

# Delivery Program 2016-2020

## Operational Plan 2016-2017



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## About the plan

This document combines Council's Delivery Program, Operational Plan and Budget. Together they show how Council will contribute to delivering on community goals and objectives outlined in the Community Strategic Plan.

The Delivery Program sets out the activities that Council will complete in a four year period which is aligned to a Council term, along with measures we will use to track our progress in achieving the activities. The Operational Plan shows services, key projects and capital works that Council will deliver in the coming year. The Budget shows our income, expenditure and capital programs for the year ahead.

This document also includes information on rates in the Revenue Policy, Fees and Charges, Council Donations and the Rating Levy and Storm Water Maps.

# Message from the Mayor and General Manager

We are pleased to present the Gwydir Shire Council's combined Delivery Program for 2016-2020 and Operational Plan for 2016-17.

These documents were prepared by Gwydir Shire Council in accordance with the NSW Government's Integrated Planning and Reporting Framework requirements. Council's Delivery Program is a statement of commitment to our community. In preparing this document Council has put in place strategies to achieve our community's long term objectives as set out in the Gwydir Shire Council's Community Strategic Plan.

These priorities have been shaped by our consultation with the Gwydir Shire community resulting in four key themes:

A healthy and cohesive community (Social);

Building the business base (Economy);

An environmentally responsible shire (Environment); and

Proactive regional and local leadership (Organisation)

**Organisational Management (Governance)**

These themes provide the framework into which the Delivery Program priorities and activities have been incorporated.

Over the next four years, as in all previous years, the Council's main expenditure focus is on its road network. The repair, maintenance and improvement to its road network are the highest priority areas within the Council. The largest single allocation is to the Technical Services Division which undertakes this work.

Quite apart from the direct expenditure of funding in this area the Council continues to network with Federal and State Government bodies as well as Infrastructure Australia, through the Australian Rural Roads Group, to promote the need for a substantial increase in the allocation of grants to local government, especially rural and remote councils, for our deteriorating road network.

The next four year period will also see the full functioning of the three Trade Training Centres (Primary Industries, Hospitality and Automotive) commence with the resulting enhancement for employable outcomes for our school leavers.

Within the constraints of a very tight budget the Council will continue to provide a significant range of community based services that provide a service to families, children and the aged.

The extensions to the Naroo Aged Care Facility are now operational and the Council has commenced the planning for self-care units immediately adjacent to the Naroo complex has commenced but will only proceed when and if external funding can be sourced. Although the negotiations with the NSW State Government to purchase the required land have commenced.

In September, 2014 the NSW State Government announced guidelines with a view to strengthening communities and ensuring all NSW councils are Fit for the Future (FFTF). Highlights of the FFTF package include a new Local Government Act to be phased in from 2016-17 that will focus on integrated planning and reporting; a new role for the NSW Auditor-General; a review of the rating system; a review of the regulatory burden on councils; a recognition that flexible structures should be available; legislative provision for Joint Organisations; and Financial Assistance Grants distribution. Although Gwydir Shire was determined to be 'not fit' it has not been nominated for any merger



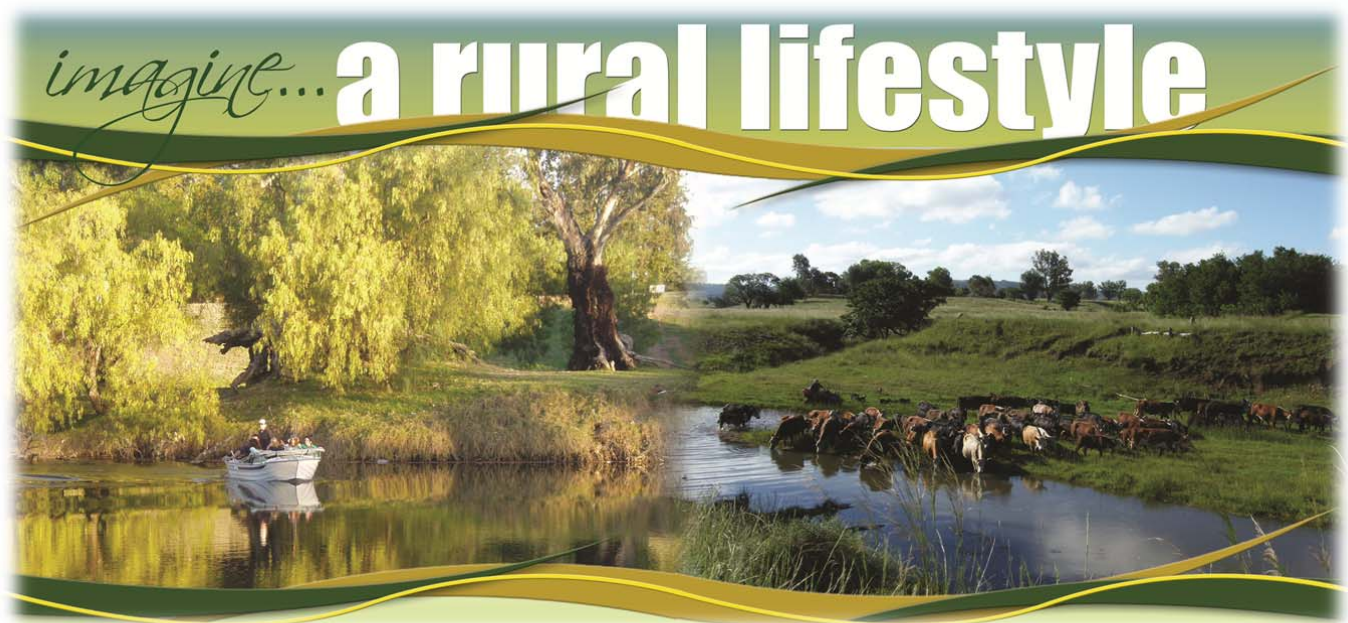
proposal but the Council must display an ongoing commitment to its Improvement Plan that was submitted as part of the review process.

Given Gwydir Shire Council's relatively low rates' base and population more work and some tough decisions need to be made to improve this Shire's sustainability to meet the required reforms over the next few years. Gwydir Shire Council sees this reform as an opportunity. We are known as a small rural council that is continually 'punching above its weight'.

Council will continue to review and update our planning and operational activities annually while we strive to achieve the desired outcomes in our efforts to exceed our community's expectations.

Given the limited resources of the local community and the Council's restricted capacity to produce its own source funding, productivity to this community means the ability to strive for continuous innovation, efficient use of resources and ongoing sustainable growth of population, while striving for better economic and social outcomes.

We value our community and plan for a productive future.



## Where are we now?

Financially, we face a number of challenges about how we continue to maintain and renew our infrastructure at an acceptable standard because:

- Gwydir Shire **notional** rates **income by categories** are on average over 50% lower than surrounding NSW councils
- the costs of maintaining and renewing infrastructure and providing services are increasing more than Council's income each year
- we need to upgrade existing infrastructure and keep our current services to meet community needs and expectations
- we are paying more for electricity, water and gas than ever before
- the cost of telecommunications and street lighting as well as materials such as fuel, concrete, bitumen and steel are also rising faster than our annual rate peg increase
- our infrastructure is ageing and needs to be upgraded to remain safe and operational in the future
- we have less income from Federal Assistance Grants despite making considerable savings, securing grants and external funds

Council is still not able to meet the needs of the community in the years ahead with its current rates income.

Your rates are one of Council's sources of income and help to pay for the maintenance and renewal of our community infrastructure as it ages. The NSW Government, through the Independent Pricing and Regulatory Tribunal, sets a limit on how much these rates can increase every year and this amount (the rate peg) is on average capped **between 1 and 3.5 per cent**. Unfortunately, **this level of rate pegging** is not enough to cover the increasing costs of looking after infrastructure which includes roads, libraries, swimming pools, sportsgrounds, community halls, parks, playgrounds and much more. Our long term financial planning shows that we will not be able to meet the cost of maintaining and renewing this infrastructure to meet your needs and expectations. This is why **the Council is applying** for a special rate variation.

## What is a special rate variation?

A special rate variation is a way for the NSW Government's Independent Pricing and Regulatory Tribunal (IPART) to allow a council to increase its rates above the rate peg for a set period. To be eligible for a special rate variation, a council needs to show it is unable to provide infrastructure and services at a standard that is acceptable to the community with current revenue. It must also show how it will use the extra funds and that it has consulted ratepayers about the need, purpose and impact of any proposal to increase rates. IPART has approved a one off rate increase of 15% for the 2015/2016 financial year only that will revert back to the original rate base in the following years. To ensure the sustainability of our Council this needs to be extended and increased by a further 15% for the 2016/2017 financial year. This is why Council is applying to IPART to reconsider the original application for an overall increase of 32.5% over the 2014/2015 rating year. This increase will be a permanent increase from 2016/2017 onward with the then yearly rate pegging increments.

# Sustainability and our future

Sustainability is not a new principle for Council or our community. We have been working towards it for a number of years. The introduction of the Integrated Planning and Reporting (IP&R) framework required Councils to adequately address social, environmental, economic and governance considerations in future planning. This ensures community priorities are addressed in a balanced, holistic and sustainable manner.

The development of our Community Strategic Plan encouraged Council to build on our first steps, develop a solution to meet community expectations and continue on the path to a more sustainable future.

In conjunction with Bingara and District Vision 2020 the Council has commenced the process of reviewing and developing its next Community Strategic Plan for the whole Shire. This will also build on the recent planning meetings undertaken by the Warilada Chamber of Commerce.

The Community Strategic Plan is supported by the Long Term Financial Plan and Asset Management plans. Together these plans provide an integrated strategic response to issues, outline further steps towards our sustainable future and provide a range of measures to track our progress.

There is an increased focus on Council's future sustainability given the range of very real challenges and pressures Council and community face. Some of these challenges that have the potential to impact our community's sustainability as we move into the future include:

## Social

- providing access to services and facilities
- supporting an ageing population
- planning for residential needs

## Environmental

- conserving and protecting our natural assets
- land use and climate change impacts
- use of finite resources

## Economic

- providing, renewing and maintaining assets and infrastructure
- planning for sustainable development and balanced growth
- ensuring economic growth and development

## Governance

- legislative review and change
- delivering our community's vision
- financial sustainability
- community engagement and involvement

There is work to be done to foster a greater awareness of these issues and the impact they have on both current and future generations. In developing a strategy to address them some hard decisions will have to be made. It is important that Council has a strategy moving forward to address key issues and areas of sustainability. The end result will be a stronger Council providing better services to our community more efficiently, and ultimately a more sustainable future and better outcomes, now and in the future.





# Financial Strategies

The four year Delivery Program is complemented and informed by a financial strategy and associated revenue policy. These establish the Council's financial parameters over the term and propose improvement strategies to enable Council to adapt its operations in terms of changes to revenues, expenditures and service levels in order to achieve 'Fit for the Future' benchmarks set by the NSW State Government, and work towards a more sustainable future.

There are two main options available to Council:

- 1) Increase revenues through increased rates (by special variation above the approved rate pegging limit) and charges and/or
- 2) Through reduced service levels. Reduced service levels in terms of assets (including our road network) may mean longer effective lives and lower average quality standards as a result of lower maintenance and renewal levels.

Approval of any option of the Special Rate Variation will have a significant positive outcome in results. Scenario 1 (30%) is the favoured option as this provides the best overall result.

In addition the Council has commenced a process of investigating the current service levels, in conjunction with appropriate levels of fees and charges where they are at the discretion of Council.

## Service reviews

In the past, there have been service reviews undertaken on an ad hoc basis. Examples include the medical centres, caravan parks, telecommunications, pools and waste collection.

The above reviews have all provided some degree of improved services along with improvements in bottom line results.

There are currently high level reviews being undertaken of all of council's operations, which should be complete within 6-9 months and provide some general direction in terms of service delivery. Lower level reviews should continue on an ongoing basis to ensure services continue to provide an appropriate fit for Council's operations and objectives.

Service reviews over the past two (2) years have provided significant savings to date, which include:

- Over \$1m in savings in employee costs due to a number of positions being made redundant and/or not being filled after being vacated
- Over \$100k savings in annual plant depreciation due to disposal of plant items deemed surplus to current requirements
- Approximately \$1m in operational savings due to service reviews, for example medical centres, waste collection and telecommunications contracts.

## The Special Rate Variation

One of the most topical strategies - approval of a Special Rate Variation - plays a very important part in Council working towards financial sustainability and maintaining service levels at a level that will be considered appropriate. Without approval, services will need to be cut by significant amounts across Council's operation.

## Fees and Annual Charges

Fees and charges that Council has discretion in setting (there are many that are regulated) will continue to be reviewed to ensure revenues are appropriate for the services provided. Given the sustainability issues and review of service provision, there may be some exemptions removed.

## Depreciation

Setting depreciation at appropriate levels in line with current capabilities and revenues is an important aspect of achieving sustainability. Open and frank discussion needs to take place to ensure appropriate outcomes are achieved, and associated expectations in relation to associated service levels are managed.

## What do your rates pay for?

In **2016-17** Council will manage an income of approximately \$25 million. Rates make up 26.34% or \$5.6 million of that income. The role of local councils has come a long way since the days of roads, rates and rubbish. Today, we actively seek additional revenue and grants, and identify innovative ways to fund and deliver many more services to meet our community's needs and expectations.

Some of these include:

- sports grounds, playgrounds,
- community halls
- services for youth, families, older people and people living with disability
- libraries, arts, culture
- public and environmental health
- environmental sustainability projects and invasive species management
- transport
- business development, events and tourism
- development services
- land use and natural environment planning
- stormwater and flood management
- emergency management
- community and council strategic plans
- executive, communication and support services.
- 

**It's a typical day in the school holidays – you've been down at the pool swimming and walking along the riverbank, and are heading home driving along the roads when you decide to call into your local library to use the internet and borrow some books and CDs. That afternoon you watch a game of footy at the local oval after having a BBQ with a few friends as the children play on the playground in the nearby park, and walk home on footpaths under the street lights.**

**Most of your activities involved the use of facilities maintained or provided by Council. There are many more essential services provided by us such as stormwater drainage that you couldn't even see.**

## How do our rates compare?

When **first** considering a potential Special Rate Variation **leading up to the 2015/16 budget** the elected Councillors reviewed the information available with respect to the comparative rates paid by Gwydir's neighbouring Councils. The results may surprise you:

Comparative Average Residential Rates 2012/13			
Council	Average	Difference from Gwydir	% difference
Gwydir	\$414.47		
Inverell	\$720.62	\$306.15	+73.87%
Moree Plains	\$918.98	\$504.51	+121.72%
Narrabri	\$759.86	\$345.39	+83.33%
Tamworth	\$848.52	\$434.05	+104.72%

Comparative Business Rates 2012/13			
Council	Average	Difference from Gwydir	% difference
Gwydir	\$361.90		
Inverell	\$3,128.21	\$2,766.31	+764.39%
Moree Plains	\$3,479.17	\$3,117.27	+861.36%
Narrabri	\$1,927.15	\$1,565.25	+432.51%
Tamworth	\$2,704.34	\$2,342.44	+647.26%

This information was obtained from the Office of Local Government website comparative data for 2012/13.

With regard to the Farmland Rate, the Council compared what the average valued Gwydir farmland property in 2015/2016 would be if determined using the rates' calculations applicable in that local government area.

Comparative Average Farmland Rates 2012/13		
Council Area	Notional Rates Charged	Difference
Gwydir	\$4,268.17	-
Moree Plains	\$4,756.95	+\$488.78
Inverell	\$4,740.96	+\$472.79
Narrabri	\$5,750.96	+\$1,482.79
Tamworth	\$3,463.89	-\$804.28

In the Tamworth Regional Council area that Council's business and residential ratepayers contribute 83% of the total rate burden, which assists in keeping the farmland rate at a low amount.

Within Gwydir the break-up of the rating categories is Farmland 80%, Residential 16% and Business 4%.

The Council is also taking every opportunity to reduce its overall expenditure and introduce efficiencies in its work practices.

**Gwydir Shire rates were on average over 50% lower than surrounding Council areas in 2014/15**



# What will Council do?

Our goal is to ensure Gwydir Shire is 'Fit for the Future'. A fit for the future council is one that is: sustainable, efficient, effectively manages infrastructure, delivers services for communities, and has the scale and capacity to engage effectively across community, industry and government.

To do this, Council will focus on the following key areas:

## Finance and asset management

Soundly based long term asset and financial plans are essential foundations of sustainability.

These plans ensure asset and financial management, the level of rates and charges, distribution of grants, setting of service standards, increased efficiency, performance improvements and audit practices are all aligned to achieve the long term goal of financial sustainability. To ensure financial sustainability in the long term Council will:

- increase our financial sustainability and meet the Fit for the Future requirements
- reduce our infrastructure gap and backlog while meeting ongoing needs
- continue to find ongoing efficiencies and productivity improvements

The work already undertaken has highlighted some areas where the Council is over-serving.

## Governance

Sustainable councils are underpinned by strong governance frameworks. This includes ensuring appropriate leadership, community engagement and decision making. Council is committed to integrating sustainability principles into the organisation's activities, balancing short term priorities with longer term needs and listening to our community. In the coming years to further the sustainability of Council we will:

- further embed sustainability in organisational culture, operations and services
- proactively engage and work with our community
- enhance our strategic capacity and ability to cope with change
- ensure a process of continuous improvement and innovation

## Service delivery

Sustainable service delivery will require ongoing discussions with the community about agreed levels of service. The breadth and diversity of local government services, and the limited availability of funding, pose a particular challenge in this regard. Council is committed to working smarter and more efficiently to deliver the services our community needs and expects at an agreed level. To ensure this in the coming years Council will:

- discuss service levels with our community
- continue to apply innovative service delivery models
- promote, capture and disseminate information on best practice
- continue our ongoing program of service reviews develop and implement a comprehensive performance measurement framework





# The Year Ahead

Council has a range of projects, capital works and community events planned for the year ahead. A sample is shown here to illustrate the scope of works undertaken by this Council. More detail will be provided on the year ahead in the relevant focus areas of the plan.

