"> % complete. 	Infrastructure Services

<p>1.5.2 Provide and maintain efficient water and sewerage systems that support a growing community.</p>	<p>1.5.1.9 Plan and deliver the urban streets maintenance and renewal program to ensure car, bicycle and pedestrian safety.</p>	<ul style="list-style-type: none"> ▪ Ongoing review and maintenance of urban streets to ensure car, bicycle and pedestrian safety. 	<ul style="list-style-type: none"> ▪ % complete. 	<p>Infrastructure Services</p>
	<p>1.5.1.10 Deliver the airport capital works and maintenance program.</p>	<ul style="list-style-type: none"> ▪ Monitor implementation of the Airport Master Plan as appropriate. ▪ Update Aerodrome Operational Manual. ▪ Certify Gunnedah Airport within CASA regulations. 	<ul style="list-style-type: none"> ▪ % complete. ▪ Operate airport in accordance with CASA rules and regulations. 	<p>Infrastructure Services</p>
	<p>1.5.1.11 Deliver the commercial properties maintenance and renewal program.</p>	<ul style="list-style-type: none"> ▪ Ongoing maintenance and repairs and annual inspections undertaken on Council’s rental properties and Council-utilised assets. 	<ul style="list-style-type: none"> ▪ Number of formal and informal inspections. ▪ % occupancy rate. ▪ % complete. 	<p>Infrastructure Services</p>
	<p>1.5.1.12 Deliver the Gunnedah Regional Saleyards capital works and maintenance program.</p>	<ul style="list-style-type: none"> ▪ Delivery of commercial properties capital works program. ▪ Provide systems and processes to minimise equipment failure through the delivery of a structured maintenance program. ▪ Undertake an ongoing testing regime required for the Environment Protection Authority annual return. ▪ 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. ▪ Undertake maintenance requirements for the saleyards facility with an emphasis on WHS and animal welfare. 	<ul style="list-style-type: none"> ▪ Delivered within budget. ▪ Number of cattle sold. ▪ % complete. 	<p>General Manager</p>
	<p>1.5.1.13 Advance a future development plan for the showground site as part of the Open Space Strategy.</p>	<ul style="list-style-type: none"> ▪ Develop and implement the Gunnedah Showground Master Plan. 	<ul style="list-style-type: none"> ▪ % complete. 	<p>Infrastructure Services</p>
	<p>1.5.1.14 Review and implement the community housing capital works and maintenance programs.</p>	<ul style="list-style-type: none"> ▪ Ongoing maintenance and repairs, annual formalised inspections, along with repair spot inspections undertaken on Council’s community housing assets. ▪ Review tenancy agreements. ▪ Monitor operation of the Gunnedah Sewage Treatment Plan. 	<ul style="list-style-type: none"> ▪ Number of formal and informal inspections. ▪ % complete. ▪ Delivered within budget. 	<p>Infrastructure Services</p>
	<p>1.5.2.1 Operate the Gunnedah Sewage Treatment Plant to comply with licence conditions.</p>	<ul style="list-style-type: none"> ▪ Monitor operation of the Gunnedah Sewage Treatment Plan. 	<ul style="list-style-type: none"> ▪ Progress reporting. 	<p>Infrastructure Services</p>
	<p>1.5.2.2 Deliver sewerage services across the Shire in accordance with best practice.</p>	<ul style="list-style-type: none"> ▪ Ongoing maintenance and operation of the Curlewis Sewerage Service. ▪ Ongoing maintenance and operation of the Gunnedah Sewerage Service. 	<ul style="list-style-type: none"> ▪ Number of effluent reuse samples. ▪ Number of sewer main breaks and chokes per 100km of mains. ▪ Number of sewer overflows to the environment per 100km of mains. ▪ Number of odour complaints. ▪ % of sewer main relining program complete. 	<p>Infrastructure Services</p>
	<p>1.5.2.3 Deliver water services across the Shire in accordance with best practice.</p>	<ul style="list-style-type: none"> ▪ Ongoing maintenance and operation of the Gunnedah Water Supply Service. ▪ Ongoing maintenance and operation of the Curlewis Water Supply Service. ▪ Ongoing maintenance and operation of the Mullaley Water Supply Service. ▪ Ongoing maintenance and operation of the Tambar Springs Water Supply Service. 	<ul style="list-style-type: none"> ▪ Number of samples testing microbiology. ▪ Number of water samples testing chemical levels. ▪ Number of water main breaks. ▪ Volume of water pumped weekly. 	<p>Infrastructure Services</p>
	<p>1.5.2.4 Ensure compliance with the Public Health Act Water</p>	<ul style="list-style-type: none"> ▪ Delivery of ongoing water quality monitoring program. 	<ul style="list-style-type: none"> ▪ Number of failed water sample results. 	<p>Infrastructure Services</p>

THEME: Building Our Shire's Economy

2.1 A growing population and diversified economy

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
2.1.1 Develop a diversified and resilient economy.	2.1.1.1 Implement the Gunnedah Economic Development Strategy.	<ul style="list-style-type: none"> Monitor the delivery of the Gunnedah Economic Development Strategy. 	<ul style="list-style-type: none"> Progress reporting. 	Planning and Environmental Services
	2.1.2 Support local business including small businesses across the Shire.	<ul style="list-style-type: none"> 2.1.2.1 Deliver a range of activities and assist with Small Business Month. 	<ul style="list-style-type: none"> Number of Gunnedah and District Chamber of Commerce meetings attended. Number of businesses set up on Localised. 	
2.1.3 Actively encourage new industry to set up in the area.	2.1.3.1 Provide support through the Business Partner Program and the business concierge service.	<ul style="list-style-type: none"> Manage and assess applications under the Business Partner Program. Support the Business Partner Advisory Working Group. 	<ul style="list-style-type: none"> Number of applications received. \$ distributed under the Business Partner Program. 	Planning and Environmental Services
	2.1.3.2 Continue to develop Gunnedah Shire economic development marketing and promotional material.	<ul style="list-style-type: none"> Manage and promote the Gunny Money – Gunnedah Gift Card Program. Initiate negotiations with existing business community and national and international business interested in investing in Gunnedah Shire. 	<ul style="list-style-type: none"> Progress reporting. 	
2.1.4 Support affordable and available stock of industrial and commercial property.	2.1.4.1 Develop an Employment Land Strategy for the Shire.	<ul style="list-style-type: none"> Engage with Council, community and the Department of Planning and Environment to develop an Employment Land Strategy. 	<ul style="list-style-type: none"> Employment Land Strategy endorsed and implemented. 	Planning and Environmental Services

2.2 Access to our goods, services and markets

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE	
2.2.1 Maintain adequate parking availability in business and industrial areas.	2.2.1.1 Maintain and renew Council's carpark assets.	<ul style="list-style-type: none"> Car parks maintained to appropriate standard. Delivery, maintenance and renewal programs of Council's carpark assets. 	<ul style="list-style-type: none"> Number of car parks maintained. % complete. 	Infrastructure Services	
	2.2.1.3 Review the car parking strategy for Gunnedah.	<ul style="list-style-type: none"> Monitor implementation of the Car Parking Strategy. 	<ul style="list-style-type: none"> % complete. 		Infrastructure Services
2.2.2 Secure supply chains.	2.2.2.1 Work with the Commonwealth Government to achieve the Gunnedah intermodal freight terminal.	<ul style="list-style-type: none"> Work with Ernst & Young to submit business case for GIFT. 	<ul style="list-style-type: none"> Business Case submitted and approved by Federal Department. 	Planning and Environmental Services	
	2.2.2.2 Pursue interest in and funding for the Gunnedah Processing Precinct.	<ul style="list-style-type: none"> Work with State Government to further the Namoi Regional Jobs Precinct. 	<ul style="list-style-type: none"> Regional Jobs Precinct highlights Gunnedah Processing Precinct as Key Project. 		Planning and Environmental Services
	2.2.2.3 Undertake a local road	<ul style="list-style-type: none"> Develop and implement a local road network strategy. 	<ul style="list-style-type: none"> % complete. 		Infrastructure

<p>2.2.3 Assess opportunities to sustainably maximise use of the airport to improve economic outcomes.</p>	<p>network strategy. 2.2.2.4 Leverage opportunities with the Inland Rail Project.</p> <p>2.2.3.1 Research economic opportunities for the airport.</p>	<ul style="list-style-type: none"> ▪ Pursue development of Gunnedah Intermodal Freight Terminal. ▪ Identify opportunities to increase usage/income or decrease operating costs for the airport. 	<ul style="list-style-type: none"> ▪ Progress reporting. ▪ Gunnedah Intermodal Freight Terminal funded. ▪ Progress Reporting. 	<p>Services Planning and Environmental Services Infrastructure Services</p>
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2.3 Increased tourism and promotion of the Gunnedah Shire

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
<p>2.3.1 Actively seek to bring business, sporting and cultural events to the Shire.</p>	<p>2.3.1.1 Advise and support community groups and businesses conducting events that promote local tourism.</p> <p>2.3.1.2 Ensure the future development of the Showground helps with the attraction of events.</p> <p>2.3.1.3 Support the delivery of a diverse range of events across the Shire including Ag-Quip, NAIDOC Week and the Weeks of Speed.</p>	<ul style="list-style-type: none"> ▪ Market the Gunnedah Shire to potential tourists to encourage growth of the visitor economy. ▪ Participate in tourism consumer shows of identified promotional value to encourage intrastate and interstate visitation. ▪ Implement actions from Open Space Strategy and develop and implement master plan for Showground. ▪ Coordinate Council's participation in AgQuip. ▪ Ensure effective and efficient delivery of home-hosting services for events held in the Shire. ▪ Coordinate and facilitate community events and activities for NAIDOC Week. ▪ Coordinator activities and events celebrating Local Government Week. ▪ Coordinate activities and events for the Weeks of Speed. 	<ul style="list-style-type: none"> ▪ Number of corporate and community events delivered. ▪ Number of activities delivered. ▪ Updated master plan completed. ▪ Implementation of master plan by seeking grant funding to assist implementation. ▪ Number of visitors to Council AgQuip stand. ▪ Number of activities and events held for Weeks of Speed. ▪ Number of Local Government Week activities. 	<p>Corporate Services</p> <p>Infrastructure Services</p> <p>Corporate Services</p>
<p>2.3.2 Market Gunnedah Shire as a tourist destination.</p>	<p>2.3.2.1 Provide information services for visitors and the community.</p>	<ul style="list-style-type: none"> ▪ Maintain accredited Visitor Information Centre to ensure effective and efficient service delivery to visitors and the community. ▪ Implement systems and processes to identify, manage and report on visitation rates, behaviours and motivators for travelling and identify opportunities to attract more visitors. ▪ Tourism network links maintained regionally. ▪ Maintain RV Friendly status and ensure accessible areas are available and maintained for caravans and recreational vehicles. ▪ Provide and maintain fresh marketing and visitor information collateral. ▪ Maintain the quality and relevance of tourist attractions, walks and drives, e.g. the Poets Drive. 	<ul style="list-style-type: none"> ▪ Accreditation renewed. ▪ Number of visitors to the Visitor Information Centre. ▪ RV Friendly status maintained. ▪ Number of collateral items reprinted. 	<p>Corporate Services</p>
<p>2.3.3 Develop and support local tourist attractions.</p>	<p>2.3.3.1 Implement agreed actions from the Destination Management Plan.</p>	<ul style="list-style-type: none"> ▪ Actively implement the Destination Management Plan actions in consideration of stakeholder identification and funding. 	<ul style="list-style-type: none"> ▪ Number of actions accomplished. 	<p>Corporate Services</p>

2.4 The Gunnedah Shire is an attractive place to invest

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
2.4.1 Improve access to telecommunication, broadband and electrical services.				Whole of Council
2.4.2 Work together so that the businesses, shops, CBD and industrial areas are well presented.	2.4.2.1 Secure Council ownership of the main street.	<ul style="list-style-type: none"> Advocate for Council Resolution 21.09/20 and achieve this through the Regional Road Transfer and Reclassification process. 	<ul style="list-style-type: none"> Reclassification of the section of Conadilly Street from Warrabungle to Abbott Street from State Road to Local Road. 	Infrastructure Services
	2.4.2.2 Continue main street beautification.	<ul style="list-style-type: none"> Ongoing maintenance of the main street. 	<ul style="list-style-type: none"> Progress reporting. 	Infrastructure Services

2.5 Skilled workforce and quality local educational opportunities

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
2.5.1 Encourage new residents with skills to the area to supplement our skilled workforce.	2.5.1.1 Maintain and promote the Gunnedah Live and job websites.	<ul style="list-style-type: none"> Review existing websites, improve and better market websites 	<ul style="list-style-type: none"> Increase traffic to websites. 	Planning and Environmental Services
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.	2.5.2.1 Continue working with the Skills and Training Working Group.	<ul style="list-style-type: none"> Support the Skills and Training Working Group. 	<ul style="list-style-type: none"> Number of meetings. 	Planning and Environmental Services
	2.5.2.2 Coordinate and manage the Gunnedah Community Scholarship Fund.	<ul style="list-style-type: none"> Support the Gunnedah Community Scholarship Working Group. 	<ul style="list-style-type: none"> % funding disseminated. Number of applications received. 	Corporate Services

THEME: Retaining Our Quality of Life

3.1 Quality lifestyles and support for our older residents

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
3.1.1 Maintain education, training and employment opportunities for older people.				Whole of Council
3.1.2 Support of aged care facilities, as well as programs that support aged persons to remain independently living in their own home.	<p>3.1.2.1 Deliver aged care support services to eligible people across GoCo's catchment.</p> <p>3.1.2.2 Deliver community transport to eligible elderly people and younger people with disabilities through the GoCo Community Transport Service.</p>	<ul style="list-style-type: none"> Deliver GoCo CHSP on budget and in line with funding agreement targets. Deliver annual customer service satisfaction survey for GoCo CHSP. Actively recruit and induct volunteers. Collect and deliver service provision reports on GoCo CHSP. Source new grant funding opportunities for the GoCo CHSP. Deliver GoCo Community Transport service on budget and in line with funding agreement targets. Deliver annual customer service satisfaction survey for GoCo Community Transport Service clients. Actively recruit and induct volunteers. Collect and deliver service provision reports on GoCo Community Transport Service. Source new grant funding opportunities for the GoCo Community Transport Service. 	<ul style="list-style-type: none"> % compliance with funding agreement output requirements. % of satisfied customers. Number of volunteers recruited. Number of number grants. % compliance with funding agreement output requirements. % of satisfied customers. Number of volunteers recruited. Number of grants. 	<p>GoCo</p> <p>GoCo</p>

