



MINUTES SPECIAL ORDINARY MEETING

GWYDIR SHIRE COUNCIL

THURSDAY 11 FEBRUARY 2016

COMMENCING AT 4.22 PM

BINGARA OFFICE COUNCIL CHAMBERS

Present:

Councillors: Cr. John Coulton (Mayor), Cr. Catherine Egan (Deputy Mayor), Cr. Angela Doering, Cr. Stuart Dick, Cr Marilyn Dixon, Cr. Kerry McDonald, Cr. Jim Moore and Cr. Peter Pankhurst.

Staff: Max Eastcott (General Manager), Leeah Daley (Deputy General Manager), Richard Jane (Director Technical Services), Ron Wood (Chief Financial Officer) and Glen Pereira (Director Development and Environmental Services)

Public: Mrs. N Williams (*Bingara Advocate and Warialda Standard*) plus one member of the public

Visitor: Nil

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Chairman

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<http://www.gwydirshire.com/>

OFFICIAL OPENING AND WELCOME – MAYOR

APOLOGIES Cr. Geoff Smith
COUNCIL RESOLUTION:
MINUTE 1/16

THAT the apology of Cr. Geoff Smith is accepted.

(Moved Cr Doering, seconded Cr McDonald)

CONFIRMATION OF THE MINUTES
COUNCIL RESOLUTION:
MINUTE 2/16

THAT the Minutes of the previous Council Meeting held on Friday 17 December 2015 as circulated be taken as read and CONFIRMED.

(Moved Cr Dixon, seconded Cr Doering)

PRESENTATION **NIL**

CALL FOR THE DECLARATIONS OF INTERESTS AND CONFLICTS OF INTEREST

All Councillors and staff who own property within Gwydir Shire declared a less than significant interest in the adoption of the I P & R documentation.

Item 1 Governance Standard Policy for Accommodation Bonds at Naroo Aged Care Hostel

FILE REFERENCE

DELIVERY PROGRAM

GOAL: 5. Organisational Management

OUTCOME: 5.1 CORPORATE MANAGEMENT

STRATEGY: 5.1.5 Provide responsible internal governance - GM - internal

AUTHOR General Manager

DATE 7 February 2016

STAFF DISCLOSURE OF INTEREST Nil

IN BRIEF/ SUMMARY RECOMMENDATION

The report recommends the adoption of the attached Governance Standard Policy for accommodation bonds

TABLED ITEMS	Nil
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BACKGROUND

Clearer and stronger requirements have been introduced by the Commonwealth Government to protect residents' savings held in the form of accommodation bonds and entry contributions to residential aged care facilities through amendments to the *Aged Care Act 1997* and the *User Rights Principles 1997* and the introduction of the *Fees and Payments Principles 2014 (No. 2)*.

These requirements include the need for an aged care provider who holds accommodation bonds to have a Governance Standard and related system for those bonds.

The purpose of the requirement to have a Governance Standard is to ensure that there is an appropriate system in place to ensure that the aged care provider complies with its prudential responsibilities in relation to accommodation bonds.

To ensure compliance with the Governance Standard, an aged care provider that holds accommodation bonds has to have a documented governance system that:

- Allocates responsibilities to key personnel for managing accommodation bonds
- Monitors and controls any delegation of these responsibilities
- Ensures relevant key personnel and anyone to whom responsibilities are delegated are aware of the legal requirements for accommodation bonds
- Has reporting mechanisms to ensure responsible key personnel can monitor and control the use of accommodation bonds
- Detects, records and addresses any instances of non-compliance

This policy has been developed to encompass the various legislative requirements of a Governance Standard.

Statutory environment:

Requirements under the *Aged Care Act 1997*, the *User Rights Principles 1997* and the *Fees and Payments Principles 2014 (No. 2)*.

Policy implications:

The adoption of the policy will ensure compliance with the requirement for a Governance Standard covering accommodation bonds.

Financial, economic and resource implications (including asset management):

The adoption of the policy will formalise the existing processes and procedures currently undertaken with accommodation bonds.

OFFICER RECOMMENDATION

THAT the Naroo Governance Standard Policy be adopted

ATTACHMENTS

AT- Governance Policy

**COUNCIL RESOLUTION:
MINUTE 3/16**

THAT the Naroo Governance Standard Policy be adopted.

(Moved Cr Egan, seconded Cr Moore)



GWYDIR SHIRE COUNCIL
– NAROO AGED CARE
HOSTEL

GOVERNANCE
STANDARD
POLICY

TRIM Reference: 2016 Version 1:
Council Resolution: Page 1 of 8



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Chairman

1. Purpose

Clearer and stronger requirements have been introduced by the Commonwealth Government to protect residents' savings held in the form of accommodation bonds and entry contributions to residential aged care facilities through amendments to the *Aged Care Act 1997* and the *User Rights Principles 1997* and the introduction of the *Fees and Payments Principles 2014 (No. 2)*.

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- Detects, records and addresses any instances of non-compliance

This policy has been developed to encompass the various legislative requirements of a Governance Standard.

2. Scope

This policy applies to the Naroo Aged Care Hostel.

3. Operation

Organizational Approval Processes and Permitted Uses

Accommodation Bond Agreements

Gwydir Shire Council has delegated authority to the Residential Aged Care Manager for the purposes of negotiating accommodation bonds with new residents or their representatives.

Gwydir Shire Council has delegated authority to the Residential Aged Care Manager for the purposes of signing residents' agreements and accommodation bond agreements on behalf of the Gwydir Shire Council.

It is the policy of Gwydir Shire Council to comply with the *Aged Care Act 1997* in providing residents with a copy of their entry in the bond register, and within seven (7) days of a request, to residents or their representative(s).

Permitted uses

It is the policy of Gwydir Shire Council to use accommodation bonds in accordance with the permitted uses as identified within the *Aged Care Act 1997* and *User Rights Principles 1997*.

Gwydir Shire Council has delegated authority to the General Manager for the purposes of authorising use of accommodation bonds on permitted uses.

Investment Management Strategy

Permitted Investments

It is the policy of Gwydir Shire Council to invest accommodation bonds only in permitted financial products as identified within the *Aged Care Act 1997* and *User Rights Principles 1997*.

Investment Management

Gwydir Shire Council has a separate Investment Policy that provides a framework for the investing of Council's funds at the most favourable rate of interest available at the time whilst having due consideration of risk and security for that investment type and ensuring that liquidity and legislative requirements are being met.

Responsible Personnel Training

It is the policy of Gwydir Shire Council to support responsible personnel in the delivery of their roles with respect to Accommodation Bond management through the provision of training on the *Aged Care Act 1997* and the *User Rights Principles 1997*.

Delegated Authority

It is the policy of Gwydir Shire Council to maintain, at all times, appropriate delegated authorities to key personnel responsible for managing accommodation bonds to ensure compliance with the legislation contained within the *Aged Care Act 1997* and *User Rights Principles 1997*.

The staff with delegated responsibilities for managing accommodation bonds is documented through delegations of authority to:

- General Manager
- Deputy General Manager
- Chief Financial Officer
- Residential Aged Care Manager
- Finance Manager

Accommodation Bonds

Accommodation Bond Register

It is the policy of Gwydir Shire Council to have in place an appropriate Accommodation Bond Register as required by the *Aged Care Act 1997* and *User Rights Principles 1997*.

The Council's Accommodation Bonds Register is maintained at the Naroo Aged Care Hostel. Detailed financial records are also contained within the finance module of the Council's computer system. All bonds are held in the Council's Trust Fund.

Accommodation Bond Reporting

It is the policy of Gwydir Shire Council to report annually and on request from residents or their representatives, on their Accommodation Bond balance and any deductions/interest charged as required by the *Aged Care Act 1997* and *User Rights Principles 1997*.

Bond reports are also presented to the Gwydir Shire Council's monthly meetings.

Accommodation Bond Refunds

It is the policy of Gwydir Shire Council to comply with the accommodation bond refund timeframe as contained in the *Aged Care Act 1997* and *User Rights Principles 1997*.

Accommodation Bond Deductions

It is the policy of Gwydir Shire council to ensure that all deductions from Accommodation Bonds are agreed in writing with residents, or their representatives, on entry or as their circumstances change, in accordance with the *Aged Care Act 1997* and *User Rights Principles 1997*.

REVIEW

This policy may be reviewed at any time or as required in the event of legislative changes. Unless otherwise required the policy will be reviewed at least once during a term of Council.

Item 2 Public Submissions to the draft 2016/17 budget

FILE REFERENCE

DELIVERY PROGRAM

GOAL: 5. Organisational Management

OUTCOME: 5.1 CORPORATE MANAGEMENT

STRATEGY: 5.1.1 Financial management and accountability systems - CFO - internal

AUTHOR General Manager

DATE 7 February 2016

STAFF DISCLOSURE OF INTEREST Nil

IN BRIEF/ SUMMARY RECOMMENDATION

The draft 2016/17 budget documents were placed on display with a closing date for submissions of 2nd February 2016. One submission was received.

This report recommends notation of the submission and the staff comments concerning the points made within the submission.

TABLED ITEMS	Nil
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BACKGROUND

The only submission received was from the Warialda and District Chamber of Commerce copy attached.

The submission noted support for the proposed Special Rates Variation as well as maintaining road funding as a priority. The option 1 budget (SRV included) satisfies this component of the submission.

The submission also suggested expenditure reductions across some areas of the Council's operations. The suggested expenditure savings are dealt with separately.

- ***Elected members and Council Housing \$300,000 savings***

The provisions in the draft budget are excessive. \$200,000 should be trimmed from the first item, \$100,000 from the second. Depreciation and amortisation is \$117,938.

Elected Members

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Chairman

The draft budget allocation for Elected Members is \$367,256.

The following table outlines a more detailed allocation of the proposed expenditure with a comparison with the current year's allocation.

Item	Current Budget (\$)	Proposed Budget
Materials		
Printing & Photocopying Costs	3,090	\$3,183
Reference Materials	1,854	\$1,910
Other Sundry Expenses (Includes Election Costs)	2,575	\$44,779
Food & Catering Costs	16,000	\$16,480
Total Materials	\$23,519	\$66,352
Other Expenses		
Advertising Press	3,615	\$1,602
Elected Members Allowances	108,028	\$111,269
Elected Members Travelling Allowance	32,514	\$33,490
Subscriptions Memberships	5,150	\$5,305
Mobile Phone Charges	901	\$928
Internet & Other Communication Charges	5,871	\$6,047
Elected Members Civic Events	7,000	\$7,210
Mayoral Allowance	23,644	\$24,353
Councillors & Mayor - Other expenses	1,030	\$1,061
Total Other Expenses	\$187,753	\$191,265
Internal Non-cash Allocations		
Plant Hire - Internal Usage	14,262	\$14,690
Overheads Allocated	91,723	\$94,769
Total Non-Cash Items	\$105,985	\$109,459

The budget saving suggested of \$200,000 cannot be achieved as the total 'cash' component of the draft 2016/17 budget is only \$257,617 of this amount \$204,186 are statutory required payments.

Council Housing

At the Council Workshop held on 22nd January 2016 it was decided to reduce the Capital Expenditure allocation in the draft budget by \$98,095 in line with a suggestion from the Deliberative Panel discussions.

- **Showground Facilities \$50,000 savings**

***The Showgrounds are magnificent assets but the allocation in the draft budget is out of proportion, especially in view of voluntary work undertaken and provision of grants in recent times.
Depreciation and amortisation is \$98,629***

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Chairman

At the Council Workshop held on 22nd January 2016 it was outlined to the Councillors that the draft budget allocation to Showgrounds could be reduced by \$5,000, which is a more realistic figure than the \$50,000 requested in the Chamber's submission, if the SRV is not approved.

Although the draft budget has an amount of \$171,008 allocated to Showgrounds the actual 'cash' component of the budget is only \$47,008.

The Council are also investigating the possibility of savings in the cost of insurance by using the insurance coverage available through the State Government.

- ***Telstra Charges at least \$120,000 savings***

The continued payment of \$16,000 per month to Telstra to provide service on cable (which I understand Council owns) connecting 2 offices is inexplicable.

The maintenance of an office in Warialda and another in Bingara maintains parity between the centres. To remove one or the other would add fuel to the fires of rivalry, which would ultimately consume Gwydir.

However, the fees charged for this cable linkage in an age of emails and mobile phones are outrageous. The cable should be disconnected unless fees can be reduced by at least 2 thirds. If all else fails, tenders should be called for a Pony Express.

As pointed out to Councillors by email there has been a severe miscommunication about this area of expenditure. The cost of the dedicated optical fibre line is more in the order of \$1,600 per month rather than the \$16,000 per month.

If and when the NBN is available this may allow some savings but this will only occur once the infrastructure is in place and has been evaluated.

The submission also included some actions that may be beneficial regarding the Naroo Frail Aged facility together with the Roxy Theatre and The Living Classroom. All these suggestions will be implemented, where possible, during the coming financial year after a more detailed evaluation by the responsible staff.

OFFICER RECOMMENDATION

THAT the Warialda Chamber of Commerce be thanked for its submission.

FURTHER that the report is noted together with the staff comments concerning the points made within the submission.

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Chairman

ATTACHMENTS

AT- Warialda Chamber of Commerce budget submission

**COUNCIL RESOLUTION:
MINUTE 4/16**

THAT the Warialda Chamber of Commerce be thanked for its submission.

FURTHER that the report is noted together with the staff comments concerning the points made within the submission.

(Moved Cr Egan, seconded Cr Dixon)



Mr. Max Eastcott
General Manager
Gwydir Shire Council

**Submission to Gwydir Shire Council re Application for Special Rate Increases and Comments on
Draft Budget 2016/17**

We support Gwydir Shire Council's efforts to maintain the 15% special rate rise granted for 2015/16 and for a further continuing 15% (approx.) rise for 2016/17.

A Consultative Council.

Gwydir has over the years consulted its constituents concerning rates. Difficult seasons and adverse commodity prices caused Council not to seek special rate increases. Neighbouring Shires have made successful smaller applications over the years, which has obviated their need for a single large increase now. If Gwydir's application is granted now, it will bring her rate levies to levels broadly comparable with those of our nearest northern shires.

We believe that services provided by Gwydir are at least similar in quantity and quality to those offered elsewhere.

Population Policy.

The overall physical presentation of Gwydir towns and communities is a great credit to Council's staff and a great asset, especially now that Council is seeking to attract new residents. Gwydir has great potential to develop as a destination for retiring incomers seeking a relaxed lifestyle in well serviced, traditional rural communities or on nearby acreage allotments.

As the numbers of these incomers grow, employment and business opportunities for younger people will grow with them. Gwydir has the potential to reverse trends of population drift so common in rural Australia. However, this will only occur if Council and Councillors give this concept a chance to work. A great opportunity will be lost if those who cling to a view of Gwydir towns as only being service centres for agriculture do not get behind this initiative.

Also the Chamber believes that if Gwydir's authority is stripped and power centralised elsewhere, this opportunity would be sacrificed.

Focus on Expenditure and Revenue.

However, the Chamber believes that there is also continuing need for the Shire to focus on prioritising and reducing expenditure and increasing revenue from its enterprises.

The following recommendations are mine.

1. Road Funding is a priority: service levels of road maintenance and construction are priorities and therefore funding should be maintained and receive upward review whenever possible. A road network which is safe and trafficable in most weather conditions should be regarded as a right to all people in the Shire. People who live and work in our sparsely populated but usually very productive districts, are especially entitled to this service irrespective of age, gender and socioeconomic attainment.

This has the concomitant advantages of

- Maintaining the loyalty of the rate payer base
- Providing work for Shire's employees and local contractors
- Building the Shire's economy by providing reliable access to heavy transport carting agricultural inputs and produce
- Insuring that medical attention and educational and cultural opportunities are not denied to any of our people.
- Providing reliable access for tourists including visitors in recreational vehicles.

2. Expenditure cuts: we have already made suggestions as to how some savings could be achieved – especially regarding public halls. It is acknowledged that the following additional cuts will not be popular with staff or elected members. However, to a lay observer, it seems obvious that the following matters need close attention.

- *Elected members and Council Housing* *\$300,000 savings*

The provisions in the draft budget are excessive. \$200,000 should be trimmed from the first item, \$100,000 from the second. Depreciation and amortisation is \$117,938.

- *Showground Facilities* *\$50,000 savings*

The Showgrounds are magnificent assets but the allocation in the draft budget is out of proportion, especially in view of voluntary work undertaken and provision of grants in recent times. Depreciation and amortisation is \$98,629

- *Tourism*

The expenditure on Tourist promotion can be supported especially if the promotional effort is expanded to include presenting Gwydir as a desirable residential destination

- *Telstra Charges* *at least \$120,000 savings*

The continued payment of \$16,000 per month to Telstra to provide service on cable (which I understand Council owns) connecting 2 offices is inexplicable.

The maintenance of an office in Warialda and another in Bingara maintains parity between the centres. To remove one or the other would add fuel to the fires of rivalry, which would ultimately consume Gwydir.

However, the fees charged for this cable linkage in an age of emails and mobile phones are outrageous. The cable should be disconnected unless fees can be reduced by at least 2 thirds. If all else fails, tenders should be called for a Pony Express.

Total savings \$470,000

3. Revenue from Enterprises: it is noteworthy that the Naroo Aged Care Hostel in Warialda is projected to achieve a substantial surplus in 2016/17. Gwydir has developed the skills to expand and manage this facility on a sustainable basis. The service provided is of superior quality and there is a long waiting list. The facility provides very substantial employment opportunities. A trade training centre (operating under Councils auspices) provides aged care training to certificate levels.

The following proposals are mine and will be discussed at the next Chamber meeting.

- A. I believe Gwydir should be actively promoting the concept of another facility such as Naroo being established in Warialda. Naroo is at an optimum size now to maintain strong community ambience and attention to individual needs rather than being an industrial strength outfit which concentrates on management issues and advantage (or profit!!). A site for another facility could be selected so as to ensure residents had views to the Warialda creek and parklands and could be positioned more closely to the excellent range of services in the CBD. It would be a progressive step if Council would encourage the establishment of a community committee to raise funds and assist with planning and development. I have a proposal which I would be pleased to explain to such a committee, which has the potential to raise tens of thousands of dollars annually with a very modest outlay of funds or energy.

Another Aged Care Development would

- * increase employment opportunities
- * increase the viability of the Trade Training Centre
- * encourage retiring people to remain in Warialda
- * encourage incomers to settle here
- * provide an excellent service and economic boost for the town and district
- * be an additional source of revenue for Gwydir Shire

I commend the proposal to Council and urge the enlistment of the member for Parkes Mr Mark Coulton MP to lobby for grant or loan funds similar to those made available for the establishment of Naroo.

- B. The Roxy Theatre and Living Classroom. I am not going to join the chorus of disenchantment about these 2 developments. I am old enough to remember the travails and tragedies which accompanied the building of the Sydney Opera House. For decades, the words 'Opera House' would be used, accompanied by a knowing smirk, to denigrate any visionary proposal reliant on government funds. We don't hear the words 'Opera House' being used like that today. I hope we never hear the Living Classroom put down again as the "Hanging Gardens".

I commend the people who have worked so hard to establish these regional master pieces in Bingara which will assist viability and provide stimulus for cultural and educational inspiration and initiatives. However, we need to have a fresh look at how it all can be financed so as not to be a continuing drain on Council funds. Also, I have warned for years about the need to build consensus for the developments across the Shire. These now need to be priorities. The Roxy is set to lose in excess of \$230,000 in 2016/17 depreciation and amortisation is \$75,188. No figures are given for the Living Classroom but I understand the progress towards its completion has been stalled.

The following suggestions are phrased as questions because I don't know the answers. Perhaps others already have them.

- (i) what are the prospects of gaining sponsorship of the Roxy from a major corporate entity, which could make advertisements using Gwydir scenery and rural experiences and make sound recordings using the majestic acoustics of the theatre?

(ii) what are the prospects of establishing boards of management for each of these institutions to be drawn from volunteers across the Shire (and beyond if necessary)? Could we look for people with expertise in such areas as marketing, project development, development of excursions and courses which relate to educational curricula in NSW and Queensland, linkages with private schools and compatible university faculties and big city musical and drama communities?