## A healthy and cohesive community



Living the Gwydir good life	Healthy places, spaces and activities	Culture and creativity	Unlocking our best kept secrets	Beautifying our towns and villages
<p>Bingara Preschool has been <b>successful in redeveloping part of the yard</b> space to enhance inclusion and access to sensory spaces for our children.</p> <p>Tharawonga Mobile Resource Unit will include a toy library service in their current service delivery.</p> <p>Toy Libraries will be open more often and provide safe spaces for families and children in an educational setting.</p>	<p>Warialda Gym continues to operate moving towards full cost recovery.</p> <p>Bingara Fitness Centre <b>has now opened and is</b> well on the way and has been supported by NSW Sport and Recreation as well as the community.</p> <p>Both Bingara and Warialda swimming pools will have filtration upgrades. Warialda pool now has new shade and Council has upgraded the facility.</p> <p>Safety management systems are being reworked and simplified to create efficiencies in work practice. Internal safety audits across the Shire are currently in progress</p>	<p>Continue supporting community events like the Back to Warialda June Long Weekend, The Orange and Honey Festivals, Myall Creek Memorial Weekend, The Coolatai Tractor Pull, Upper Horton dog trials and rodeo, Warialda Fun Fly and the Quirky Creative Wellness festival.</p>	<p>Soundtrails - Bingara Heritage Stories of War Soundtrails is an 'app', which allows residents and tourists alike to discover stories of our community. Our shire boasts trails at Myall Creek Massacre site, Warialda and Bingara. GPS will track your location and trigger stories at specific places. The Soundtrails platform is also available throughout the region and partners include National Film and Sound Archives and NSW Catholic Education Department.</p>	<p>Council is developing an open space plan which will engage the community in the development of the use, standard, form and function of various public spaces within the Shire.</p>

## Building the business base



Promoting our unique position	Development approvals	Information Services	Making Gwydir the place to be	Our Agricultural advantage
<p>Reallocation of staffing resources has allowed for the focus on business development initiatives associated with the Trade Training Centres in Bingara and Warialda. Plans are ongoing for future business development, both internal to the organisation and externally through planned economic development activities.</p>	<p>Council continues to facilitate the development approval process. This will assist applicants to gain faster approvals for applications. The process will include better information for lodgement of applications and reviewing fee structures along with the introduction of e-planning. This will go live towards the end of July.</p>	<p>Council is looking to move all sites into the WAN which will give equal access and price across the Shire. Digitisation of all Council records to increase efficiency moving towards a paperless office arrangement.</p> <p>Supporting and maintaining all digital infrastructure. Council will provide free public internet access in key areas.</p>	<p>Council continues to maintain and beautify our natural spaces and places and maintain the opportunity for free camping on the riverbank while maintaining caravan parks in Bingara and Warialda.</p> <p>The Council area is home to the Cranky Rock reserve, the glacial area, the Gwydir River and Copeton Dam water park all providing great opportunities for visitors to explore and enjoy the peace that our Shire offers.</p>	<p>Council are currently investigating the opportunities <b>from value adding to our agricultural production in collaboration with the Namoi Joint Organisation of Councils</b></p> <p>Council is also exploring the possibilities of Bio gas as a source of energy to support business growth.</p>

## An environmentally responsible Shire



The Living Classroom	Waste management and landfill projects	Water treatment and reuse	Celebrating our biodiversity	Sustainability
<p>Council is creating an educational facility which will showcase opportunities for alternative agricultural practices and diversification.</p> <p>The Aussie Dam project has recently received NW Local Land Services funding in partnership with Northern Slopes Land Care Association, Vision 2020 and QUT to develop this concept to improve the water quality and retention capacity for farming operations.</p>	<p>Council proposes fencing all landfills to comply with regional waste guidelines. Warialda Landfill will begin to move towards a resource recovery centre for better recycling and reuse of waste including the storage of potentially hazardous materials to comply with EPA guidelines</p>	<p>Gwydir Shire Council operates four water supplies.</p> <p>Each supply has a different treatment process:</p> <p><b>Warialda</b> - aeration and Chlorination</p> <p><b>North Star</b> - Reverse Osmosis water treatment and chlorination</p> <p><b>Bingara</b> – Dissolved air floatation, filtration and chlorination</p> <p><b>Gravesend</b> – Chlorination</p> <p>Council carries out daily operations to ensure the water supplies meet the parameters of the Australian drinking water guidelines (ADWG).</p>	<p>Council will continue to participate in the Bio-links projects at Halls Creek and Gwydir River bank as well as The Living Classroom and roadside vegetation sites.</p> <p>Council has received funding to improve fish habitat along the banks of the Gwydir River. The initial site is located upstream from the town of Bingara.</p>	<p>Capital works renewal programs are in place for sewerage treatment such as pipe relining to extend the useful life of the assets.</p> <p>Treated effluent is recycled to the Warialda golf course for irrigation from the Warialda sewerage treatment works. A similar system is currently being constructed at the Bingara sewerage treatment works to recycle the treated effluent to The Living Classroom.</p>

## Proactive regional and local leadership



Risk	Gwydir Learning Region	Australian Rural Roads Group	Professional Efficiency	Community Engagement
<p>Council will review the online induction process for all employees and implement the electronic incident reporting system.</p> <p>All evacuation processes will be reviewed and upgraded to comply with WHS standards.</p> <p>All signage throughout the Shire will be audited and upgraded where required.</p> <p>A Return to Work officer has been appointed to assist with workers compensation cases and ensuring the continued productivity of our employees.</p>	<p>The GLR is now a Registered Training Organisation and delivers Heavy Vehicle training.</p> <p>The GLR is also operating a learn to drive school and Community Welding courses with a view to introducing small engine maintenance courses.</p> <p>The Trade Training Kitchen now hosts the Tamworth TAFE NSW which is conducting commercial cookery courses on a fortnightly basis.</p> <p>As a cost efficiency the GLR is now able to offer internal first aid and CPR training and it is intended to be included in the RTO scope.</p>	<p>The ARRAG has made significant inroads into promoting the issue of regional roads with the federal government through <b>Infrastructure Australia</b> and the federal department of infrastructure and transport. The ARRAG has steadily been gaining traction in this fight for better road funding and currently has a \$150 million infrastructure project submission before Infrastructure Australia to compliment the Melbourne to Brisbane inland rail proposal.</p>	<p>Medical centres have now been leased out to professional operators to comply with business standards. Council no longer has the financial obligations associated with running these facilities. This is now an income generating activity raising funds through the lease arrangement.</p>	<p>The Council has identified the need to engage and involve the community on a much larger scale and is working towards thorough practices and processes that will excite and involve the whole of the Gwydir Shire Community.</p> <p>We will be holding community meetings and preparing an awareness campaign to establish the level of understanding of our community. This will take place through community events, social media, traditional media and regular newsletters.</p>

The Executive Leadership Team, along with 11 section managers is responsible for service delivery across all areas of Council. Services are the fundamental means by which Council's Delivery Program is implemented. The 2014-15 Operational Plan identifies the services Council currently provides and how they best fit into the focus area framework to roll out the Delivery Program and Community Strategic Plan.

Focus Area	Action	Directorate	Responsible Officer
A Healthy and Cohesive Community	Children's Services	Organisation and Community Development	Social Services Manager Suzanne Webber
	Youth Services	Organisation and Community Development	Social Services Manager Suzanne Webber
	Older People	Organisation and Community Development	Community Development Manager Tim Cox
	Community Leisure	Organisation and Community Development	Community Development Manager Tim Cox
	Cultural and community events	Organisation and Community Development	Community Development Manager Tim Cox
	Volunteers	Organisation and Community Development	Community Development Manager Tim Cox
	Community participation of people with a disability	Organisation and Community Development	Social Services Manager Suzanne Webber
	Community transport	Organisation and Community Development	Social Services Manager Suzanne Webber
	Community safety	Development and Environment	Development and Environment Director Glen Pereira
	Community diversity	Organisation and Community Development	Community Development Manager Tim Cox
	Heritage	Development and Environment	Development and Environment Director Glen Pereira
	Town character	Organisation and Community Development	Community Development Manager Tim Cox
Building the Business Base	Increasing In-Migration	Organisation and Community Development	Community Development Manager Tim Cox
	Identifying the Shire's unique position in the regional economy	Organisation and Community Development	Community Development Manager Tim Cox
	New business	Organisation and Community Development	Community Development Manager Tim Cox
	Tourism	Organisation and Community Development	Community Development Manager Tim Cox
	Rural and Agriculture	Development and Environment	Development and Environment Director Glen Pereira
	Employment	Organisation and Community Development	Gwydir Learning Region Recreation & Risk Manager Duncan Thain
	Increased female participation in the workforce	Organisation and Community Development	Social Services Manager Suzanne Webber
	New business	Organisation and Community Development	Community Development Manager Tim Cox
	Infrastructure	Technical Services	Technical Services Director Richard Jane
	Broadband access and communication technology	Organisation and Community Development	Community Development Manager Tim Cox



An Environment ally Responsible Shire	Maintain Native Biodiversity	Development and Environment	Environment and Sustainability Manager Saul Standerwick
	Riparian environments	Development and Environment	Environment and Sustainability Manager Saul Standerwick
	Catchment management	Development and Environment	Environment and Sustainability Manager Saul Standerwick
	Integrated planning and biodiversity conservation	Development and Environment	Environment and Sustainability Manager Saul Standerwick
	Water quality and management	Governance	Town Utilities and Plant Manager Andrew Cooper
	Council's activities	Development and Environment Governance	Glen Pereira Town Utilities and Plant Manager Andrew Cooper
	Energy and Greenhouse	Development and Environment	Environment and Sustainability Manager Saul Standerwick
	Waste	Development and Environment	Environment and Sustainability Manager Saul Standerwick
Proactive Regional and Local Leadership	Public consultation and engagement	Organisation and Community Development	Social Services Manager Suzanne Webber
	Organisation Management and Capacity	Governance Organisation and Community Development	General Manager Max Eastcott Director OCD Leeah Daley
	Workplace safety	Organisation and Community Development	Gwydir Learning Region Recreation & Risk Manager Duncan Thain
	Planned development	Development and Environment	Building Services Manager Collin Cuell
	Infrastructure initiatives	Technical Services	Engineering Services Manager Carl Tooley
	Council's sustainability performance	Corporate Services	Chief Financial Officer Ron Wood
	Financial Sustainability	Corporate Services	Chief Financial Officer Ron Wood
	Outward looking Shire Learning	Governance Organisation and Community Development	General Manager Max Eastcott Gwydir Learning Region Recreation & Risk Manager Duncan Thain
	Governance	Governance	Kellie Gill

# How we will report on progress

It is important to both Council and the community that we measure and report on our progress. The plans are all inter connected. Progress toward the Operational Plan contributes to the implementation of the Delivery Program which contributes to achieving our community's goals and objectives as outlined in the Community Strategic Plan. Measures are designed to inform each other and tell a story about Council's progress towards achieving the Community Strategic Plan, both day to day and over longer periods of time. The diagram below identifies the types of reports we will provide, what we will measure and what reporting periods will be covered.



The different reports we will provide, what we will measure and the reporting periods are outlined below:

## Budget Review

- Quarterly
- Budget only

## Performance Report

- Six monthly
- Reports on progress in implementing the Operational Plan projects and works through service output measures

## Annual Report

- Annually
- Reports on progress in implementing the Delivery Program activities through outcome measures and operational plan projects and works
- Also includes state of the environment report, audited financial reports and other statutory information

## End of Term Report

- Four yearly in line with end of Council term
- Shows progress in implementing the goals of the Community Strategic Plan during Councillor's term of office

# Integrated Planning & Reporting Framework

All councils are required to develop short, medium, and long-term plans under the NSW Integrated Planning and Reporting (IPR) Framework.

This plan, which includes the Delivery Program **2016/2020** Operational Plan and Budget **for 2016/17** is a key document to meet these legislative requirements.

## Community Strategic Plan

The community's plan for the future. Council has a role in preparing and monitoring the Plan on behalf of the community. Many agencies, groups and partners play a role in delivering the plan, including Council.

- 10 year plan
- Overarching vision developed by the community
- Defines strategies to achieve community goals
- Supported by Resourcing Strategy

## Resourcing Strategy

A suite of plans that ensures Council has the necessary assets, people and money to deliver on the Delivery Program and Operational Plan. Includes:

- Asset Management Strategy – 10 year plan
- Long Term Financial Plan – 10 year plan
- Workforce Management Plan – four (4) year plan

## Delivery Program

Council's commitment to delivering on the goals and objectives the community outlined in the Community Strategic Plan.

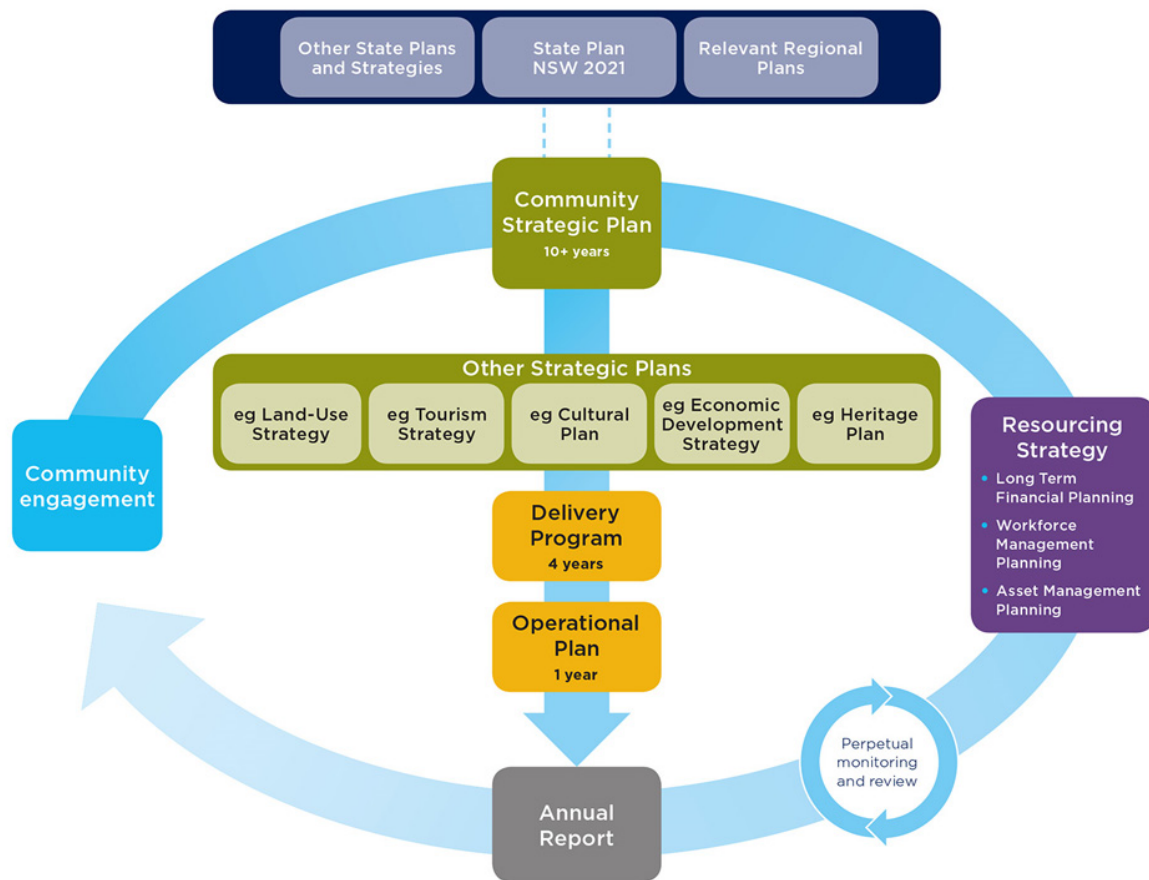
- Four year plan
- Aligned with Councillor term of office
- Sets out activities Council will undertake to deliver on the Community Strategic Plan

## Operational Plan

Council's annual service delivery plan including budget and rating information. Shows the key projects and works Council will undertake to achieve in the year to work towards achieving the Delivery Program.

- One year plan
- Provides information and functions of all Council services

# Integrated Planning and Reporting Framework



# Gwydir Shire Council's Vision

To be the recognised leader in Local Government through continuous learning and sustainability

## Mission

To ensure that the Council's long term role is viable and sustainable by meeting the needs of our residents in a responsible caring way, attract sustainable development while maintaining the traditional rural values, character and culture of our people.

## Council Values

### 1. For Our Community and Visitors

We will provide a safe, clean and healthy environment in which all people have the opportunity to participate in, and share in the Council's services and facilities.

### 2. For Our Community Committees

We will seek their opinion in relation to the services in which they assist us, offer relevant and timely support, and recognise their valuable contribution.

### 3. For Our Staff

We will create an atmosphere of team support which encourages frank and honest communication, and the use of common-sense and innovation in a safe and friendly working environment with the aim of efficiency.

### 4. For Our Councillors

We will treat all Councillors equally and ensure that they are provided with accurate and timely advice and expect that they will treat each other and the staff with due respect.

### 5. Our Service Values

- To aim to exceed your expectations
- To act on our commitments as quickly as possible
- To evaluate our service, by asking you the customer
- To use your complaints as an opportunity to put things right and to take actions to ensure that the problem does not reoccur
- To value your privacy by treating confidentially all personal information which you give us.

The Council's core commitment is to service and adherence to all legislative requirements.



## Our Councillors



Cr Stuart Dick

Cr Kerry McDonald

Cr James Moore

Cr Angela Doering

Cr John Coulton (Mayor)

Cr Catherine Egan (Deputy Mayor)

Cr Geoff Smith

Cr Marilyn Dixon

Cr Peter Pankhurst

## Our Council Executive Team



### **General Manager**

Mr Max Eastcott

### **Directors**

Mrs Leeah Daley (Organisation and Community Development)

Mr Ron Wood (Chief Financial Officer)

Mr Richard Jane (Technical Services)

Mr Glen Pereira (Development and Environmental Services)

## Our Council Area



The Gwydir Shire is in the centre of the 'Fossickers Way', a route which offers the traveller a relaxing alternative to the New England or Newell Highways. The Shire encompasses a diverse landscape that is both picturesque and productive and is approximately 560 km north of Sydney, 160 km north of Tamworth along the Fossickers Way and 85 km north-west of Inverell. The Shire is 9,122 square kilometres in size and is situated north of Tamworth Regional Council and continues almost to the Queensland border.