3.2 Improved housing affordability

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
3.2.1 Encourage a mix of housing types that is affordable, adaptable, accessible and suited to community needs.	3.2.1.1 Adopt and implement the Gunnedah Shire Housing Strategy.	<ul style="list-style-type: none"> Monitor delivery of the actions in the Gunnedah Shire Housing Strategy. Put Gunnedah Shire Council Housing Strategy to Council for adoption. 	<ul style="list-style-type: none"> Number of actions accomplished. House Strategy adopted and implemented. 	<p>Planning and Environmental Services</p>
3.2.2 Lobby State and Federal Government for measures to improve housing affordability and access to public housing stock.	3.2.2.1 Seek opportunities to lobby government about increasing the provision of public housing.			Whole of Council

3.3 Villages are vibrant and sustainable

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
3.3.1 Support village hall committees and progress associations; build their capacity to deliver village improvement programs. 3.3.2 Advocate for quality transport links between Gunnedah and villages. 3.3.3 Implement initiatives that deliver attractive, well-serviced Villages whilst retaining the unique identify of each location.				Whole of Council
				Whole of Council
	3.3.3.1 Retain the character of the villages through the Village Beautification and Improvement Program.	<ul style="list-style-type: none"> Ongoing maintenance of village open space areas is undertaken. 	<ul style="list-style-type: none"> % complete. 	Infrastructure Services
	3.3.3.2 Deliver the halls and Centres Capital Works and maintenance programs.	<ul style="list-style-type: none"> Ongoing maintenance and repairs and regular inspections undertaken of Council's nine halls and centres. Delivery of Halls and Centres Capital Works Program. 	<ul style="list-style-type: none"> Number of formal and informal inspections. Delivered within budget. 	Infrastructure Services

3.4 Reduced crime and anti-social behaviour

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
3.4.1 Foster crime prevention and community safety through partnership with police and other community organisations. 3.4.2 Lobby for continued increase in local police presence so that our town remains a safe and pleasant place to live. 3.4.3 Encourage community safety by incorporating crime prevention through environmental design principles in new development.	3.4.1.1 Collaborate with the Crime Prevention Working Group.	<ul style="list-style-type: none"> Facilitate and support the Crime Prevention Working Group. Monitor and review Alcohol Free Zones and Alcohol Prohibited Areas within the Shire. 	<ul style="list-style-type: none"> Number of meetings held. Four- year review of zones and signage complete. 	Planning and Environmental Services
	3.4.1.2 Review and adopt the Crime Prevention Plan.	<ul style="list-style-type: none"> Monitor delivery of the Gunnedah Crime Prevention Plan. 	<ul style="list-style-type: none"> Progress reporting. 	Planning and Environmental Services
	3.4.1.3 Deliver the Crime Prevention Plan.	<ul style="list-style-type: none"> Monitor delivery of the Gunnedah Crime Prevention Plan. 	<ul style="list-style-type: none"> Progress reporting. 	Planning and Environmental Services Whole of Council
	3.4.3.1 Manage the CCTV Gunnedah CBD surveillance system in conjunction with the Crime Prevention Working Group.	<ul style="list-style-type: none"> Provision of CCTV footage to NSW Police Service as required. Ongoing maintenance and operations of CCTV technology equipment. 	<ul style="list-style-type: none"> Number of requests for footage. 	Corporate Services
	3.4.3.2 Assess development applications against "The Protocol for the Review of Development Applications between NSW Police and	<ul style="list-style-type: none"> Continue to refer applications identified in the protocol to NSW Police 	<ul style="list-style-type: none"> Applications determined with input of Police leading to reduction in crime 	Planning and Environmental Services

Gunnedah Shire Council".

3.4.4 Strengthen partnership between government and community organisations to identify and develop solutions to address anti-social and at-risk behaviour, including substance abuse and domestic violence.

3.4.5 Compliance and enforcement of acts, regulations, building codes and standards such as those related to planning, building, health, parking, animal control, illegal dumping and vegetation.

3.4.5.1 Manage the enforcement of local laws.

3.4.5.2 Provide parking control in the Gunnedah Central Business District and urban areas.

3.4.5.3 Administer the Companion Animals legislation across the Shire.

3.4.5.4 Provide environmental health services.

- Monitor and manage illegal dumping across the Shire in conjunction with the community.
- Provide systems and processes to manage removal and destruction of abandoned vehicles in accordance with the Impounding Act 1993.
- Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition.
- Assess and process Fire Permit Applications in accordance with legislation and associated Australian Standards.
- Undertake parking control in the Gunnedah CBD and urban streets.
- Regulate Companion Animals legislation.
- Ongoing maintenance of the NSW Companion Animals Register.
- Ongoing maintenance of the Animal Impound Facility.
- Delivery of the Animal Handling Facility Upgrade.
- Delivery of food premises inspection regime.
- Number of illegal dumping matters investigated.
- Number of vehicles impounded.
- Number of notices issued.
- Number of fire permits issued.
- Number of infringement notices issued.
- Number of dogs impounded.
- Number of cats impounded.
- Number of infringement notices issued.
- Number of animals rehomed.
- Number of restrictions versus identifications.
- Number of food premises inspections undertaken.
- Number of promotional and educational programs on safe food handling delivered.

Whole of Council

Planning and Environmental Services

Planning and Environmental Services

Planning and Environmental Services

Planning and Environmental Services

3.5 Our younger people are attracted, retained and developed

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
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. 3.5.3 Council and local business provide traineeship and apprenticeship opportunities for young people across a variety of industry sectors.	3.5.1.1 Conduct school holiday programs and NSW Youth Week.	<ul style="list-style-type: none"> Deliver a diverse and comprehensive school holiday activities program. Collaborate with local youth groups and organisations to develop youth programs and support volunteer participation. Coordinate Youth Week activities and events. 	<ul style="list-style-type: none"> Number of school holiday programs activities delivered. Number of participants in school holiday program activities. Number of Youth Week activities. 	Corporate Services
	3.5.2.1 Develop a youth strategy and define Council's role.	<ul style="list-style-type: none"> Engage with community to develop Youth Strategy with particular attention to highlighting roles 	<ul style="list-style-type: none"> Development, adoption and implementation of Youth Strategy. 	Planning and Environmental Services General Manager
	3.5.3.1 Seek opportunities for the engagement of trainees and apprentices.	<ul style="list-style-type: none"> Annual analysis of potential opportunities within Council for trainees and ensure Managers are aware of the value and requirements concerning traineeships. 	<ul style="list-style-type: none"> Progress reporting. 	

3.6 A healthy and active community participating in a diverse range of recreational and cultural activities

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
3.6.1 Provide the right places, spaces and services to encourage healthy activity. 3.6.2 Educate the community about healthy lifestyles and disease prevention. 3.6.3 Council supports and facilitates arts and cultural programs in partnership with the community.	3.6.1.1 Manage the swimming pool complex for safe use by the community.	<ul style="list-style-type: none"> Provide systems and processes to ensure pool complex maintained in accordance with service levels, RLSS guidelines and Government regulations. Daily water testing undertaken to ensure compliance with Government regulations for public pools. Maintain supervision levels dependent on number of pools open, patronage and service delivery for carnivals and other aquatic events. Manage and maintain facility compliance based on age and infrastructure requirements. Identify opportunities to increase income/decrease operating costs of the pool complex. 	<ul style="list-style-type: none"> % of annual review of pool operations manual complete and staff engaged. % of water testing check sheets and results completed and recorded daily. % of facility-use agreement forms complete and requirements entered into calendar. Pool staffing roster maintained and adjusted based on facility-use agreement requirements. Number of season ticket holders. Progress reporting. 	Infrastructure Services
	3.6.3.1 Provide support and coordination of quality cultural services that meet community needs.	<ul style="list-style-type: none"> 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 across the Shire. Administer Council's Arts and Cultural Grant funding program. Provide in-kind and financial support to the Dorothea Mackellar Memorial Society and the Gunnedah Shire Band via funding 	<ul style="list-style-type: none"> Number of events and activities held. \$ financial and in-kind assistance provided. 	Whole of Council

<p>3.6.4 Maximise opportunities for better use, functionality and accessibility of cultural facilities and spaces.</p>	<p>3.6.4.1 Increase access and participation in the venues and amenities in the Cultural Precinct.</p> <p>3.6.4.2 Develop a business case and funding strategy for the Cultural Precinct Master Plan.</p>	<p>agreement.</p> <ul style="list-style-type: none"> ▪ 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. ▪ Monitor delivery of the Cultural Precinct Master Plan. 	<ul style="list-style-type: none"> ▪ Number of bookings throughout venues. ▪ Number of movies shown. ▪ Number of other events and activities held at the Cultural Precinct. ▪ % complete. 	<p>Corporate Services</p>
<p>3.6.5 Encourage use of open spaces, villages and facilities with a broad range of arts and cultural, sporting and recreational activities.</p>	<p>3.6.5.1 Deliver library services across the Shire.</p> <p>3.6.5.2 Support opportunities to increase utilising of the Showground, Swimming Pool and other key facilities.</p>	<ul style="list-style-type: none"> ▪ Deliver a comprehensive range of sustainable library services. ▪ Deliver a comprehensive program of activities and educational events. ▪ Provide access to the Internet and information technology to the community. ▪ Support opportunities to increase utilising of the Showground, Swimming Pool and other key facilities. 	<ul style="list-style-type: none"> ▪ Number of library members. ▪ Number of library activities. ▪ Number of library loans. ▪ Number of housebound members. ▪ Number of showground members. ▪ Number of bookings. ▪ Operating cost ratio. 	<p>Corporate Services</p> <p>Infrastructure Services</p>
<p>3.6.6 Encourage safe cycling and walkig through development of tracks, parks and cycle ways.</p>	<p>3.6.6.1 Deliver the footpaths and bike tracks capital works and maintenance programs.</p> <p>3.6.6.2 Develop and implement a strategy for cycling and walking.</p>	<ul style="list-style-type: none"> ▪ Ongoing maintenance of footpaths and bike tracks. ▪ Combine bike plan and PAMP into an holistic active transport plan. 	<ul style="list-style-type: none"> ▪ % complete. ▪ Plan adopted by Council. 	<p>Infrastructure Services</p> <p>Infrastructure Services</p>
<p>3.6.7 Warmly welcome new residents and families, offering assistance to help them integrate into the community.</p>	<p>3.6.7.1 Work with real estate agents to identify new residents so they can be welcomed.</p>	<ul style="list-style-type: none"> ▪ Reach out to new residents of the Shire. ▪ Promote services, opportunities and recreational activities to new residents. 	<ul style="list-style-type: none"> ▪ % of new residents welcomed. 	<p>Planning and Environmental Services</p>

3.7 Improved access to essential services

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
3.7.1 Advocate for access to quality medical and mental health services and facilities.				Whole of Council
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.	3.7.2.1 Advocate for medical services that meeting community needs.	<ul style="list-style-type: none"> Lobby State and Federal Governments for increased allocation of funding for delivery of general health, mental health services and medical facilities. 	<ul style="list-style-type: none"> Progress reporting. 	General Manager
3.7.3 Maintain services that support people with a disability, the socially disadvantaged and persons-at-risk.				Whole of Council
3.7.4 Work to continuously improve accessibility, inclusivity and liveability within Gunnedah Shire.	3.7.4.1 Participate in initiatives that aim to support low socio-economic members of the community. 3.7.4.2 Review the Disability Inclusion Plan.	<ul style="list-style-type: none"> Lobby State and Federal Governments for increased allocation of funding for marginalised and low socio-economic groups in the Gunnedah Shire. Monitor the delivery of the Disability Inclusion Plan. 	<ul style="list-style-type: none"> Progress reporting. Number of actions completed. 	Planning and Environmental Services Planning and Environmental Services Whole of Council
3.7.5 Support initiatives which foster connectedness, resilience and opportunity within the early childhood community.				

THEME: Protecting and Enjoying Our Beautiful Surrounds

4.1 Balance between development and environmental protection

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
4.1.1 Lobby for planning controls that balance the need for mining, agriculture and protection of the environment which reflects in the long-term future for the environment.				Whole of Council
4.1.2 Ensure development does not negatively impact on flooding.	4.1.2.1 Review the Blackjack Flood Study and Plan. 4.1.2.2 Implement Council's Development Control Plan. 4.1.2.3 Investigate the possibility of a weir across the Namoi River and a wetlands water feature.	<ul style="list-style-type: none"> Obtain a grant from the NSW Government in relation to the development of the Flood Study and Plan. Engage consultant to develop plan. Development applications considered in accordance with the provisions of the Local Environmental Plan 2012 and Council's Development Control Plans. To be done in year two of the Delivery Program. 	<ul style="list-style-type: none"> Consultant appointed and plan developed. Number of development applications approved. 	Planning and Environmental Services Planning and Environmental Services Infrastructure Services

4.2 Native fauna is secured, biodiversity protected, and native vegetation thrives

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
4.2.1 Control of noxious weeds and invasive species.	4.2.1.1 Manage compliance with noxious weeds legislation and standards.	<ul style="list-style-type: none"> Promotion of, and education on pest and noxious weed identification and eradication methods and practices. Delivery of noxious weed-spraying services across the Shire. 	<ul style="list-style-type: none"> Number of promotion and education activities undertaken. Number of inspections. Number of kilometres of roadside sprayed. Number of reserves sprayed. Compliance with Biosecurity Act. Number of applications. 	Infrastructure Services
4.2.2 Protect wildlife habitat, corridors, stands of remnant vegetation and significant natural landscape and soil types.	4.2.2.1 Implement State and Federal Governments requirements for wildlife habitat and natural landscapes.	<ul style="list-style-type: none"> Development applications incorporating the inclusion of suitable koala habitat where appropriate through conditions of consent. 		Planning and Environmental Services
4.2.3 Maintain systems for effective management of bushfires and the potential threats to residential areas.	4.2.3.1 Assess developments against NSW legislation and Gunnedah bushfire mapping.	<ul style="list-style-type: none"> Assess developments against NSW legislation and Gunnedah bushfire mapping. 	<ul style="list-style-type: none"> Applications assessed in accordance with legislation and bushfire mapping. 	Planning and Environmental Services

4.2.4 Identify, protect and nurture local populations of threatened species, especially the koala population.

4.2.4.1 Advance the Gunnedah Shire Koala Sanctuary project.

- Construct Koala Sanctuary.
- Secure operator for facility.

- Facility constructed.
- Operator engaged.