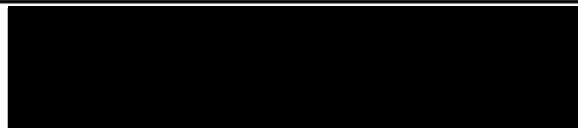
Is it possible that within our Shire or nearby there are people with outstanding skills who are on temporary escape from paid employment (for instance people with family commitments here) who would relish the opportunity to become involved in a major undertaking as public service? Have we looked for such people? How would we look for such people and under what terms and for how long could we offer them positions on a management board? Is there now a possibility of creating "ownership" of these projects in communities across Gwydir and nearby, by seeking out people with talent and readiness to contribute and giving them a long rope?

Thank you for reading this submission. I would be happy to discuss any of these matters with you.

Ted Stubbins
President Warialda District Chamber Incorporated

1/2/2015

"Serving and Growing the Community Together"



Postal Address: PO Box 204 Warialda NSW 2402

The attached preferred budget option has included as an assumption the proposed Special Rate Variation (SRV) of 30% as a permanent increase in the Council notional rates income.

If the SRV is approved by IPART the Council's rates' income for the next year, compared to the 2014/15 rating year, will increase by \$1,172,382. The 15% increase allowed by IPART for the current 2015/16 rating year was a temporary increase only.

The budget that was displayed (option 1) has been modified by the changes accepted by the Council at the Budget Workshop that was held in January. These changes are generally in line with the table attached.

The Workshop deferred the adoption of the savings required if the SRV was not approved until that determination has been made. These proposed savings represented a total \$2,228,093 in the 2016/17 budget and ongoing operational savings of \$1,113,089 and will form a component of the Council's IPART submission for the SRV.

COMMENT

In order to be successful in the Council's SRV application the Council must display that it has the informed support of its community.

The Council held a series of community meetings in May and June 2015 (see Council Report attached) where the community members who attended the various meetings endorsed the Council's proposed SRV.

The Council has also commissioned University of Technology Sydney, Australian Centre of Excellence for Local Government, to undertake the latest round of consultation meetings. The final report from the consultants will not be available until Wednesday 10th February 2016 due to the current community survey being undertaken. This final report will be tabled at the Council's Meeting.

However the draft results of the Deliberative Panel process were quite encouraging and the draft is attached. The results displayed that once a representative group of Shire residents was fully informed of the reasoning and need for the SRV there is strong support for the SRV.

CONCLUSION

The 2016/17 Operational Plan and associated documents are being adopted now in order for the Council's Special Rates Variation application to be lodged by the closing date of Monday 15th February 2016.

The IPART determination will be issued during May 2016.

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Chairman

The balance of the documentation will be tabled under separate cover due to the size of the documents.

OFFICER RECOMMENDATION

THAT the Council's Integrated Planning and Reporting documents for 2016/17 are adopted.

FURTHER that the Council formally apply to IPART for a 30% Special Rates Variation for 2016/17.

ATTACHMENTS

- AT- Proposed Savings
- AT- Minutes from Community Meetings 2015
- AT- Notes from Deliberative Panel
- AT- Draft 2016/17 Operational Plan - Budget

COUNCIL RESOLUTION:
MINUTE 5/16

THAT the Council's Integrated Planning and Reporting documents for 2016/17 are adopted.

FURTHER that the Council formally apply to IPART for a permanent 30% Special Rates Variation for 2016/17.

(Moved Cr Doering, seconded Cr Dick)

Cr Pankhurst requested that his vote against the motion is recorded.

Proposed General Fund Budget Adjustments				
Description	Option 1 (SRV approved)			Potential ongoing savings annually option 1
Operational Savings	Expenditure	Income	Net Saving	
Kerb and Guttering	(\$38,663)		(\$38,663)	
Car Parks	(\$22,393)		(\$22,393)	
Footpaths	(\$29,946)		(\$29,946)	
Road Safety Officer	(\$30,000)		(\$30,000)	(\$30,000)
Gwydir RTO	\$50,000	(\$100,000)	(\$50,000)	(\$50,000)
Naroo Employee Costs	(\$50,000)		(\$50,000)	(\$50,000)
Training	(\$50,000)		(\$50,000)	(\$50,000)
Private Works		(\$11,000)	(\$11,000)	(\$11,000)
Quarry Operations	(\$37,207)		(\$37,207)	
Stormwater Drainage	(\$47,400)		(\$47,400)	
Street Lighting	(\$10,000)		(\$10,000)	(\$10,000)
Development and Environmental Services employee costs	\$46,700	(\$85,700)	(\$39,000)	(\$85,700)
Organisational and Community Development Services employee costs	\$45,100	(\$101,800)	(\$56,700)	(\$101,800)
Other Buildings	(\$5,000)		(\$5,000)	(\$5,000)
Public Halls	(\$10,000)		(\$10,000)	(\$10,000)
Adjustment of Events Income figure		(\$26,523)	(\$26,523)	
Roxy		(\$5,000)	(\$5,000)	(\$5,000)
Parks and Gardens	(\$5,000)		(\$5,000)	(\$5,000)
Operational sub-totals	(\$193,809)	(\$330,023)	(\$523,832)	(\$413,500)
Capital Savings			Net Saving	
Restumping North Star Hall	(\$50,000)		(\$50,000)	
Yallaroi Hall sanding floor	(\$16,000)		(\$16,000)	
Gravesend Museum paint	(\$15,000)		(\$15,000)	
Animal Pound	(\$50,000)		(\$50,000)	

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Chairman

Coolatai Hall resanding	(\$15,300)		(\$15,300)	
Description	Option 1 (SRV approved)			Potential ongoing savings annually option 1
Wilby House improvements deferred	(\$98,095)		(\$98,095)	
Bingara Civic Centre	(\$33,500)		(\$33,500)	
Bingara Scout Hall	(\$10,000)		(\$10,000)	
Warialda Hall chairs	(\$21,400)		(\$21,400)	
Warialda Rail RFS Shed contract job	\$240,000	(\$240,000)	\$0	
Capital sub-totals	(\$69,295)	(\$240,000)	(\$309,295)	\$0
Totals	(\$263,104)	(\$570,023)	(\$833,127)	(\$413,500)
Possible building and land disposals	Legal/DA costs	Estimate only	Net Saving	
Bingara Civic Centre	\$10,000	(\$180,000)	(\$170,000)	
Sell Hope Street property with an approved DA for multiple occupancies (Bradburn)	\$40,000	(\$200,000)	(\$160,000)	
Sell Martin/Bombelli block and Maitland properties with an approved DA for multiple occupancies (includes DCP)	\$50,000	(\$360,000)	(\$310,000)	
Recoup value of past land transfers to other funds paid off over 10 years		(\$55,000)	(\$55,000)	(55,000)
Overall Total	(\$163,104)	(\$1,365,023)	(\$1,528,127)	(\$468,500)



MEETING NOTES

BINGARA COMMUNITY MEETING

Thursday 28th May 2015

6.00pm

Roxy Theatre

Attending from Council

Cr John Coulton (Mayor), Cr Catherine Egan (Deputy Mayor), Cr Geoff Smith, Cr Stuart Dick, Cr Jim Moore, Cr Peter Pankhurst, Cr Stuart Dick, Max Eastcott (General Manager), Leeah Daley (Deputy General Manager), Glen Pereira (Director Development and Environmental Services), Ron Wood, (Chief Financial Officer), Richard Jane (Director Technical Services), Kellie Gill (PA to the General Manager), Colin Cuell (Building Services Manager), Helen Thomas (Finance Manager), Robyn Phillips (PA to Deputy General Manager), Carmen Southwell (Public Officer), Suzanne Webber (Social Service Manager), Andrew Cooper (Town Services Manager), Duncan Thain (Gwydir Learning Region Recreation & Risk Manager), Chris Riley (Creditors), Jenny Mead (Bingara Tourism), Georgia Standerwick (Economic Development), Lenore Kennedy (Bingara HACC), Peter Kennedy (Works Supervisor), Wendy Gill (Bingara HACC), Cherylalee Wilson (Finance Officer), Sue Clarke (Town Utilities Assistant), Ally Dixon (Finance Trainee), Cherisse Amer (Customer Service Officer), and Melissa Frewen (Information Services Assistant).

Meeting opened at 6.00pm with 200 attendees and welcomed by Chair, Gary McDouall.

Gary McDouall provided an overview of his role in assisting to chair the meeting. Gary reminded attendees of the attendance register and noted the circulated Vision

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20/20 'Save our Shire' brochure and welcomed the Mayor, Councillors and staff to the meeting.

The Mayor outlined that Gwydir Shire Council along with every other Council in NSW is required to submit a proposal to the State Government by 30th June 2015 making a case for why the Council is 'fit for the future'. Council has resolved that the most appropriate outcome from this review is for Gwydir Shire to remain independent.

The purpose of these meetings is for the Council to deliver important information to the public regarding the current process and the Council's response to date.

The Mayor read a message of support provided by Adam Marshall MP, Member for Northern Tablelands.

The Mayor made reference to a letter recently received from the Minister for Local Government suggesting that amalgamating with Moree Plains Shire Council (MPSC) is the State Government's preferred option for Gwydir. The Council has requested a meeting with the Minister and will be meeting with the Leader of the Nationals on the 2nd June to discuss the matter.

The meeting was handed back to Gary McDouall.

Gary provided an overview of risks that have evolved over the years, commenting on historical insufficient rate pegging methods, falling revenue base, and cost shifting and bureaucratic requirements imposed from the State Government, noting that a rate variation had not been sought in over 38 years.

The Local Government Review Panel's draft report to Council provided two recommendations going forward. The first is to merge with Moree Plains Shire Council (MPSC), and the second to join a regional organisation. The State Government as part of its reform package has produced a Fit For The Future methodology and provided 7 benchmarks that all NSW councils are required to meet which are applied uniformly across the state. There are many flaws in the methodology, and the impact on the local economy and social fabric appear to be ignored. The assumption is that bigger is better with little supporting evidence, and the ineffective outcomes of mergers can be seen through the QLD de-amalgamations. The last amalgamation cost the Gwydir community over \$3 Million, and the negative effects of mergers can be seen in communities such as Barraba and Ashford. There is a risk of loss to quality of service, loss of jobs and people from our community.

The meeting was opened to the floor.

██████████ noted that he was a former Yallaroi Shire Councillor and deplores the notion of amalgamation. There is a need for a growth strategy regarding population, This is page number 24 of the minutes of the Special Ordinary Meeting held on Thursday 11 February 2016

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and as a dynamic inland residential zone. The Upper House voted to perform and enquiry into amalgamations and produce a report by the end of August, and suggested that Council need to be heard at those meetings. The Independent Pricing and Regulatory Tribunal (IPART) have approved a 15% rate variation for 1 year; the community will need to pay the additional 15% rates that the Council will be re-applying to assist in remaining independent.

██████████ moved to Gwydir Shire ██████████. ██████████ mentioned the QLD amalgamations noting the cost blow outs that have occurred and the residents in these merged shires are moving to the coast due to the reduced services. ██████████ advocated for the Gwydir Shire in that it is unique and we need to work together to save it.

██████████ asked the General Manager if he could explain the base residential in comparison to Moree.

The General Manager explained that if merged, MPSC and GSC notional rates income would be added together to form the new Council. The new Council then decides how to levy. The FFTF benchmarks were then explained using the attached PowerPoint presentations. It was noted that Council have been doing a lot of work in relation to the Building Asset Renewal Ratio, where every road in the shire has been broken down into segments and re-evaluated as roads are seen as assets to be depreciated. This process has resulted in a decrease of \$4 Million in depreciation.

It was asked why MPSC has been the recommendation?

The General Manager explained that the Independent Local Government Review Report provided options but not recommendations. The Office of Local Government however made the 'options' a recommendation.

██████████ suggested that Rural Council's should get together and ask why they are being benchmarked at the same level.

Originally there was a template 3 where some Councils could become rural Councils. They had 6 characteristics of a rural Council, GSC satisfied 5. The Local Government review panel was formed by Local Government NSW.

██████████ raised Council efficiencies and what Council has achieved in the last 12 Months, as well as the idea of having one administrative office.

The Mayor mentioned that the idea of one office was originally raised at a community meeting at Upper Horton, however this means that one town will miss out. The Mayor further mentioned that many efficiencies had been implemented over the last 12 months.

The General Manager outlined the Council efficiencies gained. Next year's wages and salaries will be less than 2013. The transferring of the Warialda and Bingara Medical Centre to RAMS has resulted in a \$250, 000 saving. The Council has

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moved to contract gravel haulage and saved half the cost of using day labour. There will be 18-20% grading maintenance with a decrease in service. The Bingara Pre-School has found around \$60,000 in savings per year.

██████████ asked whether the pools will be affected and whether a reduction to services would be the result?

The General Manager noted that there has been no definite decision regarding service reduction, any decisions will be made following a period of consultation (June- December).

██████████ moved from ██████████, and asked what MPSC position was.

The Mayor advised that the whole of Council met with MPSC today and the Moree have moved that both Council's wish to stand alone.

Gary McDouall advised that the Local Land Services was imposed in opposition to the GSC view. The community need to be vocal and coordinated, and any ideas are welcome.

██████████ commented that the tasks of Government is to ensure a reasonable standard of living, where in the end, mergers will ultimately undermine this. How do we safeguard against this happening?

██████████ raised the 'Odd socks' campaign idea signifying that the community is at odds with the State Government and any potential merger with MPSC is seen as an odd match. Rick made comparisons to Cessnock in the 1960s-70s where the community used local attributes and turned their situation around. Rick further suggested that the community need to maintain good humour and a sense of fun.

██████████ commented that he has confidence in Adam Marshall in providing support, and information needs to be provided to him.

██████████ suggested that the Liberal members of Parliament with rural seats need to be targeted.

Gary McDouall outlined the submission process that Council will need to enact before June, and suggested the need to write the policy for the National Party.

██████████ commented that the Upper House enquiry into the Council mergers is a good place to start with a submission from the community.

██████████ suggested that we need improved consultation and a better definition of what constitutes community consultation.

██████████ commented that all 7 criteria are difficult to meet.

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Chairman

MOTION

The following motion was put before the meeting:

THIS MEETING DOES NOT SUPPORT ANY MERGER WITH MOREE PLAINS SHIRE COUNCIL OR ANY OTHER COUNCIL.

(Moved Catherine Egan, seconded Russell Smyth)

Following a show of hands for the motion, the motion was declared unanimous.

Following the conclusion of the meeting, Mr Bob Muir requested that his abstinence in voting be noted.

Discussion for the motion:

Russell Smyth explained that the motion was borne out of the Warialda meeting held on the 26th and the community should be united around a common motion given it is a Shire wide issue.

There was a suggestion for a possible amendment to the motion to include the word 'ratepayers', it was decided to keep the motion as it stands.

Commented how well the community have worked together in the past, where residents have worked hard to upgrade facilities, stating that Bingara is an amazing place to live.

Gary McDouall encouraged the community to forward ideas and thoughts to the Council.

further outlined the 'Odd Socks' campaign, making attendees aware of the Facebook page and adding that the campaign is a fun way of bringing awareness to the issue.

The meeting closed at 7.10pm



MEETING NOTES

COOLATAI COMMUNITY MEETING

Tuesday 2nd June 2015

6.00pm

Coolatai Hall

Attending from Council

Cr Catherine Egan (Deputy Mayor), Cr Geoff Smith, Cr Stuart Dick, Cr Jim Moore, Leeah Daley (Deputy General Manager), Glen Pereira (Director Development and Environmental Services), Richard Jane (Director Technical Services), Kellie Gill (PA to the General Manager), , Helen Thomas (Finance Manager), Suzanne Webber (Social Service Manager), Tim Cox (Community Development Manager), Carl Tooley (Engineering Manager)

Apologies: Cr John Coulton (Mayor) and Max Eastcott (General Manager) who are currently in Sydney to meet with The Hon Paul Toole MP, (Minister for Local Government), and also The Hon Troy Grant MP, (NSW Leader of the Nationals) to discuss the threat of amalgamation and the Fit for the Future proposal, and to seek support for Gwydir Council's intention to stand alone.

Meeting opened at 6.13pm with 31 attendees and welcomed by Chair, Cr Geoff Smith.

Cr Smith gave the apologies of the Mayor and General Manager due to attendance at meetings in Sydney with the Minister for Local Government.

Cr Smith provided a background to the purpose of the meeting being for the Council to deliver important information to the public regarding the current process and the Council's response to date. The Council along with all other NSW Councils are required to submit a proposal to the State Government by the 30th June under the Fit for the Future reform to show how the Council will have sufficient scale and capacity going forward. The Council adopted a motion in March to remain a stand-alone entity. Cr Smith read a section from a letter received from the Minister for Local Government that sparked the attention of the Council suggesting that Gwydir should be working towards a recommendation of merging with Moree. The Council are now

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consulting with the community to take to the minister. Cr Smith further read a letter of support received from Member for Northern Tablelands Adam Marshall MP. The Council is not certain of what the direction will be in terms of mergers, however it appears that the State Government want to reduce the number of Councils. The elected Councillors are opposed to any amalgamation, and Cr Smith outlined potential economic losses that could occur if a merger were to happen. The Council believe that currently many of the FFTF criteria are being met, however we must demonstrate scale and capacity. In terms of efficiencies, the Council have reduced expenditure through redundancies, transferring management of the medical centres, contract haulage, self-help programs, and reclassified roads to improve the depreciation values.

Deputy General Manager

Leeah Daley provided a summary of the process to date of how the Council came to be in the current position. In 2013 IPART looked at all NSW Councils and provided a rating, Gwydir was rated very weak at the time suggesting that if all remained the same this rating would not get better or worse. Following this the Independent Local Government Review Panel made recommendations including merging with MPSC or joining a Joint Regional Organisation.

Cost shifting has resulted in Local Government needing to provide more services to communities. The FFTF submission is due by the 30th June, and IPART will be evaluating the submission. The criteria outlined in the submission does not discriminate between rural and metropolitan Councils. Gwydir Shire Council met with Moree and both Councils agree that neither want to merge.

Cr Egan added that of the 152 Councils in NSW only 4 have met all the criteria. Leeah Daley provided an overview of the criteria listed on the handouts provided to the attendees.

The issue of cost shifting from the Federal and State Governments was again stated and the need for more support from the National Party. The Mayor and General Manager will be meeting with the Leader of the National Party this week.

It was suggested that more focus needs to be placed on a better allocation of funding back to the areas that produce the most wealth, as is the case for the Gwydir Shire. It was also suggested that there may be a conflict of interest with IPART conducting the review process. It was noted that an Upper House enquiry is being conducted into the process.

██████████ raised the outcome of the Special Rate Variation where Council will need to re-apply for the additional 15%. Cr Smith confirmed that IPART agreed to the 15% for one year only.

██████████ stated that Council is asset rich but cash poor, with over 90% of roads being passable after rain. Moree Plains Shire do not have a gravel re-sheeting program.

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██████████ asked why Inverell Shire Council has surplus funds. Further, it was asked if Inverell were better at applying for grant money as they seem to receive more.

██████████ explained that Inverell has \$34 Million in general reserves, however this is because that the Council are not spending money out of town, instead they 'hoard' there funds. The grant money received would be the normal FAGS grant allocation where the allocation is based on population and demographics. Helen Thomas provided the quarter payment amount for Gwydir Shires FAGS grant allocation. It was also noted that Willoughby City Council is willing to advocate for Gwydir Shire Council to re-deploy FAGS grants where they are needed most.

██████████ read out the comparisons between Gwydir Shire and Moree Plains Shires in terms of rates. As at the 1st July the base rate for Gwydir is \$300.00, whereas for Moree it is \$820.00.

██████████ asked whether Moree Plains are in a better financial position. Richard Jane advised that MPSC do not have a gravel re-sheeting program. If merged the new Council would have the \$43 Million in debt that Moree currently carry as well.

██████████ suggested that a letter needs to be forwarded to Federal Member for Parkes noting the community's displeasure and that there should be more done with Federal Grants. Leeah Daley advised that Mark Coulton is working for us and has secured meeting with the leader of the Nationals.

Cr Dick encouraged the attendees to sign the proforma letters and mentioned that the Council will be seeking support for the additional 15% rate variation next year.

██████████ queried how the Council will meet the criteria goals. Leeah Daley suggested that the criteria will need to be changed and that an Upper House inquiry into the process is occurring.

MOTION

The following motion was put before the meeting:

THIS MEETING DOES NOT SUPPORT ANY MERGER WITH MOREE PLAINS SHIRE COUNCIL OR ANY OTHER COUNCIL.

(Moved Paul Simpson, seconded Steve Hunt)

Following a show of hands for the motion, the motion was declared unanimous.

The Council was thanked for the Coolatai entry signs and the continued support for the Bush Telegraph.