The southern boundary of the Shire is the Nandewar Range where the Gwydir and Namoi Valleys meet. The Horton Valley and Cobbadah District are home to some of Australia's most highly regarded beef cattle studs. These enterprising farmers use the latest artificial breeding and agronomic technology to produce beef of exceptional quality. Meat sheep and merinos that grow high quality wool are also grazed in this area.



The Gwydir River enters the Gwydir Shire where it spills from the Copeton Dam and meanders in a westerly direction through the towns of Bingara and Gravesend. The Gwydir valley is well known for irrigated and dry land cropping as well as livestock production. In addition to the traditional crops of wheat, barley, oats and sorghum, there are olive groves, pecan nut plantations and freshwater fish farms in the Gravesend district.

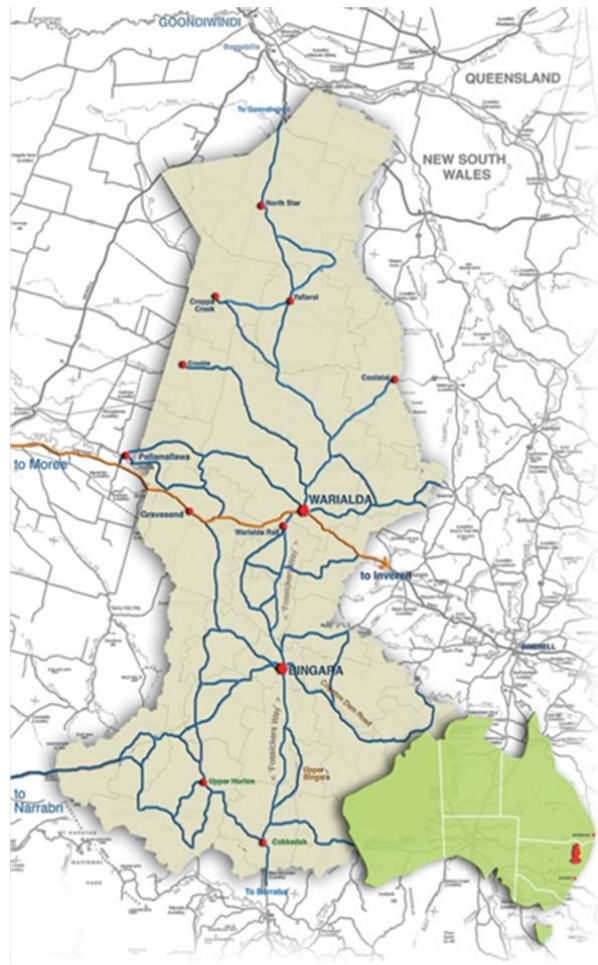


Heading northwest from the timbered surrounds of the town of Wyallda and the close-knit community of Coolatai, the countryside opens into an undulating vista of basalt farmland. This part of the Shire which includes the villages of Crooble, Croppa Creek and North Star, is known as the 'Golden Triangle'. Farmers using advanced farming techniques, such as minimum tillage and satellite guidance systems, produce a variety of high yielding crops including wheat, barley sorghum, maize, chick peas, canola and cotton to name just a few. This area also has several cattle feed lots which supply grain fed beef to the Australian domestic market and export markets throughout the world.





Both Warialda and Bingara have Hospitals, Aged Care Hostels, Medical Centres, Caravan Parks, Swimming Pools, **Preschools**, Libraries, Tourist Information Centres, and a Mobile Pre-school based at North Star. Warialda is the centre for the Council's Technical Services functions. Bingara is the centre for the Administrative functions. The two centres are being linked through the use of sophisticated communications equipment to ensure that the amalgamation's primary objective is achieved, which is to save the existing employment numbers within each of the main urban centres of Warialda and Bingara.



# Service Responsibilities

Administration Centres	2
Budget	\$28,770,000 (consolidated)
Workforce	154.8FTE
Community Facilities	
Community Buses	2
Neighbourhood and Community Centres	2
Public Toilets and Amenity Blocks	13
Public Halls	8
Youth Centres	1
Senior Citizens Centres	1
Central and Branch Libraries	2
Theatre	1
Toy Libraries	2
Land Use	
Parks (playgrounds)	10
Sporting Grounds	3
Social Services	
Vacation Care	4
Preschools	1
Mobile Preschool and Playgroup	1
Supported Playgroups	3
Sporting Facilities	
Sporting Fields	4
Swimming Complexes	2
Tennis Courts	2
Gyms	2
Roads Infrastructure	
Road Lengths	2320km
Footpath Lengths	18km
Kerb and Gutter Lengths	63km

# Statement of Acknowledgement of the Kamilaroi Aboriginal Nation



We wish to recognise the generations of the local Aboriginal people of the Kamilaroi Nation who have lived in and derived their physical and spiritual needs from this place over many thousands of years as the traditional owners and custodians of these lands.





# Delivery Program 2015-2019

## Operational Plan & Budget 2015-2016

The next section of this document provides the detail of Council's four year Delivery Program. The Delivery Program represents the commitment made by each incoming Council to work towards the community aspirations included in the Community Strategic Plan. Each of Council's 40 programs are listed, detailing the major activities that will be undertaken, when they will occur, and listing the indicators we will use to measure our success. The activities are broken down into the four key areas:

- **A Healthy and Cohesive Community,**
- **Building The Business Base**
- **An Environmentally Responsible Shire**
- **Proactive Regional and Local Leadership**
- **Organisational Management**

These themes have then been allocated to the appropriate directorates within Council.

Each of the tables within the Delivery Program contain the key themes from the Community Strategic Plan. These are then broken down into the Delivery Program strategies with the respective Actions. The tables also outline proposed timeframes for action over the four year period of the program.

The Operational Plan and Budget **2016-17** follows directly from the Delivery Program and details individual projects and services Council will provide in a financial year to directly address key activities in the Delivery Program.

Each action shows the responsible department. Finally, the document includes Council's Revenue Policy which includes the proposed rates, fees and charges for the next year. Council's fees and charges for the 2016-17 period are outlined in a separate document.

Council has also prepared a Resourcing Strategy which includes a Long Term Financial Plan, Asset Management Plans and a Workforce Management Plan. The Delivery Program and Operational Plan have informed and been informed by the Resourcing Strategy.

## CAPEX BUDGET SUMMARY

Building Services	Capital	\$261,000	\$157,377	\$162,248	\$122,799
Organisation Development Administration	Capital	\$0	\$0	\$0	\$0
Public Health	Capital	\$150,000	\$0	\$0	\$0
Technical Services Administration	Capital	\$0	\$0	\$0	\$0
Information Services	Capital	\$79,000	\$51,250	\$52,480	\$85,899
Parks and Urban Spaces	Capital	\$45,000	\$46,292	\$47,659	\$49,053
Roads	Capital	\$6,114,854	\$4,146,311	\$4,250,807	\$4,028,179
Emergency Services	Capital	\$240,000	\$0	\$0	\$0
Town Utilities and Plant	Capital	\$1,668,000	\$2,279,600	\$1,317,248	\$2,077,688
Water Supply Services	Capital	\$107,000	\$72,115	\$74,404	\$76,771
Environment	Capital	\$50,000	\$0	\$0	\$0
Waste Management	Capital	\$50,000	\$0	\$0	\$0
Sewerage Services	Capital	\$84,069	\$0	\$5,248	\$0
<b>Total</b>		<b>\$8,624,923</b>	<b>\$6,752,945</b>	<b>\$5,910,094</b>	<b>\$6,440,389</b>

## Borrowing Program

Gwydir Shire Council will make the following loan borrowings from financial institutions over terms and at rates of interest that best meet the requirements of the Council when the loans are drawn down.

**2016-2017**

\$0

**Total Proposed Borrowings**

**\$0**

The borrowings will be secured by a charge against Council's revenues

# Community Strategic Plan Objectives and Delivery Program Budgets

Goal, Outcome, Strategy	Description	2017	2018	2019	2020
<b>1 A healthy and cohesive community</b>		<b>\$2,040,583</b>	<b>\$2,200,704</b>	<b>\$2,134,781</b>	<b>\$2,188,160</b>
<b>1.1 We have healthy and inviting spaces and places</b>		<b>\$1,452,795</b>	<b>\$1,487,933</b>	<b>\$1,490,164</b>	<b>\$1,522,765</b>
<b>1.1.3 Provide the right places, spaces and activities</b>					
	Cemetery Operations	\$89,296	\$91,787	\$94,434	\$97,171
	Cemetery Revenue	-\$72,420	-\$74,229	-\$76,013	-\$77,759
	Community Fitness	\$69,857	\$72,165	\$74,494	\$77,196
	Community Fitness Revenue	-\$30,808	-\$36,174	-\$42,931	-\$46,938
	Donations	\$190,169	\$190,221	\$190,271	\$190,321
	Families NSW	\$98,194	\$101,205	\$103,591	\$106,010
	Families NSW Revenue	-\$98,224	-\$100,679	-\$103,096	-\$105,467
	Medical Centres	\$62,471	\$55,762	\$36,731	\$48,384
	Medical Centres Revenue	-\$29,458	-\$30,194	-\$30,920	-\$31,630
	Neighbourhood Centre	\$13,590	\$14,046	\$14,565	\$15,114
	Neighbourhood Centre Revenue	-\$13,945	-\$14,294	-\$14,637	-\$14,973
	Parks & Gardens	\$348,918	\$358,072	\$367,705	\$377,708
	Parks & Gardens Revenue	-\$264	-\$270	-\$277	-\$283
	Show Grounds	\$172,059	\$140,174	\$123,497	\$115,214
	Show Grounds Revenue	-\$1,051	-\$1,077	-\$1,103	-\$1,128
	Social Services Other Programs Expend	\$28,178	\$28,848	\$29,521	\$30,216
	Social Services Other Programs Revenue	-\$10,000	-\$10,000	-\$10,000	-\$10,000
	Sportsground Revenue	\$0	\$0	\$0	\$0
	Sportsgrounds	\$99,531	\$102,041	\$104,625	\$107,318
	Swimming Pool(s) Operations	\$279,499	\$288,738	\$299,874	\$312,251
	Town St Operations	\$227,219	\$280,914	\$295,543	\$294,803
	Toy Library	\$48,403	\$49,990	\$51,792	\$53,708
	Toy Library Revenue	-\$19,155	-\$19,634	-\$20,105	-\$20,567
	Vacation Care	\$13,850	\$14,316	\$14,843	\$15,401

	Vacation Care Revenue	-\$9,847	-\$10,093	-\$10,335	-\$10,573
	Youth Services	\$38,192	\$39,382	\$40,704	\$42,095
	Youth Services Revenue	-\$32,411	-\$33,221	-\$34,019	-\$34,801
<b>1.1.3 Provide the right places, spaces and activities Total</b>		<b>\$1,461,843</b>	<b>\$1,497,796</b>	<b>\$1,498,754</b>	<b>\$1,528,791</b>
<hr/>					
<b>1.1.2 Encourage and enable healthy lifestyle choices</b>	Home & Community Care (HACC) Expenditure	\$418,120	\$427,980	\$439,760	\$452,636
	Home & Community Care (HACC) Revenue	-\$427,168	-\$437,843	-\$448,350	-\$458,662
<b>1.1.2 Encourage and enable healthy lifestyle choices Total</b>		<b>-\$9,048</b>	<b>-\$9,863</b>	<b>-\$8,590</b>	<b>-\$6,026</b>
<hr/>					
<b>1.2 Our Community Is An Inviting And Vibrant Place To Live</b>		<b>\$587,788</b>	<b>\$712,771</b>	<b>\$644,617</b>	<b>\$665,395</b>
<b>1.2.3 Celebrate our creativity and cultural expression</b>	Events Staging & Promotion	\$37,980	\$30,855	\$27,450	\$26,083
	Events Promotion Revenue	-\$25,675	-\$26,317	-\$26,949	-\$27,569
	Libraries	\$236,175	\$242,372	\$248,911	\$255,665
	Libraries Revenues	-\$45,662	-\$46,804	-\$47,927	-\$49,030
	Roxy	\$322,527	\$307,179	\$293,386	\$309,802
	Roxy Revenue	-\$94,898	-\$99,997	-\$105,327	-\$110,898
<b>1.2.3 Celebrate our creativity and cultural expression Total</b>		<b>\$430,447</b>	<b>\$407,288</b>	<b>\$389,544</b>	<b>\$404,053</b>
<hr/>					
<b>1.2.2 A shared responsibility for community safety</b>	Emergency Services - LEMC	\$2,896	\$2,974	\$3,056	\$3,151
	Health Administration & Inspection	\$769	\$778	\$787	\$797
	Health Administration & Inspection Rev	-\$12,577	-\$12,891	-\$13,201	-\$13,505
	Other Emergency Services Expenditure	\$41,489	\$42,063	\$42,808	\$43,639

	Other Emergency Services Revenue	-\$106	-\$109	-\$111	-\$114
	Parking & Other Ranger Services	\$69,566	\$72,001	\$74,809	\$77,801
	Public Order & Safety Inspections	\$68	\$68	\$68	\$68
	Public Order & Safety Inspections Rev	\$0	\$0	\$0	\$0
	Regulatory Control	\$149,090	\$154,069	\$159,703	\$165,736
	Regulatory Control Revenue	-\$11,165	-\$11,441	-\$11,714	-\$11,985
	Rural Fire Service Expenses	\$643,334	\$649,561	\$658,641	\$669,182
	Rural Fire Service Revenue	-\$544,584	-\$312,199	-\$319,691	-\$327,045
	State Emergency Service Expenses	\$66,388	\$56,630	\$51,703	\$49,437
	State Emergency Service Revenue	\$0	\$0	\$0	\$0
<b>1.2.2 A shared responsibility for community safety Total</b>		<b>\$405,168</b>	<b>\$641,504</b>	<b>\$646,858</b>	<b>\$657,162</b>
<b>1.2.1 Enable accessible and affordable lifestyle options</b>	Naroo Hostel	\$2,594,276	\$2,577,417	\$2,625,030	\$2,690,373
	Naroo Hostel Revenue	-\$2,842,103	-\$2,913,438	-\$3,016,815	-\$3,086,193
<b>1.2.1 Enable accessible and affordable lifestyle options Total</b>		<b>-\$247,827</b>	<b>-\$336,021</b>	<b>-\$391,785</b>	<b>-\$395,820</b>
<b>2 Building the business base</b>		<b>\$3,070,396</b>	<b>\$4,967,426</b>	<b>\$4,850,375</b>	<b>\$4,856,994</b>
<b>2.1 Our Economy Is Growing And Supported</b>		<b>\$2,660,437</b>	<b>\$4,537,069</b>	<b>\$4,398,176</b>	<b>\$4,378,778</b>
<b>2.1.1 Plan for and develop the right assets and infrastructure</b>	Administration Buildings	\$279,721	\$277,244	\$270,220	\$275,179
	Administration Buildings Revenue	-\$264,647	-\$261,830	-\$254,456	-\$259,038
	Aerodrome Operations	\$10,121	\$10,363	\$10,613	\$10,877
	Asset Management Administration	\$95,647	\$98,869	\$102,531	\$106,408
	Bridges on Sealed Rural Rds Local Mtce	\$28,988	\$29,701	\$30,438	\$31,183
	Bridges on Sealed Rural Rds Regional Mtc	\$7,271	\$7,271	\$7,271	\$7,271
	Bridges on Urban Roads Local Mtce	\$8,369	\$8,629	\$8,914	\$9,210

Bridges on Usealed Rural Rds Local Mtce	\$48,956	\$47,271	\$45,476	\$43,625
Building Control Office	\$67,984	\$69,303	\$70,688	\$72,128
Building Control Office Revenue	-\$27,776	-\$28,472	-\$29,155	-\$29,825
Building Services Administration	\$106,594	\$176,845	\$164,131	\$222,055
Bus Shelters Maintenance	\$1,003	\$1,008	\$1,014	\$1,021
Community Centres	\$191,005	\$138,200	\$109,332	\$94,180
Community Centres Revenue	-\$412	-\$422	-\$432	-\$442
Community Housing	\$157,697	\$142,956	\$136,356	\$134,276
Community Housing Revenue	-\$133,434	-\$136,764	-\$140,048	-\$143,264
Council Housing Maintenance & Operations	\$236,867	\$185,717	\$158,415	\$144,276
Council Housing Revenue	-\$12,360	-\$12,669	-\$12,972	-\$13,272
Footpaths & Bike Track Maintenance	\$19,317	\$19,317	\$19,317	\$19,317
Kerb & Gutter Maintenance	\$22,136	\$22,136	\$22,136	\$22,136
Land Development & Sales Expenditure	\$5,269	\$4,999	\$4,761	\$4,422
Museums	\$32,511	\$26,366	\$23,237	\$21,765
Other Buildings Maintenance	\$250,455	\$221,154	\$207,129	\$201,599
Other Buildings Revenue	-\$57,485	-\$58,922	-\$60,335	-\$61,726
Other Engineering Services	\$125,484	\$124,844	\$123,179	\$123,992
Other Engineering Services Revenue	-\$158	-\$162	-\$166	-\$169
Parking Facilities	\$1,756	\$1,756	\$1,756	\$1,756
Public Amenities	\$113,571	\$109,624	\$106,006	\$104,548
Public Halls	\$186,195	\$138,163	\$112,387	\$99,140
Public Halls Revenue	-\$9,226	-\$9,456	-\$9,683	-\$9,905
Quarries & Pits Operations	\$35,590	\$35,590	\$35,590	\$35,590
Quarries & Pits Revenue	\$0	\$0	\$0	\$0
Regional Roads Maintenance	\$1,499,447	\$1,514,572	\$1,531,165	\$1,548,431
Regional Roads Revenue	-\$1,868,333	-\$1,868,333	-\$1,868,333	-\$1,868,333
Regional Urban Roads	\$22,558	\$22,558	\$22,558	\$22,558
Sealed Rural Roads	\$1,615,212	\$1,615,212	\$1,615,212	\$1,615,212
Sealed Rural Roads Revenue	-\$1,785,100	-\$877,073	-\$877,073	-\$877,073
Stormwater Drainage Maintenance	\$102,616	\$104,334	\$106,211	\$108,163
Stormwater Drainage Revenue	-\$41,392	-\$42,261	-\$43,107	-\$44,012
Street Lighting Operations	\$93,449	\$95,782	\$98,077	\$100,330