Planning and Environmental Services

4.3 A secure and high quality water supply

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
4.3.1 Support the protection of waterways.				Whole of Council
4.3.2 Investigate opportunities to reduce water consumption.	4.3.2.1 Collaborate with Save Water Alliance to deliver educational strategies about water consumption.	<ul style="list-style-type: none"> ▪ Maintain website link with Smart Approved WaterMark. 	<ul style="list-style-type: none"> ▪ Progress reporting. 	Infrastructure Services
4.3.3 Secure water supplies to a level that will enable our community to remain sustainable and allows for future growth.	4.3.3.1 Implement strategies to ensure the Shire's permanent water allocation is retained.	<ul style="list-style-type: none"> ▪ Provide systems and processes for the provision of a permanent water allocation to a sustainable level. 	<ul style="list-style-type: none"> ▪ Progress reporting. 	Infrastructure Services

4.4 Our heritage is valued and protected

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
4.4.1 Protect and maintain the appeal of our older buildings, recognising their value to our community.	4.4.1.1 Implement controls to protect heritage structures.	<ul style="list-style-type: none"> ▪ Development applications considered incorporating appropriate conditions of consent for preservation of heritage items. 	<ul style="list-style-type: none"> ▪ Number of applications assessed in relation to Heritage List in Gunnedah LEP 2012. 	Planning and Environmental Services
4.4.2 Promote our heritage in partnership with the community, in particular Aboriginal groups in the area.	4.4.2.1 Work with Aboriginal groups to recognise and retain Aboriginal heritage and culture.	<ul style="list-style-type: none"> ▪ Collaborate with peak Aboriginal organisations within the Shire to support cross-cultural initiatives. 	<ul style="list-style-type: none"> ▪ Progress reporting. 	Planning and Environmental Services

4.5 Managed exposure and reduced contribution to climate change

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
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. 4.5.3 Develop and implement comprehensive community education program to promote sustainable living, including sustainable environmental practices for homes, workplaces and public open spaces.	4.5.1.1 Develop and implement Renewable Energy Options Strategy.	<ul style="list-style-type: none"> Ongoing maintenance of solar systems and air conditioning units installed at Council's commercial properties. Monitor delivery of the Renewable Energy Action Plan. 	<ul style="list-style-type: none"> Number of actions complete. 	Infrastructure Services
	4.5.2.1 Identify opportunities to reduce the energy consumption of Council.	<ul style="list-style-type: none"> Review energy usage of key council sites to report on opportunity to install solar where viable. 	<ul style="list-style-type: none"> Number of sites reviewed. 	Infrastructure Services
	4.5.2.2 Identify alternate energy sources.	<ul style="list-style-type: none"> Implementation of Council's strategies to improve the local environment. 	<ul style="list-style-type: none"> Progress reporting. 	Infrastructure Services Whole of Council

4.6 Our waste is sustainably managed and reduced

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
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. 4.6.3 Pursue opportunities to reduce the amount of waste produced by households and industry	4.6.1.1 Implement the Domestic Waste Capital Works and Maintenance program.	<ul style="list-style-type: none"> Capital projects. 	<ul style="list-style-type: none"> % complete. 	Planning and Environmental Services
	4.6.1.2 Continue to be compliant and operate the facilities according to legislation, common standards and licence conditions where applicable.	<ul style="list-style-type: none"> Provide systems and processes to promote recycling and reduce waste going to landfill. Educate the community on best waste management practices. 	<ul style="list-style-type: none"> Tonnes of waste delivered to landfill. Number of educational programs undertaken. 	Planning and Environmental Services
	4.6.2.1 Enforce the contract provisions for waste collection contractors to promote strategies that encourage recycling and reduce waste.	<ul style="list-style-type: none"> Attend Northern Inland Regional Waste Group meetings and participate in education programs delivered by the Group. 	<ul style="list-style-type: none"> Number of meetings attended. 	Planning and Environmental Services Whole of Council

4.7 Enhanced streetscapes and open spaces in Gunnedah and Villages

STRATEGY	ACTION	2022/23 OPERATIONAL PLAN	PERFORMANCE MEASUREMENT	RESPONSIBLE DIRECTORATE
4.7.1 Beautify the main street and improve the attractiveness of our urban streetscapes.	4.7.1.1 Facilitate street lighting across the Shire.	<ul style="list-style-type: none"> ▪ Ongoing liaison with electricity suppliers to secure savings in delivery of street lighting across the Shire. 	<ul style="list-style-type: none"> ▪ % complete. 	Infrastructure Services
	4.7.1.2 Deliver the Street Tree Strategy.	<ul style="list-style-type: none"> ▪ Monitor the delivery of the Street Tree Strategy. 	<ul style="list-style-type: none"> ▪ Number of actions complete. 	Infrastructure Services
	4.7.1.3 Undertake the street cleaning and maintenance program.	<ul style="list-style-type: none"> ▪ Delivery of street cleaning program. 	<ul style="list-style-type: none"> ▪ % complete. 	Infrastructure Services
4.7.2 Beautify and improve the facilities available in our parks and gardens, open space, sporting and recreational areas.	4.7.2.1 Implement the parks and gardens capital works and maintenance programs across the Shire.	<ul style="list-style-type: none"> ▪ Maintain assets within adopted park management plans schedules and given seasonal, environmental and resource considerations. ▪ Undertaking cleaning and restocking of amenities within the parks and gardens across the Shire. ▪ Parks and gardens are maintained in accordance with Legal 3 – Satisfactory condition of the Asset Management Plan. ▪ Implement systems and processes to identify parks and garden spaces with high usage, opportunities to increase usage and potential disposal of unwanted space. 	<ul style="list-style-type: none"> ▪ % complete. 	Infrastructure Services
	4.7.2.2 Implement the sporting grounds works and maintenance programs across the Shire.	<ul style="list-style-type: none"> ▪ Maintain assets within adopted park management plans schedules and given seasonal, environmental and resource considerations. ▪ Undertaking cleaning and restocking of amenities within the sporting grounds across the Shire. ▪ Sporting grounds are maintained in accordance with Legal 3 – Satisfactory condition of the Asset Management Plan. ▪ Implement systems and processes to identify sporting grounds with high usage, opportunities to increase usage and potential disposal of unwanted space. 	<ul style="list-style-type: none"> ▪ % complete. 	Infrastructure Services
	4.7.2.3 Deliver agreed Open Space Strategy actions.	<ul style="list-style-type: none"> ▪ Deliver projects as budget is allocated to them. 	<ul style="list-style-type: none"> ▪ % complete. 	Infrastructure Services Whole of Council
4.7.3 Provide attractive town entrances to Gunnedah and villages.				

Financial Resources

In accordance with section 404(1) of the *Local Government Act 1993* and *Local Government (General) Regulation 2021*, Council provides the following consolidated statement setting out a detailed estimate of income and expenditure for the financial year ending 30 June 2023, and forward projections for the next three financial years ending 30 June 2026. These estimates are prepared in conformity with the Australian Accounting Standards and the Office of Local Government – Code of Accounting Practice.

Projected Income Statements 2022/23 - 2025/26				
	Projected Years:			
	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
	\$	\$	\$	\$
Income from Continuing Operations				
Income:				
Rates & Annual Charges	20,412,394	20,943,770	21,488,973	22,048,368
User Charges & Fees	9,515,754	9,741,193	9,993,399	10,253,080
Other Revenues	849,572	860,514	872,306	884,919
Grants & Contributions provided for Operating Purposes	13,845,290	14,283,519	14,622,918	14,181,692
Grants & Contributions provided for Capital Purposes	1,604,494	1,203,543	1,233,632	1,264,472
Interest & Investment Revenue	859,150	775,261	792,407	819,905
Total Income from Continuing Operations	47,086,654	47,807,800	49,003,635	49,452,436
Expenses from Continuing Operations				
Employee Benefits & On-Costs	19,335,701	19,675,925	20,122,392	20,581,960
Borrowing Costs	744,876	697,526	658,704	618,217
Materials & Services	10,940,469	10,916,449	11,041,706	10,932,952
Depreciation & Amortisation and Impairment of non-financial assets	13,017,561	13,412,296	12,975,312	12,744,228
Other Expenses	1,507,867	1,886,579	2,076,500	2,189,669
Total Expenses from Continuing Operations	45,546,474	46,588,775	46,874,614	47,067,026
Operating Result from Continuing Operations	1,540,180	1,219,025	2,129,021	2,385,410
Net Operating Result before Grants and Contributions provided for Capital Purposes	(64,314)	15,482	895,389	1,120,938

This consolidated income and expenditure statement is further categorised into business units, and capital works are identified under each business unit where available. In total, there are seventy seven (77) business units listed in this section. Capital works are detailed by location and nature of work for the first financial year ending 30 June 2023, and are available in program level for the next three financial years ending 30 June 2026, except for the instances where specific capital works have been identified already.

General Manager

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	128	131	134	137
Capital Income	-	-	-	-
Total Income	128	131	134	137
Operating Expenditure	457,475	469,178	481,184	487,424
Overhead Distribution	(285,352)	(293,289)	(301,446)	(309,830)
Total Expenditure	172,123	175,889	179,738	177,594
Operating Result	(171,995)	(175,758)	(179,604)	(177,457)

Elected Members

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	641	657	673	690
Capital Income	-	-	-	-
Total Income	641	657	673	690
Operating Expenditure	524,607	537,729	720,747	560,002
Overhead Distribution	227,127	233,429	239,918	246,524
Total Expenditure	751,734	771,158	960,665	806,526
Operating Result	(751,093)	(770,501)	(959,992)	(805,836)

People and Culture

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	733,637	752,597	772,049	792,005
Overhead Distribution	(732,242)	(751,202)	(770,654)	(790,610)
Total Expenditure	1,395	1,395	1,395	1,395
Operating Result	(1,395)	(1,395)	(1,395)	(1,395)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Vehicle Purchase (NEW)	37,000	-	-	-
TOTAL CAPITAL WORKS	37,000	-	-	-

Saleyards

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	847,539	873,122	913,822	956,233
Capital Income	-	-	-	-
Total Income	847,539	873,122	913,822	956,233
Operating Expenditure	800,349	1,003,688	1,004,786	1,267,331
Overhead Distribution	65,025	66,793	69,889	70,501
Total Expenditure	865,374	1,070,481	1,074,675	1,337,832
Operating Result	(17,835)	(197,359)	(160,853)	(381,599)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Small Plant & Equipment (RENEWAL)	20,000	10,000	20,000	10,000
TOTAL CAPITAL WORKS	20,000	10,000	20,000	10,000

Business and Finance

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	79,268	80,950	83,000	84,762
Capital Income	-	-	-	-
Total Income	79,268	80,950	83,000	84,762
Operating Expenditure	1,266,600	1,299,168	1,331,975	1,365,672
Overhead Distribution	(1,177,757)	(1,208,811)	(1,240,177)	(1,272,880)
Total Expenditure	88,843	90,357	91,798	92,792
Operating Result	(9,575)	(9,407)	(8,798)	(8,030)

Rates

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	14,379,058	14,749,684	15,129,916	15,523,124
Capital Income	-	-	-	-
Total Income	14,379,058	14,749,684	15,129,916	15,523,124
Operating Expenditure	194,348	156,157	160,061	164,062
Overhead Distribution	(161,466)	(165,507)	(169,640)	(173,882)
Total Expenditure	32,882	(9,350)	(9,579)	(9,820)
Operating Result	14,346,176	14,759,034	15,139,495	15,532,944

Loans

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	1,172	1,033	885	727
Capital Income	-	-	-	-
Total Income	1,172	1,033	885	727
Operating Expenditure	540,763	506,162	471,545	434,545
Overhead Distribution	-	-	-	-
Total Expenditure	540,763	506,162	471,545	434,545
Operating Result	(539,591)	(505,129)	(470,660)	(433,818)

General Purpose Income

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	6,020,100	6,086,922	6,206,314	6,578,333
Capital Income	-	-	-	-
Total Income	6,020,100	6,086,922	6,206,314	6,578,333
Operating Expenditure	-	-	-	-
Overhead Distribution	-	-	-	-
Total Expenditure	-	-	-	-
Operating Result	6,020,100	6,086,922	6,206,314	6,578,333

Fleet

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	6,203	6,358	6,517	6,680
Capital Income	-	-	-	-
Total Income	6,203	6,358	6,517	6,680
Operating Expenditure	13,402	13,487	10,078	8,333
Overhead Distribution	16,811	17,277	18,998	18,238
Total Expenditure	30,213	30,764	29,076	26,571
Operating Result	(24,010)	(24,406)	(22,559)	(19,891)
Capital Works				
Fleet Replacement Program (RENEWAL)	340,000	300,000	202,000	129,000
TOTAL CAPITAL WORKS	340,000	300,000	202,000	129,000

Communications

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	326,447	334,875	343,523	352,394
Overhead Distribution	(279,564)	(287,212)	(295,070)	(303,143)
Total Expenditure	46,883	47,663	48,453	49,251
Operating Result	(46,883)	(47,663)	(48,453)	(49,251)

Youth Services

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	7,000	7,175	7,354	7,538
Capital Income	-	-	-	-
Total Income	7,000	7,175	7,354	7,538
Operating Expenditure	92,818	95,025	97,289	99,611
Overhead Distribution	64,113	65,909	68,943	69,584
Total Expenditure	156,931	160,934	166,232	169,195
Operating Result	(149,931)	(153,759)	(158,878)	(161,657)

Customer Service

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	360,412	374,586	379,355	394,021
Overhead Distribution	(357,358)	(372,127)	(377,526)	(392,857)
Total Expenditure	3,054	2,459	1,829	1,164
Operating Result	(3,054)	(2,459)	(1,829)	(1,164)

Tourism

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	19,723	20,217	20,723	21,241
Capital Income	-	-	-	-
Total Income	19,723	20,217	20,723	21,241
Operating Expenditure	456,784	411,709	424,614	429,048
Overhead Distribution	66,245	68,072	71,191	71,863
Total Expenditure	523,029	479,781	495,805	500,911
Operating Result	(503,306)	(459,564)	(475,082)	(479,670)
Capital Works				
Shire Billboard Reskins (RENEWAL)	-	-	-	9,650
Visitors Guide (RENEWAL)	-	-	40,000	-
Tourism Billboard (NEW)	-	-	-	7,820
TOTAL CAPITAL WORKS	-	-	40,000	17,470