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Chairman

The meeting closed at 7.30pm



MEETING NOTES

CROPPA CREEK COMMUNITY MEETING

Wednesday 10th June 2015

6.00pm

Croppa Creek Bowling Club

Attending from Council

Cr John Coulton (Mayor), Cr Catherine Egan (Deputy Mayor), Cr Geoff Smith, Cr Jim Moore, Cr Angela Doering, Cr Stuart Dick, Cr Kerry McDonald, Kellie Gill (PA to the General Manager), Ron Wood (Chief Financial Officer), Helen Thomas (Finance Manager), Suzanne Webber (Social Service Manager).

Meeting opened at 6.25pm with 30 attendees and welcomed by Chair, Lorrie Timmins.

The meeting was handed to Cr John Coulton who provided an outline of the purpose of the meeting. The Mayor made reference to a letter recently received from the Minister for Local Government suggesting that amalgamating with Moree Plains Shire Council (MPSC) is the State Government's preferred option for Gwydir. Neither Gwydir Shire nor Moree Plains Shire supports any merger. The Mayor outlined the process for the 'fit for the future' submission to the State Government due by the 30th June 2015, and that Council are seeking the support of the community in its preferred position to remain independent.

The Mayor provided an overview of the 'fit for the future' criteria and the efficiencies that the Council have made over the last 12 months including redundancies and wages, budget cuts, use of contractors and selling a truck. The Mayor advised that Council as a whole is performing more efficiently.

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Chairman

The Mayor expressed his concern for the communities if a merger were to happen. The Mayor made reference to the towns of Barraba and Ashford where services have been greatly reduced in the towns. The Mayor urged the attendees to be proactive in ensuring the future of the Shire and also welcomed any criticisms of the Council.

The meeting was opened to the floor.

It was asked when the deadline was for the 'fit for the future' submission.

The Mayor advised that the staff are completing the submission required to be sent for evaluation by IPART by the 30th June 2015. The Council will need to demonstrate support from the community and mentioned the template letters available for signature.

██████████ asked if the State Government's recommendation for a merger with Moree would be due to decline in population.

The Mayor advised that this would partly be a factor, the process is seeking scale and capacity, the shire doesn't have a large population but has a great deal of productivity. The Mayor read through the 7 'fit for the future' criteria. Out of the 7 criteria the Council is now meeting 60% own source funding, and only 4 out of 152 Councils have met all the criteria. One of the factors that affect the Councils position is the Council's road network as roads are considered as assets and depreciated accordingly.

██████████ advised that roads in the Gwydir Shire have now been segmented and reclassified. The Council considered the strategic importance and applied different standards to arterial and minor roads, and by changing the standards the depreciation has been reduced. The Council is also using much coarser gravel, purchased a rock crusher, and introduced machine control to reduce the construction costs.

Cr Doering stated that the Gwydir Shire punch above our weight in terms of service provision, and that our Council provides services that many other Councils don't.

██████████ asked if Moree Plains Shire met all the criteria?

The Mayor advised that MPSC met more criteria than GSC, although not all criteria. Moree has passed a resolution that their position is that they do not wish to merge. The Mayor mentioned a recent meeting/conference at Parliament House where all Councils in attendance were opposed to any merger, and it appeared that the process was aimed more at the city councils.

██████████ asked what the options were for zoning?

The Mayor advised that one alternative to the merger was to become a rural Council; this however is not an option for Gwydir Shire as we wish to stand alone.

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Chairman

██████████ commented on the issue she saw with MPSC having difficulty meeting the criteria if both Councils merged anyway.

The Mayor advised that GSC were required to join a joint organisation of regional councils along with Moree, which was selected as a pilot scheme.

██████████ commented that we need more advertising regarding the form letters and the petition.

Cr Doering commented that the Council need to advertise the positive things that Council do and make a strong submission.

Cr Smith asked the meeting if there was any talk about people wanting to merge with Moree? There was no indication from the attendees that this was the case.

The Mayor added that a personal letter from residents highlighting the reasons why we don't want to merge, as well as the point that we need to keep the local in local, would be beneficial as along with the template letters.

It was felt that the communities would be forgotten if a merger were to occur, and that there didn't appear to be much benefit from a merger with Moree. The State Government are reducing the amount of funding to Local Government, however are expecting that Councils provide more services.

It was asked if there were any protest suggestions?

The meeting was advised that representation to the Minister for Local Government was the answer.

The question of cost of amalgamation was raised.

The meeting was advised that the State Government are offering \$3 million, however the total cost of a merger would be around \$6-10 million with the new council having to fund the remainder.

The Mayor asked for any letters to be returned to the Council by the 30th June so they could be forwarded to the Minister for Local Government.

MOTION

The following motion was put before the meeting:

THIS MEETING DOES NOT SUPPORT ANY MERGER WITH MOREE PLAINS SHIRE COUNCIL OR ANY OTHER COUNCIL.

(Moved David Moore, seconded Scott Ramsey)

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Chairman

Following a show of hands for the motion, the motion was declared unanimous.

The meeting closed at 7.15pm



MEETING NOTES

GRAVESEND COMMUNITY MEETING

Thursday 3rd June 2015

6.00pm

Gravesend Hall

Attending from Council

Cr Catherine Egan (Deputy Mayor), Cr Geoff Smith, Cr Stuart Dick, Cr Jim Moore, Cr Kerry McDonald, Leeah Daley (Deputy General Manager), Richard Jane (Director Technical Services), Kellie Gill (PA to the General Manager), Colin Cuell (Building Services Manager), Helen Thomas (Finance Manager), Robyn Phillips (PA to Deputy General Manager), Suzanne Webber (Social Service Manager), Andrew Cooper (Town Services Manager).

Apologies: Cr John Coulton (Mayor) and Max Eastcott (General Manager) who are currently in Sydney to meet with The Hon Paul Toole MP, (Minister for Local Government), and also The Hon Troy Grant MP, (NSW Leader of the Nationals) to discuss the threat of amalgamation and the Fit for the Future proposal, and to seek support for Gwydir Council's intention to stand alone.

Meeting opened at 6.00pm with 53 attendees and welcomed by Chair, Dan Van Velthuisen, who welcomed everyone to the meeting and set the ground rules for the meeting.

The meeting was handed over to Cr Moore.

Cr Moore introduced the Councillors and staff present, and stated that the purpose of the community meetings being that Gwydir Shire Council (GSC) following the receipt of a letter from the Minister for Local Government is possibly under the threat of a forced merger with Moree Plains Shire, Cr Moore read the paragraph to the meeting. Neither Gwydir nor Moree Plains supports any forced merger. Cr Moore reassured the attendees that Adam Marshall and Kevin Anderson are against any amalgamation. The meeting was advised that GSC met with MPSC the previous week and both Councils made a joint decision not to amalgamate. Cr Moore provided a summary of how Council arrived at this point. The Independent Local Government Review Panel (ILGRP) made recommendations to Councils based on a

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Chairman

report from Tcorp in 2013 which rated Gwydir Shire as very weak. The recommendation to Gwydir Shire was either merging with MPSC or joining a Joint Regional Organisation. The Council along with all other NSW Councils are required to submit a proposal to the State Government by the 30th June under the Fit for the Future reform to show how the Council will have sufficient scale and capacity going forward. Cr Moore explained that the Council was granted a 15% rate variation by IPART for one year only due to insufficient consultation and that Council will be seeking a further 15% next year and encouraged the community to provide input.

■■■■■ asked if the community had supported the rate variation would the Council be in a better position now.

Beth was advised that it would have allowed the Council to meet more of the criteria.

■■■■■ commented that Moree Plains Shire is the result of three Councils merged in the 1970's, following the merger the Council has not been run well. Bruce added that he would prefer to pay additional rates that have to amalgamate.

■■■■■ added that it is unlikely that the Gwydir area would have adequate representation if merged.

Cr Dick advised that if amalgamated both Councils are automatically stood down and an administrator will be appointed. The community need to act now if they do not want this to happen. Over the last 18 months the Council have worked hard to find efficiencies. Gwydir Shire is a special shire that is worth saving.

The comment came from the floor regarding the domino effect that mergers have on small communities including school student populations, business viability and reduced house values.

■■■■■ outlined the 'Odd Socks' campaign to highlight the mismatch between Moree and Gwydir. Philippa advised that the campaign will be made visible at the 'Back to Warialda' weekend.

■■■■■ asked if it was possible for the Council to meet the criteria?

■■■■■ advised that it is not possible to meet all set criteria. There is currently an Upper House enquiry into the whole process, the criteria are too broad, and only 4 out of 152 Councils met the criteria. ■■■■■ gave the example of the road network being viewed as an asset that depreciates, and the unfairness of comparing metropolitan Councils to Rural Councils. The findings from the enquiry will be announced in September.

■■■■■ asked if the 7 criteria would be better met if a merger was to happen. Cr Egan suggested this would be unlikely, and suggested the reason for the mergers is the State Government attempting to reduce the number of Councils to deal with, this however is a risk to local representation.

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Chairman

It was asked if the State Government's drive behind these mergers is due to waste, and is Council trying to be more efficient in its operations.

██████████ advised that the Council has identified areas where over servicing has occurred. The Council working smarter and making use of new technology.

Cr Smith added that the rate variation is the first to be applied for in 38 years. We need to look at why the State Government are considering mergers, to reduce the number of Councils. The Local Land Service is now the combination of three different departments, there is less service.

██████████ provided a summary of how the Council arrived at this point. In 2013 IPART undertook a comparative assessment of all NSW Local Government Councils and Gwydir was rated as very weak. The Local Government Review Panel's draft report to Council provided two recommendations going forward. The first is to merge with Moree Plains Shire Council (MPSC), and the second to join a regional organisation. The State Government as part of its reform package has produced a Fit For The Future methodology and provided 7 benchmarks that all NSW councils are required to meet which are applied uniformly across the state. On the 27th April the Council received a letter from the Minister for Local Government which suggested that the Council should be looking into the merger option with MPSC, at this point it appeared that the State Government were serious in their recommendation.

██████████ advised the meeting that the State Government have decreased investment in local government, which means that Council's need to raise more money than in the past to maintain service levels. Leeah Daley advised that the *own source revenue ratio* requirement is 60%, Gwydir is currently at 59.1% self-funded.

██████████ read to the meeting a letter of support received from the Member for Northern Tablelands Adam Marshall MP.

MOTION

The following motion was put before the meeting:

THIS MEETING DOES NOT SUPPORT ANY MERGER WITH MOREE PLAINS SHIRE COUNCIL OR ANY OTHER COUNCIL.

(Moved Dan Van Velthuizen, seconded Bruce Swartz)

Following a show of hands, the motion was declared unanimous.
Mr Cliff Kerr requested that his abstinence in voting be noted.

██████████ reminded the attendees of the letters available for signature at the meeting. ██████████ advised that Gravesend residents have circulated their own petition.

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Chairman

The meeting closed at 6.45pm



MEETING NOTES

NORTH STAR COMMUNITY MEETING

Tuesday 9th June 2015

6.00pm

North Star Club

Attending from Council

Cr John Coulton (Mayor), Cr Catherine Egan (Deputy Mayor), Cr Geoff Smith, Cr Jim Moore, Cr Angela Doering, Cr Kerry McDonald, Max Eastcott (General Manager), Kellie Gill (PA to the General Manager), Helen Thomas (Finance Manager), Suzanne Webber (Social Service Manager), Andrew Cooper (Town Services Manager).

Meeting opened at 6.00pm with 35 attendees and welcomed by Chair, Alan Pearlman.

The meeting was handed to Cr John Coulton who provided an outline of the purpose of the meeting. The Mayor made reference to a letter recently received from the Minister for Local Government suggesting that amalgamating with Moree Plains Shire Council (MPSC) is the State Government's preferred option for Gwydir. Neither Gwydir Shire nor Moree Plains Shire supports any merger. The Council met with the Minister for Local Government and the Leader of the Nationals on the 2nd June to discuss the matter. The meeting was positive and left the Council with an optimistic view, however the Council still requires support.

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Chairman

The meeting was handed back to Chair, Allan Pearlman. Alan opened the meeting to the floor for questions.

It was asked if there were any positive aspects associated with amalgamation. The Mayor advised that the Independent Local Government Review Panel recommended that Gwydir merge with Moree. The only benefits would be that both Council's would receive \$3 million if they merged, and Moree would have access to gravel from the Gwydir Shire. The cost of a merger would however be around \$6 million.

It was asked if the \$6 million would be provided from the State Government to assist with the cost of amalgamation.

The Mayor advised that the new Council would need to pay the additional \$3 million. The biggest drawback is depreciation on roads. It was noted that Council have been doing a lot of work in relation to the Building Asset Renewal Ratio, where every road in the shire has been broken down into segments and re-evaluated as roads are seen as assets to be depreciated. This process has resulted in a decrease of \$4 million in depreciation.

It was asked what the Opposition Government's position is. The Mayor advised that there would be no amalgamations in the first term. Future amalgamations could potentially follow the same structure as the Local Land Services boundaries; however the focus at the moment appears to be the city Councils.

It was asked how many other Councils were being encouraged to merge.

The General Manager advised that schedule 11 of the Local Government review report focused on the city councils where potential mergers could see 44 local government areas reduced to 10. The outcomes of this report became recommendations and the State Government have now moved all NSW Councils into the Fit for the Future process as a blanket move.

The Mayor added that Gwydir Shire doesn't have development or a large rate base so will need to increase the rates to remain viable. It was further noted that there has been no rates variation in 38 years. The Council have made many cost savings efficiencies so far and as well as a rate increase may need to make further cuts to services.

It was asked what rate variation MPSC had applied for?

The meeting was advised that Moree had applied for an 18% rate variation per year for 3 years. The Mayor advised the meeting that Gwydir Shire had applied for a 15% rate increase for both years; however IPART only approved 15% for one year due to inadequate consultation. The Council will be applying for the additional 15% variation next year and will be conducting another round of community consultation with the community.

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Chairman

██████████ stated that the Gwydir shire is unique, and we have a real sense of community that could be promoted for the future. Initiatives such as the Living Classroom can be used as a draw card. Ranald commended the Council on the work it had done to improve the shire.

Bernadette Allport mentioned that when the QLD mergers were in effect that there were 9 councils that merged to make up Toowoomba Regional Council. We need to be vocal and there needs to be a combined effort, we have a unique area that needs preserving.

MOTION

The following motion was put before the meeting:

THIS MEETING DOES NOT SUPPORT ANY MERGER WITH MOREE PLAINS SHIRE COUNCIL OR ANY OTHER COUNCIL.

(Moved Ranald Mitchell, seconded Bernadette Allport)

Following a show of hands for the motion, the motion was declared unanimous.

The Mayor encouraged the attendees to sign the form letters and made the meeting aware of a petition available for signature as well.

It was asked if there was any Federal funding available for the North Star Yetman road.

The Mayor advised that through the Australian Rural Road Group Inc. (ARRG) the Gwydir Shire Council in conjunction with 4 other Councils have participated in a pilot project called the North-West Freight network worth \$150 million based on productivity . Both the Federal and State Governments will need to be persuaded to support the project and the ARRG have arranged a meeting with Minister Truss next week. The General Manager added that the North Star Yetman road is one of the roads listed in the submission.

Cr Doering added that it is easy to get negative about things. We need to remember to remain positive and that that we punch above our weight with initiatives such as the Gwydir Learning Region, Australian Rural Road Group Inc., aged care facilities, and are recognised as being quite progressive and innovative.

The meeting closed at 7.40pm



MEETING NOTES

UPPER HORTON MEETING

Monday 1 June 2015 at 6.00pm

Upper Horton Sports Club

Attending from Council

Cr Catherine Egan (Deputy Mayor), Cr Geoff Smith, Cr Stuart Dick, Cr Jim Moore, Cr Peter Pankhurst, Leeah Daley (Deputy General Manager), Glen Pereira (Director Development and Environmental Services), Richard Jane (Director Technical Services), Helen Thomas (Finance Manager), Andrew Cooper (Manager, Town Services), Duncan Thain (Manager GLR and Recreation), Robyn Phillips (PA to Deputy General Manager), Carmen Southwell (Public Officer).

Meeting opened at 6.15pm with 26 in attendance and was welcomed by Deputy Mayor, Cr Catherine Egan.

Apologies: Cr John Coulton (Mayor) and Max Eastcott (General Manager) who are currently in Sydney to meet with The Hon Paul Toole MP, (Minister for Local Government), and also The Hon Troy Grant MP, (NSW Leader of the Nationals) to discuss the threat of amalgamation and the Fit for the Future proposal, and to seek support for Gwydir Council's intention to stand alone.

Gwydir Shire Council along with every other Council in NSW is required to submit a proposal to the State Government by 30 June 2015 making a case for why the Council is 'Fit for the Future'. Council has resolved that the most appropriate outcome from this review is for Gwydir Shire to remain an independent entity serving the Gwydir community.

The purpose of these meetings is for the Council to deliver important information to the public regarding the current process and the Council's response to date.

Gwydir Shire Council is possibly under threat of a forced merger with Moree Plains Shire. Neither Gwydir nor Moree Plains supports any forced merger.

It is important that Gwydir Council can display the support of its community in the Council's attempt to stop any forced merger resulting from the current process being followed by the NSW State Government. It was advised that no general business will be conducted at this meeting.

Council will need to decrease expenditure and increase income e.g. a rate increase. It is hoped that the outcome of tonight's meeting will support Gwydir Council to remain an active member of the Namoi Council's Joint Organisational pilot and remain as Gwydir Council.

Warialda and Bingara community meetings have been well attended with approximately 130 and 174 people attending respectively. There was unanimous support for Council's motion to 'stand alone' at both these meetings.

Cr Egan spoke of the Dept of Local Government's benchmarks imposed in the Fit for the Future package and explained that only four councils of the 152 NSW councils meet these benchmarks.

Amalgamation will not only have an impact on social and economic effect on local communities, but it will certainly also affect the services delivered including roads.

Cr Egan then read a message of support provided Member for Northern Tablelands, Mr Adam Marshall, MP.

Reference was made to a letter recently received from the Minister for Local Government suggesting that amalgamating with Moree Plains Shire Council (MPSC) is the State Government's preferred option for Gwydir.

The meeting was handed over to the Chair, Baden McDouall.

Baden outlined that the Council has two options: (1) accept the option to amalgamate and expect the effects on current services, or (2) fight any proposed amalgamation and promote the Gwydir community.

Council will need to decrease expenditure and increase income e.g. a rate increase. It is hoped that the outcome of tonight's meeting will support Gwydir Council to continue as part of the Namoi Joint Regional Organisation and remain as Gwydir Council.

██████████ – when Council applied to IPART for the 15% rate increase and were rejected on the second 15%, Wollondilly Council got four 10% rate increases over four years?

Cr Egan responded that Gwydir's application for a special rate variation was lacking in community support.

██████████ – The community knows we have to pay for what we want.

Cr Egan responded that there has not been an increase in rates in Yallaroi, Bingara or Gwydir shires in 38 years. Council can reapply for a rate increase in 2016/17.

██████████ – how do staff salaries and pay rates get determined?

L Daley (Deputy GM) responded that all staff are paid under the Local Government Award. Staff appointments are determined by need, e.g. the recent extensions at Naroo Aged Care facility in Warialda meant more staff were required.

L Daley noted that Council had implemented a number of changes following being identified as 'weak' in 2013. This list was read out to the meeting and included:

- Transferring management of the two medical centres to RaRMS (giving an annual saving of \$250,000)
- Reduction of grave Resheeting costs by using contract haulage as opposed to council trucks
- Council's self help program has reduced gravel resheets in these situations by 46%
- Bitumen heavy patching rate reduced from \$38 /sqm to \$19.99 with the purchase of Asphalt Zipper
- Reduced bitumen road reconstruction costs by 30% with machine control for grader
- By purchasing rock crushing machine we have increased the lifespan of gravel road surface 40% longer
- Sale of grader and using 'start and finish on the job' – savings of 18-20%

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Chairman

- More effective use of Local Govnt Procurement services saves 5% on reseal program
- Use of profiling machine has reduced cost of road construction in Bingara area by 10-12%
- Purchase of second Jetpatcher will give savings and increased level of service on bitumen roads
- More extensive use of contractors and casual staff could save around \$500K/year
- Completion of the Asset Management Plans and accurate depreciation allows better allocation of resources with possible savings of \$300K/year
- The reclassification of shire roads will result in possible savings of up to \$150K/year
- Changes to the operating environment of Bingara Preschool have resulted in savings of \$60K/year

Following an audit by Independent Local Government Review Panel's recommendation that Gwydir Council amalgamates with Moree or join the Namoi Council's Joint Regional Organisation, Gwydir Council has embraced the JRO and is currently working with seven other councils to implement savings.