	Street Lighting Revenue	-\$20,157	-\$20,661	-\$21,157	-\$21,644
	Unsealed Rural Roads Maintenance	\$2,035,789	\$2,035,789	\$2,035,789	\$2,035,789
	Unsealed Rural Roads Revenue	-\$1,241,460	-\$100,000	-\$100,000	-\$100,000
	Unsealed Urban Roads Depreciation Exp	\$0	\$0	\$0	\$0
	Urban Streets Maintenance	\$252,162	\$252,162	\$252,162	\$252,162
	Urban Streets Revenue	\$0	\$0	\$0	\$0
<b>2.1.1 Plan for and develop the right assets and infrastructure Total</b>		<b>\$2,191,800</b>	<b>\$4,120,710</b>	<b>\$4,015,154</b>	<b>\$4,039,896</b>
<hr/>					
<b>2.1.3 Promote our community as the place to visit, live, work and invest</b>	Caravan Parks Operations	\$459,278	\$440,409	\$429,541	\$419,952
	Caravan Parks Revenue	-\$409,368	-\$432,605	-\$468,546	-\$507,346
	Contracted services	\$144,664	\$149,283	\$154,601	\$160,268
	Contracted services revenue	-\$103,443	-\$106,029	-\$108,574	-\$111,071
	Cranky Rock Operations	\$24,694	\$21,665	\$21,667	\$21,918
	Cranky Rock Revenue	-\$2,665	-\$2,732	-\$2,797	-\$2,862
	Tourism Operations	\$218,712	\$222,019	\$226,768	\$232,702
	Tourism Revenue	-\$40,136	-\$45,189	-\$50,844	-\$57,160
<b>2.1.3 Promote our community as the place to visit, live, work and invest Total</b>		<b>\$291,736</b>	<b>\$246,821</b>	<b>\$201,816</b>	<b>\$156,401</b>
<hr/>					
<b>2.1.2 Support the growth of our business community</b>	Economic Development	\$183,636	\$176,441	\$188,274	\$189,712
	Economic Development Revenue	-\$6,735	-\$6,903	-\$7,068	-\$7,231
<b>2.1.2 Support the growth of our business community Total</b>		<b>\$176,901</b>	<b>\$169,538</b>	<b>\$181,206</b>	<b>\$182,481</b>
<hr/>					
<b>2.2 We Are Skilled And Have Access To Excellent Educational Opportunities</b>		<b>\$409,959</b>	<b>\$430,357</b>	<b>\$452,199</b>	<b>\$478,216</b>

**2.2.2 Build on our quality education and training opportunities (including through the GLR)**

Gwydir Learning Region	\$368,779	\$380,879	\$387,056	\$407,783
Gwydir Learning Region Revenue	-\$128,832	-\$132,348	-\$135,840	-\$139,303
Preschool	\$255,655	\$260,720	\$268,371	\$277,395
Preschool Revenue	-\$226,355	-\$232,013	-\$237,581	-\$243,046
Tharawonga	\$285,744	\$292,622	\$299,735	\$306,625
Tharawonga Revenue	-\$285,815	-\$292,960	-\$299,991	-\$306,891

**2.2.2 Build on our quality education and training opportunities (including through the GLR) Total**

**\$269,176      \$276,900      \$281,750      \$302,563**

**2.2.1 Increase the range of opportunities to work locally**

Training Expenditure	\$420,511	\$430,705	\$440,670	\$450,838
Training Revenue	-\$279,728	-\$277,248	-\$270,221	-\$275,185

**2.2.1 Increase the range of opportunities to work locally Total**

**\$140,783      \$153,457      \$170,449      \$175,653**

**3 An Environmentally Responsible Shire**

**-\$246,624      -\$346,522      -\$412,564      -\$494,954**

**3.1 Our Community Understands And Embraces Environmental Change**

**\$510,100      \$525,631      \$542,962      \$563,224**

**3.1.3 Value, protect and enhance our natural environment**

Environmental Education	\$1,459	\$1,494	\$1,532	\$1,566
Environmental Education Revenues	-\$1,613	-\$1,653	-\$1,693	-\$1,732
Environmental Protection Operations	\$214,651	\$221,363	\$228,756	\$236,505
Environmental Protection Revenue	-\$37,676	-\$38,618	-\$39,545	-\$40,454
Noxious Weeds Expenditure	\$181,198	\$186,977	\$193,421	\$200,310
Noxious Weeds Revenue	-\$77,519	-\$79,458	-\$81,364	-\$83,235

<b>3.1.3 Value, protect and enhance our natural environment Total</b>		<b>\$280,500</b>	<b>\$290,105</b>	<b>\$301,107</b>	<b>\$312,960</b>
<hr/>					
<b>3.1.1 Encourage respectful planning, balanced growth and good design</b>					
	Development & Environment Operation Mgmt	\$280,183	\$287,391	\$294,949	\$304,493
	Town Planning Office	\$20,668	\$21,168	\$21,691	\$22,276
	Town Planning Office Revenue	<b>-\$71,251</b>	<b>-\$73,033</b>	<b>-\$74,785</b>	<b>-\$76,505</b>
<b>3.1.1 Encourage respectful planning, balanced growth and good design Total</b>		<b>\$229,600</b>	<b>\$235,526</b>	<b>\$241,855</b>	<b>\$250,264</b>
<hr/>					
<b>3.2 We Use &amp; Manage Our Natural Resources Wisely</b>		<b>-\$756,724</b>	<b>-\$872,153</b>	<b>-\$955,526</b>	<b>-\$1,058,178</b>
<b>3.2.3 Reduce, reuse and recover waste</b>					
	Domestic Waste Refuse Collection	\$76,418	\$78,326	\$80,206	\$82,051
	Domestic Waste Refuse Collection Revenue	<b>-\$662,890</b>	<b>-\$692,353</b>	<b>-\$719,850</b>	<b>-\$754,350</b>
	Sewerage Services Asset Maintenance	\$139,001	\$142,885	\$147,091	\$151,455
	Sewerage Services Operations	\$457,279	\$463,453	\$470,554	\$478,286
	Sewerage Services Revenue	<b>-\$966,921</b>	<b>-\$1,007,384</b>	<b>-\$1,041,630</b>	<b>-\$1,075,657</b>
	Waste Disposal Site Operations	\$526,955	\$543,009	\$560,453	\$578,500
	Waste Disposal Site Revenue	<b>-\$61,915</b>	<b>-\$63,464</b>	<b>-\$64,986</b>	<b>-\$66,480</b>
	Waste Management Operations	\$677,425	\$688,194	\$699,148	\$710,085
	Waste Management Revenue	<b>-\$583,582</b>	<b>-\$608,930</b>	<b>-\$632,587</b>	<b>-\$662,307</b>
<b>3.2.3 Reduce, reuse and recover waste Total</b>		<b>-\$398,230</b>	<b>-\$456,264</b>	<b>-\$501,601</b>	<b>-\$558,417</b>
<hr/>					
<b>3.2.2 Use our water wisely</b>					
	Water Infrastructure Asset Maintenance	\$374,832	\$385,270	\$396,247	\$407,456
	Water Infrastructure Operations Fund 2	\$960,207	\$933,949	\$923,706	\$917,586
	Water Revenue	<b>-\$1,693,533</b>	<b>-\$1,735,108</b>	<b>-\$1,773,878</b>	<b>-\$1,824,803</b>
<b>3.2.2 Use our water wisely Total</b>		<b>-\$358,494</b>	<b>-\$415,889</b>	<b>-\$453,925</b>	<b>-\$499,761</b>
<hr/>					
<b>4 Proactive Regional and</b>		<b>-\$447,584</b>	<b>-\$451,582</b>	<b>-\$451,683</b>	<b>-\$449,310</b>

Local Leadership					
4.1 We Are An Engaged & Connected Community		\$120,596	\$124,581	\$129,095	\$134,108
4.1.2 Enable broad, rich and meaningful engagement to occur	Social Services Administration Managemnt	\$120,596	\$124,581	\$129,095	\$134,108
4.1.2 Enable broad, rich and meaningful engagement to occur Total		\$120,596	\$124,581	\$129,095	\$134,108
4.2 We Work Together To Achieve Our Goals		-\$568,180	-\$576,163	-\$580,778	-\$583,418
4.2.1 Build strong relationships and shared responsibilities	Private Works	\$43,533	\$44,793	\$46,126	\$47,491
	Private Works Revenue	-\$64,642	-\$66,258	-\$67,848	-\$69,409
	State Roads (RMS) Maintenance	\$2,800,429	\$2,876,490	\$2,954,480	\$3,032,847
	State Roads (RMS) Revenue	-\$3,347,500	-\$3,431,188	-\$3,513,536	-\$3,594,347
4.2.1 Build strong relationships and shared responsibilities Total		-\$568,180	-\$576,163	-\$580,778	-\$583,418
5 Organisational Management		-\$8,754,443	-\$8,221,039	-\$8,481,725	-\$8,335,158
5.1 Corporate Management		-\$8,754,443	-\$8,221,039	-\$8,481,725	-\$8,335,158
5.1.5 Provide responsible internal governance	Elected Members Expenses	\$323,888	\$331,158	\$338,097	\$349,313
	Elected Members Revenue	\$0	\$0	\$0	\$0
	Election Expenditure	\$43,188	\$0	\$0	\$0
	Executive Services	\$793,465	\$812,868	\$832,275	\$857,932
	Executive Services Revenue	-\$121,737	-\$121,757	-\$121,777	-\$121,797
5.1.5 Provide responsible internal governance Total		\$1,038,804	\$1,022,269	\$1,048,595	\$1,085,448
5.1.3 Administrative and support functions	Geographic Inforamtion Services	\$120,056	\$123,321	\$126,777	\$130,751

Geographic Information Services Revenue	-\$120,055	-\$123,321	-\$126,776	-\$130,748
Human Resources	\$582,688	\$598,122	\$614,329	\$634,729
Human Resources Revenue	-\$714,553	-\$714,553	-\$714,553	-\$714,553
Mechanics Workshop Operations	\$232,750	\$238,425	\$244,434	\$251,279
Organisational Development	\$392,270	\$405,659	\$420,944	\$437,159
Plant Operating Expenses - Fleet	\$2,977,864	\$2,892,177	\$2,946,171	\$2,975,829
Plant Operations -Small Plant & Equipmnt	\$152,965	\$123,071	\$26,583	\$58,494
Plant Revenue	-\$3,756,915	-\$3,305,836	-\$3,407,977	-\$3,410,645
Procurement Expenditure	\$0	\$3,167	\$0	\$0
Procurement Income	-\$7,300	-\$7,500	-\$7,800	-\$8,000
Risk	\$282,959	\$299,273	\$316,271	\$333,958
Risk Administration	\$13,084	\$13,286	\$13,399	\$13,750
Risk Revenue	-\$114,728	-\$117,597	-\$120,417	-\$123,187
Store Services	\$127,431	\$131,459	\$135,953	\$140,696
Stores Revenue	-\$146,004	-\$148,421	-\$151,852	-\$155,159
Technical Services Operations Management	\$1,154,052	\$1,644,865	\$1,663,950	\$1,855,401
Technical Services Operations Revenue	-\$690	-\$707	-\$725	-\$741
Workers Compensation	\$0	\$0	\$0	\$0
Workers Compensation Revenue	-\$70,407	-\$72,167	-\$73,899	-\$75,599
Works Depot Operations	\$184,132	\$162,962	\$152,638	\$148,315

### 5.1.3 Administrative and support functions Total

\$1,289,599	\$2,145,685	\$2,057,450	\$2,361,729
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### 5.1.1 Financial management and accountability systems

Financial Control Operations	\$1,369,607	\$1,409,617	\$1,453,191	\$1,503,055
Financial Control Revenue	-\$619,617	-\$612,349	-\$625,467	-\$638,340
	-	-	-	-
General Revenues	\$12,197,520	\$12,566,575	\$12,914,090	\$13,269,424
General Revenues Operations	\$73,223	\$75,053	\$76,855	\$78,622
Works / Labour Overhead Recovery	-\$3,177,902	-\$3,177,902	-\$3,177,902	-\$3,177,902
Works / Labour Overheads	\$3,459,816	\$3,473,696	\$3,590,410	\$3,712,253

### 5.1.1 Financial management and

\$11,092,393	\$11,398,460	\$11,597,003	\$11,791,736
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**accountability systems**  
**Total**

<b>5.1.2 Information management systems</b>	Information Services	\$871,170	\$890,259	\$909,850	\$931,792
	Information Services Revenue	-\$861,623	-\$880,792	-\$900,617	-\$922,391
<b>5.1.2 Information management systems Total</b>		\$9,547	\$9,467	\$9,233	\$9,401

<b>Grand Total</b>		<b>-\$4,337,672</b>	<b>-\$1,851,013</b>	<b>-\$2,360,816</b>	<b>-\$2,234,268</b>
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# DELIVERY PROGRAM STRATEGIES

<b>GOAL</b>	<b>1</b>	<b>A healthy and cohesive community</b>
<b>OUTCOME</b>	<b>1.1</b>	We have healthy and inviting spaces and places
<b>STRATEGY</b>	<b>1.1.2</b>	Encourage and enable healthy lifestyle choices

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
1.1.2.5 Advocate on behalf of service providers and community groups for additional family support services and facilities	Social Services	01-Jul-2016	30-Jun-2020	■	■	■	■
1.1.2.6 Facilitate community awareness and support for important health issues, including to: Identify existing agencies and programs providing relevant health awareness education; develop programs for short to medium implementation and identify potential partners for collaborative programs	Social Services	01-Jul-2016	30-Jun-2020	■	■	■	■
1.1.2.7 Facilitate the provision of services that aim to reduce alcohol and drug abuse in the community	Social Services	01-Jul-2016	30-Jun-2020	■	■	■	■

<b>STRATEGY</b>	<b>1.1.3</b>	Provide the right places, spaces and activities
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ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
1.1.3.1 Identify and support initiatives that create new opportunities for the participation of older people in our community	Community Development	01-Jul-2016	30-Jun-2017	■			
1.1.3.3 Facilitate the implementation of funding for EFT (including MPS, dementia facility, hostel	Organisation Development	01-Jul-2017	30-Jun-2019		■	■	

expansion, and medical centre improvement).	Administration						
1.1.3.28 Develop and maintain youth space	Social Services	01-Jul-2016	30-Jun-2020	■	■	■	■
1.1.3.31 Foster relationships between Council and other service providers to maximise the provision of and effectiveness of youth services, especially the GLR	Social Services	01-Jul-2016	30-Jun-2020	■	■	■	■
1.1.3.46 Town streets beautification program - not defined	Parks and Urban Spaces	01-Jul-2017	30-Jun-2020	\$45,000	\$46,292	\$47,659	\$49,053

**OUTCOME**                      **1.2**                      Our Community Is An Inviting And Vibrant Place To Live  
**STRATEGY**                      **1.2.1**                      Enable accessible and affordable lifestyle options

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
1.2.1.5 Continue and expand partnerships with service providers to ensure the provision of home help and assistance to frail, older and disabled people.	Community Development	01-Jul-2016	30-Jun-2020	■	■	■	■
1.2.1.6 Prepare a local housing market study	Development and Land Use Management	01-Jul-2016	30-Jun-2017	■			
1.2.1.7 Undertake a community survey with the ageing to identify housing needs and priorities.	Organisation Development Administration	01-Jul-2016	30-Jun-2017	■			
1.2.1.8 Identify and prioritise child care delivery options, both government funded/private services	Social Services	01-Jul-2016	30-Jun-2020	■	■	■	■
1.2.1.9 Actively support 'off farm income' by maintaining the level of all-weather access on gravel Shire roads.	Technical Services Administration	01-Jul-2016	30-Jun-2017	■	■	■	■

**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			
1.2.2.19 Warialda Rail RFS shed contracted works	Emergency Services	01-Jul-2016	30-Jun-2017	\$240,000			

**STRATEGY****1.2.3**

Celebrate our creativity and cultural expression

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
1.2.3.10 Implement the Shire wide Heritage study with community consultation	Development and Land Use Management	01-Jul-2016	30-Jun-2017	■			
1.2.3.11 Partner with local land services & indigenous groups for cultural & heritage projects	Development and Land Use Management	01-Jul-2016	30-Jun-2017	■			

**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
2.1.1.34 Identify and create land development opportunities for residential, industrial and other land use needs	Development and Land Use Management	01-Jul-2016	30-Jun-2017	■			
2.1.1.50 Actively support 'just in time' agricultural contracts by maintaining the percentage of gravel roads passable after 50mm rain.	Roads	01-Jul-2016	30-Jun-2020	■	■	■	■
2.1.1.52 Bridges on regional roads operating activities	Roads	01-Jul-2016	30-Jun-2017	■			
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	■	■	■	
2.1.1.88 Sealed Urban Roads Surface Renewal - not defined	Roads	01-Jul-2016	30-Jun-2020	\$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-2020	\$913,133	\$913,133	\$913,133	\$913,133
2.1.1.96 Regional Roads Surface Reseal Program - not defined	Roads	01-Jul-2016	30-Jun-2020	\$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			
2.1.1.101 R2R - Rehab Program, Arterial road, Elcombe Road	Roads	01-Jul-2016	30-Jun-2017	\$789,000			
2.1.1.102 Sealed Local Roads Structure Pavement Renewals - not defined	Roads	01-Jul-2017	30-Jun-2020		\$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			

2.1.1.106 Rehab Program, road, Shire Roads Heavy Patching Program	Roads	01-Jul-2016	30-Jun-2017	\$276,852			
2.1.1.107 Sealed Local Roads Surface Renewal - not defined	Roads	01-Jul-2017	30-Jun-2020		\$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			
2.1.1.111 Unsealed Local Roads Structure Pavement Renewal - not defined	Roads	01-Jul-2017	30-Jun-2020		\$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			
2.1.1.115 R2R - Resheeting, Local road, SR44 Boundary Crk 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			
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			
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			
2.1.1.118 R2R - Resheeting, Minor road, SR96 Duftys Rd: 1.5 0.1.5 From SR95	Roads	01-Jul-2016	30-Jun-2017	\$27,000			
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			
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			
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			
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			
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			
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			
2.1.1.125 R2R - Resheeting, Arterial road,	Roads	01-Jul-2016	30-Jun-2017	\$180,400			