Arts and Culture

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	27,299	27,981	28,681	29,398
Capital Income	-	-	-	-
Total Income	27,299	27,981	28,681	29,398
Operating Expenditure	190,500	199,089	200,972	210,079
Overhead Distribution	106,786	109,975	114,054	116,070
Total Expenditure	297,286	309,064	315,026	326,149
Operating Result	(269,987)	(281,083)	(286,345)	(296,751)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Gallery Refurbishment (RENEWAL)	22,745	-	-	24,500
Minor Cultural Furniture Replacement (RENEWAL)	11,000	-	11,750	-
TOTAL CAPITAL WORKS	33,745	-	11,750	24,500

Venues

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	62,608	64,173	65,777	67,421
Capital Income	-	-	-	-
Total Income	62,608	64,173	65,777	67,421
Operating Expenditure	233,559	197,772	192,746	197,260
Overhead Distribution	49,269	50,633	53,276	53,461
Total Expenditure	282,828	248,405	246,022	250,721
Operating Result	(220,220)	(184,232)	(180,245)	(183,300)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Town Hall Table & Chairs (RENEWAL)	-	6,000	-	-
Plant & Equipment Purchase (RENEWAL)	16,400	-	-	-
Town Hall Sound & Lighting (RENEWAL)	-	20,000	-	-
TOTAL CAPITAL WORKS	16,400	26,000	-	-

The Civic

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	224,600	209,715	214,958	220,332
Capital Income	-	-	-	-
Total Income	224,600	209,715	214,958	220,332
Operating Expenditure	389,925	397,962	397,517	400,471
Overhead Distribution	166,387	170,914	176,816	180,342
Total Expenditure	556,312	568,876	574,333	580,813
Operating Result	(331,712)	(359,161)	(359,375)	(360,481)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Projector (RENEWAL)	106,450	-	-	-
Sound System (RENEWAL)	101,000	-	-	-
TOTAL CAPITAL WORKS	207,450	-	-	-

Library

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	105,011	66,603	68,268	69,975
Capital Income	-	-	-	-
Total Income	105,011	66,603	68,268	69,975
Operating Expenditure	407,657	420,059	426,671	432,340
Overhead Distribution	110,950	113,993	118,362	120,316
Total Expenditure	518,607	534,052	545,033	552,656
Operating Result	(413,596)	(467,449)	(476,765)	(482,681)
Capital Works				
	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Library Books (UPGRADE)	17,640	18,081	18,533	18,996
TOTAL CAPITAL WORKS	17,640	18,081	18,533	18,996

Information Technology

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	438	449	460	472
Capital Income	-	-	-	-
Total Income	438	449	460	472
Operating Expenditure	1,182,458	1,238,893	1,209,169	1,149,355
Overhead Distribution	(769,661)	(790,135)	(811,155)	(832,736)
Total Expenditure	412,797	448,758	398,014	316,619
Operating Result	(412,359)	(448,309)	(397,554)	(316,147)
Capital Works				
	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Peripheral Replacement Program (RENEWAL)	175,000			
Computer Replacement Program (RENEWAL)	100,000		112,700	129,100
CCTV Replacement Program (RENEWAL)	50,000	35,000	50,000	50,000
Network (RENEWAL)	70,000			
Security & Data (RENEWAL)		30,000	45,000	10,000
Telephony (RENEWAL)	56,000			20,000
Wireless (RENEWAL)	10,000	18,000	20,000	24,000
CCTV Water (RENEWAL)		25,000		
TOTAL CAPITAL WORKS	461,000	108,000	227,700	233,100

Records Management

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	290,166	297,625	305,015	312,864
Overhead Distribution	(288,140)	(295,599)	(302,989)	(310,838)
Total Expenditure	2,026	2,026	2,026	2,026
Operating Result	(2,026)	(2,026)	(2,026)	(2,026)

GIS/LIS

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	1,368	1,402	1,437	1,473
Capital Income	-	-	-	-
Total Income	1,368	1,402	1,437	1,473
Operating Expenditure	114,286	117,232	120,253	123,352
Overhead Distribution	29,438	30,249	32,311	31,933
Total Expenditure	143,724	147,481	152,564	155,285
Operating Result	(142,356)	(146,079)	(151,127)	(153,812)

Corporate and Community Services Management

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	333	341	350	359
Capital Income	-	-	-	-
Total Income	333	341	350	359
Operating Expenditure	238,820	244,927	251,192	257,620
Overhead Distribution	(208,389)	(214,213)	(220,200)	(226,354)
Total Expenditure	30,431	30,714	30,992	31,266
Operating Result	(30,098)	(30,373)	(30,642)	(30,907)

Integrated Planning and Reporting

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	86,940	88,903	132,959	83,017
Overhead Distribution	(62,818)	(64,535)	(108,342)	(68,116)
Total Expenditure	24,122	24,368	24,617	14,901
Operating Result	(24,122)	(24,368)	(24,617)	(14,901)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Community Strategic Plan (RENEWAL)	-	-	36,000	-
TOTAL CAPITAL WORKS	-	-	36,000	-

Administration

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	1,565	1,604	1,644	1,685
Capital Income	-	-	-	-
Total Income	1,565	1,604	1,644	1,685
Operating Expenditure	119,583	122,620	124,870	128,067
Overhead Distribution	(115,881)	(118,879)	(121,954)	(125,110)
Total Expenditure	3,702	3,741	2,916	2,957
Operating Result	(2,137)	(2,137)	(1,272)	(1,272)

Governance

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	1,144	1,173	1,202	1,232
Capital Income	-	-	-	-
Total Income	1,144	1,173	1,202	1,232
Operating Expenditure	471,669	483,770	496,177	508,910
Overhead Distribution	(470,525)	(482,597)	(494,975)	(507,678)
Total Expenditure	1,144	1,173	1,202	1,232
Operating Result	-	-	-	-

GoCo Packages (CHSP)

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	2,044,369	2,094,978	2,146,852	2,200,024
Capital Income	-	-	-	-
Total Income	2,044,369	2,094,978	2,146,852	2,200,024
Operating Expenditure	1,874,989	1,911,630	1,932,764	1,978,620
Overhead Distribution	147,000	151,262	156,008	159,911
Total Expenditure	2,021,989	2,062,892	2,088,772	2,138,531
Operating Result	22,380	32,086	58,080	61,493

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Vehicle Replacement (RENEWAL)	185,000	20,000	-	-
TOTAL CAPITAL WORKS	185,000	20,000	-	-

GoCo Packages (HCP)

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	3,416,531	3,501,444	3,588,480	3,677,692
Capital Income	-	-	-	-
Total Income	3,416,531	3,501,444	3,588,480	3,677,692
Operating Expenditure	3,127,756	3,205,644	3,266,953	3,348,849
Overhead Distribution	115,500	118,902	122,754	125,761
Total Expenditure	3,243,256	3,324,546	3,389,707	3,474,610
Operating Result	173,275	176,898	198,773	203,082

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Vehicle Replacement Program (RENEWAL)	97,000	20,000	-	-
TOTAL CAPITAL WORKS	97,000	20,000	-	-

GoCo Community Transport

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	440,696	451,463	462,500	473,813
Capital Income	-	-	-	-
Total Income	440,696	451,463	462,500	473,813
Operating Expenditure	422,783	433,106	430,754	441,612
Overhead Distribution	40,000	41,141	42,380	43,473
Total Expenditure	462,783	474,247	473,134	485,085
Operating Result	(22,087)	(22,784)	(10,634)	(11,272)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Vehicle Replacement (RENEWAL)		112,602	-	130,000
TOTAL CAPITAL WORKS	-	112,602	-	130,000

Planning and Regulatory Management

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	333	341	350	359
Capital Income	-	-	-	-
Total Income	333	341	350	359
Operating Expenditure	341,799	350,671	359,775	369,114
Overhead Distribution	(220,850)	(227,011)	(233,097)	(239,860)
Total Expenditure	120,949	123,660	126,678	129,254
Operating Result	(120,616)	(123,319)	(126,328)	(128,895)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Partitions & Air Conditioner (NEW)	10,000			
TOTAL CAPITAL WORKS	10,000	-	-	-

Community and Social Planning

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Overhead Distribution	322,171	333,260	356,353	343,685
Less Overhead Distribution	92,460	95,003	98,909	100,280
Total Expenditure	414,631	428,263	455,262	443,965
Operating Result	(414,631)	(428,263)	(455,262)	(443,965)

Economic Development

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	651	667	684	701
Capital Income	-	-	-	-
Total Income	651	667	684	701
Operating Expenditure	435,258	412,179	374,448	369,518
Overhead Distribution	158,792	163,175	169,078	172,269
Total Expenditure	594,050	575,354	543,526	541,787
Operating Result	(593,399)	(574,687)	(542,842)	(541,086)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Economic Development Strategy (RENEWAL)	-	20,000	-	60,000
TOTAL CAPITAL WORKS	-	20,000	-	60,000

Planning and Development

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	1,110,137	1,376,434	1,409,231	652,091
Capital Income	-	-	-	-
Total Income	1,110,137	1,376,434	1,409,231	652,091
Operating Expenditure	573,675	588,064	588,302	600,246
Overhead Distribution	160,442	165,245	170,944	174,503
Total Expenditure	734,117	753,309	759,246	774,749
Operating Result	376,020	623,125	649,985	(122,658)

Environment

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	60,000	-	-	-
Capital Income	-	-	-	-
Total Income	60,000	-	-	-
Operating Expenditure	237,623	255,899	270,505	275,843
Overhead Distribution	103,194	106,045	110,285	111,951
Total Expenditure	340,817	361,944	380,790	387,794
Operating Result	(280,817)	(361,944)	(380,790)	(387,794)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Central Business District Masterplan (NEW)		80,000		
LEP Land Use Strategy (RENEWAL)				93,000
Bushfire Prone Land Map Preparation (RENEWAL)			40,000	-
Blackjack Creek Flood Study (NEW)	90,000			
TOTAL CAPITAL WORKS	90,000	80,000	40,000	93,000

Building Control

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	14,608	14,919	15,235	15,559
Capital Income	-	-	-	-
Total Income	14,608	14,919	15,235	15,559
Operating Expenditure	324,728	333,052	341,592	346,926
Overhead Distribution	91,695	94,469	98,127	99,718
Total Expenditure	416,423	427,521	439,719	446,644
Operating Result	(401,815)	(412,602)	(424,484)	(431,085)

Public Health

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	29,888	30,534	31,194	31,869
Capital Income	-	-	-	-
Total Income	29,888	30,534	31,194	31,869
Operating Expenditure	38,002	38,983	39,989	41,021
Overhead Distribution	30,399	31,240	33,385	32,991
Total Expenditure	68,401	70,223	73,374	74,012
Operating Result	(38,513)	(39,689)	(42,180)	(42,143)

Compliance

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	240,949	246,963	253,132	259,461
Overhead Distribution	102,255	105,220	109,387	111,090
Total Expenditure	343,204	352,183	362,519	370,551
Operating Result	(343,204)	(352,183)	(362,519)	(370,551)

Animal Control

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	46,207	47,143	48,098	49,074
Capital Income	-	-	-	-
Total Income	46,207	47,143	48,098	49,074
Operating Expenditure	184,754	188,932	193,216	197,611
Overhead Distribution	98,165	101,265	104,976	106,913
Total Expenditure	282,919	290,197	298,192	304,524
Operating Result	(236,712)	(243,054)	(250,094)	(255,450)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Impounding Facility Internal Fit-out (NEW)	50,000	-	-	-
TOTAL CAPITAL WORKS	50,000	-	-	-

Parking Control

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	3,341	3,409	3,476	3,546
Capital Income	-	-	-	-
Total Income	3,341	3,409	3,476	3,546
Operating Expenditure	6,415	6,576	6,739	6,907
Overhead Distribution	16,943	17,411	17,899	18,385
Total Expenditure	23,358	23,987	24,638	25,292
Operating Result	(20,017)	(20,578)	(21,162)	(21,746)

Domestic Waste Management

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	4,470,466	4,539,131	4,666,623	4,797,275
Capital Income	-	-	-	-
Total Income	4,470,466	4,539,131	4,666,623	4,797,275
Operating Expenditure	3,460,754	3,381,087	3,473,727	3,548,285
Overhead Distribution	263,003	270,767	280,675	287,594
Total Expenditure	3,723,757	3,651,854	3,754,402	3,835,879
Operating Result	746,709	887,277	912,221	961,396

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Landfill Cell (CR 20.02/22)	1,398,000	-	-	-
Weighbridge Load Cell Upgrade (UPGRADE)	60,000	-	-	-
Deposition Area Upgrade (UPGRADE)	285,000	-	-	-
Land Acquisition (NEW)	284,305	-	-	-
Fire Safety Assessment & Upgrade Recyclit Shed (UPGRADE)	50,000	-	-	-
Tambar Springs Waste Collection Site Gravel Seal (RENEWAL)	-	20,000	-	-
Mullaley Waste Collection Site Gravel Seal (RENEWAL)	-	10,000	-	-
Remediation Works (RENEWAL)	-	764,643	-	-
Extend Leachate Collection, Surface Water & Irrigation Systems (UPGRADE)	-	233,130	-	-
Weighbridge Software & Computer Upgrade (UPGRADE)	-	50,000	-	-
Design, Construct & Certify Wash & Fuel Bay (UPGRADE)	-	-	250,000	-
Waste Mangement Strategy & Waste Transfer Study (RENEWAL)	-	-	100,000	-
TOTAL CAPITAL WORKS	2,077,305	1,077,773	350,000	-

Infrastructure Management

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	698,602	716,494	742,171	760,994
Overhead Distribution	(695,776)	(713,668)	(732,020)	(750,843)
Total Expenditure	2,826	2,826	10,151	10,151
Operating Result	(2,826)	(2,826)	(10,151)	(10,151)

Procurement

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	2,139	2,192	2,247	2,303
Capital Income	-	-	-	-
Total Income	2,139	2,192	2,247	2,303
Operating Expenditure	183,089	189,282	191,055	198,955
Overhead Distribution	(188,146)	(191,878)	(197,212)	(202,694)
Total Expenditure	(5,057)	(2,596)	(6,157)	(3,739)
Operating Result	7,196	4,788	8,404	6,042

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Loading Bay Awning (UPGRADE)	-	80,750	-	-
TOTAL CAPITAL WORKS	-	80,750	-	-

Plant

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	154,302	155,085	158,962	162,936
Capital Income	-	-	-	-
Total Income	154,302	155,085	158,962	162,936
Operating Expenditure	(355,026)	(282,319)	(586,458)	(843,310)
Overhead Distribution	399,337	429,706	443,563	453,573
Total Expenditure	44,311	147,387	(142,895)	(389,737)
Operating Result	109,991	7,698	301,857	552,673