██████████ – why was Moree the recommended Council for amalgamation with Gwydir?

L Daley explained that the decision was made without consultation or reason.

██████████ – is Moree interested in amalgamating with Gwydir.

L Daley – No, both councils have recently met and neither wants a merger and there is no scope for a boundary change.

Cr Geoff Smith – asked does anyone in the room want to see Gwydir merge with Inverell Shire Council.

██████████ – feels we need Gwydir to stand alone.

██████████ – asked 'where have the wheels fallen off? – this council went through one merger, how come we need another one now?

Cr C Egan – the previous merger occurred at great expense to Council

L Daley – council suffers from cost shifting by the State and Federal governments (incentives given then funding removed) e.g. RMS Office in Bingara and Warialda. Council has historically over-served e.g. Aged Care facility, low income housing, mowing verges.

Cr C Egan – to ensure residents' services, Council has paid for our medical practitioners (until recently) and still owns both medical centres.

██████████ – Council recently reviewed its assets – Council is asset rich, cash poor.

Roads are considered an asset and need to be maintained. Gwydir Council spends approx 50% of its budget on roads. Moree Council doesn't have a Resheeting program, Gwydir Council's is extensive.

L Daley – Local Government Accounting requires that our assets (roads) need to fund depreciation.

██████████ – has worked with both Inverell and Moree Councils and their roads are not in as good a condition as Gwydir Councils.

██████████ – noted that Gwydir Council's ratepayer base is much less than larger councils.

██████████ – how are wages determined.

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Chairman

L Daley – Firstly under the Local Government Award, sometimes incentives are offered as part of a salary package to attract the best applicant. Recruitment is market driven.

██████████ – does Gwydir Council advertise for contractors and compare their rates, and if not, why not?

██████████ – there is a requirement that jobs greater than \$150K require three tenders. For the day to day jobs such as gravel – Council sets the rates to avoid contractors undercutting each other and they are not paid penalty rates.

██████████ – could Council save money by advertising for jobs less than \$150K e.g. spraying?

██████████ – advised Council works in conjunction with neighbouring councils on joint projects.

██████████ – Council puts a great effort in obtaining the most cost effective and best outcome.

██████████ – complained about Council's weeds officers refusing to get out of their vehicles as the job was 'too big for them'. After some discussion the meeting was called to order and back to the topic of this meeting.

██████████ – suggested we would be better off if we could do away with the middle tier of government.

MOTION

The following motion was put before the meeting:

THIS MEETING DOES NOT SUPPORT ANY MERGER WITH MOREE PLAINS SHIRE COUNCIL OR ANY OTHER COUNCIL.

(Moved Don McDouall, seconded Rick McDouall)

Following a show of hands, there were 23 votes for the motion and 1 against.

The motion was CARRIED.

The meeting closed at 7.10pm



MEETING NOTES

WARIALDA COMMUNITY MEETING

Tuesday 26th May 2015

6.00pm

Warialda Memorial Hall

Attending from Council

Cr John Coulton (Mayor), Cr Catherine Egan (Deputy Mayor), Cr Angela Doering, Cr Geoff Smith, Cr Stuart Dick, Cr Jim Moore, Cr Peter Pankhurst, Max Eastcott (General Manager), Leeah Daley (Deputy General Manager), Glen Pereira (Director Development and Environmental Services), Richard Jane (Director Technical Services), Kellie Gill (PA to the General Manager), Colin Cuell (Building Services Manager), Helen Thomas (Finance Manager), Robyn Phillips (PA to Deputy General Manager), Carmen Southwell (Public Officer), Virginia Boland (Naroo Hostel Manager), Danielle Perrett (GIS Officer).

Meeting opened at 6.00pm with 130 attendees and welcomed by Mayor, Cr John Coulton.

Gwydir Shire Council along with every other Council in NSW is required to submit a proposal to the State Government by 30th June 2015 making a case for why the Council is 'fit for the future'. Council has resolved that the most appropriate outcome from this review is for Gwydir Shire to remain an independent entity serving the Gwydir community.

The purpose of these meetings is for the Council to deliver important information to the public regarding the current process and the Council's response to date.

Gwydir Shire Council is possibly under the threat of a forced merger with Moree Plains Shire. Neither Gwydir nor Moree Plains supports any forced merger.

It's important that the Council can display the support of its community in this Council's attempt to stop any forced merger resulting from the current process being followed by the NSW State Government. It was advised that no general business would be conducted at these meetings.

The Mayor read a message of support provided by Adam Marshall MP, Member for Northern Tablelands.

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Chairman

The Mayor made reference to a letter recently received from the Minister for Local Government suggesting that amalgamating with Moree Plains Shire Council (MPSC) is the State Government's preferred option for Gwydir. The Council has requested a meeting with the Minister and will be meeting with the Leader of the Nationals on the 2nd June to discuss the matter.

The meeting was handed over to Chair Peter Hancock.

Peter outlined that the Council have two options: (1) accept the option to amalgamate and expect the effects on services, or (2) fight any proposed amalgamation and promote the community and try to increase the population of the shire. Peter re-iterated the Fit for The Future submission required by all NSW Councils by the 30th June, and urged the meeting to support the Council in its preferred direction - to remain a stand-alone Council.

Rates will inevitably rise in Gwydir shire. If amalgamated with Moree, residential, rural, and business rates will be much more expensive. Peter provided examples of services at risk and made reference to the vision 20/20 flyer 'Save our Shire'. Peter outlined the comments from the Community Leader's meeting held on the 19th May in Warialda. Peter made reference the 'one size fits all' view of the State Government, and highlighted the need for the community to act quickly and to formulate a framework to take to the State Government and show that the shire is unique. It was mentioned that Gwydir Shire is involved in a social context with its community where Moree Plains Shire isn't, and that Gwydir Shire is involved in innovation that is ahead of many shires.

Peter outlined the savings that Council have achieved over the last 12 months. Peter advised the meeting of the 'Odd Socks' awareness campaign *vote with your feet* to show the disparity between GSC and MPSC.

Peter Hancock opened the meeting to the floor.

[REDACTED]

Reiterated his understanding of IPART's decision regarding the rates variation application, and mentioned that the community need to pay the increased rates if we want to keep the local Council. There also needs to be an emphasis on Growth and viability.

The chair was asked to outline the FFTF benchmark criteria with Peter Hancock providing the information to the meeting.

[REDACTED] commented that it is impractical to think that rural councils such as Gwydir can have access to the same rates income that large city Councils do.

Cr Angela Doering stated that the State Government have imposed rate pegging and cost shifting over the last 30 years with Local Government being forced to take on many services.

██████████ suggested that GSC and MPSC join in a delegation to the Minister to protect against amalgamation.

The Mayor advised that GSC had secured a meeting with the Minister in the first week in June, and the Leader of the National Party, and that both GSC and MPSC Council would be meeting on Thursday 28th May seeking a joint resolution.

██████████ acknowledged that the meeting is well attended, and that Vision 20/20 and the Warialda Chamber of Commerce are in support of the Council remaining a stand- alone Council. ██████ reminded residents of the pro-forma letter to the Minister and suggested that we need to enlist the support of Moree Plains Shire Council.

██████████ raised the concern that that the Namoi Joint Regional Organisation of Councils could potentially become amalgamated via the back door, and commented that the benchmark criteria for Councils are too broad sweeping.

██████████ asked whether the Council may be forced to amalgamate?

The Mayor read a paragraph from the letter received from the Minister for Local Government dated 27th April 2015 where the Minister suggested that Council should be moving towards the amalgamation option. The Mayor outlined the potential consequences of amalgamation using the towns of Barraba and Ashford as examples, and reiterated that the Gwydir Shire is worth fighting for.

██████████ suggested that the rate variation was not explained clearly enough to the community, and there is a large ageing population in Gwydir. ██████ voiced her support for Council and the need to fight for our Shire.

The Mayor added that following the initial consultation regarding the rate variation, a dummy rate notice was placed in the papers, and this assisted to breakdown and explain the information more clearly.

██████████ asked if the Council had consulted other Council's facing the same situation to gain their perspective. The community need to do all they can now, as once services are lost they are very difficult to re-gain.

The General Manager advised that Local Government NSW will be making representations to the Independent Pricing and Regulatory Tribunal (IPART) regarding the benchmark criteria where Council's scale and capacity will be judged. Gwydir has a unique position with two smaller centres and could be classed as a truly Rural Council.

██████████ commented that she did not have sufficient information to make a decision.

██████████ commented that the 30th June is the cut-off date for the Council's submission, after that we won't get another chance.

██████████ asked if there is anything else that the community can do to support the Council.

Cr Geoff Smith reminded the meeting that the last Council survey returned 58% of the community wanting to stand alone, the community need to act now.

██████████ suggested that the meeting attendees speak to the wider community to encourage broader action.

The Mayor suggested that the community can also write their own letter to the Minister.

Cr Stuart Dick commented that the community is at a cross-roads, the shire is around 10,000 square km with less than 5000 population. The community need to take action, sign the letters and speak to people regarding the desire to stand alone.

██████████ raised that it appears that the State Government has had amalgamation on the agenda for a while. ██████████ advocated for the community to highlight the positive aspects of the town of Warialda and the wider community, reiterating the consequences of amalgamation. Helen encouraged the meeting to sign the letters and support the Council in its direction to remain a stand-alone Council.

MOTION

The following motion was put before the meeting:

THIS MEETING DOES NOT SUPPORT ANY MERGER WITH MOREE PLAINS SHIRE COUNCIL OR ANY OTHER COUNCIL.

(Moved Steve Perrett, seconded Joanna Jane)

Following a show of hands, the motion was declared unanimous.

The meeting closed at 7.20pm



MEETING NOTES

COMMUNITY LEADERS MEETINGS

Tuesday 19th May 2015

10.20am

Warialda HACC Office

Attending from Council

Cr John Coulton (Mayor), Cr Catherine Egan (Deputy Mayor), Cr Angela Doering, Cr Geoff Smith, Cr Stuart Dick, Max Eastcott (General Manager), Glen Pereira (Director Development and Environmental Services), Richard Jane (Director Technical Services), Kellie Gill (PA to the General Manager), Suzanne Webber (Social Services Manager).

Community attendees:



Meeting opened at 10.20am and welcomed by Mayor, Cr John Coulton.

The Mayor stated the purpose of the meeting being a discussion on the future of the Council with regard to the current 'Fit for the Future' process being conducted by the NSW State Government where all Councils across NSW will need to submit a proposal by the 30th June 2015. Further, the meeting's aim is for community leaders and Council to come together to discuss and formulate a plan to proactively oppose any potential threat of amalgamation.

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Chairman

The Mayor made reference to a letter recently received from the Minister for Local Government suggesting that amalgamating with Moree Plains Shire Council (MPSC) is the State Government's preferred option for Gwydir. The Council will be meeting with the Leader of the Nationals on the 2nd June to discuss the matter.

The meeting was handed over to the floor for discussion and ideas.

[REDACTED]
Provided a hand out to the meeting titled 'GSC Independence & Fit for The Future' (attached).

Gary provided a follow up explanation of the Fit for The Future methodology handed down by the State Government, where Councils must respond to 8 criteria by submission before the 30th June. There is an issue of the criteria being one size fits all, and the community need to support the Council to formulate a framework to take to the State Government.

Cr Geoff Smith

Mentioned that the last community survey returned a 58% support for Gwydir Shire to stand alone, the % needs to be rectified to show more support.

[REDACTED]
Suggested that the community don't understand the urgency, there is not much time to act.

[REDACTED]
Is against amalgamation and suggested that the community need to show our uniqueness and that the community are willing to assist the Council to gain efficiencies.

[REDACTED]
Young people don't understand about the issues regarding amalgamation.

[REDACTED]
The Council need to show a real cost to potential losses for people to listen.

Cr Stuart Dick

Concerned that if Gwydir amalgamates with MPSC that the various facilities such as the pools in both towns will be discontinued as services. Cr Dick used Barraba as an example of what a community can lose following an amalgamation.

[REDACTED]
Asked Council if there was a figure to place on efficiencies over the last 2 years.

[REDACTED]
The General Manager outlined that Council's savings in relation to salaries and wages over the last two years have been approximately \$1,128,000.

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Chairman

It was noted that the 2004 amalgamation between Yallaroi, Bingara and part of Barraba was a voluntary amalgamation.

The Independent Review Panel's assessment of Gwydir Shire Council did not include a recommendation to merge with Moree. Of all the NSW Council's assessed in meeting the benchmarks set by the State Government, only four Councils successfully met all criteria. The Gwydir Shire has been offered two options (1) form/join a Joint Regional Organisation (2) merge with Moree.

Following two meetings with MPSC, both Councils expressed that they do not wish to merge. Council will be requesting a meeting with MPSC to establish a joint resolution in rejecting any proposed amalgamation. The Council will still need to raise rates as they are too low compared to other surrounding towns.

The Independent Pricing and Regulatory Tribunal (IPART) have released their recommendation for Gwydir Shire Council's Special Rate Variation today and have approved a 15% increase for one year only. Council have 12 months to consult with the community and make another submission to IPART for the additional 15%.

[REDACTED]

Rick advised that the community need to face the fact that the population is declining. The rural sector is decreasing; however the population of the towns remains the same. Rick suggested the following approach to Government:

- Take the Fit For The Future terminology and turn it back on the State Government
- Build a campaign around "take it or make it"
- Emphasise that very few other shires have invested in education and community progression activities like Gwydir.
- If we lose our population, our businesses will decline and it's highly probable one or both of the towns will be lost.

[REDACTED]

Suggested a comparison of what both GSC and MPSC provide in terms of services, maybe including Inverell to highlight all that Gwydir provides.

[REDACTED]

Advised that the comparison tables that Council recently placed in the papers are on her wall at her business premises and Christine highlights to customers all the positive things that Council does.

[REDACTED]

Outlined the downturn in the rural sector in terms of employment due to imposed protocols where farmers are finding it increasingly difficult to get a return on investment and are increasingly looking outside the shire for procurement opportunities to reduce costs. Ben added that it is amazing what Council support but questioned if it could be sustained.

Cr Doering

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Chairman

Suggested that the community need to be their own lobbyists. Rick Hutton or Gary McDouall could draft a template letter which could be disseminated to the community.

[REDACTED]
Described a recent documentary aired on ABC's *Landline* program regarding a town in the Lockyer Valley where the threat of mining moved the community to act in opposition of the proposal. The community engaged the media and by using the right medium the town was able to bring awareness to the issue and successfully stopped the mining company from mining near their area.

[REDACTED]
Commented that the State Government has reduced spending on many services in rural areas.

[REDACTED]
Commented on the great contribution the Gwydir Learning Region has made to the Gwydir Band.

[REDACTED]
Agreed with Rachel Sherman's comments regarding the apathy of the community and mentioned that there is a petition at McGregor's office Warialda. David suggested a door knock to encourage residents to sign the petition.

[REDACTED]
The Council and community need to look at the issue from the State Government's perspective regarding the outcomes they are trying to achieve. Rick suggested a model be prepared for the State Government showcasing how the Gwydir Shire is sustainable and progressive, for example engaging an aged care policy that can be modelled. The Government need to be convinced that they can't afford to lose the shire.

[REDACTED]
Commented that there is a problem with negativity at community meetings more positive information needs to be disseminated. Further, Department of Education protocol would prevent the school kids from participating in the door knock.

Mayor

Cr Coulton advised that Troy Grant MP will be in Warialda on the *Back to Warialda* weekend and encourages the meeting participants to speak with him.

[REDACTED]
Suggested that a National Party Campaign should be written outlining a range of tangible arguments.

[REDACTED]
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Chairman

Commented that MPSC do not have a regular gravel re-sheeting program, and if Gwydir were to merge with Moree, this would almost cease for our area as well.

Cr Egan

The Council and community need to promote the things that we do extraordinarily well such as pre-schools, aged care, roads, medical centres, Gwydir Learning Region (GLR), Trade Training Centres, showgrounds and that fact that many residents are home owners.

[REDACTED]
A list of all ideas needs to be compiled to take to the communities locally and state-wide. Anne handed out an information sheet from Philippa Morris (attached).

[REDACTED]
Suggested that Council need signed template letters and perhaps give a special invitation to residents to encourage more people to attend.

[REDACTED]
Suggested to treat this campaign like an election campaign.

[REDACTED]
Suggested that Council need to provide a shock tactic on the possible outcomes, and added that even small communities can make a difference.

Community Meetings Structure ideas

[REDACTED]
Commented that people don't like reading lots of information, it needs to be simple. Cheryl suggested that community leaders should speak to the community and encourage them to the upcoming meetings.

[REDACTED]
Chairing of the meetings should be conducted by a community champion and representative of Council.

Cr Doering

Suggested that Council attend the meetings with template letters and survey's uploaded to tablets.

It was queried whether electronic surveys carry as much weight as paper based.

[REDACTED]
The 2004 amalgamation was conducted by HD Neilson for polling, and it may be advantageous for Council to use this service again to get a clear picture?
The General Manager agreed that this could be investigated following the community meetings.

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Chairman

[REDACTED]
Gwydir Shire Council is an asset; we need to get the community and the media to push the campaign.

[REDACTED]
Suggested that copies of the Vision 20/20 pamphlet be distributed to the school students at Warialda High.

Mayor

Cr Coulton suggested a press release following the meeting.

Summary of Ideas

- Build a campaign around “take it or make it”
- Emphasise that very few other shires have invested in education and community progression activities like Gwydir
- A comparison of services provided by Gwydir Shire Council, Moree Plains Shire Council and Inverell Shire Council
- Template letter to be drafted addressed to the State Member and State Minister for community members to sign at the meetings
- A door knock be arranged with a petition to encourage residents to sign
- Promote the extraordinary things that Council do well
- Treat the campaign like an election campaign
- Community leaders to speak with residents and encourage them to attend community meetings
- Chairing of the community meetings should be conducted by a community champion and a representative of Council
- An electronic survey be made available at the meetings via an iPad
- Engage HD Neilson to conduct the next survey
- Copies of the Vision 20/20 *Save our Shire* pamphlet be provided to the Warialda High School for distribution to the students

Attachments:

1. Amalgamation thoughts 19.05.2015 – Philippa Morris
2. Handout – Philippa Morris
3. GSC Independence & “Fit For The Future” – Gary McDouall
4. Petition – “We say no to Amalgamation”
5. Feedback from Carolyn Bellman

The meeting closed at 12.05pm

The Future of Gwydir Deliberative Panel

January 2016

Introduction

In mid-2015 Gwydir Shire Council (Council) engaged the Centre for Local Government at the University of Technology Sydney (UTS:CLG) to conduct a deliberative panel exploring the financial sustainability of Council and future service delivery in the local area. The purpose of the research was to engage with the community and key stakeholders of the Gwydir local government area (LGA), around:

- The future of Gwydir LGA including changing community needs
- Service levels
- Asset management, and
- Decisions around budgeting and rates.

Findings of the research will be used by Council to shape decisions on their long term financial planning, service delivery, asset management, and own source revenue and rates.

This report provides a summary of the process and key findings to date, and will be accompanied by a more extensive report which will include engagement materials and more detailed findings.

The Process

What is deliberation?

In large measure, deliberation rests on allowing the group to form a view based on individual values and in response to discussions with each other, the technical expertise presented, and the values of the group as a whole. Whilst a group view may not emerge, deliberation is one of the most powerful engagement approaches and can reveal more nuanced views and findings not uncovered through traditional engagement techniques. It allows participants to provide their views on the issue in full light of the potential impacts and outcomes of their own preferences and those of others.

The selection process for participants is crucial, and needs to ensure a diversity of values and socio-demographic profiles (i.e. age, gender, income, education, cultural diversity etc.). Depending on the issue being deliberated on, other attributes may also be important (for example, household type, dwelling / tenure type, location of residence etc.). This ensures a range of alternative viewpoints – one element crucial to successful deliberation – are represented in the room.

The Future of Gwydir Shire Deliberative Panel

On 15th and 16th January 2016, 22 community members, five Council staff and three UTS:CLG facilitators, led by Associate Professor Roberta Ryan came together to discuss the future of the Gwydir local area at the Living Classroom in Bingara. The Mayor, Deputy Mayor and one Councillor were also there to observe the sessions. The General Manager was called on to present some of the detailed information to the group, and key Council staff were present to answer any technical questions raised by participants.