SR41 County Boundary Road: 8.2 4kms to 12.2kms							
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			
2.1.1.127 R2R - Resheeting, Local road, SR81 Langley Road: 4 0kms to 2kms & 2.4kms to 4.3kms	Roads	01-Jul-2016	30-Jun-2017	\$72,000			
2.1.1.128 R2R - Resheeting, Arterial road, SR6 Getta Getta Road : 3 0kms to 3kms plus 1000m3 patching out	Roads	01-Jul-2016	30-Jun-2017	\$72,000			
2.1.1.129 R2R - Resheeting, Collector road, SR10 Yallaroi Road: 7.1 15.1kms to 17.7kms & 18.5kms to 23kms	Roads	01-Jul-2016	30-Jun-2017	\$170,400			
2.1.1.130 Self help program - 50% funded by contributions	Roads	01-Jul-2016	30-Jun-2020	\$200,000	\$200,000	\$200,000	\$200,000
2.1.1.134 Stormwater Drainage Renewal Program - not defined	Roads	01-Jul-2016	30-Jun-2020	\$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			
2.1.1.139 Bingara Landcare Office paint internally	Building Services	01-Jul-2018	30-Jun-2019			\$4,815	
2.1.1.140 Bingara Vet Clinic paint internally	Building Services	01-Jul-2018	30-Jun-2019			\$21,906	
2.1.1.141 Warialda Standard Office paint internally	Building Services	01-Jul-2018	30-Jun-2019			\$5,315	
2.1.1.142 Warialda Fitness Centre refurbish amenities	Building Services	01-Jul-2017	30-Jun-2018		\$36,489		
2.1.1.143 Rosehill Drive Residence paint internally and floor coverings	Building Services	01-Jul-2016	30-Jun-2017	\$21,500			
2.1.1.144 123 High Street Residence refurbish bathroom	Building Services	01-Jul-2016	30-Jun-2017	\$15,000			
2.1.1.145 8 Olive Pyrke Terrace Residence paint internally and floor coverings	Building Services	01-Jul-2016	30-Jun-2017	\$25,000			
2.1.1.146 9 Olive Pyrke Terrace Residence paint internally and floor coverings	Building Services	01-Jul-2016	30-Jun-2017	\$23,000			



2.1.1.147 123 High Street Residence refurbish kitchen	Building Services	01-Jul-2018	30-Jun-2019			\$21,125	
2.1.1.148 8 Olive Pyrke Terrace Residence roof restoration	Building Services	01-Jul-2019	30-Jun-2020				\$10,737
2.1.1.149 10 Olive Pyrke Terrace Residence replace boundary fencing	Building Services	01-Jul-2018	30-Jun-2019			\$6,823	
2.1.1.150 Warialda Memorial Hall paint externally	Building Services	01-Jul-2016	30-Jun-2017	\$15,000			
2.1.1.151 Warialda Memorial Hall refurbish amenities	Building Services	01-Jul-2016	30-Jun-2017	\$25,000			
2.1.1.152 Croppa Creek Hall paint tea room	Building Services	01-Jul-2017	30-Jun-2018		\$5,162		
2.1.1.153 Gravesend RSL Hall paint externally	Building Services	01-Jul-2019	30-Jun-2020				\$27,740
2.1.1.154 Plunkett Street Aged Units refurbish unit	Building Services	01-Jul-2016	30-Jun-2018	\$20,000	\$34,952		
2.1.1.156 Whitfield Place Aged Units refurbish unit	Building Services	01-Jul-2017	30-Jun-2018		\$15,426		
2.1.1.157 Holden Street Aged Units refurbish laundry	Building Services	01-Jul-2018	30-Jun-2019			\$15,875	
2.1.1.158 Plunkett Street Aged Units drainage improvements and seal access road	Building Services	01-Jul-2019	30-Jun-2020				\$48,813
2.1.1.159 Bingara Office repoint and refurbish external brickwork	Building Services	01-Jul-2017	30-Jun-2018		\$12,300		
2.1.1.160 Care Assist Office roof replacement	Building Services	01-Jul-2017	30-Jun-2018		\$12,000		
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			
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			
2.1.1.163 Warialda Office refurbish male amenities	Building Services	01-Jul-2016	30-Jun-2017	\$15,000			
2.1.1.164 Bingara Court House refurbish public amenities	Building Services	01-Jul-2016	30-Jun-2017	\$20,000			
2.1.1.165 Warialda Office refurbish public amenities	Building Services	01-Jul-2019	30-Jun-2020				\$27,230
2.1.1.166 Bingara Office line stage ceiling and	Building Services	01-Jul-2018	30-Jun-2019			\$26,567	

walls to stage area							
2.1.1.167 Bingara Court House paint internally	Building Services	01-Jul-2018	30-Jun-2019			\$33,124	
2.1.1.168 Warialda Office - bed and reseal roof tiles	Building Services	01-Jul-2017	30-Jun-2018		\$30,750		
2.1.1.169 Bingara Senior Citizens Centre paint internally	Building Services	01-Jul-2016	30-Jun-2017	\$15,000			
2.1.1.170 Bingara Arts Centre refurbish kitchen	Building Services	01-Jul-2016	30-Jun-2017	\$15,000			
2.1.1.171 Bingara senior Citizens Centre paint façade	Building Services	01-Jul-2018	30-Jun-2019			\$10,692	
2.1.1.172 Bingara Arts Centre paint externally	Building Services	01-Jul-2018	30-Jun-2019			\$16,006	
2.1.1.173 Bingara Museum stormwater upgrade	Building Services	01-Jul-2017	30-Jun-2018		\$10,298		
2.1.1.174 Bingara Museum paint externally	Building Services	01-Jul-2019	30-Jun-2020				\$8,279
2.1.1.175 Bridges Culverts and Causeways Renewal Program - not defined	Roads	01-Jul-2018	30-Jun-2019			\$238,406	
2.1.1.176 Actively support agricultural productivity improvements by completion of all requests for assessment for extension to existing applicable HPV routes within the financial year.	Asset Management	01-Jul-2016	30-Jun-2020	■	■	■	■
2.1.1.177 Pursue the acquisition of land from the State Government for development of independent living units adjacent to Naroo	Aged and Disability Services	01-Jul-2016	30-Jun-2017	■			

**STRATEGY****2.1.2**

Support the growth of our business community

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
2.1.2.4 Develop economic development plan	Community Development	01-Jul-2017	30-Jun-2018		■		

**STRATEGY****2.1.3**

Promote our community as the place to visit, live, work and invest

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
2.1.3.9 Develop Tourism Strategy	Community Development	01-Jul-2016	30-Jun-2017	■			

**OUTCOME****2.2**

We Are Skilled And Have Access To Excellent Educational Opportunities

**STRATEGY****2.2.2**

Build on our quality education and training opportunities (including through the GLR)

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
2.2.2.1 Partner with educational and research institutes and related groups to identify opportunities	Development and Land Use Management	01-Jul-2016	30-Jun-2017	■			

**GOAL****3****An Environmentally Responsible Shire****OUTCOME****3.1**

Our Community Understands And Embraces Environmental Change

**STRATEGY****3.1.1**

Encourage respectful planning, balanced growth and good design

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
3.1.1.3 Support the existing agricultural industry as well as providing new opportunities	Development and Land Use Management	01-Jul-2016	30-Jun-2017	■			
3.1.1.4 Use urban design guidelines to develop a DCP to retain the character of Shire towns	Development and Land Use Management	01-Jul-2016	30-Jun-2017	■			
3.1.1.5 Encouraging compatible tourism uses and ameliorating impacts of incompatible uses through improved planning	Environment	01-Jul-2016	30-Jun-2017	■			

**STRATEGY****3.1.2**

Respond to our changing environment

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
3.1.2.1 Investigate greenhouse gas emissions off-sets with Regional Organisation of Councils	Environment	01-Jul-2016	30-Jun-2017	■			
3.1.2.2 Provide the community with information on the greenhouse implications of vegetation removal and revegetation	Environment	01-Jul-2016	30-Jun-2017	■			

**STRATEGY****3.1.3**

Value, protect and enhance our natural environment

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
3.1.3.1 Collate and assess existing biological survey information, and develop a long term vision for biodiversity restoration and protection	Environment	01-Jul-2016	30-Jun-2017	■			
3.1.3.2 Demonstrate best practice in the	Environment	01-Jul-2016	30-Jun-	■			

management of roadside vegetation			2017				
3.1.3.3 Develop of a community permaculture garden to help foster an understanding of sustainable living within both Bingara and Warialda	Environment	01-Jul-2016	30-Jun-2017	■			
3.1.3.7 Investigate the possibility of joint funding applications with the LLS and neighbouring Council's to achieve regional biodiversity outcomes	Environment	01-Jul-2016	30-Jun-2017	■			
3.1.3.11 Partner with LLS and Landcare groups to revegetate areas affected by degradation within the Shire	Environment	01-Jul-2016	30-Jun-2017	■			
3.1.3.12 Seek funding opportunities for native vegetation programs	Environment	01-Jul-2016	30-Jun-2017	■			
3.1.3.13 Support the development of re-vegetation corridors & fish habitat in consultation with local owners along waterways.	Environment	01-Jul-2016	30-Jun-2017	■			

**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
3.2.1.1 Explore alternative energy options	Environment	01-Jul-2016	30-Jun-2017	■			
3.2.1.2 Investigate any opportunities to reduce electricity costs within the Shire through the introduction of a community based alternative energy production scheme	Environment	01-Jul-2016	30-Jun-2017	■			
3.2.1.3 Biogas investigation	Environment	01-Jul-2016	30-Jun-2017	\$50,000			



**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			
3.2.2.10 Water new main to Warialda Landfill	Water Supply Services	01-Jul-2016	30-Jun-2017	\$30,000			
3.2.2.11 Water Main replacement High Street Laneway Warialda	Water Supply Services	01-Jul-2016	30-Jun-2017	\$12,000			
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			
3.2.2.13 Water main replacement program - not defined	Water Supply Services	01-Jul-2017	30-Jun-2020		\$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
3.2.3.1 Implement Council's Waste Management Strategy, in consultation with the community	Environment	01-Jul-2016	30-Jun-2017	■			
3.2.3.11 Other waste revenues	Waste Management	01-Jul-2016	30-Jun-2017	■			
3.2.3.15 Fence erection Landfills Shire Wide	Waste Management	01-Jul-2016	30-Jun-2017	\$50,000			
3.2.3.16 Bingara Sewer main relining	Sewerage Services	01-Jul-2016	30-Jun-2017	\$30,890			
3.2.3.17 Warialda sewer mains relining	Sewerage Services	01-Jul-2016	30-Jun-2017	\$38,555			
3.2.3.18 Bingara Sewer Treatment Plant amenity building roof replacement	Sewerage Services	01-Jul-2016	30-Jun-2017	\$6,000			
3.2.3.19 Warialda telemetry	Sewerage Services	01-Jul-2018	30-Jun-			\$5,248	

			2019				
3.2.3.20 OHS work renewal	Sewerage Services	01-Jul-2016	30-Jun-2017	\$8,624			

**GOAL** **4** **Proactive Regional and Local Leadership**

**OUTCOME** **4.1** We Are An Engaged & Connected Community

**STRATEGY** **4.1.1** Encourage an informed community

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
4.1.1.1 Investigate aboriginal heritage of the area.	Community Development	01-Jul-2016	30-Jun-2017	■			

**STRATEGY** **4.1.2** Enable broad, rich and meaningful engagement to occur

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
4.1.2.1 Develop Council Engagement Strategy	Organisation Development Administration	01-Jul-2016	30-Jun-2017	■			

**OUTCOME** **4.2** We Work Together To Achieve Our Goals

**STRATEGY** **4.2.1** Build strong relationships and shared responsibilities

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
4.2.1.1 Develop and promote volunteering initiatives in the Shire	Organisation Development Administration	01-Jul-2016	30-Jun-2017	■			

**STRATEGY****4.2.2**

Work in partnership to plan for the future

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
4.2.2.1 Liaise with RMS, neighbouring Councils, RJO to resolve issues re regional, freight transport	Technical Services Administration	01-Jul-2016	30-Jun-2020	■	■	■	■

## 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-2020	\$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
5.1.3.30 Continuous improvement program	Information Services	01-Jul-2016	30-Jun-2020	■	■	■	■
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

STRATEGY 5.1.5 Provide responsible internal governance

ACTIONS	DEPARTMENT	START DATE	END DATE	16/17	17/18	18/19	19/20
5.1.5.8 Major review of Community Strategic Plan and Delivery Plan following local government elections.	Governance	01-Jul-2016	30-Jun-2017	■			
5.1.5.9 A report on the progress on implementation of the Community Strategic Plan must be presented at the final meeting of the outgoing Council	Governance	01-Jul-2016	30-Jun-2017	■			

# Operational Plan Budgets **2016-2017**

## Divisional Summaries

	Annual Current Budget	Proposed budget for 2017
<b>Corporate Services</b>		
<b>Income</b>		
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
	-	-
<b>Income Total</b>	<b>12,305,695</b>	<b>13,678,760</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>2,515,487</b>	<b>2,674,914</b>
		-
<b>Corporate Services Total</b>	<b>-9,790,208</b>	<b>11,003,846</b>
<b>Development and Environmental Services</b>		
<b>Income</b>		
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
<b>Income Total</b>	<b>-2,156,906</b>	<b>-2,158,478</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>5,763,656</b>	<b>5,560,610</b>
<b>Development and Environmental Services Total</b>	<b>3,606,750</b>	<b>3,402,132</b>
<b>Governance &amp; Town utilities and plant</b>		
<b>Income</b>		
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
<b>Income Total</b>	<b>-6,985,820</b>	<b>-6,540,157</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>8,757,820</b>	<b>8,442,668</b>
<b>Governance &amp; Town utilities and plant Total</b>	<b>1,772,000</b>	<b>1,902,511</b>
<b>Organisational &amp; Community Development</b>		
<b>Income</b>		
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
<b>Income Total</b>	<b>-5,681,549</b>	<b>-6,155,157</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>7,740,821</b>	<b>7,730,186</b>



<b>Organisational &amp; Community Development Total</b>	<b>2,059,272</b>	<b>1,575,029</b>
<b>Technical Services</b>		
<b>Income</b>		
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
<b>Income Total</b>	<b>-9,201,154</b>	<b>-9,034,177</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>19,342,211</b>	<b>17,252,902</b>
<b>Technical Services Total</b>	<b>10,141,057</b>	<b>8,218,725</b>
<b>Total</b>	<b>7,788,871</b>	<b>4,094,551</b>

# Business Unit Summaries

	Annual Current Budget	Proposed Budget for 2017
<b>Corporate Services</b>		
<b>5.1.1 Employee Oncost</b>		
<b>Expenditure</b>		
2.1 Employee benefits and on-costs	\$60,183	-\$432,639
2.8 Internal expense	\$0	\$714,553
<b>Expenditure Total</b>	<b>\$60,183</b>	<b>\$281,914</b>
<b>5.1.1 Employee Oncost Total</b>	<b>\$60,183</b>	<b>\$281,914</b>
<b>5.1.1 Financial Administration</b>		
<b>Income</b>		
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
<b>Income Total</b>	<b>-\$647,507</b>	<b>-\$619,617</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$1,425,599</b>	<b>\$1,369,607</b>
<b>5.1.1 Financial Administration Total</b>	<b>\$778,092</b>	<b>\$749,990</b>
<b>5.1.1 General Revenues</b>		
<b>Income</b>		
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
		-
<b>Income Total</b>	<b>-\$10,827,509</b>	<b>\$12,197,520</b>
<b>Expenditure</b>		
2.3 Materials	\$41,200	\$42,436
2.4 Contracts	\$29,890	\$30,787
<b>Expenditure Total</b>	<b>\$71,090</b>	<b>\$73,223</b>
		-
<b>5.1.1 General Revenues Total</b>	<b>-\$10,756,419</b>	<b>\$12,124,297</b>
<b>5.1.2 Information Services</b>		
<b>Income</b>		
1.7 Internal revenues	-\$830,679	-\$861,623
<b>Income Total</b>	<b>-\$830,679</b>	<b>-\$861,623</b>
<b>Expenditure</b>		

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
<b>Expenditure Total</b>	<b>\$840,165</b>	<b>\$871,170</b>
<b>5.1.2 Information Services Total</b>	<b>\$9,486</b>	<b>\$9,547</b>
		-
<b>Corporate Services Total</b>	<b>-\$9,908,658</b>	<b>\$11,082,846</b>
<b>Development and Environmental Services</b>		
<b>1.1.3 Cemeteries</b>		
<b>Income</b>		
1.2 User charges and fees	-\$45,920	-\$47,069
1.4 Other revenues	-\$25,607	-\$25,351
<b>Income Total</b>	<b>-\$71,527</b>	<b>-\$72,420</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$69,815</b>	<b>\$89,296</b>
<b>1.1.3 Cemeteries Total</b>	<b>-\$1,712</b>	<b>\$16,876</b>
<b>1.1.3 Community Fitness</b>		
<b>Income</b>		
1.2 User charges and fees	-\$23,627	-\$30,808
<b>Income Total</b>	<b>-\$23,627</b>	<b>-\$30,808</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$96,726</b>	<b>\$69,857</b>
<b>1.1.3 Community Fitness Total</b>	<b>\$73,099</b>	<b>\$39,049</b>
<b>1.1.3 Medical Centres</b>		
<b>Income</b>		
1.4 Other revenues	-\$26,780	-\$29,458
<b>Income Total</b>	<b>-\$26,780</b>	<b>-\$29,458</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$62,964</b>	<b>\$62,471</b>
<b>1.1.3 Medical Centres Total</b>	<b>\$36,184</b>	<b>\$33,013</b>
<b>1.1.3 Parks and Gardens</b>		
<b>Income</b>		
1.2 User charges and fees	-\$257	-\$264
<b>Income Total</b>	<b>-\$257</b>	<b>-\$264</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$328,835</b>	<b>\$348,918</b>
<b>1.1.3 Parks and Gardens Total</b>	<b>\$328,578</b>	<b>\$348,654</b>
<b>1.1.3 Pools</b>		
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$266,364</b>	<b>\$279,499</b>
<b>1.1.3 Pools Total</b>	<b>\$266,364</b>	<b>\$279,499</b>
<b>1.1.3 Sportsgrounds</b>		
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$87,925</b>	<b>\$99,531</b>
<b>1.1.3 Sportsgrounds Total</b>	<b>\$87,925</b>	<b>\$99,531</b>
<b>1.1.3 Town Streets</b>		
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$385,955</b>	<b>\$227,219</b>