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Plant Replacement Program (RENEWAL)	1,780,000	1,591,292	2,615,256	2,033,043
Depot - Renovate and Fit Out Small Plant Shed (UPGRADE)	240,000			
TOTAL CAPITAL WORKS	2,020,000	1,591,292	2,615,256	2,033,043

Works Management

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	688,508	706,371	728,506	747,015
Overhead Distribution	(687,249)	(705,112)	(723,440)	(742,244)
Total Expenditure	1,259	1,259	5,066	4,771
Operating Result	(1,259)	(1,259)	(5,066)	(4,771)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Vehicle Purchase (NEW)	37,000	-	-	-
TOTAL CAPITAL WORKS	37,000	-	-	-

Private Works

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	42,862	43,934	45,032	46,158
Capital Income	-	-	-	-
Total Income	42,862	43,934	45,032	46,158
Operating Expenditure	26,709	27,510	28,335	29,185
Overhead Distribution	7,924	8,222	8,454	8,681
Total Expenditure	34,633	35,732	36,789	37,866
Operating Result	8,229	8,202	8,243	8,292

Stormwater

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	125,126	128,351	131,660	135,054
Capital Income	-	-	-	-
Total Income	125,126	128,351	131,660	135,054
Operating Expenditure	384,777	386,637	388,163	385,994
Overhead Distribution	6,566	6,788	6,977	7,161
Total Expenditure	391,343	393,425	395,140	393,155
Operating Result	(266,217)	(265,074)	(263,480)	(258,101)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Urban Drainage Strategy (RENEWAL)	200,000			
Abbott St - Barber Street to Conadilly Street (NEW)		125,000		
Osric St - Railway Line to South Street (RENEWAL)			98,000	
Walkway - South Street to Hunter Street (RENEWAL)				57,000
TOTAL CAPITAL WORKS	200,000	125,000	98,000	57,000

Kerb and Gutter

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	424,266	429,573	435,005	440,566
Overhead Distribution	7,188	7,405	7,607	7,800
Total Expenditure	431,454	436,978	442,612	448,366
Operating Result	(431,454)	(436,978)	(442,612)	(448,366)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Kerb and Gutter Renewal Program (RENEWAL)		373,636	382,977	392,551
Gunnedah: Barber Street Southern Side Abbot St to Osric St Kerb and Gutter (RENEWAL)	92,340	-	-	-
Gunnedah: Rodney Street Eastern Side George St to Beulah St Kerb and Gutter (RENEWAL)	107,223	-	-	-
Gunnedah: Anzac Pde Opposite Park Western Side Kerb and Gutter (RENEWAL)	29,100	-	-	-
Gunnedah: Conadilly Street 395 Western Side Kerb and Gutter (RENEWAL)	29,160	-	-	-
Gunnedah: View Street Eastern Side Beulam St to Hunter Street Kerb and Gutter (RENEWAL)	106,700	-	-	-
TOTAL CAPITAL WORKS	364,523	373,636	382,977	392,551

Carparking

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	40,376	40,460	39,252	36,809
Overhead Distribution	2,035	2,090	2,146	2,203
Total Expenditure	42,411	42,550	41,398	39,012
Operating Result	(42,411)	(42,550)	(41,398)	(39,012)

Street Lighting

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	21,926	22,474	23,036	23,612
Capital Income	-	-	-	-
Total Income	21,926	22,474	23,036	23,612
Operating Expenditure	235,361	237,699	239,072	241,457
Overhead Distribution	3,428	3,523	3,618	3,712
Total Expenditure	238,789	241,222	242,690	245,169
Operating Result	(216,863)	(218,748)	(219,654)	(221,557)

Street Cleaning

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	330,387	338,647	347,113	355,791
Overhead Distribution	80,244	83,488	85,871	88,166
Total Expenditure	410,631	422,135	432,984	443,957
Operating Result	(410,631)	(422,135)	(432,984)	(443,957)

Bus Shelters

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	11,500	-	-	-
Capital Income	-	-	-	-
Total Income	11,500	-	-	-
Operating Expenditure	11,968	12,024	12,081	12,138
Overhead Distribution	1,895	1,945	1,997	2,051
Total Expenditure	13,863	13,969	14,078	14,189
Operating Result	(2,363)	(13,969)	(14,078)	(14,189)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Curlewis Bus Shelter (NEW)	40,000	-	-	-
TOTAL CAPITAL WORKS	40,000	-	-	-

Bridges

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	480,608	203,706	203,805	203,905
Overhead Distribution	1,966	2,018	2,072	2,128
Total Expenditure	482,574	205,724	205,877	206,033
Operating Result	(482,574)	(205,724)	(205,877)	(206,033)

Footpaths and Bike Tracks

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	181,070	181,714	182,364	183,020
Overhead Distribution	13,921	14,452	14,861	15,258
Total Expenditure	194,991	196,166	197,225	198,278
Operating Result	(194,991)	(196,166)	(197,225)	(198,278)

State Roads

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	2,608,650	2,673,866	2,740,713	2,809,231
Capital Income	-	-	-	-
Total Income	2,608,650	2,673,866	2,740,713	2,809,231
Operating Expenditure	2,043,948	2,070,519	2,097,436	2,124,703
Overhead Distribution	660,004	687,118	706,787	725,719
Total Expenditure	2,703,952	2,757,637	2,804,223	2,850,422
Operating Result	(95,302)	(83,771)	(63,510)	(41,191)

Regional Roads

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	1,103,305	689,825	707,071	724,748
Capital Income	-	-	-	-
Total Income	1,103,305	689,825	707,071	724,748
Operating Expenditure	1,121,947	1,156,541	1,183,212	1,186,270
Overhead Distribution	33,033	34,356	35,334	36,279
Total Expenditure	1,154,980	1,190,897	1,218,546	1,222,549
Operating Result	(51,675)	(501,072)	(511,475)	(497,801)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Rangari Road Reconstruction (UPGRADE)	430,305	-	-	-
Blackstump Way (RENEWAL)	216,000	-	-	-
Regional Roads Renewal Program (RENEWAL)	-	223,015	228,590	234,305
TOTAL CAPITAL WORKS	646,305	223,015	228,590	234,305

Rural Sealed Roads

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	1,085,573	1,112,713	1,140,531	1,169,044
Capital Income	-	-	-	-
Total Income	1,085,573	1,112,713	1,140,531	1,169,044
Operating Expenditure	2,934,249	3,030,439	3,100,084	3,182,808
Overhead Distribution	74,766	77,714	79,924	82,048
Total Expenditure	3,009,015	3,108,153	3,180,008	3,264,856
Operating Result	(1,923,442)	(1,995,440)	(2,039,477)	(2,095,812)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Rural Sealed Roads Construction Renewal Program (RENEWAL)		708,018	725,718	743,861
Carroll: Clifton Road Pavement Renewal (RENEWAL)	690,749	-	-	-
Reseal Renewal Program (RENEWAL)		473,448	485,284	497,416
Kelvin: Kelvin Road O'Brien Road to Bulga Rd Rural Road Resealing (RENEWAL)	56,466	-	-	-
Gunnedah: Peppergrove Lane O'Keefe Ave to End Road Rural Road Resealing (RENEWAL)	25,478	-	-	-
Gunnedah: Wean Road Gunnible to Sandowne Rural Road Resealing (RENEWAL)	117,095	-	-	-
Blue Vale: Braymont Road Blue Vale Road to end of Seal Rural Road Resealing (RENEWAL)	60,647			
Carroll: Normans Road Clifton Road to Redbank Road Rural Road Resealing (RENEWAL)	94,201	-	-	-
Gunnedah: Quia Road Waste Management Facility to Kurrew Rural Road Resealing (RENEWAL)	108,013	-	-	-
Bluevale Road Reconstruction (RENEWAL)	560,205	574,210	588,565	603,279
TOTAL CAPITAL WORKS	1,712,854	1,755,676	1,799,567	1,844,556

Rural Unsealed Roads

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	545,320	558,953	572,927	587,250
Capital Income	-	-	-	-
Total Income	545,320	558,953	572,927	587,250
Operating Expenditure	2,787,557	2,886,322	2,944,239	3,003,289
Overhead Distribution	237,431	247,008	254,059	260,836
Total Expenditure	3,024,988	3,133,330	3,198,298	3,264,125
Operating Result	(2,479,668)	(2,574,377)	(2,625,371)	(2,676,875)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Resheeting Renewal Program (RENEWAL)		558,953	572,927	587,250
Breeza: Clift Road Various Sections Gravel Road Resheeting (RENEWAL)	69,610			
Carroll: Ryan Road Causeway Construction Contribution (RENEWAL)	117,950			
Emerald Hill: Glencoe Road Whitemans Rd to The Willows Gravel Road Resheeting (RENEWAL)	104,415			
Tambar Springs: Wandabah Road Howes Hill Road to Boundary Two Sections Gravel Road Resheeting (RENEWAL)	166,333			
Milroy: Goscomb Road Wandabah Road to End Various Sections Gravel Road Resheeting (RENEWAL)	87,012			
TOTAL CAPITAL WORKS	545,320	558,953	572,927	587,250

Urban Streets

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	14,707	15,075	15,452	15,838
Capital Income	-	-	-	-
Total Income	14,707	15,075	15,452	15,838
Operating Expenditure	1,552,887	1,656,405	1,523,370	1,554,259
Overhead Distribution	73,788	76,715	78,898	80,997
Total Expenditure	1,626,675	1,733,120	1,602,268	1,635,256
Operating Result	(1,611,968)	(1,718,045)	(1,586,816)	(1,619,418)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Resheeting Renewal Program (RENEWAL)		49,728	50,971	52,245
Gunnedah: Finch Street Gravel Road Resheeting (RENEWAL)	20,700	-	-	-
Curlewis: Furphy Road Gravel Road Resheeting (RENEWAL)	24,215	-	-	-
Gunnedah: Stock Road Cal De Sac Gravel Road Resheeting (RENEWAL)	3,600	-	-	-
Reseal Renewal Program (RENEWAL)		642,021	658,072	674,524
Gunnedah: Greys Place Baxter Street to End Cal De Sac Urban Road Resealing (RENEWAL)	3,966			
Gunnedah: View Street South Street to Lincoln Street Urban Road Reseal (RENEWAL)	133,083			
Gunnedah: Lincoln St Wandabah Road to Parkway Drive Urban Road Reseal (RENEWAL)	117,249			
Gunnedah: Ross Road Quia Road to Farrar Road Urban Road Reseal (RENEWAL)	97,018			
Gunnedah: Borthistle Road Oxley Hwy to End Seal before Gate Urban Road Reseal (RENEWAL)	53,739			
Gunnedah: Eighth Division Memorial Ave Anzac Pde to Hunter St Urban Road Reseal (RENEWAL)	41,095			
Gunnedah: Warrena Street George Street to Euroa St Urban Road Reseal (RENEWAL)	16,553			
Gunnedah: Rodney Street Hunter St to Jensen St Urban Road Reseal (RENEWAL)	60,694			
Gunnedah: Farrar Road Ross Rd to Oxley Hwy Urban Road Reseal (RENEWAL)	51,210			
Gunnedah: Osric Street Barber St to Conadilly St Urban Road Reseal (RENEWAL)	22,387			
Gunnedah: Warrabungle Conadilly St to Bloomfield St Urban Road Reseal (RENEWAL)	11,897			
Gunnedah: Barber Street New Street to Rosemary Street Urban Road Reseal (RENEWAL)	17,472			
Pavement Renewal Program (RENEWAL)		283,528	290,616	297,881
Gunnedah: Hunter Street Mid Block to View Street Parking Lane South Reconstruction (RENEWAL)	72,613			
Gunnedah: High Street Kilcoy St to George Street Road Reconstruction (RENEWAL)	72,000			
Gunnedah: Goodwin Street Baxter Street to New Seal Road Reconstruction (RENEWAL)	132,000			
TOTAL CAPITAL WORKS	951,490	975,277	999,659	1,024,650

Engineering Services

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	320,066	328,384	336,918	345,674
Overhead Distribution	(320,066)	(187,678)	(192,928)	(198,344)
Total Expenditure	-	140,706	143,990	147,330
Operating Result	-	(140,706)	(143,990)	(147,330)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Vehicle Purchase (NEW)	74,000	-	-	-
TOTAL CAPITAL WORKS	74,000	-	-	-

Design

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	231,226	237,169	242,436	248,692
Overhead Distribution	92,054	117,985	122,513	124,570
Total Expenditure	323,280	355,154	364,949	373,262
Operating Result	(323,280)	(355,154)	(364,949)	(373,262)

Assets

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	455,381	346,048	324,296	332,648
Overhead Distribution	161,076	235,711	243,565	248,925
Total Expenditure	616,457	581,759	567,861	581,573
Operating Result	(616,457)	(581,759)	(567,861)	(581,573)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Asset Software (NEW)	-	50,000	-	-
Vehicle Purchase (NEW)	37,000	-	-	-
TOTAL CAPITAL WORKS	37,000	50,000	-	-

Quarries

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	498,708	511,176	523,955	537,054
Capital Income	-	-	-	-
Total Income	498,708	511,176	523,955	537,054
Operating Expenditure	426,753	539,014	541,604	554,469
Less Overhead Distribution	47,011	48,835	50,218	51,563
Total Expenditure	473,764	587,849	591,822	606,032
Operating Result	24,944	(76,673)	(67,867)	(68,978)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Remediation (RENEWAL)	-	-	63,298	-
TOTAL CAPITAL WORKS	-	-	63,298	-

Emergency Services

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	104,227	106,833	109,504	112,242
Capital Income	-	-	-	-
Total Income	104,227	106,833	109,504	112,242
Operating Expenditure	519,778	528,902	538,251	547,831
Overhead Distribution	14,498	14,896	17,778	15,723
Total Expenditure	534,276	543,798	556,029	563,554
Operating Result	(430,049)	(436,965)	(446,525)	(451,312)

Public Facilities Management

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	433,190	444,382	453,365	465,147
Overhead Distribution	(366,781)	(364,795)	(374,991)	(385,472)
Total Expenditure	66,409	79,587	78,374	79,675
Operating Result	(66,409)	(79,587)	(78,374)	(79,675)

Noxious Weeds

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	129,872	133,118	136,446	139,857
Capital Income	-	-	-	-
Total Income	129,872	133,118	136,446	139,857
Operating Expenditure	257,677	260,577	263,516	266,493
Overhead Distribution	27,541	28,314	30,298	29,872
Total Expenditure	285,218	288,891	293,814	296,365
Operating Result	(155,346)	(155,773)	(157,368)	(156,508)