Participant selection

Participants were selected through a combination of an expression of interest process, a professional social research recruiter, and Council's key community organisation contact list. All participants were required to fill out a short survey to ensure a diversity of views, values and socio-demographic profiles were canvassed in the sessions. The group was made up of a range of:

- Business owners and residents in the Gwydir LGA
- Age groups (from 18 to 79)
- Place of residence (including relatively even numbers from Bingara, Wyallda and surrounding towns and localities)
- Education levels, employment status and occupations
- Interactions with local government (including participants who are regularly involved in local government activities, and others who had never been involved before).

*** Note: some difficulties recruiting males meant that numbers of females were greater than males at both sessions.*

Key information presented

The sessions provided a chance for every day citizens of Gwydir LGA to learn about Council's financial sustainability issues (by hearing from and cross examining Council experts), to reflect on it together (with the help of a professional facilitator), and to craft recommendations for Council.

It provided a significant opportunity for Gwydir residents and business owners to understand Council's financial sustainability challenges, as well as the variety of services provided by Council, and to express their support, concerns and ideas.

Detailed information was presented to the participants on:

- Council's financial sustainability, including data on current/ projected operating results.
- Council's revenue and expenses and how this compares with other General Purpose Councils in NSW.
- Results of key independent reviews on local government and implications for Council.
- Service profiles for over 30 service units at Council, including budgets, details of service, key performance indicators, strategic alignment, and any depreciation/ maintenance costs.
- Rating scenarios including pre-calculated individual rating burden for each participant (2015/16 levied with 15% SRV, 15% increase above current year, and 30% with estimated 2017/ 18 rate peg of 2.4%).

Key Findings

Views on what participants value about the local area

At the start of the second session participants were asked to write down what they value about their local area. The word bubble below depicts a summary of responses. Where words were more frequently cited, the text size is larger.



Views on service levels

- The need to reduce service levels in light of Council's financial challenges was discussed with the group. Views on service levels were canvassed individually, as well as in smaller groups and through a broader group discussion. It became evident that participants generally valued the range of services and infrastructure provided by Council highly, and consensus with regards to cost savings, reduction in service levels and rationalisation of assets was difficult to reach across the group.
- Participants were asked individually what they thought are the most important services council provides. Of the range of responses, the provision and maintenance of roads was the most common response, followed by social services such as aged and disability care, education and health. The third most common response category was environmental management, including services such as waste, water and weed control.
 - Socio-economic profiles, age, family type and place of residence appeared to have a significant impact on how Council services are valued. For example, women with children were more likely to place greater importance on childcare, healthcare and schools, whereas participants engaged in the agricultural sector were more likely to place greater importance on road maintenance. Not surprisingly, participants tended to value infrastructure and services located in towns/ areas where they lived as very important.
- Participants were individually asked what they thought were the top three service areas where Council could make cost savings. Participants cited a variety of individual service areas that could be reduced; however there was not a lot of commonality across responses. Some services listed for potential cost savings included:
 - Parks and gardens (reducing mowing and maintenance of town verges)
 - Community halls and community centres
 - Pools
 - Health services
 - Road maintenance.

- Several participants cited Council staff salary costs and benefits as being a potential area for Council cost-savings, as well as the operation of two Council offices.
- Several participants identified opportunities to rationalise assets or transfer assets back to the community and other organisations. This was raised in the context of:
 - community halls, community centres and buildings that were seen by some as being underutilized/ not fit for purpose
 - transferring the management of pools, caravan parks, Naroo and the show ground to the community/ private sector.
- The following quotes demonstrate the difficulty that was evident in Council decisions around asset rationalization and reducing service levels:

"Close North Star Hall, Croppa Creek Hall and Bingara Civic Centre as these places no longer serve a purpose... they were built for a different facility and a different age... that floor at North Star was originally put in for dancing which it is no longer used for... it should be closed and sold off by Council, we can't keep ploughing money into it" (Participant: Male, North Star).

"North Star Hall is essential – Tharawunga uses this for the pre-school... I mop that floor every week... we need a hall for the school to use that has a stage and doesn't have a liquor license so that the kids can use it" (Participant: Female, Yallaro).

- The challenges associated with Council decisions around reducing levels of service was acknowledged by many participants at the end of the session, and during the final session remarks. Participants appreciated being able to hear a wide range of views from across the local area, and demonstrated an understanding of the implications for the future financial sustainability of the Council.

"I had not understood the complexity of this, and the political implications involved. I wish all my neighbours had come along (to this session) – it would have stopped everyone saying 'why doesn't Council do this, or why doesn't Council do that'. When you are running a Council you have to consider the whole community (Participant: Female 1, Upper Horton).

"It really educated me on how complex everything is. It's easy to say the council should/can do this and that but now know things are not that easy and decisions made may not impact some but may hugely impact others. I will be less likely to be swayed by others again without my own informed opinion." (Participant: Female 2, Upper Horton)

Opportunities for increasing revenue

- Throughout the sessions, participants identified revenue raising opportunities other than increasing rates, including:
 - Increasing fees and charges for sporting clubs regularly using Council sport and recreation facilities
 - Better promotion of the local area to attract more visitors and residents
 - Drawing on the strengths of the Living Classroom and the Gwydir Learning region – education programs targeted at promoting the areas as an agricultural capital
 - Greater community involvement in maintenance of community centres
 - Increase return on investment of the Roxy and Naroo through potential expansion

- Promote the strengths of the area to increase visitation and stimulate the economy, including the as the regions "food bowl"
- Community donations and philanthropy for locally significant projects
- Providing a pet boarding facility as part of the new dog pound.

Support for different rating scenarios

Participants were asked at two different stages of the second session whether they would support a rate rise. The first time was at the start of session two, before any information on service levels had been presented. At this stage, participants were given a spreadsheet with anonymised rate assessments for each person in the group. The spreadsheet showed participants what the impact on their individual rates would be in four scenarios:

1. Current 2015/ 16 rates levied with 15% SRV
2. 2016/ 17 rates less 12.6% SRV, plus a 1.8% rate peg
3. 2017/ 18 rates levied with 15% increase above current year, and
4. 2017/18 rates levied with 30% increase above 2014/15, plus with estimated 2017/ 18 rate peg of 2.4%.

When initially asked if participants would support a rate rise the following responses were received:

YES	YES - conditionally	Maybe	No
10	4	5	3
TOTAL n= 22			

Participants were asked again at the end of the session whether they would support a rate rise. The following responses were received:

YES	YES - conditionally	No
16	3	3
TOTAL n=22		

- The following quotes demonstrate some participant views on the rate rise:

"I came here (to the session) concerned about the rate rise and the effect on my household. I do realise now that it has to happen – if we don't do it everyone will move on. We need to do it for the community. This has been a big eye opener to see where money goes and how much it does cost to maintain. I didn't realise how many services there are until you see the information in front of you" (Participant: Female, Warialda).

"I have always thought this council does a great job – they do a lot of different things that other councils don't do. I have always supported Council, but in the back of my mind, I always thought 'is it like State and Federal government where you give them money and it disappears?' This shows that it doesn't... it has given me a lot of confidence. I support the rate rise, and for us being a business, they changed the structure so for the last one so it was a 100% rate rise for us, and this one is 150% rate rise... but if I want to live in this community and get the services, I support it (Participant: Male, Bingara)

"It has been a very constructive meeting because there has been such a variety of views and ideas. I really appreciate the staff's frank and honest discussion – a lot of the stuff we don't

have the knowledge about. Some of my attitudes haven't changed – I have been in support of Council and a rate rise anyway and this has increased that support... it will give me ammunition to speak to other people about it" (Participant: Male, Delungra).

	Annual Current Budget	Proposed budget for 2017
Corporate Services		
Income		
1.1 Rates and annual charges	-6,517,932	-7,689,342
1.2 User charges and fees	-11,309	-11,627
1.3 Interest and investment revenue	-54,852	-143,789
1.4 Other revenues	-2,368	-2,438
1.5 Grants subsidies contributions - Op	-4,260,475	-4,370,139
1.7 Internal revenues	-1,458,759	-1,461,425
Income Total	-12,305,695	-13,678,760
Expenditure		
2.1 Employee benefits and on-costs	1,075,016	735,925
2.2 Borrowing costs	12,646	5,447
2.3 Materials	562,162	413,970
2.4 Contracts	124,032	89,879
2.5 Depreciation & amortisation	72,153	125,693
2.6 Other expenses	204,615	160,043
2.8 Internal expense	346,413	1,064,957
99 Uncapitalised Works In Progress	118,450	79,000
Expenditure Total	2,515,487	2,674,914
Corporate Services Total	-9,790,208	-11,003,846
Development and Environmental Services		
Income		
1.1 Rates and annual charges	-1,065,186	-1,090,750
1.2 User charges and fees	-228,696	-215,367
1.3 Interest and investment revenue	-64,733	-100,270
1.4 Other revenues	-298,838	-285,086
1.5 Grants subsidies contributions - Op	-177,133	-156,008
1.6 Grants Subsidies Contributions - Cap	-61,800	-46,350
1.7 Internal revenues	-260,520	-264,647
Income Total	-2,156,906	-2,158,478
Expenditure		
2.1 Employee benefits and on-costs	1,616,862	1,451,405
2.2 Borrowing costs	51,512	39,891
2.3 Materials	198,358	249,437
2.4 Contracts	738,911	1,020,434
2.5 Depreciation & amortisation	883,540	851,784
2.6 Other expenses	348,565	366,585
2.8 Internal expense	930,455	973,574
2.95 Reserve transfers - to	50,000	50,000
99 Sale Proceeds - Contra Sales	-400,000	0
99 Uncapitalised Works In Progress	1,345,453	557,500
Expenditure Total	5,763,656	5,560,610
Development and Environmental Services Total	3,606,750	3,402,132

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	Annual Current Budget	Proposed budget for 2017
Governance & Town utilities and plant		
Income		
1.1 Rates and annual charges	-1,510,917	-1,547,179
1.2 User charges and fees	-867,150	-888,830
1.3 Interest and investment revenue	-105,850	-176,375
1.4 Other revenues	-1,820	-923
1.5 Grants subsidies contributions - Op	-76,387	-49,015
1.7 Internal revenues	-4,423,696	-3,877,835
Income Total	-6,985,820	-6,540,157
Expenditure		
2.1 Employee benefits and on-costs	1,452,265	1,464,373
2.2 Borrowing costs	374,663	333,035
2.3 Materials	1,995,209	2,011,656
2.4 Contracts	148,750	205,274
2.5 Depreciation & amortisation	1,874,382	1,549,333
2.6 Other expenses	960,553	864,763
2.8 Internal expense	565,840	573,365
99 Sale Proceeds - Contra Sales	-195,185	-418,800
99 Uncapitalised Works In Progress	1,581,343	1,859,669
Expenditure Total	8,757,820	8,442,668
Governance & Town utilities and plant Total	1,772,000	1,902,511
Organisational & Community Development		
Income		
1.2 User charges and fees	-658,610	-833,641
1.3 Interest and investment revenue	-3,335	-4,773
1.4 Other revenues	-1,331,956	-1,235,523
1.5 Grants subsidies contributions - Op	-2,551,206	-2,940,935
1.7 Internal revenues	-1,136,442	-1,140,285
Income Total	-5,681,549	-6,155,157
Expenditure		
2.1 Employee benefits and on-costs	4,674,308	4,738,348
2.2 Borrowing costs	292,231	237,969
2.3 Materials	873,819	900,442
2.4 Contracts	241,777	256,855
2.5 Depreciation & amortisation	239,831	291,107
2.6 Other expenses	661,736	644,721
2.8 Internal expense	651,466	660,744
99 Uncapitalised Works In Progress	105,653	0
Expenditure Total	7,740,821	7,730,186
Organisational & Community Development Total	2,059,272	1,575,029

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	Annual Current Budget	Proposed budget for 2017
Technical Services		
Income		
1.1 Rates and annual charges	-40,420	-41,392
1.2 User charges and fees	-3,243,558	-3,347,658
1.3 Interest and investment revenue	-23	0
1.4 Other revenues	-95,531	-65,646
1.5 Grants subsidies contributions - Op	-3,994,943	-4,824,067
1.6 Grants Subsidies Contributions - Cap	-1,569,750	-635,939
1.7 Internal revenues	-256,929	-119,475
Income Total	-9,201,154	-9,034,177
Expenditure		
2.1 Employee benefits and on-costs	2,164,893	2,504,759
2.2 Borrowing costs	95,691	61,359
2.3 Materials	1,681,104	1,191,427
2.4 Contracts	1,013,889	957,362
2.5 Depreciation & amortisation	5,912,150	3,776,182
2.6 Other expenses	561,084	551,805
2.8 Internal expense	2,141,241	1,855,154
99 Uncapitalised Works In Progress	5,772,159	6,354,854
Expenditure Total	19,342,211	17,252,902
Technical Services Total	10,141,057	8,218,725
Total	7,788,871	4,094,551

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	Annual Current Budget	Proposed Budget for 2017
Corporate Services		
5.1.1 Employee Oncost		
Expenditure		
2.1 Employee benefits and on-costs	\$60,183	-\$432,639
2.8 Internal expense	\$0	\$714,553
Expenditure Total	\$60,183	\$281,914
5.1.1 Employee Oncost Total	\$60,183	\$281,914
5.1.1 Financial Administration		
Income		
1.2 User charges and fees	-\$11,309	-\$11,627
1.3 Interest and investment revenue	-\$5,750	-\$5,750
1.4 Other revenues	-\$2,368	-\$2,438
1.7 Internal revenues	-\$628,080	-\$599,802
Income Total	-\$647,507	-\$619,617
Expenditure		
2.1 Employee benefits and on-costs	\$767,388	\$904,219
2.3 Materials	\$237,558	\$75,712
2.4 Contracts	\$73,542	\$37,874
2.6 Other expenses	\$56,656	\$58,354
2.8 Internal expense	\$290,455	\$293,448
Expenditure Total	\$1,425,599	\$1,369,607
5.1.1 Financial Administration Total	\$778,092	\$749,990
5.1.1 General Revenues		
Income		
1.1 Rates and annual charges	-\$6,517,932	-\$7,689,342
1.3 Interest and investment revenue	-\$49,102	-\$138,039
1.5 Grants subsidies contributions - Op	-\$4,260,475	-\$4,370,139
Income Total	-\$10,827,509	-\$12,197,520
Expenditure		
2.3 Materials	\$41,200	\$42,436
2.4 Contracts	\$29,890	\$30,787
Expenditure Total	\$71,090	\$73,223
5.1.1 General Revenues Total	-\$10,756,419	-\$12,124,297

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	Annual Current Budget	Proposed Budget for 2017
5.1.2 Information Services		
Income		
1.7 Internal revenues	-\$830,679	-\$861,623
Income Total	-\$830,679	-\$861,623
Expenditure		
2.1 Employee benefits and on-costs	\$247,445	\$264,345
2.2 Borrowing costs	\$12,646	\$5,447
2.3 Materials	\$283,404	\$295,822
2.4 Contracts	\$20,600	\$21,218
2.5 Depreciation & amortisation	\$72,153	\$125,693
2.6 Other expenses	\$147,959	\$101,689
2.8 Internal expense	\$55,958	\$56,956
Expenditure Total	\$840,165	\$871,170
5.1.2 Information Services Total	\$9,486	\$9,547
Corporate Services Total	-\$9,908,658	-\$11,082,846
Development and Environmental Services		
1.1.3 Cemeteries		
Income		
1.2 User charges and fees	-\$45,920	-\$47,069
1.4 Other revenues	-\$25,607	-\$25,351
Income Total	-\$71,527	-\$72,420
Expenditure		
2.1 Employee benefits and on-costs	\$31,715	\$31,771
2.3 Materials	\$2,432	\$2,506
2.4 Contracts	\$15,193	\$15,649
2.5 Depreciation & amortisation	\$920	\$895
2.6 Other expenses	\$765	\$636
2.8 Internal expense	\$18,790	\$37,839
Expenditure Total	\$69,815	\$89,296
1.1.3 Cemeteries Total	-\$1,712	\$16,876

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	Annual Current Budget	Proposed Budget for 2017
1.1.3 Community Fitness		
Income		
1.2 User charges and fees	-\$23,627	-\$30,808
Income Total	-\$23,627	-\$30,808
Expenditure		
2.1 Employee benefits and on-costs	\$44,507	\$11,427
2.3 Materials	\$25,884	\$27,235
2.4 Contracts	\$9,755	\$10,181
2.5 Depreciation & amortisation	\$899	\$4,436
2.6 Other expenses	\$5,306	\$5,367
2.8 Internal expense	\$10,375	\$11,211
Expenditure Total	\$96,726	\$69,857
1.1.3 Community Fitness Total	\$73,099	\$39,049
1.1.3 Medical Centres		
Income		
1.4 Other revenues	-\$26,780	-\$29,458
Income Total	-\$26,780	-\$29,458
Expenditure		
2.1 Employee benefits and on-costs	\$2,950	\$3,014
2.2 Borrowing costs	\$21,749	\$20,102
2.3 Materials	\$3,863	\$3,978
2.4 Contracts	\$4,384	\$4,671
2.5 Depreciation & amortisation	\$15,232	\$15,525
2.6 Other expenses	\$5,356	\$5,517
2.8 Internal expense	\$9,430	\$9,664
Expenditure Total	\$62,964	\$62,471
1.1.3 Medical Centres Total	\$36,184	\$33,013
1.1.3 Parks and Gardens		
Income		
1.2 User charges and fees	-\$257	-\$264
Income Total	-\$257	-\$264
Expenditure		
2.1 Employee benefits and on-costs	\$111,838	\$115,596
2.3 Materials	\$20,935	\$56,906
2.4 Contracts	\$83,327	\$80,677
2.5 Depreciation & amortisation	\$15,166	\$22,154
2.6 Other expenses	\$9,681	\$9,951
2.8 Internal expense	\$87,888	\$63,634
Expenditure Total	\$328,835	\$348,918
1.1.3 Parks and Gardens Total	\$328,578	\$348,654

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	Annual Current Budget	Proposed Budget for 2017
1.1.3 Pools		
Expenditure		
2.1 Employee benefits and on-costs	\$12,100	\$12,100
2.3 Materials	\$38,156	\$40,942
2.4 Contracts	\$133,798	\$141,458
2.5 Depreciation & amortisation	\$23,804	\$24,225
2.6 Other expenses	\$33,006	\$34,672
2.8 Internal expense	\$25,500	\$26,102
Expenditure Total	\$266,364	\$279,499
1.1.3 Pools Total	\$266,364	\$279,499
1.1.3 Sportsgrounds		
Expenditure		
2.1 Employee benefits and on-costs	\$19,321	\$20,853
2.3 Materials	\$10,558	\$21,484
2.6 Other expenses	\$8,309	\$6,241
2.8 Internal expense	\$49,737	\$50,953
Expenditure Total	\$87,925	\$99,531
1.1.3 Sportsgrounds Total	\$87,925	\$99,531
1.1.3 Town Streets		
Expenditure		
2.1 Employee benefits and on-costs	\$248,321	\$62,812
2.3 Materials	\$6,210	\$7,530
2.4 Contracts	\$3,979	\$1,981
2.8 Internal expense	\$127,445	\$154,896
Expenditure Total	\$385,955	\$227,219
1.1.3 Town Streets Total	\$385,955	\$227,219
1.2.2 Public Health Administration		
Income		
1.2 User charges and fees	-\$11,910	-\$12,225
1.4 Other revenues	-\$343	-\$352
Income Total	-\$12,253	-\$12,577
Expenditure		
2.3 Materials	\$377	\$389
2.8 Internal expense	\$380	\$380
Expenditure Total	\$757	\$769
1.2.2 Public Health Administration Total	-\$11,496	-\$11,808