<b>1.1.3 Town Streets Total</b>	<b>\$385,955</b>	<b>\$227,219</b>
<b>1.2.2 Public Health Administration</b>		
<b>Income</b>		
1.2 User charges and fees	-\$11,910	-\$12,225
1.4 Other revenues	-\$343	-\$352
<b>Income Total</b>	<b>-\$12,253</b>	<b>-\$12,577</b>
<b>Expenditure</b>		
2.3 Materials	\$377	\$389
2.8 Internal expense	\$380	\$380
<b>Expenditure Total</b>	<b>\$757</b>	<b>\$769</b>
<b>1.2.2 Public Health Administration Total</b>	<b>-\$11,496</b>	<b>-\$11,808</b>
<b>1.2.2 Regulatory Services</b>		
<b>Income</b>		
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
<b>Income Total</b>	<b>-\$31,003</b>	<b>-\$11,165</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$239,872</b>	<b>\$218,724</b>
<b>1.2.2 Regulatory Services Total</b>	<b>\$208,869</b>	<b>\$207,559</b>
<b>2.1.1 Administration Buildings</b>		
<b>Income</b>		
1.7 Internal revenues	-\$260,520	-\$264,647
<b>Income Total</b>	<b>-\$260,520</b>	<b>-\$264,647</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$266,851</b>	<b>\$279,721</b>
<b>2.1.1 Administration Buildings Total</b>	<b>\$6,331</b>	<b>\$15,074</b>
<b>2.1.1 Building Control</b>		
<b>Income</b>		
1.2 User charges and fees	-\$26,617	-\$27,354
1.4 Other revenues	-\$411	-\$422
<b>Income Total</b>	<b>-\$27,028</b>	<b>-\$27,776</b>

<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$72,548</b>	<b>\$67,984</b>
<b>2.1.1 Building Control Total</b>	<b>\$45,520</b>	<b>\$40,208</b>
<b>2.1.1 Building Services Administration</b>		
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$117,206</b>	<b>\$106,594</b>
<b>2.1.1 Building Services Administration Total</b>	<b>\$117,206</b>	<b>\$106,594</b>
<b>2.1.1 Community Centres</b>		
<b>Income</b>		
1.2 User charges and fees	-\$400	-\$412
<b>Income Total</b>	<b>-\$400</b>	<b>-\$412</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$206,594</b>	<b>\$191,005</b>
<b>2.1.1 Community Centres Total</b>	<b>\$206,194</b>	<b>\$190,593</b>
<b>2.1.1 Community Housing</b>		
<b>Income</b>		
1.4 Other revenues	-\$126,190	-\$133,434
<b>Income Total</b>	<b>-\$126,190</b>	<b>-\$133,434</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$159,907</b>	<b>\$157,697</b>
<b>2.1.1 Community Housing Total</b>	<b>\$33,717</b>	<b>\$24,263</b>
<b>2.1.1 Council Housing</b>		
<b>Income</b>		
1.4 Other revenues	-\$12,000	-\$12,360
<b>Income Total</b>	<b>-\$12,000</b>	<b>-\$12,360</b>

<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$173,127</b>	<b>\$236,867</b>
<b>2.1.1 Council Housing Total</b>	<b>\$161,127</b>	<b>\$224,507</b>
<b>2.1.1 Museums</b>		
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$41,965</b>	<b>\$32,511</b>
<b>2.1.1 Museums Total</b>	<b>\$41,965</b>	<b>\$32,511</b>
<b>2.1.1 Other Buildings</b>		
<b>Income</b>		
1.4 Other revenues	-\$54,716	-\$57,485
<b>Income Total</b>	<b>-\$54,716</b>	<b>-\$57,485</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$282,269</b>	<b>\$250,455</b>
<b>2.1.1 Other Buildings Total</b>	<b>\$227,553</b>	<b>\$192,970</b>
<b>2.1.1 Property</b>		
<b>Expenditure</b>		
2.2 Borrowing costs	\$5,224	\$4,961
2.8 Internal expense	\$302	\$308
<b>Expenditure Total</b>	<b>\$5,526</b>	<b>\$5,269</b>
<b>2.1.1 Property Total</b>	<b>\$5,526</b>	<b>\$5,269</b>
<b>2.1.1 Public Amenities</b>		
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$133,825</b>	<b>\$113,571</b>
<b>2.1.1 Public Amenities Total</b>	<b>\$133,825</b>	<b>\$113,571</b>
<b>2.1.1 Public Halls</b>		
<b>Income</b>		
1.2 User charges and fees	-\$9,000	-\$9,226
1.5 Grants subsidies contributions - Op	-\$25,750	\$0
<b>Income Total</b>	<b>-\$34,750</b>	<b>-\$9,226</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$164,685</b>	<b>\$186,195</b>
<b>2.1.1 Public Halls Total</b>	<b>\$129,935</b>	<b>\$176,969</b>
<b>3.1.1 Planning</b>		
<b>Income</b>		
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
<b>Income Total</b>	<b>-\$86,356</b>	<b>-\$71,251</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$320,749</b>	<b>\$300,851</b>
<b>3.1.1 Planning Total</b>	<b>\$234,393</b>	<b>\$229,600</b>
<b>3.1.3 Environment</b>		
<b>Income</b>		
1.2 User charges and fees	-\$8,526	-\$8,885
1.5 Grants subsidies contributions - Op	-\$29,518	-\$30,404
<b>Income Total</b>	<b>-\$38,044</b>	<b>-\$39,289</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$224,181</b>	<b>\$216,110</b>
<b>3.1.3 Environment Total</b>	<b>\$186,137</b>	<b>\$176,821</b>

<b>3.1.3 Noxious Weeds</b>		
<b>Income</b>		
1.2 User charges and fees	-\$1,356	-\$3,450
1.5 Grants subsidies contributions - Op	-\$71,912	-\$74,069
<b>Income Total</b>	<b>-\$73,268</b>	<b>-\$77,519</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$200,248</b>	<b>\$181,198</b>
<b>3.1.3 Noxious Weeds Total</b>	<b>\$126,980</b>	<b>\$103,679</b>
<b>3.2.3 Waste Management</b>		
<b>Income</b>		
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
<b>Income Total</b>	<b>-\$1,278,187</b>	<b>-\$1,308,387</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$909,309</b>	<b>\$1,280,798</b>
<b>3.2.3 Waste Management Total</b>	<b>-\$368,878</b>	<b>-\$27,589</b>
<b>Development and Environmental Services Total</b>	<b>\$2,661,297</b>	<b>\$2,844,632</b>
<b>Governance &amp; Town utilities and plant</b>		
<b>1.1.3 Showground Facilities</b>		
<b>Income</b>		
1.2 User charges and fees	-\$1,025	-\$1,051
<b>Income Total</b>	<b>-\$1,025</b>	<b>-\$1,051</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$336,422</b>	<b>\$172,059</b>
<b>1.1.3 Showground Facilities Total</b>	<b>\$335,397</b>	<b>\$171,008</b>

### 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**

### 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

<b>Income Total</b>	<b>-\$4,332,376</b>	<b>-\$3,756,915</b>
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#### 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

<b>Expenditure Total</b>	<b>\$3,517,799</b>	<b>\$3,130,829</b>
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<b>5.1.3 Plant Operations Total</b>	<b>-\$814,577</b>	<b>-\$626,086</b>
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### 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

<b>Expenditure Total</b>	<b>\$221,545</b>	<b>\$232,750</b>
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<b>5.1.3 Workshop Total</b>	<b>\$221,545</b>	<b>\$232,750</b>
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### 5.1.5 Elected Members

#### Income

1.4 Other revenues	-\$124	\$0
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<b>Income Total</b>	<b>-\$124</b>	<b>\$0</b>
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#### 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

<b>Expenditure Total</b>	<b>\$302,806</b>	<b>\$367,076</b>
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<b>5.1.5 Elected Members Total</b>	<b>\$302,682</b>	<b>\$367,076</b>
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### 5.1.5 Executive Services

#### Income

1.4 Other revenues	-\$793	-\$817
1.7 Internal revenues	-\$120,920	-\$120,920

<b>Income Total</b>	<b>-\$121,713</b>	<b>-\$121,737</b>
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#### 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
<b>Expenditure Total</b>	<b>\$883,746</b>	<b>\$983,634</b>
<b>5.1.5 Executive Services Total</b>	<b>\$762,033</b>	<b>\$861,897</b>
<b>Governance &amp; Town utilities and plant Total</b>	<b>\$385,842</b>	<b>\$461,642</b>
<b>Organisational &amp; Community Development</b>		
<b>1.1.2 Home and Community Care Services</b>		
<b>Income</b>		
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
<b>Income Total</b>	<b>-\$431,373</b>	<b>-\$427,168</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$422,578</b>	<b>\$418,120</b>
<b>1.1.2 Home and Community Care Services Total</b>	<b>-\$8,795</b>	<b>-\$9,048</b>
<b>1.1.3 Families NSW</b>		
<b>Income</b>		
1.5 Grants subsidies contributions - Op	-\$96,673	-\$98,224
<b>Income Total</b>	<b>-\$96,673</b>	<b>-\$98,224</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$94,827</b>	<b>\$98,194</b>
<b>1.1.3 Families NSW Total</b>	<b>-\$1,846</b>	<b>-\$30</b>
<b>1.1.3 Neighbourhood Centre</b>		
<b>Income</b>		
1.5 Grants subsidies contributions - Op	-\$13,539	-\$13,945
<b>Income Total</b>	<b>-\$13,539</b>	<b>-\$13,945</b>
<b>Expenditure</b>		
2.1 Employee benefits and on-costs	\$11,790	\$11,790
2.3 Materials	\$1,334	\$1,740
2.8 Internal expense	\$60	\$60
<b>Expenditure Total</b>	<b>\$13,184</b>	<b>\$13,590</b>
<b>1.1.3 Neighbourhood Centre Total</b>	<b>-\$355</b>	<b>-\$355</b>

**1.1.3 Other Social Services****Income**

1.5 Grants subsidies contributions - Op	-\$10,000	-\$10,000
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<b>Income Total</b>	<b>-\$10,000</b>	<b>-\$10,000</b>
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**Expenditure**

2.3 Materials	\$15,061	\$15,512
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2.8 Internal expense	\$12,211	\$12,666
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<b>Expenditure Total</b>	<b>\$27,272</b>	<b>\$28,178</b>
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<b>1.1.3 Other Social Services Total</b>	<b>\$17,272</b>	<b>\$18,178</b>
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**1.1.3 Toy Library****Income**

1.2 User charges and fees	-\$1,076	-\$820
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1.4 Other revenues	-\$274	\$0
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1.5 Grants subsidies contributions - Op	-\$17,875	-\$18,335
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<b>Income Total</b>	<b>-\$19,225</b>	<b>-\$19,155</b>
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**Expenditure**

2.1 Employee benefits and on-costs	\$42,669	\$39,741
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2.3 Materials	\$2,894	\$2,441
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2.5 Depreciation & amortisation	\$419	\$399
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2.6 Other expenses	\$2,511	\$656
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2.8 Internal expense	\$5,414	\$5,166
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<b>Expenditure Total</b>	<b>\$53,907</b>	<b>\$48,403</b>
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<b>1.1.3 Toy Library Total</b>	<b>\$34,682</b>	<b>\$29,248</b>
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**1.1.3 Vacation Care****Income**

1.5 Grants subsidies contributions - Op	-\$10,203	-\$9,847
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<b>Income Total</b>	<b>-\$10,203</b>	<b>-\$9,847</b>
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**Expenditure**

2.1 Employee benefits and on-costs	\$11,790	\$11,790
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2.3 Materials	\$1,576	\$1,030
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2.8 Internal expense	\$1,427	\$1,030
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<b>Expenditure Total</b>	<b>\$14,793</b>	<b>\$13,850</b>
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<b>1.1.3 Vacation Care Total</b>	<b>\$4,590</b>	<b>\$4,003</b>
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**1.1.3 Youth Services****Income**

1.5 Grants subsidies contributions - Op	-\$30,879	-\$32,411
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<b>Income Total</b>	<b>-\$30,879</b>	<b>-\$32,411</b>
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**Expenditure**

2.1 Employee benefits and on-costs	\$11,790	\$24,343
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2.3 Materials	\$11,140	\$6,170
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2.6 Other expenses	\$1,201	\$1,237
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2.8 Internal expense	\$15,976	\$6,442
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<b>Expenditure Total</b>	<b>\$40,107</b>	<b>\$38,192</b>
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<b>1.1.3 Youth Services Total</b>	<b>\$9,228</b>	<b>\$5,781</b>
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### 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

<b>Income Total</b>	<b>-\$2,327,330</b>	<b>-\$2,842,103</b>
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#### 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

<b>Expenditure Total</b>	<b>\$2,301,464</b>	<b>\$2,594,276</b>
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<b>1.2.1 Naroo Aged Care Total</b>	<b>-\$25,866</b>	<b>-\$247,827</b>
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### 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

<b>Income Total</b>	<b>-\$13,270</b>	<b>-\$25,675</b>
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#### 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

<b>Expenditure Total</b>	<b>\$19,590</b>	<b>\$37,980</b>
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<b>1.2.3 Events &amp; staging and promotion Total</b>	<b>\$6,320</b>	<b>\$12,305</b>
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### 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

<b>Income Total</b>	<b>-\$44,337</b>	<b>-\$45,662</b>
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#### 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

<b>Expenditure Total</b>	<b>\$242,667</b>	<b>\$236,175</b>
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<b>1.2.3 Libraries Total</b>	<b>\$198,330</b>	<b>\$190,513</b>
<b>1.2.3 Roxy</b>		
<b>Income</b>		
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
<b>Income Total</b>	<b>-\$85,794</b>	<b>-\$94,898</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$343,996</b>	<b>\$322,527</b>
<b>1.2.3 Roxy Total</b>	<b>\$258,202</b>	<b>\$227,629</b>
<b>2.1.2 Business and Economic Development</b>		
<b>Income</b>		
1.2 User charges and fees	-\$3,588	-\$4,613
1.5 Grants subsidies contributions - Op	-\$4,120	-\$2,122
<b>Income Total</b>	<b>-\$7,708</b>	<b>-\$6,735</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$258,141</b>	<b>\$183,636</b>
<b>2.1.2 Business and Economic Development Total</b>	<b>\$250,433</b>	<b>\$176,901</b>
<b>2.1.3 Caravan Parks</b>		
<b>Income</b>		
1.2 User charges and fees	-\$429,387	-\$389,978
1.4 Other revenues	-\$12,000	-\$19,390
<b>Income Total</b>	<b>-\$441,387</b>	<b>-\$409,368</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$431,604</b>	<b>\$459,278</b>
<b>2.1.3 Caravan Parks Total</b>	<b>-\$9,783</b>	<b>\$49,910</b>

### 2.1.3 Contracted Services

#### Income

1.4 Other revenues	-\$100,425	-\$103,443
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<b>Income Total</b>	<b>-\$100,425</b>	<b>-\$103,443</b>
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#### Expenditure

2.1 Employee benefits and on-costs	\$130,888	\$130,888
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2.3 Materials	\$376	\$387
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2.6 Other expenses	\$938	\$966
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2.8 Internal expense	\$12,420	\$12,423
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<b>Expenditure Total</b>	<b>\$144,622</b>	<b>\$144,664</b>
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<b>2.1.3 Contracted Services Total</b>	<b>\$44,197</b>	<b>\$41,221</b>
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### 2.1.3 Cranky Rock

#### Income

1.2 User charges and fees	-\$4,620	-\$2,665
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<b>Income Total</b>	<b>-\$4,620</b>	<b>-\$2,665</b>
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#### Expenditure

2.1 Employee benefits and on-costs	\$1,040	\$3,340
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2.3 Materials	\$7,275	\$5,867
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2.4 Contracts	\$535	\$4,873
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2.5 Depreciation & amortisation	\$2,205	\$2,205
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2.6 Other expenses	\$10,768	\$7,083
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2.8 Internal expense	\$1,698	\$1,326
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<b>Expenditure Total</b>	<b>\$23,521</b>	<b>\$24,694</b>
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<b>2.1.3 Cranky Rock Total</b>	<b>\$18,901</b>	<b>\$22,029</b>
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### 2.1.3 Tourism

#### Income

1.2 User charges and fees	-\$237	-\$331
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1.4 Other revenues	-\$32,209	-\$32,365
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1.5 Grants subsidies contributions - Op	-\$4,400	-\$7,440
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<b>Income Total</b>	<b>-\$36,846</b>	<b>-\$40,136</b>
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#### Expenditure

2.1 Employee benefits and on-costs	\$104,519	\$104,519
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2.2 Borrowing costs	\$5,189	\$4,928
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2.3 Materials	\$40,201	\$31,580
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2.4 Contracts	\$6,010	\$6,093
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2.5 Depreciation & amortisation	\$6,224	\$6,193
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2.6 Other expenses	\$47,784	\$36,337
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2.8 Internal expense	\$35,310	\$29,062
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<b>Expenditure Total</b>	<b>\$245,237</b>	<b>\$218,712</b>
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<b>2.1.3 Tourism Total</b>	<b>\$208,391</b>	<b>\$178,576</b>
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### 2.2 Gwydir Learning Region