Airport

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	36,444	37,355	38,289	39,246
Capital Income	-	-	-	-
Total Income	36,444	37,355	38,289	39,246
Operating Expenditure	427,268	426,275	428,555	429,260
Overhead Distribution	2,920	3,000	3,081	3,162
Total Expenditure	430,188	429,275	431,636	432,422
Operating Result	(393,744)	(391,920)	(393,347)	(393,176)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Cone and Gable Replacement (RENEWAL)	6,017	6,167	6,321	6,479
TOTAL CAPITAL WORKS	6,017	6,167	6,321	6,479

Swimming Pools

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	288,701	295,919	303,318	310,901
Capital Income	-	-	-	-
Total Income	288,701	295,919	303,318	310,901
Operating Expenditure	1,338,210	1,358,042	1,372,189	1,392,454
Overhead Distribution	178,081	183,849	188,923	193,890
Total Expenditure	1,516,291	1,541,891	1,561,112	1,586,344
Operating Result	(1,227,590)	(1,245,972)	(1,257,794)	(1,275,443)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Indoor Pool Roof (UPGRADE)	130,000	-	-	-
Timekeep Canopy (NEW)	40,000	-	-	-
Acid Delivery Door (UPGRADE)	25,000	-	-	-
Chlorine Tank Membrane (UPGRADE)	65,000	-	-	-
Exclusion Zone Fencing (NEW)	8,000	-	-	-
Indoor Pool Security Gate (NEW)	4,240	-	-	-
TOTAL CAPITAL WORKS	272,240	-	-	-

Public Halls and Centres

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	-	-	-	-
Capital Income	-	-	-	-
Total Income	-	-	-	-
Operating Expenditure	356,962	358,971	357,477	358,533
Overhead Distribution	31,966	33,517	34,484	35,389
Total Expenditure	388,928	392,488	391,961	393,922
Operating Result	(388,928)	(392,488)	(391,961)	(393,922)

Community Housing

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	35,821	36,717	37,635	38,576
Capital Income	-	-	-	-
Total Income	35,821	36,717	37,635	38,576
Operating Expenditure	22,504	22,762	23,023	23,288
Overhead Distribution	16,326	17,052	18,775	18,004
Total Expenditure	38,830	39,814	41,798	41,292
Operating Result	(3,009)	(3,097)	(4,163)	(2,716)

Commercial Property

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	105,472	108,108	110,811	113,581
Capital Income	-	-	-	-
Total Income	105,472	108,108	110,811	113,581
Operating Expenditure	528,180	623,960	544,914	583,171
Overhead Distribution	55,739	58,492	60,185	61,762
Total Expenditure	583,919	682,452	605,099	644,933
Operating Result	(478,447)	(574,344)	(494,288)	(531,352)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Office Furniture and Equipment Replacement Program (RENEWAL)	24,400	25,132	25,886	26,663
Air Conditioning Replacement Program (RENEWAL)	19,904	20,280	20,661	21,048
Additional Lights at Rodeo Arena (NEW)	16,480	-	-	-
TOTAL CAPITAL WORKS	60,784	45,412	46,547	47,711

Caravan and Camping

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	10,717	10,847	10,981	11,618
Capital Income	-	-	-	-
Total Income	10,717	10,847	10,981	11,618
Operating Expenditure	10,250	10,298	10,346	10,894
Overhead Distribution	-	-	-	-
Total Expenditure	10,250	10,298	10,346	10,894
Operating Result	467	549	635	724

Cemeteries

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	139,786	143,281	146,863	150,535
Capital Income	-	-	-	-
Total Income	139,786	143,281	146,863	150,535
Operating Expenditure	183,579	187,731	191,985	196,341
Overhead Distribution	76,518	80,376	82,706	84,880
Total Expenditure	260,097	268,107	274,691	281,221
Operating Result	(120,311)	(124,826)	(127,828)	(130,686)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Burial Beam (UPGRADE)	9,100	-	-	9,800
TOTAL CAPITAL WORKS	9,100	-	-	9,800

Sporting Grounds

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	36,405	37,315	38,248	39,204
Capital Income	-	-	-	-
Total Income	36,405	37,315	38,248	39,204
Operating Expenditure	721,991	727,101	732,264	736,140
Overhead Distribution	209,161	219,720	226,092	232,029
Total Expenditure	931,152	946,821	958,356	968,169
Operating Result	(894,747)	(909,506)	(920,108)	(928,965)
Capital Works				
	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Kitchener Park Carpark Reseal (RENEWAL)	39,150	-	-	-
TOTAL CAPITAL WORKS	39,150	-	-	-

Parks and Gardens

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	38,290	39,247	40,228	41,234
Capital Income	-	-	-	-
Total Income	38,290	39,247	40,228	41,234
Operating Expenditure	1,529,260	1,540,363	1,546,117	1,552,147
Overhead Distribution	438,148	460,067	473,388	485,823
Total Expenditure	1,967,408	2,000,430	2,019,505	2,037,970
Operating Result	(1,929,118)	(1,961,183)	(1,979,277)	(1,996,736)
Capital Works				
	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Park Furniture Replacement Program (RENEWAL)	13,560	13,899	14,246	14,602
Playground Equipment Replacement Program (RENEWAL)	50,056	51,307	52,590	53,905
Town Beautification Program (RENEWAL)	52,000	53,300	54,632	55,998
Playground Shade Sail Program (RENEWAL)	52,000	53,300	54,633	55,999
Open Space Masterplan (NEW)	160,000	-	-	-
Street Tree Strategy (NEW)	40,000	-	-	-
TOTAL CAPITAL WORKS	367,616	171,806	176,101	180,504

Gunnedah Water

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	4,398,242	4,509,384	4,623,309	4,740,142
Capital Income	124,972	128,096	131,298	134,580
Total Income	4,523,214	4,637,480	4,754,607	4,874,722
Operating Expenditure	3,345,176	3,358,213	3,409,458	3,455,490
Overhead Distribution	408,590	436,920	449,437	461,188
Total Expenditure	3,753,766	3,795,133	3,858,895	3,916,678
Operating Result	769,448	842,347	895,712	958,044
Capital Works				
	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Water Mains Capital Works Replacement Program (RENEWAL)	657,015	673,440	690,276	707,533
Integrated Water Cycle Mgt - Strategic Business Plan (RENEWAL)	-	-	-	40,352
New Service Connections (NEW)	11,969	12,269	12,576	12,890
High Production Bore - Construction & Trunk Main Connection (NEW)	1,800,000	-	-	-
Bore Replacement Program (RENEWAL)	206,500	-	236,700	-
TOTAL CAPITAL WORKS	2,675,485	685,709	939,552	760,775

Curlewis Water

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	178,325	182,844	187,477	192,227
Capital Income	-	-	-	-
Total Income	178,325	182,844	187,477	192,227
Operating Expenditure	140,610	141,934	143,284	146,790
Overhead Distribution	23,105	24,638	25,340	26,003
Total Expenditure	163,715	166,572	168,624	172,793
Operating Result	14,610	16,272	18,853	19,434

Mullaley Water

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	34,806	35,690	36,597	37,527
Capital Income	-	-	-	-
Total Income	34,806	35,690	36,597	37,527
Operating Expenditure	57,086	57,617	58,157	60,407
Overhead Distribution	8,317	8,818	9,067	9,306
Total Expenditure	65,403	66,435	67,224	69,713
Operating Result	(30,597)	(30,745)	(30,627)	(32,186)

Tambar Springs Water

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	37,294	38,247	39,223	40,225
Capital Income	-	-	-	-
Total Income	37,294	38,247	39,223	40,225
Operating Expenditure	71,309	71,954	72,610	76,176
Overhead Distribution	11,833	12,577	12,933	13,273
Total Expenditure	83,142	84,531	85,543	89,449
Operating Result	(45,848)	(46,284)	(46,320)	(49,224)

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Tambar Springs Reservoir Upgrade	100,000	-	-	-
TOTAL CAPITAL WORKS	100,000	-	-	-

Gunnedah Sewer

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	3,201,710	3,285,375	3,366,062	3,458,824
Capital Income	68,166	69,870	71,617	73,407
Total Income	3,269,876	3,355,245	3,437,679	3,532,231
Operating Expenditure	2,201,606	2,213,574	2,242,632	2,215,957
Overhead Distribution	327,859	349,607	359,592	368,964
Total Expenditure	2,529,465	2,563,181	2,602,224	2,584,921
Operating Result	740,411	792,064	835,455	947,310

Capital Works	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Integrated Water Cycle Management / Strategic Business Plan (RENEWAL)	-	-	-	35,450
STP Stage 2 - Detailed Design (UPGRADE)	-	500,000	-	-
STP Stage 2 - Construction (UPGRADE)	-	-	4,500,000	-
Sewer Mains Relining (RENEWAL)	-	-	1,416,461	-
TOTAL CAPITAL WORKS	-	500,000	5,916,461	35,450

Curlewis Sewer

	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Operational Income	152,567	156,524	160,583	164,748
Capital Income	-	-	-	-
Total Income	152,567	156,524	160,583	164,748
Operating Expenditure	102,384	103,170	103,972	104,792
Overhead Distribution	22,333	23,745	24,420	25,056
Total Expenditure	124,717	126,915	128,392	129,848
Operating Result	27,850	29,609	32,191	34,900
Capital Works				
	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)	Year 4 (2025/26)
Curlewis Treatment Plant - All Weather Access / Raise Discharge Valve (UPGRADE)	25,000	-	-	-
TOTAL CAPITAL WORKS	25,000	-	-	-

Revenue Policy 2022/23

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.

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 0.80% for the 2022/23 rating year.

Council's 2021/22 Statement of Compliance Return, in relation to the calculation of the Notional Yield, indicated the Notional Yield was below the Permissible General Income by \$17,668. 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 0.93% increase in rate yield for the 2022/23 financial year.

At the ordinary Council meeting held on April 20, 2022, Council resolved to apply for a permanent Additional Special Variation (ASV) of 1.70% under Section 508(2) of the Act because the approved increase by IPART is below Council's assumed 2022/23 rate peg of 2.50% as exhibited in Council's 2021/22 Long Term Financial Plan (LTFP). The special variation, if approved, will generate an additional \$239,009 general rate income in the 2022/23 financial year and the impact of the additional increase on ratepayers and the community will be minimal. The lower than anticipated IPART approved increase will result in Council not having sufficient funds to meet its obligations as identified in its 2021/22 LTFP as and when they fall due without reductions in service levels across the organisation.

Council was advised on June 20, 2022 that Council's permanent Additional Special Variation (ASV) of 1.70% under Section 508(2) of the Act was approved by IPART. This decision means that Council can increase its general income by 2.50% in 2022/23 and permanently keep this additional income in the rate base.

Land Valuations

Rates are assessed on a rate in the dollar as a product of the land value 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 2019. These valuations are being used for calculating general rates for the 2020/21, 2021/22 and 2022/23 financial years.

Rating Categories

In accordance with Section 493 and 514 of 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 after 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 it 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 under which 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 2022/23, 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 and the dominant use is for residential purposes under an environmental planning instrument; or is rural residential land. Council has established four sub-categories established within the Residential Category as follows:

- Gunnedah – applies to land within the Gunnedah Centre of Population which 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 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 which has a dominant residential use; or zoned for residential purposes;
- Rural – applies to land outside the defined Centre of Population, which is a single dwelling and is not less than 2 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 which 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), includes any rateable parcel of land valued as one assessment and its dominant use is for a coal or metalliferous mine.

Business

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

- Gunnedah – applies to business properties within the Gunnedah Centre of Activity.
- Ordinary – applies to all land within the Gunnedah Shire Council LGA, other than those categorised as Business Gunnedah 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, should the Additional Special Variation be approved:

Rating Category	Sub-Category	Number of Assessments	Ad Valorem Rate	Minimum Rate (\$)	Rate Yield (\$)
Residential	Ordinary	340.00	0.534690	506.00	292,206.24
	Rural	391.00	0.620999	506.00	429,986.75
	Gunnedah	3,508.82	1.149144	506.00	3,804,899.07
	Village	519.00	1.892552	297.00	279,956.45
Business	Ordinary	93.00	1.443377	293.00	86,299.21
	Gunnedah	420.18	2.810313	496.00	2,651,552.60
Farmland		1,143.00	0.389911	506.00	5,576,917.86
Mining		5.00	17.539726		1,444,221.04
	Count	6,420.00		Total	14,566,039.22

In accordance with Section 494 of the Act, the following Ordinary Rates will be levied, should the Additional Special Variation not be approved:

Rating Category	Sub-Category	Number of Assessments	Ad Valorem Rate	Minimum Rate (\$)	Rate Yield (\$)
Residential	Ordinary	340.00	0.525798	498.00	287,355.92
	Rural	391.00	0.610672	498.00	422,806.26
	Gunnedah	3,508.82	1.130034	498.00	3,741,814.81
	Village	519.00	1.861079	292.00	275,289.64
Business	Ordinary	93.00	1.419441	288.00	84,860.32
	Gunnedah	420.18	2.763709	488.00	2,607,582.26
Farmland		1,143.00	0.383443	498.00	5,484,427.36
Mining		5.00	17.248810		1,420,267.02
	Count	6,420.00		Total	14,324,457.59

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.

1. 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	\$220.00	4,766	\$1,048,520.00
• 25mm	\$343.75	166	\$57,062.50
• 32mm	\$563.20	60	\$33,792.00
• 40mm	\$880.00	66	\$58,080.00
• 50mm	\$1,375.00	36	\$49,500.00
• 80mm	\$3,520.00	18	\$63,360.00
• 100mm	\$5,500.00	23	\$126,500.00
• 150mm	\$12,375.00	1	\$12,375.00
		TOTAL	\$1,449,189.50

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:

$$BC = AC_{20} \times (D^2/400)$$

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.

First Tier	\$1.41 per kilolitre up to 400kL
Second Tier	\$2.12 per kilolitre from 401kl to 800kL
Third Tier	\$3.17 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 @ \$1.41 per kL
	Second tier	1,601 kLs to 3,200kLs @ \$2.12 per kL
	Third tier	3,201 kLs and above @ \$3.17 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 \$1.41 per kilolitre for every kilolitre used.

Consumption Charge - Sporting/Charitable Organisations

A charge for charitable and sporting organisations will apply at \$1.00 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 \$1.00 per kilolitre for every kilolitre used.