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	Annual Current Budget	Proposed Budget for 2017
1.2.2 Regulatory Services		
Income		
1.2 User charges and fees	-\$780	-\$579
1.4 Other revenues	-\$28,575	-\$8,805
1.5 Grants subsidies contributions - Op	-\$1,648	-\$1,781
Income Total	-\$31,003	-\$11,165
Expenditure		
2.1 Employee benefits and on-costs	\$219,211	\$198,668
2.3 Materials	\$6,078	\$4,863
2.5 Depreciation & amortisation	\$206	\$200
2.6 Other expenses	\$160	\$371
2.8 Internal expense	\$14,217	\$14,622
Expenditure Total	\$239,872	\$218,724
1.2.2 Regulatory Services Total	\$208,869	\$207,559
2.1.1 Administration Buildings		
Income		
1.7 Internal revenues	-\$260,520	-\$264,647
Income Total	-\$260,520	-\$264,647
Expenditure		
2.1 Employee benefits and on-costs	\$19,955	\$19,955
2.2 Borrowing costs	\$9,118	\$7,952
2.3 Materials	\$9,166	\$10,237
2.4 Contracts	\$69,917	\$74,689
2.5 Depreciation & amortisation	\$29,424	\$30,843
2.6 Other expenses	\$96,713	\$100,405
2.8 Internal expense	\$32,558	\$35,640
Expenditure Total	\$266,851	\$279,721
2.1.1 Administration Buildings Total	\$6,331	\$15,074
2.1.1 Building Control		
Income		
1.2 User charges and fees	-\$26,617	-\$27,354
1.4 Other revenues	-\$411	-\$422
Income Total	-\$27,028	-\$27,776

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	Annual Current Budget	Proposed Budget for 2017
Expenditure		
2.1 Employee benefits and on-costs	\$22,000	\$16,000
2.5 Depreciation & amortisation	\$21,499	\$22,070
2.8 Internal expense	\$29,049	\$29,914
Expenditure Total	\$72,548	\$67,984
2.1.1 Building Control Total	\$45,520	\$40,208
2.1.1 Building Services Administration		
Expenditure		
2.1 Employee benefits and on-costs	\$77,306	\$65,649
2.3 Materials	\$3,463	\$3,567
2.6 Other expenses	\$2,731	\$2,813
2.8 Internal expense	\$33,706	\$34,565
Expenditure Total	\$117,206	\$106,594
2.1.1 Building Services Administration Total	\$117,206	\$106,594
2.1.1 Community Centres		
Income		
1.2 User charges and fees	-\$400	-\$412
Income Total	-\$400	-\$412
Expenditure		
2.1 Employee benefits and on-costs	\$9,106	\$9,106
2.3 Materials	\$2,733	\$2,817
2.4 Contracts	\$19,543	\$19,837
2.5 Depreciation & amortisation	\$141,462	\$122,898
2.6 Other expenses	\$21,943	\$23,378
2.8 Internal expense	\$11,807	\$12,969
Expenditure Total	\$206,594	\$191,005
2.1.1 Community Centres Total	\$206,194	\$190,593
2.1.1 Community Housing		
Income		
1.4 Other revenues	-\$126,190	-\$133,434
Income Total	-\$126,190	-\$133,434
Expenditure		
2.1 Employee benefits and on-costs	\$22,000	\$29,200
2.3 Materials	\$10,764	\$11,087
2.4 Contracts	\$25,532	\$30,711
2.5 Depreciation & amortisation	\$60,868	\$40,577
2.6 Other expenses	\$11,130	\$13,089
2.8 Internal expense	\$29,613	\$33,033
Expenditure Total	\$159,907	\$157,697
2.1.1 Community Housing Total	\$33,717	\$24,263

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	Annual Current Budget	Proposed Budget for 2017
2.1.1 Council Housing		
Income		
1.4 Other revenues	-\$12,000	-\$12,360
Income Total	-\$12,000	-\$12,360
Expenditure		
2.1 Employee benefits and on-costs	\$12,085	\$13,585
2.3 Materials	\$3,967	\$4,084
2.4 Contracts	\$8,256	\$8,527
2.5 Depreciation & amortisation	\$61,681	\$117,938
2.6 Other expenses	\$9,736	\$13,275
2.8 Internal expense	\$27,402	\$29,458
2.95 Reserve transfers - to	\$50,000	\$50,000
Expenditure Total	\$173,127	\$236,867
2.1.1 Council Housing Total	\$161,127	\$224,507
2.1.1 Museums		
Expenditure		
2.1 Employee benefits and on-costs	\$6,063	\$6,122
2.3 Materials	\$1,083	\$1,116
2.4 Contracts	\$2,878	\$3,085
2.5 Depreciation & amortisation	\$25,237	\$14,742
2.6 Other expenses	\$2,222	\$2,515
2.8 Internal expense	\$4,482	\$4,931
Expenditure Total	\$41,965	\$32,511
2.1.1 Museums Total	\$41,965	\$32,511
2.1.1 Other Buildings		
Income		
1.4 Other revenues	-\$54,716	-\$57,485
Income Total	-\$54,716	-\$57,485
Expenditure		
2.1 Employee benefits and on-costs	\$29,321	\$29,521
2.3 Materials	\$10,909	\$11,234
2.4 Contracts	\$19,408	\$13,324
2.5 Depreciation & amortisation	\$129,716	\$75,318
2.6 Other expenses	\$46,330	\$60,949
2.8 Internal expense	\$46,585	\$60,109
Expenditure Total	\$282,269	\$250,455
2.1.1 Other Buildings Total	\$227,553	\$192,970

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	Annual Current Budget	Proposed Budget for 2017
2.1.1 Property		
Expenditure		
2.2 Borrowing costs	\$5,224	\$4,961
2.8 Internal expense	\$302	\$308
Expenditure Total	\$5,526	\$5,269
2.1.1 Property Total	\$5,526	\$5,269
2.1.1 Public Amenities		
Expenditure		
2.1 Employee benefits and on-costs	\$18,405	\$18,405
2.3 Materials	\$6,975	\$7,050
2.4 Contracts	\$37,713	\$37,763
2.5 Depreciation & amortisation	\$39,883	\$20,965
2.6 Other expenses	\$12,829	\$13,971
2.8 Internal expense	\$18,020	\$15,417
Expenditure Total	\$133,825	\$113,571
2.1.1 Public Amenities Total	\$133,825	\$113,571
2.1.1 Public Halls		
Income		
1.2 User charges and fees	-\$9,000	-\$9,226
1.5 Grants subsidies contributions - Op	-\$25,750	\$0
Income Total	-\$34,750	-\$9,226
Expenditure		
2.1 Employee benefits and on-costs	\$18,365	\$18,565
2.3 Materials	\$4,941	\$0
2.4 Contracts	\$13,881	\$13,426
2.5 Depreciation & amortisation	\$83,807	\$112,070
2.6 Other expenses	\$30,530	\$31,668
2.8 Internal expense	\$13,161	\$10,466
Expenditure Total	\$164,685	\$186,195
2.1.1 Public Halls Total	\$129,935	\$176,969
3.1.1 Planning		
Income		
1.2 User charges and fees	-\$24,453	-\$24,870
1.4 Other revenues	-\$103	-\$31
1.6 Grants Subsidies Contributions - Cap	-\$61,800	-\$46,350
Income Total	-\$86,356	-\$71,251

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	Annual Current Budget	Proposed Budget for 2017
Expenditure		
2.1 Employee benefits and on-costs	\$165,877	\$151,625
2.6 Other expenses	\$11,124	\$11,036
2.8 Internal expense	\$143,748	\$138,190
Expenditure Total	\$320,749	\$300,851
3.1.1 Planning Total	\$234,393	\$229,600
3.1.3 Environment		
Income		
1.2 User charges and fees	-\$8,526	-\$8,885
1.5 Grants subsidies contributions - Op	-\$29,518	-\$30,404
Income Total	-\$38,044	-\$39,289
Expenditure		
2.1 Employee benefits and on-costs	\$138,320	\$140,553
2.3 Materials	\$16,272	\$13,671
2.4 Contracts	\$42,774	\$43,028
2.6 Other expenses	\$17,373	\$9,139
2.8 Internal expense	\$9,442	\$9,719
Expenditure Total	\$224,181	\$216,110
3.1.3 Environment Total	\$186,137	\$176,821
3.1.3 Noxious Weeds		
Income		
1.2 User charges and fees	-\$1,356	-\$3,450
1.5 Grants subsidies contributions - Op	-\$71,912	-\$74,069
Income Total	-\$73,268	-\$77,519
Expenditure		
2.1 Employee benefits and on-costs	\$150,309	\$130,362
2.3 Materials	\$4,859	\$5,854
2.4 Contracts	\$3,100	\$5,253
2.6 Other expenses	\$1,808	\$1,013
2.8 Internal expense	\$40,172	\$38,716
Expenditure Total	\$200,248	\$181,198
3.1.3 Noxious Weeds Total	\$126,980	\$103,679
3.2.3 Waste Management		
Income		
1.1 Rates and annual charges	-\$1,065,186	-\$1,090,750
1.2 User charges and fees	-\$75,850	-\$50,225
1.3 Interest and investment revenue	-\$64,733	-\$100,270
1.4 Other revenues	-\$24,113	-\$17,388
1.5 Grants subsidies contributions - Op	-\$48,305	-\$49,754
Income Total	-\$1,278,187	-\$1,308,387

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	Annual Current Budget	Proposed Budget for 2017
Expenditure		
2.1 Employee benefits and on-costs	\$237,787	\$346,516
2.2 Borrowing costs	\$15,421	\$6,876
2.3 Materials	\$8,733	\$12,887
2.4 Contracts	\$245,473	\$516,174
2.5 Depreciation & amortisation	\$233,736	\$226,928
2.6 Other expenses	\$21,513	\$20,579
2.8 Internal expense	\$146,646	\$150,838
Expenditure Total	\$909,309	\$1,280,798
3.2.3 Waste Management Total	-\$368,878	-\$27,589
Development and Environmental Services Total	\$2,661,297	\$2,844,632
Governance & Town utilities and plant		
1.1.3 Showground Facilities		
Income		
1.2 User charges and fees	-\$1,025	-\$1,051
Income Total	-\$1,025	-\$1,051
Expenditure		
2.1 Employee benefits and on-costs	\$8,000	\$8,100
2.3 Materials	\$11,279	\$11,617
2.4 Contracts	\$5,495	\$5,644
2.5 Depreciation & amortisation	\$264,872	\$98,629
2.6 Other expenses	\$21,132	\$21,647
2.8 Internal expense	\$25,644	\$26,422
Expenditure Total	\$336,422	\$172,059
1.1.3 Showground Facilities Total	\$335,397	\$171,008
3.2.2 Water Supply Services		
Income		
1.1 Rates and annual charges	-\$787,390	-\$806,287
1.2 User charges and fees	-\$799,500	-\$819,488
1.3 Interest and investment revenue	-\$26,100	-\$41,500
1.5 Grants subsidies contributions - Op	-\$25,493	-\$26,258
Income Total	-\$1,638,483	-\$1,693,533
Expenditure		
2.1 Employee benefits and on-costs	\$335,682	\$337,298
2.2 Borrowing costs	\$194,955	\$181,902
2.3 Materials	\$197,153	\$207,505
2.4 Contracts	\$69,769	\$68,489
2.5 Depreciation & amortisation	\$157,735	\$198,087
2.6 Other expenses	\$264,284	\$269,563
2.8 Internal expense	\$71,612	\$72,195
Expenditure Total	\$1,291,190	\$1,335,039
3.2.2 Water Supply Services Total	-\$347,293	-\$358,494

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	Annual Current Budget	Proposed Budget for 2017
3.2.3 Sewerage Services		
Income		
1.1 Rates and annual charges	-\$723,527	-\$740,892
1.2 User charges and fees	-\$66,625	-\$68,291
1.3 Interest and investment revenue	-\$79,750	-\$134,875
1.4 Other revenues	-\$103	-\$106
1.5 Grants subsidies contributions - Op	-\$22,094	-\$22,757
Income Total	-\$892,099	-\$966,921
Expenditure		
2.1 Employee benefits and on-costs	\$303,319	\$305,766
2.2 Borrowing costs	\$329	\$129
2.3 Materials	\$51,615	\$52,366
2.4 Contracts	\$13,867	\$14,191
2.5 Depreciation & amortisation	\$86,758	\$84,293
2.6 Other expenses	\$57,144	\$58,171
2.8 Internal expense	\$80,182	\$81,364
Expenditure Total	\$593,214	\$596,280
3.2.3 Sewerage Services Total	-\$298,885	-\$370,641
5.1.3 Depot Operations		
Expenditure		
2.1 Employee benefits and on-costs	\$18,000	\$18,000
2.3 Materials	\$6,042	\$6,203
2.4 Contracts	\$15,808	\$16,022
2.5 Depreciation & amortisation	\$106,590	\$66,229
2.6 Other expenses	\$44,744	\$45,767
2.8 Internal expense	\$33,756	\$31,911
Expenditure Total	\$224,940	\$184,132
5.1.3 Depot Operations Total	\$224,940	\$184,132
5.1.3 Plant Operations		
Income		
1.4 Other revenues	-\$800	\$0
1.5 Grants subsidies contributions - Op	-\$28,800	\$0
1.7 Internal revenues	-\$4,302,776	-\$3,756,915
Income Total	-\$4,332,376	-\$3,756,915

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	Annual Current Budget	Proposed Budget for 2017
Expenditure		
2.1 Employee benefits and on-costs	\$310,156	\$306,367
2.2 Borrowing costs	\$179,379	\$151,004
2.3 Materials	\$1,630,574	\$1,574,733
2.4 Contracts	\$2,109	\$112
2.5 Depreciation & amortisation	\$1,236,000	\$1,078,460
2.6 Other expenses	\$155,163	\$16,020
2.8 Internal expense	\$4,418	\$4,133
Expenditure Total	\$3,517,799	\$3,130,829
5.1.3 Plant Operations Total	-\$814,577	-\$626,086
5.1.3 Workshop		
Expenditure		
2.1 Employee benefits and on-costs	\$95,000	\$95,000
2.3 Materials	\$24,693	\$32,139
2.4 Contracts	\$450	\$464
2.5 Depreciation & amortisation	\$22,427	\$23,635
2.6 Other expenses	\$1,957	\$2,016
2.8 Internal expense	\$77,018	\$79,496
Expenditure Total	\$221,545	\$232,750
5.1.3 Workshop Total	\$221,545	\$232,750
5.1.5 Elected Members		
Income		
1.4 Other revenues	-\$124	\$0
Income Total	-\$124	\$0
Expenditure		
2.1 Employee benefits and on-costs	\$8,350	\$8,601
2.3 Materials	\$15,244	\$66,352
2.6 Other expenses	\$173,227	\$182,664
2.8 Internal expense	\$105,985	\$109,459
Expenditure Total	\$302,806	\$367,076
5.1.5 Elected Members Total	\$302,682	\$367,076
5.1.5 Executive Services		
Income		
1.4 Other revenues	-\$793	-\$817
1.7 Internal revenues	-\$120,920	-\$120,920
Income Total	-\$121,713	-\$121,737

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	Annual Current Budget	Proposed Budget for 2017
Expenditure		
2.1 Employee benefits and on-costs	\$373,758	\$385,241
2.3 Materials	\$58,609	\$60,741
2.4 Contracts	\$41,252	\$100,352
2.6 Other expenses	\$242,902	\$268,915
2.8 Internal expense	\$167,225	\$168,385
Expenditure Total	\$883,746	\$983,634
5.1.5 Executive Services Total	\$762,033	\$861,897
Governance & Town utilities and plant Total	\$385,842	\$461,642
Organisational & Community Development		
1.1.2 Home and Community Care Services		
Income		
1.2 User charges and fees	-\$103,421	-\$113,828
1.4 Other revenues	-\$15,038	-\$12,266
1.5 Grants subsidies contributions - Op	-\$312,914	-\$301,074
Income Total	-\$431,373	-\$427,168
Expenditure		
2.1 Employee benefits and on-costs	\$196,081	\$205,882
2.3 Materials	\$131,054	\$131,355
2.4 Contracts	\$11,138	\$11,298
2.5 Depreciation & amortisation	\$20,610	\$5,940
2.6 Other expenses	\$27,386	\$26,100
2.8 Internal expense	\$36,309	\$37,545
Expenditure Total	\$422,578	\$418,120
1.1.2 Home and Community Care Services Total	-\$8,795	-\$9,048
1.1.3 Families NSW		
Income		
1.5 Grants subsidies contributions - Op	-\$96,673	-\$98,224
Income Total	-\$96,673	-\$98,224
Expenditure		
2.1 Employee benefits and on-costs	\$61,465	\$68,727
2.3 Materials	\$24,580	\$23,639
2.4 Contracts	\$2,560	\$1,574
2.6 Other expenses	\$3,064	\$3,156
2.8 Internal expense	\$3,158	\$1,098
Expenditure Total	\$94,827	\$98,194
1.1.3 Families NSW Total	-\$1,846	-\$30

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	Annual Current Budget	Proposed Budget for 2017
1.1.3 Neighbourhood Centre		
Income		
1.5 Grants subsidies contributions - Op	-\$13,539	-\$13,945
Income Total	-\$13,539	-\$13,945
Expenditure		
2.1 Employee benefits and on-costs	\$11,790	\$11,790
2.3 Materials	\$1,334	\$1,740
2.8 Internal expense	\$60	\$60
Expenditure Total	\$13,184	\$13,590
1.1.3 Neighbourhood Centre Total	-\$355	-\$355
1.1.3 Other Social Services		
Income		
1.5 Grants subsidies contributions - Op	-\$10,000	-\$10,000
Income Total	-\$10,000	-\$10,000
Expenditure		
2.3 Materials	\$15,061	\$15,512
2.8 Internal expense	\$12,211	\$12,666
Expenditure Total	\$27,272	\$28,178
1.1.3 Other Social Services Total	\$17,272	\$18,178
1.1.3 Toy Library		
Income		
1.2 User charges and fees	-\$1,076	-\$820
1.4 Other revenues	-\$274	\$0
1.5 Grants subsidies contributions - Op	-\$17,875	-\$18,335
Income Total	-\$19,225	-\$19,155
Expenditure		
2.1 Employee benefits and on-costs	\$42,669	\$39,741
2.3 Materials	\$2,894	\$2,441
2.5 Depreciation & amortisation	\$419	\$399
2.6 Other expenses	\$2,511	\$656
2.8 Internal expense	\$5,414	\$5,166
Expenditure Total	\$53,907	\$48,403
1.1.3 Toy Library Total	\$34,682	\$29,248

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	Annual Current Budget	Proposed Budget for 2017
1.1.3 Vacation Care		
Income		
1.5 Grants subsidies contributions - Op	-\$10,203	-\$9,847
Income Total	-\$10,203	-\$9,847
Expenditure		
2.1 Employee benefits and on-costs	\$11,790	\$11,790
2.3 Materials	\$1,576	\$1,030
2.8 Internal expense	\$1,427	\$1,030
Expenditure Total	\$14,793	\$13,850
1.1.3 Vacation Care Total	\$4,590	\$4,003
1.1.3 Youth Services		
Income		
1.5 Grants subsidies contributions - Op	-\$30,879	-\$32,411
Income Total	-\$30,879	-\$32,411
Expenditure		
2.1 Employee benefits and on-costs	\$11,790	\$24,343
2.3 Materials	\$11,140	\$6,170
2.6 Other expenses	\$1,201	\$1,237
2.8 Internal expense	\$15,976	\$6,442
Expenditure Total	\$40,107	\$38,192
1.1.3 Youth Services Total	\$9,228	\$5,781
1.2.1 Naroo Aged Care		
Income		
1.2 User charges and fees	\$0	-\$42,025
1.3 Interest and investment revenue	-\$3,335	-\$4,773
1.4 Other revenues	-\$840,795	-\$840,543
1.5 Grants subsidies contributions - Op	-\$1,483,200	-\$1,954,762
Income Total	-\$2,327,330	-\$2,842,103
Expenditure		
2.1 Employee benefits and on-costs	\$1,572,500	\$1,817,305
2.2 Borrowing costs	\$213,837	\$158,367
2.3 Materials	\$276,303	\$295,594
2.4 Contracts	\$48,616	\$38,635
2.5 Depreciation & amortisation	\$32,475	\$127,109
2.6 Other expenses	\$108,380	\$106,576
2.8 Internal expense	\$49,353	\$50,690
Expenditure Total	\$2,301,464	\$2,594,276
1.2.1 Naroo Aged Care Total	-\$25,866	-\$247,827