#### Income

1.2 User charges and fees	\$0	-\$119,445
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1.4 Other revenues	-\$3,605	-\$8,514
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1.5 Grants subsidies contributions - Op	\$0	-\$873
<b>Income Total</b>	<b>-\$3,605</b>	<b>-\$128,832</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$245,275</b>	<b>\$368,779</b>
<b>2.2 Gwydir Learning Region Total</b>	<b>\$241,670</b>	<b>\$239,947</b>
<b>2.2.1 Training</b>		
<b>Income</b>		
1.5 Grants subsidies contributions - Op	-\$58,195	\$0
1.7 Internal revenues	-\$275,058	-\$279,728
<b>Income Total</b>	<b>-\$333,253</b>	<b>-\$279,728</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$458,572</b>	<b>\$420,511</b>
<b>2.2.1 Training Total</b>	<b>\$125,319</b>	<b>\$140,783</b>
<b>2.2.2 PreSchool</b>		
<b>Income</b>		
1.2 User charges and fees	-\$61,500	-\$75,338
1.5 Grants subsidies contributions - Op	-\$159,467	-\$151,017
<b>Income Total</b>	<b>-\$220,967</b>	<b>-\$226,355</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$283,336</b>	<b>\$255,655</b>
<b>2.2.2 PreSchool Total</b>	<b>\$62,369</b>	<b>\$29,300</b>
<b>2.2.2 Tharawonga</b>		
<b>Income</b>		
1.5 Grants subsidies contributions - Op	-\$280,989	-\$285,815
<b>Income Total</b>	<b>-\$280,989</b>	<b>-\$285,815</b>
<b>Expenditure</b>		

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
<b>Expenditure Total</b>	<b>\$274,150</b>	<b>\$285,744</b>
<b>2.2.2 Tharawonga Total</b>	<b>-\$6,839</b>	<b>-\$71</b>
<b>4.1.2 Social Services Admin</b>		
<b>Expenditure</b>		
2.1 Employee benefits and on-costs	\$111,051	\$112,745
2.3 Materials	\$206	\$212
2.8 Internal expense	\$7,474	\$7,639
<b>Expenditure Total</b>	<b>\$118,731</b>	<b>\$120,596</b>
<b>4.1.2 Social Services Admin Total</b>	<b>\$118,731</b>	<b>\$120,596</b>
<b>5.1 Organisational Development Administration</b>		
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$152,001</b>	<b>\$392,270</b>
<b>5.1 Organisational Development Administration Total</b>	<b>\$152,001</b>	<b>\$392,270</b>
<b>5.1.3 Human Resources</b>		
<b>Income</b>		
1.7 Internal revenues	-\$710,039	-\$714,553
<b>Income Total</b>	<b>-\$710,039</b>	<b>-\$714,553</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$982,813</b>	<b>\$582,688</b>
<b>5.1.3 Human Resources Total</b>	<b>\$272,774</b>	<b>-\$131,865</b>
<b>5.1.3 Insurance</b>		
<b>Income</b>		
1.4 Other revenues	-\$236,386	-\$114,728
<b>Income Total</b>	<b>-\$236,386</b>	<b>-\$114,728</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$267,389</b>	<b>\$282,959</b>

<b>5.1.3 Insurance Total</b>	<b>\$31,003</b>	<b>\$168,231</b>
<b>5.1.3 Purchasing Procurement and Contracts</b>		
<b>Income</b>		
1.4 Other revenues	-\$3,000	-\$7,300
<b>Income Total</b>	<b>-\$3,000</b>	<b>-\$7,300</b>
<b>5.1.3 Purchasing Procurement and Contracts Total</b>	<b>-\$3,000</b>	<b>-\$7,300</b>
<b>5.1.3 Risk Admin</b>		
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$71,432</b>	<b>\$13,084</b>
<b>5.1.3 Risk Admin Total</b>	<b>\$71,432</b>	<b>\$13,084</b>
<b>5.1.3 Stores</b>		
<b>Income</b>		
1.7 Internal revenues	-\$151,345	-\$146,004
<b>Income Total</b>	<b>-\$151,345</b>	<b>-\$146,004</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$103,959</b>	<b>\$127,431</b>
<b>5.1.3 Stores Total</b>	<b>-\$47,386</b>	<b>-\$18,573</b>
<b>5.1.3 Workers Comp</b>		
<b>Income</b>		
1.4 Other revenues	-\$68,356	-\$70,407
<b>Income Total</b>	<b>-\$68,356</b>	<b>-\$70,407</b>
<b>5.1.3 Workers Comp Total</b>	<b>-\$68,356</b>	<b>-\$70,407</b>
<b>Organisational &amp; Community Development Total</b>	<b>\$1,953,619</b>	<b>\$1,575,029</b>
<b>Technical Services</b>		
<b>1.2.2 LEMC</b>		
<b>Expenditure</b>		
2.8 Internal expense	\$397	\$2,896
<b>Expenditure Total</b>	<b>\$397</b>	<b>\$2,896</b>
<b>1.2.2 LEMC Total</b>	<b>\$397</b>	<b>\$2,896</b>
<b>1.2.2 Other EMS</b>		
<b>Income</b>		
1.4 Other revenues	-\$103	-\$106
<b>Income Total</b>	<b>-\$103</b>	<b>-\$106</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$44,689</b>	<b>\$41,489</b>
<b>1.2.2 Other EMS Total</b>	<b>\$44,586</b>	<b>\$41,383</b>
<b>1.2.2 Rural Fire Service</b>		
<b>Income</b>		
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
<b>Income Total</b>	<b>-\$501,528</b>	<b>-\$544,584</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$606,425</b>	<b>\$643,334</b>
<b>1.2.2 Rural Fire Service Total</b>	<b>\$104,897</b>	<b>\$98,750</b>
<b>1.2.2 State Emergency Services</b>		
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$48,021</b>	<b>\$66,388</b>
<b>1.2.2 State Emergency Services Total</b>	<b>\$48,021</b>	<b>\$66,388</b>
<b>2.1.1 Aerodrome</b>		
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$7,538</b>	<b>\$10,121</b>
<b>2.1.1 Aerodrome Total</b>	<b>\$7,538</b>	<b>\$10,121</b>
<b>2.1.1 Asset Management Admin</b>		
<b>Expenditure</b>		
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

<b>Expenditure Total</b>	<b>\$82,053</b>	<b>\$95,647</b>
<b>2.1.1 Asset Management Admin Total</b>	<b>\$82,053</b>	<b>\$95,647</b>
<b>2.1.1 Bridges</b>		
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$453,355</b>	<b>\$86,313</b>
<b>2.1.1 Bridges Total</b>	<b>\$453,355</b>	<b>\$86,313</b>
<b>2.1.1 Bridges on Regional Rds</b>		
<b>Expenditure</b>		
2.1 Employee benefits and on-costs	\$2,000	\$0
2.5 Depreciation & amortisation	\$297,277	\$7,271
2.8 Internal expense	\$300	\$0
<b>Expenditure Total</b>	<b>\$299,577</b>	<b>\$7,271</b>
<b>2.1.1 Bridges on Regional Rds Total</b>	<b>\$299,577</b>	<b>\$7,271</b>
<b>2.1.1 Bus Shelters &amp; Services</b>		
<b>Expenditure</b>		
2.1 Employee benefits and on-costs	\$150	\$150
2.5 Depreciation & amortisation	\$879	\$853
<b>Expenditure Total</b>	<b>\$1,029</b>	<b>\$1,003</b>
<b>2.1.1 Bus Shelters &amp; Services Total</b>	<b>\$1,029</b>	<b>\$1,003</b>
<b>2.1.1 Car Parks</b>		
<b>Expenditure</b>		
2.5 Depreciation & amortisation	\$813	\$1,756
<b>Expenditure Total</b>	<b>\$813</b>	<b>\$1,756</b>
<b>2.1.1 Car Parks Total</b>	<b>\$813</b>	<b>\$1,756</b>
<b>2.1.1 Footpaths</b>		
<b>Expenditure</b>		
2.1 Employee benefits and on-costs	\$1,200	\$0
2.5 Depreciation & amortisation	\$8,307	\$19,317
<b>Expenditure Total</b>	<b>\$9,507</b>	<b>\$19,317</b>
<b>2.1.1 Footpaths Total</b>	<b>\$9,507</b>	<b>\$19,317</b>
<b>2.1.1 Kerb &amp; Gutter</b>		
<b>Expenditure</b>		
2.1 Employee benefits and on-costs	\$1,200	\$0
2.5 Depreciation & amortisation	\$107,247	\$22,136
<b>Expenditure Total</b>	<b>\$108,447</b>	<b>\$22,136</b>
<b>2.1.1 Kerb &amp; Gutter Total</b>	<b>\$108,447</b>	<b>\$22,136</b>
<b>2.1.1 Other engineering services</b>		
<b>Income</b>		



1.2 User charges and fees	-\$154	-\$158
<b>Income Total</b>	<b>-\$154</b>	<b>-\$158</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$267,149</b>	<b>\$125,484</b>
<b>2.1.1 Other engineering services Total</b>	<b>\$266,995</b>	<b>\$125,326</b>
<b>2.1.1 Quarry Operations</b>		
<b>Income</b>		
1.7 Internal revenues	-\$40,438	\$0
<b>Income Total</b>	<b>-\$40,438</b>	<b>\$0</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$74,784</b>	<b>\$35,590</b>
<b>2.1.1 Quarry Operations Total</b>	<b>\$34,346</b>	<b>\$35,590</b>
<b>2.1.1 Sealed Local Rds</b>		
<b>Income</b>		
1.5 Grants subsidies contributions - Op	-\$1,369,188	-\$1,785,100
<b>Income Total</b>	<b>-\$1,369,188</b>	<b>-\$1,785,100</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$1,994,119</b>	<b>\$1,615,212</b>
<b>2.1.1 Sealed Local Rds Total</b>	<b>\$624,931</b>	<b>-\$169,888</b>
<b>2.1.1 Sealed Regional Rds</b>		
<b>Income</b>		
1.5 Grants subsidies contributions - Op	-\$1,145,111	-\$1,572,394
1.6 Grants Subsidies Contributions - Cap	-\$732,750	-\$295,939
<b>Income Total</b>	<b>-\$1,877,861</b>	<b>-\$1,868,333</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$2,237,484</b>	<b>\$1,499,447</b>
<b>2.1.1 Sealed Regional Rds Total</b>	<b>\$359,623</b>	<b>-\$368,886</b>
<b>2.1.1 Stormwater Drainage</b>		
<b>Income</b>		
1.1 Rates and annual charges	-\$40,420	-\$41,392
1.3 Interest and investment revenue	-\$23	\$0
<b>Income Total</b>	<b>-\$40,443</b>	<b>-\$41,392</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$149,263</b>	<b>\$102,616</b>
<b>2.1.1 Stormwater Drainage Total</b>	<b>\$108,820</b>	<b>\$61,224</b>
<b>2.1.1 Street Lighting</b>		
<b>Income</b>		
1.5 Grants subsidies contributions - Op	-\$19,570	-\$20,157
<b>Income Total</b>	<b>-\$19,570</b>	<b>-\$20,157</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$100,834</b>	<b>\$93,449</b>
<b>2.1.1 Street Lighting Total</b>	<b>\$81,264</b>	<b>\$73,292</b>
<b>2.1.1 Unsealed Local Rds</b>		
<b>Income</b>		
1.5 Grants subsidies contributions - Op	-\$1,165,000	-\$1,141,460
1.6 Grants Subsidies Contributions - Cap	-\$642,000	-\$100,000
<b>Income Total</b>	<b>-\$1,807,000</b>	<b>-\$1,241,460</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$2,943,030</b>	<b>\$2,035,789</b>
<b>2.1.1 Unsealed Local Rds Total</b>	<b>\$1,136,030</b>	<b>\$794,329</b>
<b>2.1.1 Urban Rds</b>		
<b>Expenditure</b>		

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
<b>Expenditure Total</b>	<b>\$257,254</b>	<b>\$252,162</b>
<b>2.1.1 Urban Rds Total</b>	<b>\$257,254</b>	<b>\$252,162</b>
<b>2.1.1 Urban Regional Rds</b>		
<b>Expenditure</b>		
2.5 Depreciation & amortisation	\$0	\$22,558
<b>Expenditure Total</b>	<b>\$0</b>	<b>\$22,558</b>
<b>2.1.1 Urban Regional Rds Total</b>	<b>\$0</b>	<b>\$22,558</b>
<b>4.2.1 Private Works</b>		
<b>Income</b>		
1.4 Other revenues	-\$83,739	-\$64,642
<b>Income Total</b>	<b>-\$83,739</b>	<b>-\$64,642</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$64,628</b>	<b>\$43,533</b>
<b>4.2.1 Private Works Total</b>	<b>-\$19,111</b>	<b>-\$21,109</b>
<b>5.1.3 GIS</b>		
<b>Income</b>		
1.4 Other revenues	-\$565	-\$580
1.7 Internal revenues	-\$216,491	-\$119,475
<b>Income Total</b>	<b>-\$217,056</b>	<b>-\$120,055</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$118,898</b>	<b>\$120,056</b>
<b>5.1.3 GIS Total</b>	<b>-\$98,158</b>	<b>\$1</b>
<b>State Roads (RMS WORKS)</b>		
<b>Income</b>		
1.2 User charges and fees	-\$3,243,404	-\$3,347,500
<b>Income Total</b>	<b>-\$3,243,404</b>	<b>-\$3,347,500</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$2,793,404</b>	<b>\$2,800,429</b>
<b>State Roads (RMS WORKS) Total</b>	<b>-\$450,000</b>	<b>-\$547,071</b>
<b>Technical Services Administration</b>		
<b>Income</b>		
1.4 Other revenues	-\$206	-\$212
1.5 Grants subsidies contributions - Op	-\$464	-\$478
<b>Income Total</b>	<b>-\$670</b>	<b>-\$690</b>
<b>Expenditure</b>		
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
<b>Expenditure Total</b>	<b>\$907,354</b>	<b>\$1,154,052</b>
<b>Technical Services Administration Total</b>	<b>\$906,684</b>	<b>\$1,153,362</b>
<b>Technical Services Total</b>	<b>\$4,368,898</b>	<b>\$1,863,871</b>
<b>Total</b>	<b>-\$539,002</b>	<b>-\$4,337,672</b>

**2016-2017**  
**FEES AND CHARGES INSERT**

## **2016-2017 Work Force Plan (Insert)**



# STATEMENT OF REVENUE POLICY

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## Rates Statement

### Strategy - Ordinary Rates

IPART has advised that the General Rates-Pegging limit for the period 1 July 2016 to 30 June 2017 shall be 1.8%. This increase will be applied in full.

The revenue forecast provided in this policy is based on the notional income projections using Councils rating structure and revenue for the 2015/2016 year, Councils proposed rating structure and revenue for the 2016/2017 year with the 1.8% general increase, plus any catch-up from 2015/2016.

The model projects an increase in general rate revenue of \$122,901.96 which amounts to a total increase in general rates of 1.8% LESS 12.6% Expiring Special Rate Variation -\$718,783.00 (amount set by IPART). Net amount after catch-up applied to model is a reduction of income by -\$595,881.04.

A special Rate Variation is proposed to be applied for the 2016/2017 year for 30%. This includes the 1.8% General Rates-Pegging limit advised by IPART. This increase will be applied in full.

The revenue forecast provided in this policy is based on the notional income projections using Councils rating structure and revenue for the 2015/2016 year, Councils proposed rating structure and revenue for the 2016/2017 year with the 30% general increase, plus any catch-up from 2015/2016.

The model projects an increase in general rate revenue of \$1,239,405.74 which amounts to a total increase in general rates of 30% **LESS** 12.6% Expiring Special Rate Variation -\$718,783.00 (amount set by IPART). .

# RATING STRUCTURE

## Rating Categories & Sub-Categories

The following is the structure of Council's General Ordinary Rates to be levied under section 494 of the *Local Government Act 1993*.

Type	Category	Sub-Category	Comments
Ordinary	Farmland	Intensive	Eligibility determined in accordance with Local Government Act 1993 and As defined as 'Intensive Agriculture by the Gwydir Shire Council LEP 2013
Ordinary	Farmland	Nil	Eligibility determined in accordance with <i>Local Government Act 1993</i>
Ordinary	Business	Nil	All business properties within the Gwydir Shire Local Government area other than those defined as Warialda Business Urban or Bingara Business Urban
Ordinary	Business	Business Warialda Urban	All business properties within the Warialda Town Area as determined by the relevant LEP.
Ordinary	Business	Business Bingara Urban	All business properties within the Bingara Town Area as determined by the relevant LEP.
Ordinary	Residential		All residential properties within the Gwydir Shire Area not in a Village as determined by the relevant LEP that do not exceed two (2) hectares.
Ordinary	Residential	Rural Residential	All residential properties within the Gwydir Shire Area not in a Village as determined by the relevant LEP that exceed two (2) hectares but are less than forty (40) hectares.
Ordinary	Residential	Residential Villages	All residential properties within the Gwydir Shire Area within a Village area other than Warialda Urban or Bingara Urban as determined by the relevant LEP.
Ordinary	Residential	Residential Warialda Urban	All residential properties within the Warialda Town Area as determined by the relevant LEP.
Ordinary	Residential	Residential Bingara Urban	All residential properties within the Warialda Town Area as determined by the relevant LEP.



# RATING STRUCTURE

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## Rating Categories & Sub-Categories

Categories are defined by Urban, Rural and Village as follows:

### Urban Land:

Each parcel of land valued as one assessment whose dominant use is for urban purposes within the Bingara or Warialda Town Area as determined by the relevant LEP.

### Village Land:

Each parcel of land valued as one assessment whose dominant use is for urban purposes within a Village area other than the Bingara or Warialda Town Area as determined by the relevant LEP.

### Rural Land:

Each parcel of land valued as one assessment whose dominate use is for non-urban purposes that is not within any Village area as determined by the relevant LEP.

Maps showing the location of Rating categories and sub-categories are attached. See Appendix

# RATING STRUCTURE

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## Ordinary General Rate Structure & Strategy

The Local Government Act 1993 provides Councils with three alternative methods of levying rates:

- Solely Ad Valorem Rating (i.e. Cents in the dollar on land value).
- Minimum Rate plus Ad Valorem.
- Base Amount of up to 50% of the total yield from a category and applied to all rateable parcels within that category plus an Ad Valorem rate to raise the additional above the base.