2. 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)	\$624.40	3,777	\$2,358,358.80
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.	\$312.20	164	\$51,200.80
		TOTAL	\$2,409,559.60

2.1 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 Department of Water and Energy Guidelines. 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 BR = SDF x (AC + (CR x UC))	
AC – Annual Sewer Access Charge – 20mm	\$239.00
AC – Annual Sewer Access Charge – 25mm	\$373.44
AC – Annual Sewer Access Charge – 32mm	\$611.84
AC – Annual Sewer Access Charge – 40mm	\$956.00
AC – Annual Sewer Access Charge – 50mm	\$1,493.75
AC – Annual Sewer Access Charge – 80mm	\$3,824.00
AC – Annual Sewer Access Charge – 100mm	\$5,975.00
AC – Annual Sewer Access Charge – 150mm	\$13,443.75
SDF – Sewerage Discharge Factor – Department Water & Energy Guidelines. 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
CR – Actual Consumption per meter	
UC – Sewerage Usage Charge per kL = \$2.00 per kL	
MINIMUM NON RESIDENTIAL CHARGE PER FINANCIAL YEAR (Not less than Residential)	\$624.40

2.2 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.

2.3 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	\$219.12	81	\$17,748.72
Liquid Trade Waste Annual Fee Category 3	\$438.24	0	\$0.00

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

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

$$TW = A + (C \times UC_{TW} \times TWDF)$$

Where:

- TW = Total annual trade waste fees and charges
- A = Annual trade waste fee (\$219.12)
- C = Customer's annual water consumption (kL)
- UC_{TW} = Trade waste usage charge (\$1.83/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 2022/23 will therefore be \$219.12 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 \$1.83 per kilolitre for 2022/23.

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.

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 area for 2022/23.

Stormwater Management Services	Amount*	Number of Charges	Yield
<ul style="list-style-type: none"> For land classified as Gunnedah Residential. 	\$24.50	3,022	\$74,039.00
<ul style="list-style-type: none"> For residential strata lots classified as Gunnedah Residential. 	\$12.25	214	\$2,621.50
<ul style="list-style-type: none"> For land categorised as Gunnedah Business the charge is \$24.50, plus an additional \$24.50 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 \$49.00. 	\$24.50	666	\$16,317.00
<ul style="list-style-type: none"> For a lot in a strata scheme that is classified as Business, the greater of the following: <ul style="list-style-type: none"> \$5.00 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. 	\$24.50	11	\$269.50
		TOTAL	\$93,247.00

*Note - The amount for this financial year is below the prescribed rate as specified in Clause 125AA of the *Local Government (General) Regulation 2021* to offset the overcharging that occurred in the 2021/22 financial year.

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
Vacant Land	\$13.80	240	\$3,312.00
RESIDENTIAL PROPERTIES WITHIN GREENWASTE COLLECTION ZONE ONLY			
Minimum Standard Residential Premises which includes: <ul style="list-style-type: none"> Weekly 140L MGB (Red) Landfill Waste Service; Fortnightly 240L MGB (Yellow) Recycling Service, and a Fortnightly 240L MGB (Green) Organic Waste Service for properties located within the Green Waste Collection Zone.	\$440.00	3,273	\$1,440,120.00
UPGRADES RESIDENTIAL PROPERTIES WITHIN GREENWASTE COLLECTION ZONE ONLY			
Upgrade - 360L MGB (Yellow) Recycling Service which includes: <ul style="list-style-type: none"> Weekly 140L MGB (Red) Landfill Waste Service, Fortnightly 360L MGB (Yellow) Recycling Service, and a Fortnightly 240L MGB (Green) Organic Waste Service. 	\$477.00	2	\$954.00
Upgrade – 240L MGB (Red) Landfill Waste Service which includes: <ul style="list-style-type: none"> Weekly 240L MGB (Red) Landfill Waste Service, Fortnightly 240L MGB (Yellow) Recycling Service, and a Fortnightly 240L MGB (Green) Organic Waste Service. 	\$492.00	52	\$25,584.00
Upgrade – Large which includes: <ul style="list-style-type: none"> Weekly 240L MGB (Red) Landfill Waste Service, Fortnightly 360L MGB (Yellow) Recycling Service, and Fortnightly 240L MGB (Green) Organic Waste Service. 	\$529.00	6	\$3,174.00
RESIDENTIAL PROPERTIES OUTSIDE GREENWASTE COLLECTION ZONE			
Minimum Standard Residential Premises which includes: <ul style="list-style-type: none"> Weekly 140L MGB (Red) Landfill Waste Service, and a Fortnightly 240L MGB (Yellow) Recycling Service for properties located outside the Green Waste Collection Zone.	\$352.00	1,053	\$370,656.00
UPGRADES RESIDENTIAL PROPERTIES OUTSIDE GREENWASTE COLLECTION ZONE			
Upgrade - 360L MGB (Yellow) Recycling Service which includes: <ul style="list-style-type: none"> Weekly 140L MGB (Red) Landfill Waste Service, and a 	\$389.00	3	\$1,167.00

<ul style="list-style-type: none"> Fortnightly 360L MGB (Yellow) Recycling Service. 			
Upgrade - 240L MGB (Red) Landfill Waste Service which includes: <ul style="list-style-type: none"> Weekly 240L MGB (Red) Landfill Waste Service, and a Fortnightly 240L MGB (Yellow) Recycling Service. 	\$404.00	15	\$6,060.00
Upgrade - Large which includes: <ul style="list-style-type: none"> Weekly 240L MGB (Red) Landfill Waste Service, and a Fortnightly 360L MGB (Yellow) Recycling Service. 	\$441.00	5	\$2,205.00
TOTAL			\$1,853,232.00

A map defining the Greenwaste Collection Zone is provided in **Appendix A**.

In accordance with Section 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	6,372	\$553,726.80
Non-Rateable Residential Properties - Removal of garbage from non-rateable residential properties by way of a: <ul style="list-style-type: none"> Weekly 240L MGB (Red) Landfill Waste Service. 	\$440.00	145	\$63,800.00
Non-Residential Properties (Commercial) - Removal of waste and recycling material from non-residential properties by way of a: <ul style="list-style-type: none"> Weekly 240L MGB (Red) Landfill Waste Service; and a Fortnightly 240L MGB (Yellow) Recycling Service. 	\$518.00	363	\$188,034.00
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"> Weekly 240L MGB (Red) Landfill Waste Service, and a Fortnightly 360L MGB (Yellow) Recycling Service. 	\$559.00	0	\$0.00
Educational Institutions Recycling - Removal of recyclables from educational institutions by way of a: <ul style="list-style-type: none"> Fortnightly 240L MGB (Yellow) Recycling Service. 	\$166.00	31	\$5,146.00
Additional Fortnightly 240L MGB (Green) Organic Waste Service - from residential properties located in the Green Waste Zone.	\$96.00	115	\$11,040.00
Additional Fortnightly 240L MGB (Yellow) Recycling Service.	\$96.00	8	\$768.00
Additional Fortnightly 360L MGB (Yellow) Recycling Service.	\$109.00	0	\$0.00
TOTAL			\$822,514.80

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.

There are approximately 922 eligible pensioners in the Gunnedah Shire Council receiving a pensioner rebate. The net cost of the pensioner rebate to Council after the NSW Government contribution is approximately \$182,000.

INTEREST

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 2022 to 30 June 2023 (inclusive) has been set at 6.0% per annum.

Council will apply the maximum rate of interest on all Rates Accounts, Water Accounts and Accounts Receivable (AR) Accounts (excluding government grants AR accounts) that remain outstanding beyond the due date.

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.

Council’s 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 provides 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 2022/23 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 2022/23 will be advertised for twenty-eight (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. Included in the Fees and Charges Schedule are definitions of the fee types which reflect Council's pricing policies.

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 *Local Government Act 1993*.

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

Council's loan borrowing program is formulated in accordance with Chapter 15, Part 12 of *the Local Government Act, 1993* and the *Local Government (General) Regulation, 2021*. Council is able to access the NSW Government borrowing facility, which is managed by NSW Treasury Corporation (TCorp). The term of the loan(s) is calculated by taking into account Council's projected cash flow and therefore Council's ability to repay the loan as quickly as possible. The amount borrowed will be secured by mortgage over the income of Council.

No new loan borrowings are proposed to be raised in the 2022/23 financial year.

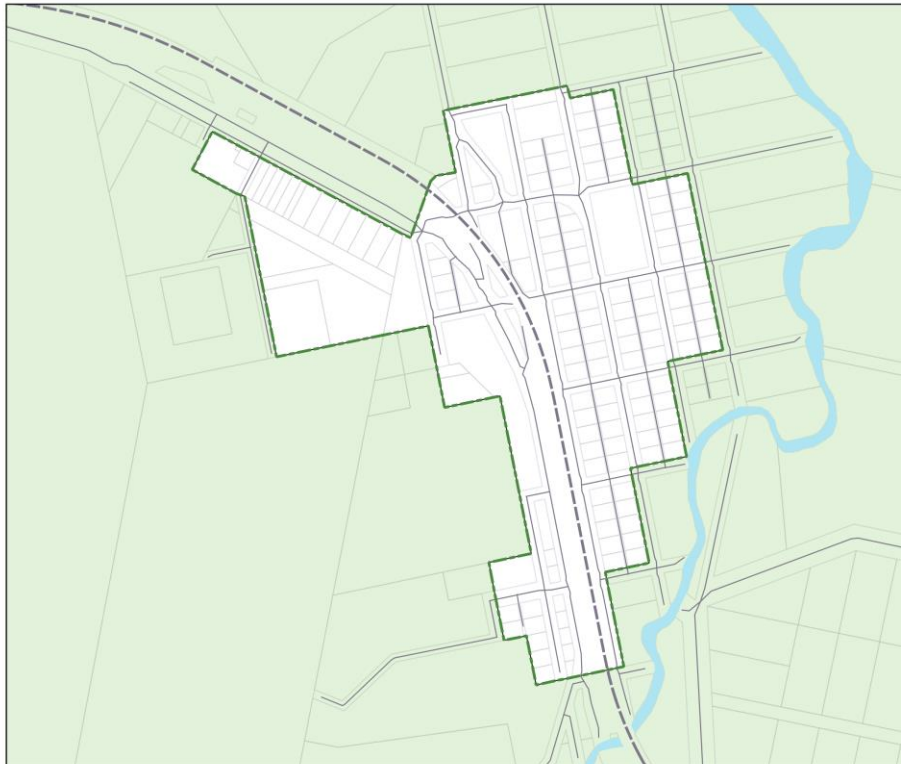
As at 30 June 2022, Council's loan liability is forecasted to be \$13.86 million with a forecasted Net Debt Service Ratio of 2.58%.

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

BREEZA CENTRE OF POPULATION



GunnedahShire



Projection: GDA94 / MGA Zone 55

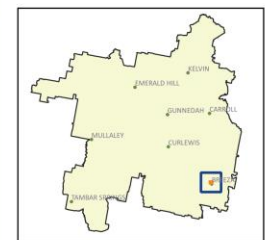
Date: 22 February 2022

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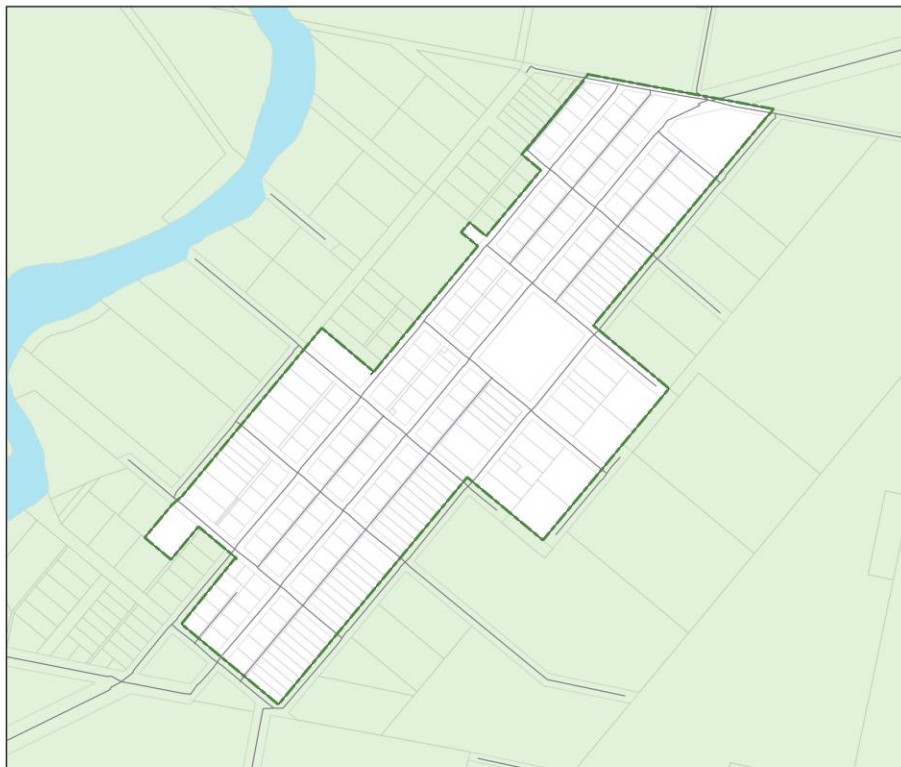
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200 400 600 m