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	Annual Current Budget	Proposed Budget for 2017
1.2.3 Events & staging and promotion		
Income		
1.2 User charges and fees	-\$2,198	-\$15,375
1.4 Other revenues	\$0	-\$10,300
1.5 Grants subsidies contributions - Op	-\$11,072	\$0
Income Total	-\$13,270	-\$25,675
Expenditure		
2.1 Employee benefits and on-costs	\$1,823	\$5,000
2.3 Materials	\$426	\$10,233
2.4 Contracts	\$0	\$2,700
2.6 Other expenses	\$748	\$2,060
2.8 Internal expense	\$16,593	\$17,987
Expenditure Total	\$19,590	\$37,980
1.2.3 Events & staging and promotion Total	\$6,320	\$12,305
1.2.3 Libraries		
Income		
1.2 User charges and fees	-\$513	-\$526
1.4 Other revenues	-\$564	-\$578
1.5 Grants subsidies contributions - Op	-\$43,260	-\$44,558
Income Total	-\$44,337	-\$45,662
Expenditure		
2.1 Employee benefits and on-costs	\$74,671	\$75,741
2.3 Materials	\$121,762	\$110,983
2.4 Contracts	\$4,254	\$4,309
2.5 Depreciation & amortisation	\$10,242	\$12,409
2.6 Other expenses	\$16,022	\$16,503
2.8 Internal expense	\$15,716	\$16,230
Expenditure Total	\$242,667	\$236,175
1.2.3 Libraries Total	\$198,330	\$190,513
1.2.3 Roxy		
Income		
1.2 User charges and fees	-\$52,070	-\$68,697
1.4 Other revenues	-\$19,304	-\$15,689
1.5 Grants subsidies contributions - Op	-\$14,420	-\$10,512
Income Total	-\$85,794	-\$94,898

	Annual Current Budget	Proposed Budget for 2017
Expenditure		
2.1 Employee benefits and on-costs	\$21,789	\$22,616
2.2 Borrowing costs	\$18,645	\$17,003
2.3 Materials	\$55,987	\$75,595
2.4 Contracts	\$47,385	\$57,996
2.5 Depreciation & amortisation	\$127,628	\$75,188
2.6 Other expenses	\$61,059	\$61,579
2.8 Internal expense	\$11,503	\$12,550
Expenditure Total	\$343,996	\$322,527
1.2.3 Roxy Total	\$258,202	\$227,629
2.1.2 Business and Economic Development		
Income		
1.2 User charges and fees	-\$3,588	-\$4,613
1.5 Grants subsidies contributions - Op	-\$4,120	-\$2,122
Income Total	-\$7,708	-\$6,735
Expenditure		
2.1 Employee benefits and on-costs	\$175,165	\$146,067
2.3 Materials	\$19,703	\$18,435
2.4 Contracts	\$60,055	\$16,480
2.6 Other expenses	\$2,173	\$1,591
2.8 Internal expense	\$1,045	\$1,063
Expenditure Total	\$258,141	\$183,636
2.1.2 Business and Economic Development Total	\$250,433	\$176,901
2.1.3 Caravan Parks		
Income		
1.2 User charges and fees	-\$429,387	-\$389,978
1.4 Other revenues	-\$12,000	-\$19,390
Income Total	-\$441,387	-\$409,368
Expenditure		
2.1 Employee benefits and on-costs	\$191,754	\$197,151
2.2 Borrowing costs	\$24,700	\$45,742
2.3 Materials	\$22,707	\$23,196
2.4 Contracts	\$16,096	\$16,513
2.5 Depreciation & amortisation	\$27,351	\$42,607
2.6 Other expenses	\$93,369	\$79,862
2.8 Internal expense	\$55,627	\$54,207
Expenditure Total	\$431,604	\$459,278
2.1.3 Caravan Parks Total	-\$9,783	\$49,910

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	Annual Current Budget	Proposed Budget for 2017
2.1.3 Contracted Services		
Income		
1.4 Other revenues	-\$100,425	-\$103,443
Income Total	-\$100,425	-\$103,443
Expenditure		
2.1 Employee benefits and on-costs	\$130,888	\$130,888
2.3 Materials	\$376	\$387
2.6 Other expenses	\$938	\$966
2.8 Internal expense	\$12,420	\$12,423
Expenditure Total	\$144,622	\$144,664
2.1.3 Contracted Services Total	\$44,197	\$41,221
2.1.3 Cranky Rock		
Income		
1.2 User charges and fees	-\$4,620	-\$2,665
Income Total	-\$4,620	-\$2,665
Expenditure		
2.1 Employee benefits and on-costs	\$1,040	\$3,340
2.3 Materials	\$7,275	\$5,867
2.4 Contracts	\$535	\$4,873
2.5 Depreciation & amortisation	\$2,205	\$2,205
2.6 Other expenses	\$10,768	\$7,083
2.8 Internal expense	\$1,698	\$1,326
Expenditure Total	\$23,521	\$24,694
2.1.3 Cranky Rock Total	\$18,901	\$22,029
2.1.3 Tourism		
Income		
1.2 User charges and fees	-\$237	-\$331
1.4 Other revenues	-\$32,209	-\$32,365
1.5 Grants subsidies contributions - Op	-\$4,400	-\$7,440
Income Total	-\$36,846	-\$40,136
Expenditure		
2.1 Employee benefits and on-costs	\$104,519	\$104,519
2.2 Borrowing costs	\$5,189	\$4,928
2.3 Materials	\$40,201	\$31,580
2.4 Contracts	\$6,010	\$6,093
2.5 Depreciation & amortisation	\$6,224	\$6,193
2.6 Other expenses	\$47,784	\$36,337
2.8 Internal expense	\$35,310	\$29,062
Expenditure Total	\$245,237	\$218,712
2.1.3 Tourism Total	\$208,391	\$178,576

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	Annual Current Budget	Proposed Budget for 2017
2.2 Gwydir Learning Region		
Income		
1.2 User charges and fees	\$0	-\$119,445
1.4 Other revenues	-\$3,605	-\$8,514
1.5 Grants subsidies contributions - Op	\$0	-\$873
Income Total	-\$3,605	-\$128,832
Expenditure		
2.1 Employee benefits and on-costs	\$100,933	\$180,960
2.2 Borrowing costs	\$29,860	\$11,929
2.3 Materials	\$49,628	\$54,106
2.4 Contracts	\$19,939	\$72,642
2.5 Depreciation & amortisation	\$105	\$2,650
2.6 Other expenses	\$19,274	\$20,336
2.8 Internal expense	\$25,536	\$26,156
Expenditure Total	\$245,275	\$368,779
2.2 Gwydir Learning Region Total	\$241,670	\$239,947
2.2.1 Training		
Income		
1.5 Grants subsidies contributions - Op	-\$58,195	\$0
1.7 Internal revenues	-\$275,058	-\$279,728
Income Total	-\$333,253	-\$279,728
Expenditure		
2.1 Employee benefits and on-costs	\$366,141	\$325,176
2.3 Materials	\$11,213	\$11,550
2.4 Contracts	\$8,995	\$9,265
2.6 Other expenses	\$2,034	\$2,094
2.8 Internal expense	\$70,189	\$72,426
Expenditure Total	\$458,572	\$420,511
2.2.1 Training Total	\$125,319	\$140,783
2.2.2 PreSchool		
Income		
1.2 User charges and fees	-\$61,500	-\$75,338
1.5 Grants subsidies contributions - Op	-\$159,467	-\$151,017
Income Total	-\$220,967	-\$226,355

	Annual Current Budget	Proposed Budget for 2017
Expenditure		
2.1 Employee benefits and on-costs	\$228,848	\$215,572
2.3 Materials	\$24,572	\$9,003
2.4 Contracts	\$2,349	\$797
2.5 Depreciation & amortisation	\$7,864	\$10,230
2.6 Other expenses	\$6,948	\$6,735
2.8 Internal expense	\$12,755	\$13,318
Expenditure Total	\$283,336	\$255,655
2.2.2 PreSchool Total	\$62,369	\$29,300
2.2.2 Tharawonga		
Income		
1.5 Grants subsidies contributions - Op	-\$280,989	-\$285,815
Income Total	-\$280,989	-\$285,815
Expenditure		
2.1 Employee benefits and on-costs	\$199,723	\$202,756
2.3 Materials	\$26,409	\$34,880
2.4 Contracts	\$4,060	\$3,300
2.5 Depreciation & amortisation	\$4,708	\$6,177
2.6 Other expenses	\$5,631	\$3,948
2.8 Internal expense	\$33,619	\$34,683
Expenditure Total	\$274,150	\$285,744
2.2.2 Tharawonga Total	-\$6,839	-\$71
4.1.2 Social Services Admin		
Expenditure		
2.1 Employee benefits and on-costs	\$111,051	\$112,745
2.3 Materials	\$206	\$212
2.8 Internal expense	\$7,474	\$7,639
Expenditure Total	\$118,731	\$120,596
4.1.2 Social Services Admin Total	\$118,731	\$120,596
5.1 Organisational Development Administration		
Expenditure		
2.1 Employee benefits and on-costs	\$116,551	\$355,751
2.3 Materials	\$4,549	\$4,691
2.6 Other expenses	\$5,228	\$5,385
2.8 Internal expense	\$25,673	\$26,443
Expenditure Total	\$152,001	\$392,270
5.1 Organisational Development Administration Total	\$152,001	\$392,270

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	Annual Current Budget	Proposed Budget for 2017
5.1.3 Human Resources		
Income		
1.7 Internal revenues	-\$710,039	-\$714,553
Income Total	-\$710,039	-\$714,553
Expenditure		
2.1 Employee benefits and on-costs	\$791,733	\$380,974
2.3 Materials	\$21,258	\$22,906
2.6 Other expenses	\$12,305	\$12,674
2.8 Internal expense	\$157,517	\$166,134
Expenditure Total	\$982,813	\$582,688
5.1.3 Human Resources Total	\$272,774	-\$131,865
5.1.3 Insurance		
Income		
1.4 Other revenues	-\$236,386	-\$114,728
Income Total	-\$236,386	-\$114,728
Expenditure		
2.1 Employee benefits and on-costs	\$13,665	\$13,410
2.3 Materials	\$2,575	\$2,698
2.4 Contracts	\$9,785	\$10,380
2.6 Other expenses	\$231,489	\$246,019
2.8 Internal expense	\$9,875	\$10,452
Expenditure Total	\$267,389	\$282,959
5.1.3 Insurance Total	\$31,003	\$168,231
5.1.3 Purchasing Procurement and Contracts		
Income		
1.4 Other revenues	-\$3,000	-\$7,300
Income Total	-\$3,000	-\$7,300
5.1.3 Purchasing Procurement and Contracts Total	-\$3,000	-\$7,300
5.1.3 Risk Admin		
Expenditure		
2.1 Employee benefits and on-costs	\$64,366	\$0
2.3 Materials	\$0	\$5,578
2.6 Other expenses	\$1,730	\$2,079
2.8 Internal expense	\$5,336	\$5,427
Expenditure Total	\$71,432	\$13,084
5.1.3 Risk Admin Total	\$71,432	\$13,084

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Chairman

	Annual Current Budget	Proposed Budget for 2017
5.1.3 Stores		
Income		
1.7 Internal revenues	-\$151,345	-\$146,004
Income Total	-\$151,345	-\$146,004
Expenditure		
2.1 Employee benefits and on-costs	\$71,563	\$86,104
2.3 Materials	\$1,030	\$1,061
2.6 Other expenses	\$1,694	\$1,745
2.8 Internal expense	\$29,672	\$38,521
Expenditure Total	\$103,959	\$127,431
5.1.3 Stores Total	-\$47,386	-\$18,573
5.1.3 Workers Comp		
Income		
1.4 Other revenues	-\$68,356	-\$70,407
Income Total	-\$68,356	-\$70,407
5.1.3 Workers Comp Total	-\$68,356	-\$70,407
Organisational & Community Development Total	\$1,953,619	\$1,575,029
Technical Services		
1.2.2 LEMC		
Expenditure		
2.8 Internal expense	\$397	\$2,896
Expenditure Total	\$397	\$2,896
1.2.2 LEMC Total	\$397	\$2,896
1.2.2 Other EMS		
Income		
1.4 Other revenues	-\$103	-\$106
Income Total	-\$103	-\$106
Expenditure		
2.4 Contracts	\$1,700	\$1,840
2.5 Depreciation & amortisation	\$913	\$913
2.6 Other expenses	\$41,956	\$38,613
2.8 Internal expense	\$120	\$123
Expenditure Total	\$44,689	\$41,489
1.2.2 Other EMS Total	\$44,586	\$41,383

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	Annual Current Budget	Proposed Budget for 2017
1.2.2 Rural Fire Service		
Income		
1.4 Other revenues	-\$10,918	-\$106
1.5 Grants subsidies contributions - Op	-\$295,610	-\$304,478
1.6 Grants Subsidies Contributions - Cap	-\$195,000	-\$240,000
Income Total	-\$501,528	-\$544,584
Expenditure		
2.1 Employee benefits and on-costs	\$22,652	\$15,748
2.3 Materials	\$56,034	\$53,693
2.4 Contracts	\$72,788	\$94,995
2.5 Depreciation & amortisation	\$92,671	\$97,607
2.6 Other expenses	\$350,867	\$365,796
2.8 Internal expense	\$11,413	\$15,495
Expenditure Total	\$606,425	\$643,334
1.2.2 Rural Fire Service Total	\$104,897	\$98,750
1.2.2 State Emergency Services		
Expenditure		
2.1 Employee benefits and on-costs	\$2,386	\$2,386
2.3 Materials	\$435	\$1,057
2.4 Contracts	\$1,890	\$2,805
2.5 Depreciation & amortisation	\$8,683	\$24,163
2.6 Other expenses	\$30,211	\$31,669
2.8 Internal expense	\$4,416	\$4,308
Expenditure Total	\$48,021	\$66,388
1.2.2 State Emergency Services Total	\$48,021	\$66,388
2.1.1 Aerodrome		
Expenditure		
2.1 Employee benefits and on-costs	\$670	\$2,420
2.3 Materials	\$0	\$834
2.5 Depreciation & amortisation	\$773	\$750
2.6 Other expenses	\$1,666	\$1,762
2.8 Internal expense	\$4,429	\$4,355
Expenditure Total	\$7,538	\$10,121
2.1.1 Aerodrome Total	\$7,538	\$10,121

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	Annual Current Budget	Proposed Budget for 2017
2.1.1 Asset Management Admin		
Expenditure		
2.1 Employee benefits and on-costs	\$69,775	\$83,000
2.3 Materials	\$1,772	\$1,825
2.4 Contracts	\$7,725	\$7,957
2.6 Other expenses	\$1,751	\$1,804
2.8 Internal expense	\$1,030	\$1,061
Expenditure Total	\$82,053	\$95,647
2.1.1 Asset Management Admin Total	\$82,053	\$95,647
2.1.1 Bridges		
Expenditure		
2.1 Employee benefits and on-costs	\$23,861	\$14,200
2.2 Borrowing costs	\$34,647	\$32,569
2.3 Materials	\$11,827	\$22,342
2.4 Contracts	\$2,274	\$2,334
2.5 Depreciation & amortisation	\$370,096	\$4,100
2.8 Internal expense	\$10,650	\$10,768
Expenditure Total	\$453,355	\$86,313
2.1.1 Bridges Total	\$453,355	\$86,313
2.1.1 Bridges on Regional Rds		
Expenditure		
2.1 Employee benefits and on-costs	\$2,000	\$0
2.5 Depreciation & amortisation	\$297,277	\$7,271
2.8 Internal expense	\$300	\$0
Expenditure Total	\$299,577	\$7,271
2.1.1 Bridges on Regional Rds Total	\$299,577	\$7,271
2.1.1 Bus Shelters & Services		
Expenditure		
2.1 Employee benefits and on-costs	\$150	\$150
2.5 Depreciation & amortisation	\$879	\$853
Expenditure Total	\$1,029	\$1,003
2.1.1 Bus Shelters & Services Total	\$1,029	\$1,003
2.1.1 Car Parks		
Expenditure		
2.5 Depreciation & amortisation	\$813	\$1,756
Expenditure Total	\$813	\$1,756
2.1.1 Car Parks Total	\$813	\$1,756

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	Annual Current Budget	Proposed Budget for 2017
2.1.1 Footpaths		
Expenditure		
2.1 Employee benefits and on-costs	\$1,200	\$0
2.5 Depreciation & amortisation	\$8,307	\$19,317
Expenditure Total	\$9,507	\$19,317
2.1.1 Footpaths Total	\$9,507	\$19,317
2.1.1 Kerb & Gutter		
Expenditure		
2.1 Employee benefits and on-costs	\$1,200	\$0
2.5 Depreciation & amortisation	\$107,247	\$22,136
Expenditure Total	\$108,447	\$22,136
2.1.1 Kerb & Gutter Total	\$108,447	\$22,136
2.1.1 Other engineering services		
Income		
1.2 User charges and fees	-\$154	-\$158
Income Total	-\$154	-\$158
Expenditure		
2.1 Employee benefits and on-costs	\$57,708	\$52,383
2.2 Borrowing costs	\$61,044	\$28,790
2.3 Materials	\$13,676	\$22,041
2.4 Contracts	\$84,756	\$2,060
2.5 Depreciation & amortisation	\$18,418	\$18,417
2.6 Other expenses	\$15,697	\$1,570
2.8 Internal expense	\$15,850	\$223
Expenditure Total	\$267,149	\$125,484
2.1.1 Other engineering services Total	\$266,995	\$125,326
2.1.1 Quarry Operations		
Income		
1.7 Internal revenues	-\$40,438	\$0
Income Total	-\$40,438	\$0
Expenditure		
2.1 Employee benefits and on-costs	\$934	\$0
2.3 Materials	\$663	\$0
2.4 Contracts	\$35,089	\$0
2.5 Depreciation & amortisation	\$36,658	\$35,590
2.8 Internal expense	\$1,440	\$0
Expenditure Total	\$74,784	\$35,590
2.1.1 Quarry Operations Total	\$34,346	\$35,590

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	Annual Current Budget	Proposed Budget for 2017
2.1.1 Sealed Local Rds		
Income		
1.5 Grants subsidies contributions - Op	-\$1,369,188	-\$1,785,100
Income Total	-\$1,369,188	-\$1,785,100
Expenditure		
2.1 Employee benefits and on-costs	\$188,229	\$144,241
2.3 Materials	\$161,519	\$139,852
2.4 Contracts	\$69,993	\$52,880
2.5 Depreciation & amortisation	\$1,429,832	\$1,110,925
2.8 Internal expense	\$144,546	\$167,314
Expenditure Total	\$1,994,119	\$1,615,212
2.1.1 Sealed Local Rds Total	\$624,931	-\$169,888
2.1.1 Sealed Regional Rds		
Income		
1.5 Grants subsidies contributions - Op	-\$1,145,111	-\$1,572,394
1.6 Grants Subsidies Contributions - Cap	-\$732,750	-\$295,939
Income Total	-\$1,877,861	-\$1,868,333
Expenditure		
2.1 Employee benefits and on-costs	\$284,721	\$288,273
2.3 Materials	\$264,749	\$166,653
2.4 Contracts	\$68,036	\$0
2.5 Depreciation & amortisation	\$1,278,488	\$1,011,110
2.8 Internal expense	\$341,490	\$33,411
Expenditure Total	\$2,237,484	\$1,499,447
2.1.1 Sealed Regional Rds Total	\$359,623	-\$368,886
2.1.1 Stormwater Drainage		
Income		
1.1 Rates and annual charges	-\$40,420	-\$41,392
1.3 Interest and investment revenue	-\$23	\$0
Income Total	-\$40,443	-\$41,392
Expenditure		
2.1 Employee benefits and on-costs	\$17,540	\$31,681
2.3 Materials	\$43,293	\$0
2.4 Contracts	\$30,562	\$14,498
2.5 Depreciation & amortisation	\$46,986	\$46,986
2.8 Internal expense	\$10,882	\$9,451
Expenditure Total	\$149,263	\$102,616
2.1.1 Stormwater Drainage Total	\$108,820	\$61,224

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	Annual Current Budget	Proposed Budget for 2017
2.1.1 Street Lighting		
Income		
1.5 Grants subsidies contributions - Op	-\$19,570	-\$20,157
Income Total	-\$19,570	-\$20,157
Expenditure		
2.1 Employee benefits and on-costs	\$100	\$100
2.3 Materials	\$150	\$54
2.6 Other expenses	\$100,343	\$93,053
2.8 Internal expense	\$241	\$242
Expenditure Total	\$100,834	\$93,449
2.1.1 Street Lighting Total	\$81,264	\$73,292
2.1.1 Unsealed Local Rds		
Income		
1.5 Grants subsidies contributions - Op	-\$1,165,000	-\$1,141,460
1.6 Grants Subsidies Contributions - Cap	-\$642,000	-\$100,000
Income Total	-\$1,807,000	-\$1,241,460
Expenditure		
2.1 Employee benefits and on-costs	\$214,173	\$363,065
2.3 Materials	\$15,941	\$23,653
2.4 Contracts	\$214,545	\$22,980
2.5 Depreciation & amortisation	\$2,046,620	\$1,169,379
2.8 Internal expense	\$451,751	\$456,712
Expenditure Total	\$2,943,030	\$2,035,789
2.1.1 Unsealed Local Rds Total	\$1,136,030	\$794,329
2.1.1 Urban Rds		
Expenditure		
2.1 Employee benefits and on-costs	\$41,085	\$41,600
2.3 Materials	\$24,456	\$14,205
2.5 Depreciation & amortisation	\$165,905	\$180,813
2.8 Internal expense	\$25,808	\$15,544
Expenditure Total	\$257,254	\$252,162
2.1.1 Urban Rds Total	\$257,254	\$252,162
2.1.1 Urban Regional Rds		
Expenditure		
2.5 Depreciation & amortisation	\$0	\$22,558
Expenditure Total	\$0	\$22,558
2.1.1 Urban Regional Rds Total	\$0	\$22,558

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	Annual Current Budget	Proposed Budget for 2017
4.2.1 Private Works		
Income		
1.4 Other revenues	-\$83,739	-\$64,642
Income Total	-\$83,739	-\$64,642
Expenditure		
2.1 Employee benefits and on-costs	\$26,797	\$15,774
2.3 Materials	\$13,640	\$14,564
2.4 Contracts	\$3,187	\$0
2.8 Internal expense	\$21,004	\$13,195
Expenditure Total	\$64,628	\$43,533
4.2.1 Private Works Total	-\$19,111	-\$21,109
5.1.3 GIS		
Income		
1.4 Other revenues	-\$565	-\$580
1.7 Internal revenues	-\$216,491	-\$119,475
Income Total	-\$217,056	-\$120,055
Expenditure		
2.1 Employee benefits and on-costs	\$55,000	\$60,000
2.3 Materials	\$20,858	\$21,484
2.4 Contracts	\$3,605	\$3,981
2.5 Depreciation & amortisation	\$1,584	\$1,538
2.6 Other expenses	\$103	\$106
2.8 Internal expense	\$37,748	\$32,947
Expenditure Total	\$118,898	\$120,056
5.1.3 GIS Total	-\$98,158	\$1
State Roads (RMS WORKS)		
Income		
1.2 User charges and fees	-\$3,243,404	-\$3,347,500
Income Total	-\$3,243,404	-\$3,347,500
Expenditure		
2.1 Employee benefits and on-costs	\$523,381	\$521,845
2.3 Materials	\$1,045,547	\$696,623
2.4 Contracts	\$417,339	\$750,610
2.8 Internal expense	\$807,137	\$831,351
Expenditure Total	\$2,793,404	\$2,800,429
State Roads (RMS WORKS) Total	-\$450,000	-\$547,071

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	Annual Current Budget	Proposed Budget for 2017
Technical Services Administration		
Income		
1.4 Other revenues	-\$206	-\$212
1.5 Grants subsidies contributions - Op	-\$464	-\$478
Income Total	-\$670	-\$690
Expenditure		
2.1 Employee benefits and on-costs	\$631,331	\$867,893
2.3 Materials	\$6,544	\$12,547
2.4 Contracts	\$400	\$422
2.6 Other expenses	\$18,490	\$17,432
2.8 Internal expense	\$250,589	\$255,758
Expenditure Total	\$907,354	\$1,154,052
Technical Services Administration Total	\$906,684	\$1,153,362
Technical Services Total	\$4,368,898	\$1,863,871
Total	-\$539,002	-\$4,337,672

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Corporate Plan Report

Gwydir Shire Council



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CORPORATE PLAN**GOAL 1** A healthy and cohesive community**OUTCOME 1.1** We have healthy and inviting spaces and places**STRATEGY 1.1.3** Provide the right places, spaces and activities

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
1.1.3.46 Town streets beautification program - not defined	Parks and Urban Spaces	01-Jul-2017	30-Jun-2018	\$45,000	\$46,292	\$47,659	\$49,053

OUTCOME 1.2 Our Community Is An Inviting And Vibrant Place To Live**STRATEGY 1.2.2** A shared responsibility for community safety

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
1.2.2.18 Animal pound construction	Public Health	01-Jul-2016	30-Jun-2017	\$150,000	\$0	\$0	\$0
1.2.2.19 Warialda Rail RFS shed contracted works	Emergency Services	01-Jul-2016	30-Jun-2017	\$240,000	\$0	\$0	\$0

GOAL 2 Building the business base**OUTCOME 2.1** Our Economy Is Growing And Supported**STRATEGY 2.1.1** Plan for and develop the right assets and infrastructure

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
2.1.1.66 Pedestrian access mobility plan works (Capital Works)	Roads	01-Jul-2016	30-Jun-2017	\$0	\$0	\$0	\$0
2.1.1.87 Completion of the Warialda High Productivity Vehicle Route (bypass) to allow A-doubles and B-triples to access the Gwydir Highway at Warialda.	Technical Services Administration	01-Jul-2016	30-Jun-2018	\$0	\$0	\$0	\$0
2.1.1.88 Sealed Urban Roads Surface Renewal - not defined	Roads	01-Jul-2016	30-Jun-2017	\$255,000	\$261,387	\$267,678	\$273,855
2.1.1.92 Regional Roads Structure Pavement Renewal - not defined	Roads	01-Jul-2016	30-Jun-2017	\$913,133	\$913,133	\$913,133	\$913,133

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2.1.1.96 Regional Roads Surface Reseal Program - not defined	Roads	01-Jul-2016	30-Jun-2017	\$472,690	\$484,668	\$496,544	\$508,250
2.1.1.100 R2R - Rehab Program, Arterial road, Baroma Downs Road	Roads	01-Jul-2016	30-Jun-2017	\$814,505	\$0	\$0	\$0
2.1.1.101 R2R - Rehab Program, Arterial road, Elcombe Road	Roads	01-Jul-2016	30-Jun-2017	\$789,000	\$0	\$0	\$0
2.1.1.102 Sealed Local Roads Structure Pavement Renewals - not defined	Roads	01-Jul-2017	30-Jun-2018	\$0	\$903,147	\$931,129	\$959,934
2.1.1.105 Rural Resealing, Minor road, Shire Roads Resealing	Roads	01-Jul-2016	30-Jun-2017	\$525,000	\$0	\$0	\$0
2.1.1.106 Rehab Program, road, Shire Roads Heavy Patching Program	Roads	01-Jul-2016	30-Jun-2017	\$276,852	\$0	\$0	\$0
2.1.1.107 Sealed Local Roads Surface Renewal - not defined	Roads	01-Jul-2017	30-Jun-2018	\$0	\$360,664	\$151,852	\$91,852
2.1.1.110 Rehab Program, Warialda High Productivity Vehicle Route	Roads	01-Jul-2016	30-Jun-2017	\$500,000	\$0	\$0	\$0
2.1.1.111 Unsealed Local Roads Structure Pavement Renewal - not defined	Roads	01-Jul-2017	30-Jun-2018	\$0	\$976,475	\$1,003,982	\$1,031,823
2.1.1.114 R2R - Resheeting, Collector road, SR38 Adams Scrub Rd: 6.72 0.68-6.40, 7.0-8.0 From SH12	Roads	01-Jul-2016	30-Jun-2017	\$120,957	\$0	\$0	\$0
2.1.1.115 R2R - Resheeting, local road, SR44 Boundary Ck Rd: 4.7 1.0-1.8, 4.0-4.7, 9.8, 13.0 From MR133	Roads	01-Jul-2016	30-Jun-2017	\$84,600	\$0	\$0	\$0
2.1.1.116 R2R - Resheeting, Arterial road, SR90 Old Bora Rd: 4.25 1.95- 2.15, 2.2-6.25, From SR1	Roads	01-Jul-2016	30-Jun-2017	\$76,500	\$0	\$0	\$0
2.1.1.117 R2R - Resheeting, Minor road, SR100 Kelly's Access Rd: 1.9 0-700, 2.7-3.9 From SR44	Roads	01-Jul-2016	30-Jun-2017	\$34,200	\$0	\$0	\$0
2.1.1.118 R2R - Resheeting, Minor road, SR96 Duffys Rd: 1.5 0.15 From SR95	Roads	01-Jul-2016	30-Jun-2017	\$27,000	\$0	\$0	\$0
2.1.1.119 R2R - Resheeting, Minor road, SR85 Butlers Rd: 1 0-1.0 From SR55	Roads	01-Jul-2016	30-Jun-2017	\$18,000	\$0	\$0	\$0
2.1.1.120 R2R - Resheeting, Minor road, SR286 Sonoma Rd: 1.5 700-2.2 from SR18	Roads	01-Jul-2016	30-Jun-2017	\$27,000	\$0	\$0	\$0

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2.1.1.121 R2R - Resheeting, Collector road, SR13 Oregon Road: 10.6 24.6kms to 27kms & 39.2kms to 47.4 kms	Roads	01-Jul-2016	30-Jun-2017	\$233,200	\$0	\$0	\$0
2.1.1.122 R2R - Resheeting, Collector road, SR63 Gil Gil Road: 2.6 19kms to 21.6kms	Roads	01-Jul-2016	30-Jun-2017	\$57,200	\$0	\$0	\$0
2.1.1.123 R2R - Resheeting, Arterial road, SR43 Buckie Road: 1.5 8.5 kms to 10kms	Roads	01-Jul-2016	30-Jun-2017	\$33,000	\$0	\$0	\$0
2.1.1.124 R2R - Resheeting, Arterial road, SR36 Baroma Road: 1.3 13.8kms to 15.1kms	Roads	01-Jul-2016	30-Jun-2017	\$28,600	\$0	\$0	\$0
2.1.1.125 R2R - Resheeting, Arterial road, SR41 County Boundary Road: 8.2 4kms to 12.2kms	Roads	01-Jul-2016	30-Jun-2017	\$180,400	\$0	\$0	\$0
2.1.1.126 R2R - Resheeting, Minor road, SR238 Talula Road: 4 Gravel Patching Haul Road to gravel pit	Roads	01-Jul-2016	30-Jun-2017	\$88,000	\$0	\$0	\$0
2.1.1.127 R2R - Resheeting, Local road, SR81 Langley Road: 4 Okms to 2kms & 2.4kms to 4.3kms	Roads	01-Jul-2016	30-Jun-2017	\$72,000	\$0	\$0	\$0
2.1.1.128 R2R - Resheeting, Arterial road, SR6 Getta Getta Road : 3 Okms to 3kms plus 1000m3 patching out	Roads	01-Jul-2016	30-Jun-2017	\$72,000	\$0	\$0	\$0
2.1.1.129 R2R - Resheeting, Collector road, SR10 Yallaro Road: 7.1 15.1kms to 17.7kms & 18.5kms to 23kms	Roads	01-Jul-2016	30-Jun-2017	\$170,400	\$0	\$0	\$0
2.1.1.130 Self help program - 50% funded by contributions defined	Roads	01-Jul-2016	30-Jun-2017	\$200,000	\$200,000	\$200,000	\$200,000
2.1.1.134 Stormwater Drainage Renewal Program - not defined	Roads	01-Jul-2016	30-Jun-2017	\$45,617	\$46,837	\$48,083	\$49,332
2.1.1.138 Old SES Rivercare shed paint externally	Building Services	01-Jul-2016	30-Jun-2017	\$6,000	\$0	\$0	\$0
2.1.1.139 Bingara Landcare Office paint internally	Building Services	01-Jul-2018	30-Jun-2019	\$0	\$0	\$4,815	\$0
2.1.1.140 Bingara Vet Clinic paint internally	Building Services	01-Jul-2018	30-Jun-2019	\$0	\$0	\$21,906	\$0
2.1.1.141 Warialda Standard Office paint internally	Building Services	01-Jul-2018	30-Jun-2019	\$0	\$0	\$5,315	\$0
2.1.1.142 Warialda Fitness Centre refurbish amenities	Building Services	01-Jul-2017	30-Jun-2018	\$0	\$36,489	\$0	\$0
2.1.1.143 Rosehill Drive Residence paint internally and floor coverings	Building Services	01-Jul-2016	30-Jun-2017	\$21,500	\$0	\$0	\$0
2.1.1.144 123 High Street Residence refurbish bathroom	Building Services	01-Jul-2016	30-Jun-2017	\$15,000	\$0	\$0	\$0
2.1.1.145 8 Olive Pyke Terrace Residence paint internally and floor coverings	Building Services	01-Jul-2016	30-Jun-2017	\$25,000	\$0	\$0	\$0

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2.1.1.146 9 Olive Pyke Terrace Residence paint internally and floor coverings	Building Services	01-Jul-2016	30-Jun-2017	\$23,000	\$0	\$0	\$0
2.1.1.147 123 High Street Residence refurbish kitchen	Building Services	01-Jul-2018	30-Jun-2019	\$0	\$0	\$21,125	\$0
2.1.1.148 8 Olive Pyke Terrace Residence roof restoration	Building Services	01-Jul-2019	30-Jun-2020	\$0	\$0	\$0	\$10,737
2.1.1.149 10 Olive Pyke Terrace Residence replace boundary fencing	Building Services	01-Jul-2018	30-Jun-2019	\$0	\$0	\$6,823	\$0
2.1.1.150 Warialda Memorial Hall paint externally	Building Services	01-Jul-2016	30-Jun-2017	\$15,000	\$0	\$0	\$0
2.1.1.151 Warialda Memorial Hall refurbish amenities	Building Services	01-Jul-2016	30-Jun-2017	\$25,000	\$0	\$0	\$0
2.1.1.152 Croppa Creek Hall paint tea room	Building Services	01-Jul-2017	30-Jun-2018	\$0	\$5,162	\$0	\$0
2.1.1.153 Gravesend RSL Hall paint externally	Building Services	01-Jul-2019	30-Jun-2020	\$0	\$0	\$0	\$27,740
2.1.1.154 Plunkett Street Aged Units refurbish unit	Building Services	01-Jul-2016	30-Jun-2017	\$20,000	\$34,952	\$0	\$0
2.1.1.155 Whitfield Place Aged Units refurbish unit	Building Services	01-Jul-2017	30-Jun-2018	\$0	\$15,426	\$0	\$0
2.1.1.157 Holden Street Aged Units refurbish laundry	Building Services	01-Jul-2018	30-Jun-2019	\$0	\$0	\$15,875	\$0
2.1.1.158 Plunkett Street Aged Units drainage improvements and seal access road	Building Services	01-Jul-2019	30-Jun-2020	\$0	\$0	\$0	\$48,813
2.1.1.159 Bingara Office repaint and refurbish external brickwork	Building Services	01-Jul-2017	30-Jun-2018	\$0	\$12,300	\$0	\$0
2.1.1.160 Care Assist Office roof replacement	Building Services	01-Jul-2017	30-Jun-2018	\$0	\$12,000	\$0	\$0
2.1.1.161 Bingara Office paint internal and floor coverings to southern section of office	Building Services	01-Jul-2016	30-Jun-2017	\$22,000	\$0	\$0	\$0
2.1.1.162 Bingara Office paint internally and floor coverings to northern section of office	Building Services	01-Jul-2016	30-Jun-2017	\$23,500	\$0	\$0	\$0
2.1.1.163 Warialda Office refurbish male amenities	Building Services	01-Jul-2016	30-Jun-2017	\$15,000	\$0	\$0	\$0
2.1.1.164 Bingara Court House refurbish public amenities	Building Services	01-Jul-2016	30-Jun-2017	\$20,000	\$0	\$0	\$0
2.1.1.165 Warialda Office refurbish public amenities	Building Services	01-Jul-2019	30-Jun-2020	\$0	\$0	\$0	\$27,230
2.1.1.166 Bingara Office line stage ceiling and walls to stage area	Building Services	01-Jul-2018	30-Jun-2019	\$0	\$0	\$26,567	\$0
2.1.1.167 Bingara Court House paint internally	Building Services	01-Jul-2018	30-Jun-2019	\$0	\$0	\$33,124	\$0
2.1.1.168 Warialda Office - bed and resal roof tiles	Building Services	01-Jul-2017	30-Jun-2018	\$0	\$30,750	\$0	\$0
2.1.1.169 Bingara Senior Citizens Centre paint internally	Building Services	01-Jul-2016	30-Jun-2017	\$15,000	\$0	\$0	\$0

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2.1.1.170 Bingara Arts Centre refurbish kitchen	Building Services	01-Jul-2016	30-Jun-2017	\$15,000	\$0	\$0	\$0
2.1.1.171 Bingara senior Citizens Centre paint facade	Building Services	01-Jul-2018	30-Jun-2019	\$0	\$0	\$10,692	\$0
2.1.1.172 Bingara Arts Centre paint externally	Building Services	01-Jul-2018	30-Jun-2019	\$0	\$0	\$16,006	\$0
2.1.1.173 Bingara Museum stormwater upgrade	Building Services	01-Jul-2017	30-Jun-2018	\$0	\$10,298	\$0	\$0
2.1.1.174 Bingara Museum paint externally	Building Services	01-Jul-2019	30-Jun-2020	\$0	\$0	\$0	\$8,279
2.1.1.175 Bridges Culverts and Causeways Renewal Program - not defined	Roads	01-Jul-2018	30-Jun-2019	\$0	\$0	\$238,406	\$0

GOAL 3 An Environmentally Responsible Shire**OUTCOME 3.2 We Use & Manage Our Natural Resources Wisely****STRATEGY 3.2.1 Develop a clean energy future**

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
3.2.1.3 Biogas investigation	Environment	01-Jul-2016	30-Jun-2017	\$50,000	\$0	\$0	\$0

STRATEGY 3.2.2 Use our water wisely

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
3.2.2.5 Water meter replacement program	Water Supply Services	01-Jul-2016	30-Jun-2017	\$20,000	\$20,700	\$21,507	\$22,367
3.2.2.9 Warialda Water replacement of bore pumps	Water Supply Services	01-Jul-2016	30-Jun-2017	\$20,000	\$0	\$0	\$0
3.2.2.10 Water new main to Warialda Landfill	Water Supply Services	01-Jul-2016	30-Jun-2017	\$30,000	\$0	\$0	\$0
3.2.2.11 Water Main replacement High Street LaneWAY Warialda	Water Supply Services	01-Jul-2016	30-Jun-2017	\$12,000	\$0	\$0	\$0
3.2.2.12 Water Main replacement Gwydir Hwy Warialda from Apex Park to Motel	Water Supply Services	01-Jul-2016	30-Jun-2017	\$25,000	\$0	\$0	\$0
3.2.2.13 Water main replacement program - not defined	Water Supply Services	01-Jul-2017	30-Jun-2018	\$0	\$51,415	\$52,897	\$54,404

STRATEGY 3.2.3 Reduce, reuse and recover waste

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
3.2.3.3 Sewerage services capital works financial summary	Sewerage Services	01-Jul-2016	30-Jun-2017	\$0	\$0	\$0	\$0
3.2.3.15 Fence erection Landfills Shire Wide	Waste Management	01-Jul-2016	30-Jun-2017	\$50,000	\$0	\$0	\$0

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3.2.3.16 Bingara Sewer main relining	Sewerage Services	01-Jul-2016	30-Jun-2017	\$30,890	\$0	\$0	\$0
3.2.3.17 Warialda sewer mains relining	Sewerage Services	01-Jul-2016	30-Jun-2017	\$38,555	\$0	\$0	\$0
3.2.3.18 Bingara Sewer Treatment Plant amenity building roof replacement	Sewerage Services	01-Jul-2016	30-Jun-2017	\$6,000	\$0	\$0	\$0
3.2.3.19 Warialda telemetry	Sewerage Services	01-Jul-2018	30-Jun-2019	\$0	\$0	\$5,248	\$0
3.2.3.20 OHS work renewal	Sewerage Services	01-Jul-2016	30-Jun-2017	\$8,624	\$0	\$0	\$0

GOAL 5 Organisational Management**OUTCOME 5.1 Corporate Management****STRATEGY 5.1.2 Information management systems**

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
5.1.2.4 IT replacement program	Information Services	01-Jul-2016	30-Jun-2017	\$79,000	\$51,250	\$52,480	\$85,899

STRATEGY 5.1.3 Administrative and support functions

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
5.1.3.31 Plant renewal	Town Utilities and Plant	01-Jul-2016	30-Jun-2017	\$1,668,000	\$2,279,600	\$1,317,248	\$2,077,688

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Meeting closed 4.46 pm

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