CARROLL CENTRE OF POPULATION



GunnedahShire



Projection: GDA94 / MGA Zone 55

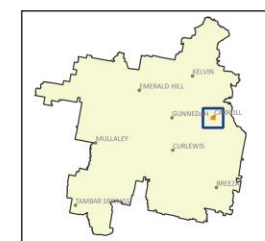
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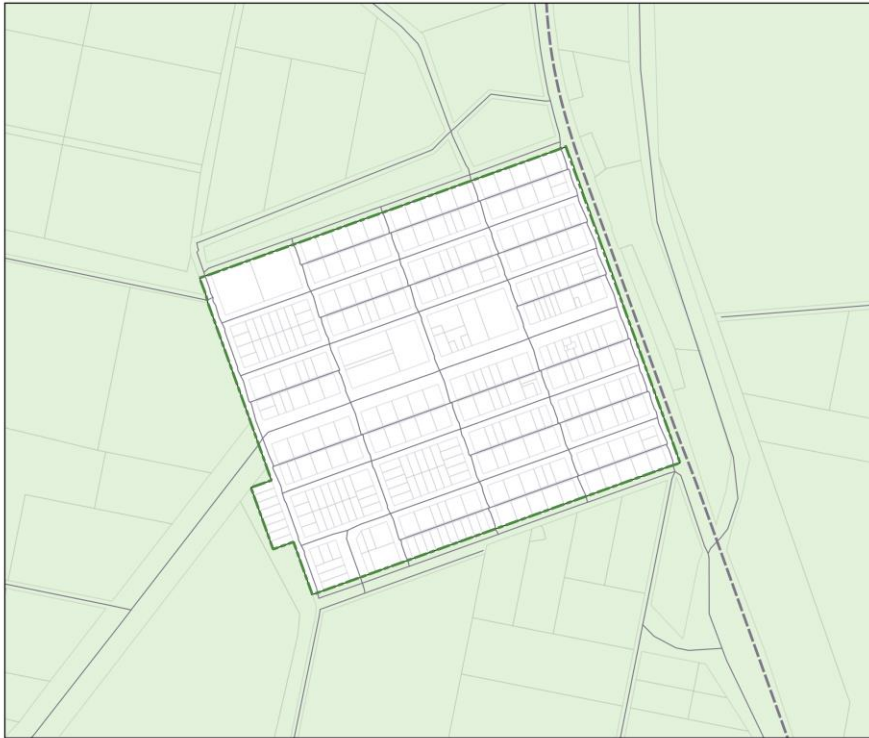
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CURLEWIS CENTRE OF POPULATION



Projection: GDA94 / MGA Zone 55

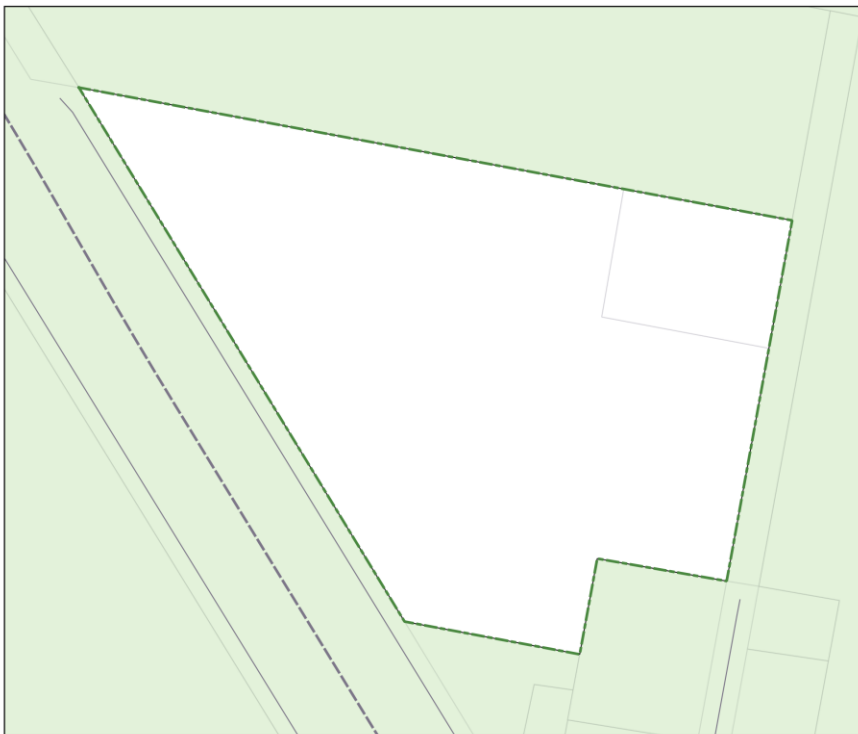
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EMERALD HILL CENTRE OF POPULATION

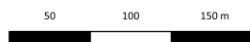


Projection: GDA94 / MGA Zone 55

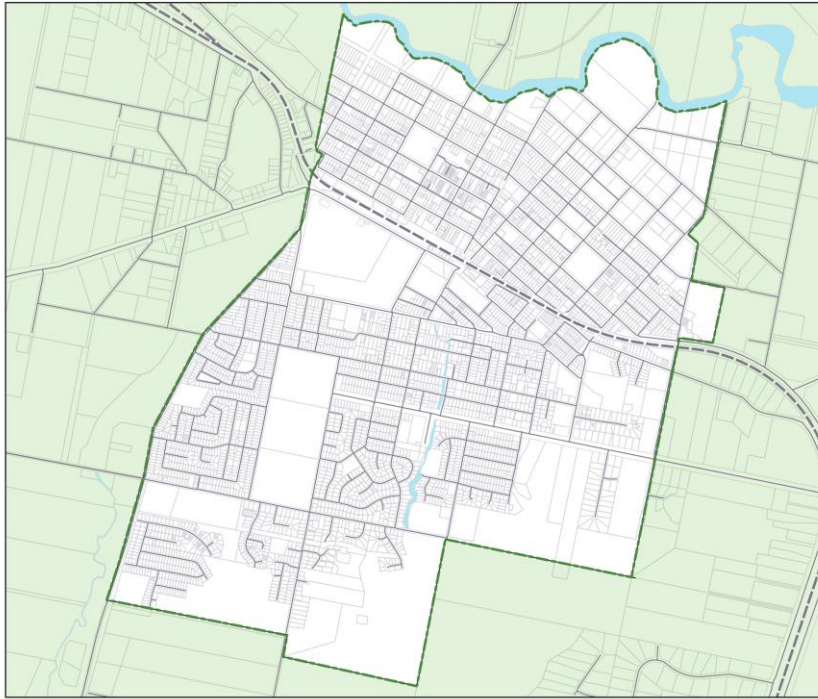
Date: 22 February 2022

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GUNNEDAH CENTRE OF POPULATION



Projection: GDA94 / MGA Zone 55

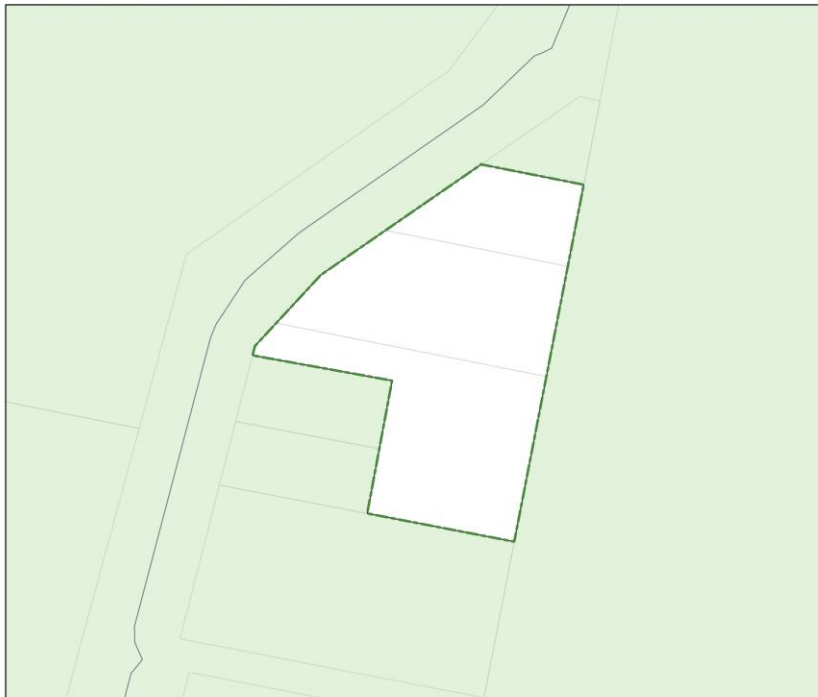
Date: 22 February 2022

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KELVIN CENTRE OF POPULATION



Projection: GDA94 / MGA Zone 55

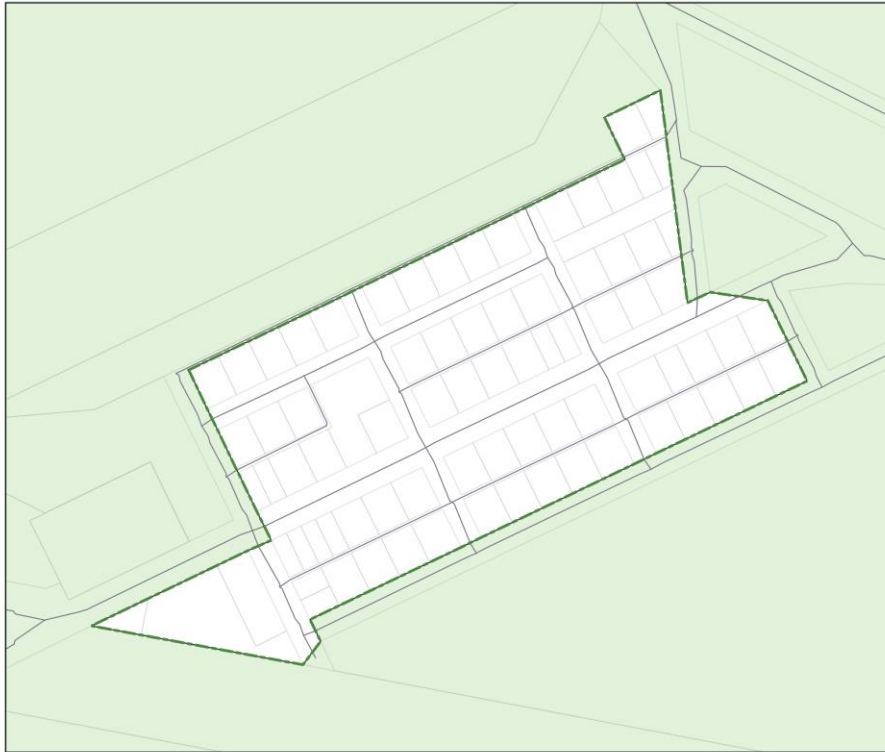
Date: 22 February 2022

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MULLALEY CENTRE OF POPULATION



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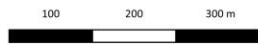


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TAMBAR SPRINGS CENTRE OF POPULATION



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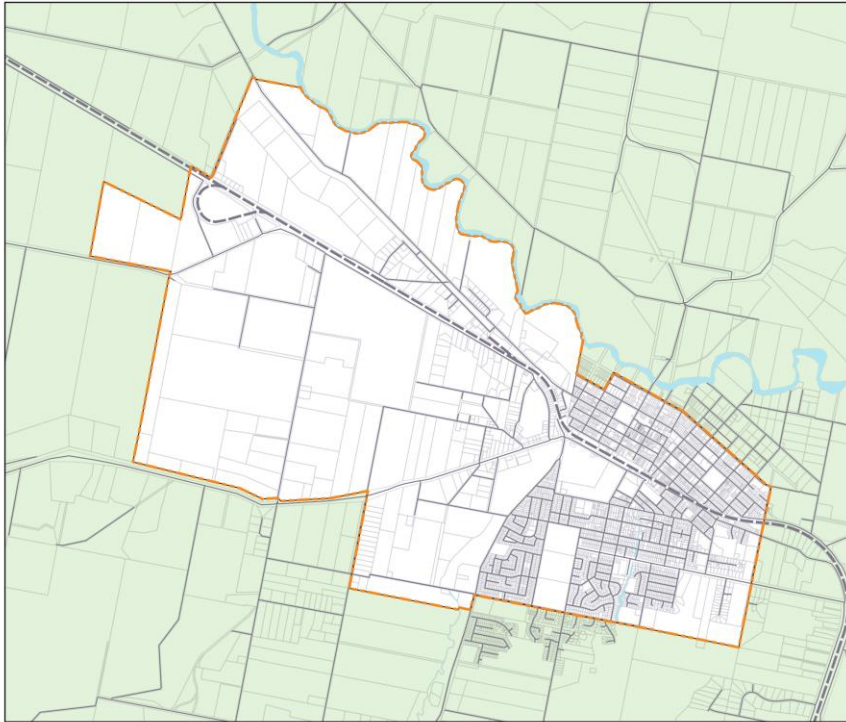
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RATING MAPS – CENTRE OF BUSINESS

GUNNEDAH CENTRE OF BUSINESS



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Projection: GDA94 / MGA Zone 55

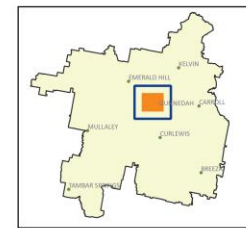
Date: 22 February 2022

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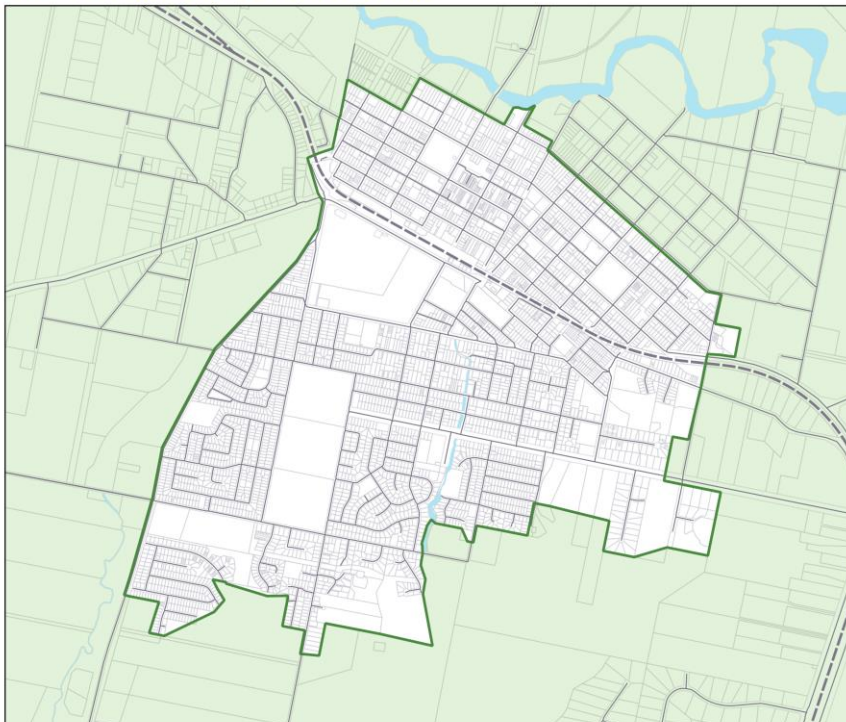


1,000 2,000 3,000 m



RATING MAPS – GREEN WASTE COLLECTION ZONE

GUNNEDAH GREEN WASTE COLLECTION ZONE



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Projection: GDA94 / MGA Zone 55

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500 1,000 1,500 m