Council will continue to levy ordinary rates using a structure comprising a base amount to which an ad valorem component is added. This option ensures higher valued properties contribute a higher amount.

The base amount will vary, depending on rating category/sub-category up to the maximum permissible of 50% of the total yield for each category/sub-category. All rateable properties within each category/sub-category, regardless of their land value, are levied a base amount. The balance of the ordinary rates is derived by multiplying the land value of a property by a rate in the dollar for the relevant category/sub-category, which is determined by Council.

All ordinary general rates for the 2016/2017 period shall be based on land valuations issued by the Valuer-General to individual rate payers with a base date of 1st July 2015. This will be the first rating year using these values as a general revaluation will be issued by the Department of Land (Valuer General) for the calculation of the 2016/2017 rates. As a result there may be some shifting in the rates distribution of specific properties depending the how the value of these properties has changed under the general valuation in comparison to the average movement for each rating category. Generally there has been very little change in the valuations across the shire from the 2012 Valuation to the 2015 Valuation.

The model used in preparation of the rating revenue is designed to distribute the general rates between the rating categories as follows:

Farmland	80.00%	Residential	16.00%	Business	4.00%
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## RATING STRUCTURE

**Notional Yield** 1.8%

**Ordinary General Rates under section 494 of the Local Government Act 1993**

Diff	Category	Sub-Category	# Prop	Ad Valorem Rate cents in the \$	Base Amount	Percentage of Revenue raised form Base Levy	Estimated Total Yield
10	Farmland	Intensive	2	0.0058437	750	3.75%	\$ 39,951.60
1	Farmland	Ordinary	1110	0.0035502	300	7.10%	\$ 4,689,830.88
4	Business	Ordinary	89	0.0286322	300	33.79%	\$ 79,021.73
8	Business	Business Bingara Urban	60	0.0242908	300	21.12%	\$ 85,245.47
3	Business	Business Warialda Urban	72	0.0273971	300	29.91%	\$ 72,221.93
6	Residential	Rural Residential S/H	183	0.0071310	225	36.65%	\$ 112,346.20
5	Residential	Residential Village	279	0.0494964	150	44.97%	\$ 93,064.47
9	Residential	Ordinary – Rural Res	37	0.0132696	150	39.17%	\$ 14,169.78
7	Residential	Bingara Residential Urban	659	0.0103383	225	34.23%	\$ 433,119.08
2	Residential	Warialda Residential Urban	550	0.0151889	225	42.20%	\$ 293,256.97
		Total Count	3041				\$ 5,912,228.11

**Estimated General Ordinary Rate Income \$5,912,228.11 - Less Pension Rebates \$35,000 giving Net General Rates Income of \$5,877,228.41**

All rates are to be levied on land valuations with a base date of 1<sup>st</sup> July 2015

## RATING STRUCTURE

**Notional Yield** 30%

**Ordinary General Rates under section 494 of the Local Government Act 1993**

Diff	Category	Sub-Category	# Prop	Ad Valorem Rate cents in the \$	Base Amount	Percentage of Revenue raised form Base Levy	Estimated Total Yield
10	Farmland	Intensive	2	0.0077492	750	2.86%	\$ 52,490.05
1	Farmland	Ordinary	1110	0.0047364	300	5.42%	\$ 6,145,521.86
4	Business	Ordinary	89	0.0406386	300	26.45%	\$ 100,961.80
8	Business	Business Bingara Urban	60	0.0344612	300	15.87%	\$ 113,400.76
3	Business	Business Warialda Urban	72	0.0400160	300	22.61%	\$ 95,538.04
6	Residential	Rural Residential S/H	183	0.0104047	225	28.39%	\$ 145,019.00
5	Residential	Residential Village	279	0.0755096	150	34.88%	\$ 119,980.55
9	Residential	Ordinary – Rural Res	37	0.0199124	150	30.02%	\$ 18,484.86
7	Residential	Bingara Residential Urban	659	0.0154314	225	25.86%	\$ 573,447.18
2	Residential	Warialda Residential Urban	550	0.0232010	225	32.34%	\$ 382,670.79
		Total Count	3041				\$ 7,747,514.89

**Estimated General Ordinary Rate Income \$7,747,514.89 - Less Pension Rebates \$42,762.80 giving Net General Rates Income of \$7,704,752.09**

All rates are to be levied on land valuations with a base date of 1<sup>st</sup> July 2015

# RATING STRUCTURE

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## **Payment of Rates**

Ratepayers may pay their rates in four (4) instalments being 31 August, 30 November, 28 February and 31 May. Council is obliged to forward reminder notices one month in advance. Interest is chargeable on each instalment not paid by the due date.

The maximum applicable interest rate is set each year by the Minister for Local Government and Council may adopt that rate or a lower rate.

## **Extra Charges or Interest on Overdue Rates**

In accordance with Section 566 (3) of the Local Government Act, 1993, Council must determine a rate of interest charge, not in excess of that determined by the Minister.

The interest rate for the year 2016/2017 has been set at 8.5%.



# STATEMENT OF FEES & CHARGES

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## Statement of fees and charges to apply to rateable and non-rateable properties

### Water and Sewerage Pricing

Council's water and sewerage utilities are required to conform to Best-practice water and sewerage pricing (pay for use). Such pricing is required to comply with the Independent Pricing and Regulatory Tribunal's (IPART) Pricing Principles for Local Water Authorities, the COAG Strategic Framework for Water Reform and National Competition Policy.

Best practice water supply pricing involves a cost-reflective two-part tariff or an inclining block tariff with no water allowance; no land value based charges, an appropriate access charges and water usage charges per kilolitre.

Appropriate pricing is essential to provide relevant pricing signals to customers, enabling them to make informed decisions on their water use. This will encourage each customer to use water efficiently and minimise wastage of our valuable water resources and associated infrastructure.

### Water Charges - Strategy

Council has adopted best practice water pricing with a common structure across the entire Shire. The pricing structure has been reviewed and a similar structure adopted for 2016/2017.

The two part pricing regime includes an access availability charge of \$390.00 for standard connections and an inclining block tariff. In 2016/2017 the water access charge will be charged quarterly as part of the quarterly water usage billing program. The inclining usage tariff is made up of two (2) tiers being:

1. \$1.25 per kilolitre for the first step of 600 kilolitres per assessment.
2. And a higher block tariff of \$1.95 per kilolitre for usage over 600 per assessment.

# STATEMENT OF FEES & CHARGES

---

## Water Charges - Strategy

A water access availability charge applies to all parcels of land to which a service is available and connectable.

The water pricing strategy is designed to gain to gain 50% of the water revenue from access charges and 50% from usage charges.

Properties with larger water services pay a higher access charge proportional to the square of the meter size.

## Sewer Charges - Strategy

Sewerage services as water supplies have moved to best practice pricing.

Residential sewerage bills are to be independent of land value and based on a cost-reflective uniform sewerage charge per property of \$500.00 per connectable property.

Non-Residential sewerage bills are to be independent of land value and based on a cost-reflective two-part tariff consisting of an access charge – (\$425.00 based on 20mm water connection) and an appropriate sewer usage charge per kilolitre of water consumption (\$2.45/KL). This charge is then multiplied by the individual properties sewer discharge factor as determined by Council using industry standards.

The sewer access charge must also be proportional to the square of the size of the water supply service connection to reflect the load that can be placed on the sewerage system plus a usage charge based on discharge volume. The volume discharged into the sewer is estimated using the customer's total water consumption and a sewerage discharge factor.

## STATEMENT OF FEES & CHARGES

### Water & Sewer Charges - Sections 501 & 502 of the *Local Government Act 1993*

Description	Annual Charge	Services Charged	Total Annual Income	Total Usage Income (Estimate)	Total Income
20mm Water Meter Service	\$ 390.00	1547	\$ 603,330.00	\$ 599,820.00	
25mm Water Meter Service	\$ 609.00	36	\$ 21,924.00	\$ 19,320.00	
32mm Water Meter Service	\$ 998.00	2	\$ 1,996.00	\$ 2,280.00	
40mm Water Meter Service	\$ 1,560.00	11	\$ 17,160.00	\$ 14,520.00	
50mm Water Meter Service	\$ 2,438.00	10	\$ 24,380.00	\$ 31,200.00	
<b>Less Pension Rebate Expense Water</b>			<b>-\$ 19,749.07</b>		
Sewer Charge Residential (20mm)	\$ 500.00	1098	\$ 549,000.00		
Sewer Charge Non-Residential (20mm)	\$ 425.00	132	\$ 56,100.00	\$ 49,300.00	
Sewer Charge Non-Residential (25mm)	\$ 665.00	19	\$ 12,635.00	\$ 6,600.00	
Sewer Charge Non-Residential (32mm)	\$ 1,085.00	2	\$ 2,170.00	\$ 1,000.00	
Sewer Charge Non-Residential (40mm)	\$ 1,695.00	9	\$ 15,255.00	\$ 7,800.00	
Sewer Charge Non-Residential (50mm)	\$ 2,650.00	9	\$ 23,850.00	\$ 7,800.00	
<b>Less Pension Rebate Expense Sewerage</b>			<b>-\$ 16,716.81</b>		
Gross Income Annual Charges			\$ 1,291,334.12		
Gross Income Usage Charges				\$ 739,640.00	
<b>Total Income</b>					<b>\$ 2,030,974.12</b>



# STATEMENT OF FEES & CHARGES

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## Liquid Trade Waste Charges

Gwydir Shire Council is committed to complying with the Department of Energies, Utilities and Sustainability's (DEUS) guidelines for the best practice management of water supplies and sewerage services to be eligible for financial assistance towards future Capital works.

For the 2016/2017 financial period council will be charging a liquid trade Waste Charge as part of the sewerage pricing structure for commercial businesses.

Liquid trade wastes exert much greater demands on sewerage systems than domestic sewerage and if uncontrolled can pose serious problems to public health, worker safety, Councils sewerage system and the environment. Liquid trade waste pricing ensures that the discharges bear a fair share of the cost of providing sewerage services and to facilitate appropriate recycling, pre-treatment, waste minimisation and water conservation.

For charging purposes liquid trade waste dischargers are divided into three categories.

1. Liquid trade waste dischargers conducting as activity deemed by Council as requiring nil or only minimal pre-treatment equipment and whose effluent is well defined and of relatively low risk to the sewerage system. For example – retail food outlets with no hot food prepared and or foods that generate an oily/greasy waste.
2. Liquid trade waste dischargers conducting as activity deemed by Council as requiring a prescribed type of liquid trade waste pre-treatment equipment and whose effluent is well characterised. For example – Premises that prepare and or serve hot foods that generate an oily/ greasy waste.
3. Liquid trade waste dischargers conducting an activity which is of an industrial nature and/or which result in discharges of large volumes (over 20kL/d) of liquid trade waste to the sewerage system.

## STATEMENT OF FEES & CHARGES

---

### Liquid Trade Waste Charges

#### Schedule of Annual & Usage Fees – Liquid Waste

Description	Charge
<b>Annual Charges</b>	
Annual trade waste Fee (minimum)	\$77 x 97 assessments = \$ 7,469.00
Annual trade waste Fee (Large discharger)	\$430.00
Reinspection fee	\$60.00
<b>Usage Charges</b>	
with prescribed pre-treatment	\$1.30/kL
without prescribed pre-treatment	\$15.00/kL
Tankered Waste	\$21.00/kL

- These fees are to be charged on top of existing non residential sewerage charges.

# STATEMENT OF FEES & CHARGES

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## Waste Management Charges Statement

Council must make and levy a charge for domestic waste management services for each parcel of rateable land for which the service is available under Section 496 of the Local Government Act, 1993. The levied charge must fully cover the cost of providing the service. The urban areas of Bingara, Warialda, Gravesend, North Star, Croppa Creek and Warialda Rail and small rural “life style/rural residential” blocks receive a kerb-side garbage service. This charge is separately itemised on each rate notice.

The charge is added to standard Council rates and is set-aside for the specific purpose of the management of waste collections & disposal facilities within the local government area. The charge will allow Council to provide additional resources and meet the requirements of waste disposal and environmental legislation and community expectations.

Previously undertaken on Councils Waste Disposal Facilities was on a reactionary basis in response to community concerns. As a result of increased pressures from regulatory agencies and ongoing community concerns and the scale of the works required to meet these standards, it has become necessary for council to initiate the provision of a waste disposal management program to control waste disposal and environmental protection measures.

The funds collected will only be spent for works at Council’s Waste Disposal facilities and related recycling programs, including:

- Land Rehabilitation
- Improved Environmental Monitoring
- Improved waste disposal techniques
- Recycling
- Chemical disposal
- Site Security

## STATEMENT OF FEES & CHARGES

The charge is levied in respect of each separate parcel of rateable land in the Council area. The charge applies whether or not the service is used in whole or in part. The service is provided on the following basis:

### Domestic Waste Service and Disposal Charge

A single weekly waste collection service using 1 approved container with a capacity 140-litre for general waste. A single fortnightly green waste collection service using 1 approved container with a capacity 240-litre for green and putrescible waste and a single fortnightly recyclable waste collection service using 1 approved container with a capacity 360-litre for recyclable material.

New premises completed during the year will be charged based on the complete month to the end of the year as a proportion of the annual charge.

In accordance with Section 496 of the Local Government Act, 1993, Council must levy a domestic waste management charge on all occupied rateable properties. This charge reflects the fixed cost component of having the weekly waste collection service accessible to the property. The charge for 2016/2017 is as follows:

Domestic Waste Collection Charge	Number of Services	Charge	Yield
Serviced Properties.	1330	\$ 422.00	\$ 576,874.00
Domestic Waste – Vacant	167	\$ 68.00	\$ 11,356.00
<i>Less Pension Rebates</i>			-\$ 29,431.28
<b>Total Domestic Waste Management Charges</b>			<b>\$ 558,798.72</b>

## STATEMENT OF FEES & CHARGES

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### Commercial Waste Disposal

Council shall levy an annual charge under Section 501 on commercial premises for waste removal and disposal where the owner or occupier has access to that service. The service will be for the removal of one or more garbage containers (wheelie bins) of 240 litre capacity. The service level charge is based on the number of bins available for collection from the premises for which the charge is applicable. This service is subject to GST. The charges for 2016/2017 are as follows:

Commercial Waste Disposal Charge	Number of Services	Charge (GST Inclusive)	Yield
Commercial Waste Disposal - Minor	72	\$ 480.00	\$ 34,560.00
Commercial Waste Disposal - Small	50	\$ 1,040.00	\$ 52,000.00
Commercial Waste Disposal - Medium	15	\$ 1,793.00	\$ 26,895.00
Commercial Waste Disposal - Large	3	\$ 2,532.00	\$ 7,596.00
<b>Total Commercial Waste Management</b>			<b>\$ 121,051.00</b>

## STATEMENT OF FEES & CHARGES

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### Non Rateable Land Waste Disposal

In accordance with section 501 of the Local Government Act 1993, a waste management service charge will be levied on all non-rateable land electing to utilise Council's waste collection and disposal service. This service is subject to GST. The charge for 2016/2017 is as follows:

Non Rateable Land Waste Disposal Charge	Number of Services	Charge (GST Inclusive)	Yield
Non Rateable Land Waste Disposal – Minor	13	\$ 480.00	\$ 6,240.00
Non Rateable Land Waste Disposal – Small	8	\$ 1,040.00	\$ 8,320.00
Non Rateable Land Waste Disposal – Medium	6	\$ 1,793.00	\$ 10,758.00
Non Rateable Land Waste Disposal – Large	4	\$ 2,532.00	\$ 10,128.00
<b>Total Non-Rateable Land Waste Management</b>			<b>\$ 35,446.00</b>



## STATEMENT OF FEES & CHARGES

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### Waste Disposal Management

In accordance with Section 501 of the Local Government Act, 1993, Council must levy a waste management disposal charge on all rateable land and in respect of vacant land which are in the catchment for each of Council's waste disposal facilities. These are defined by maps. See appendix. The charge for 2016/2017 is as follows:

Waste Management Charge	Number	Charge	Yield
Properties	3042	\$ 115.00	\$ 349,830.00
Total Waste Disposal Charge			\$ 349,830.00

## STATEMENT OF FEES & CHARGES

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### Storm Water Charges Statement

In accordance with Section 496A of the Local Government Act, 1993 and clauses 125A, 125AA, 200A and 217 of the Local Government (General) Regulation 2005, Council may make or levy an annual charge for stormwater management services only in respect of urban land that is categorised for rating purposes as residential or business. The urban areas, to which this charge will apply for 2015/2016 (Warialda & Bingara), are defined by maps. (See appendix). The charge for 2016/2017 is as follows:

Storm Water Charge	Number of Services	Charge	Estimated Yield
Residential Properties	1100	\$25.00 per parcel of land	\$ 27,500.00
Business Properties	130	\$25.00 per parcel of land plus and additional \$25.00 for each 350sqm or part of 350sqm by which the parcels exceeds 350sqm ( Estimate based on average of three (3) charges per parcel	\$ 9,750.00



## STATEMENT OF FEES & CHARGES

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### Statement of fees to be charged and pricing policy of goods and services

Council fees for the 2016/2017 financial year are listed in the Schedule of Fees and Charges as part of Councils Management Plan

In determining the appropriate fees to be charged for Council services and facilities in 2016/2017, the basic principle applied is that charges should be considered fair and equitable to the general community. Individual members of the community should not be precluded from essential services because of economic circumstances.

The range of services provided by Council to the community is diverse and requires different considerations when determining the associated fee or charge. The level of the fee or charge was determined having regard to the following categories;

Code	Pricing Category
<b>S</b>	<b>Statutory</b> - Federal or State Government set charges.
<b>FCR</b>	<b>Full Cost Recoverable</b> - Services under this category are such that individual costs can be determined and met by the user of the service.
<b>PCR</b>	<b>Partially Cost Recoverable</b> - Services considered to have a level of benefit to the community. Generally benefits are not solely confined to users. Partially funded by general revenues.
<b>M</b>	<b>Market</b> - Services that Council operates in a competitive market and needs to fix charges similar to other providers. Calculations may be benchmarked against industry averages

# DONATIONS

**Budget \$190 169.00**

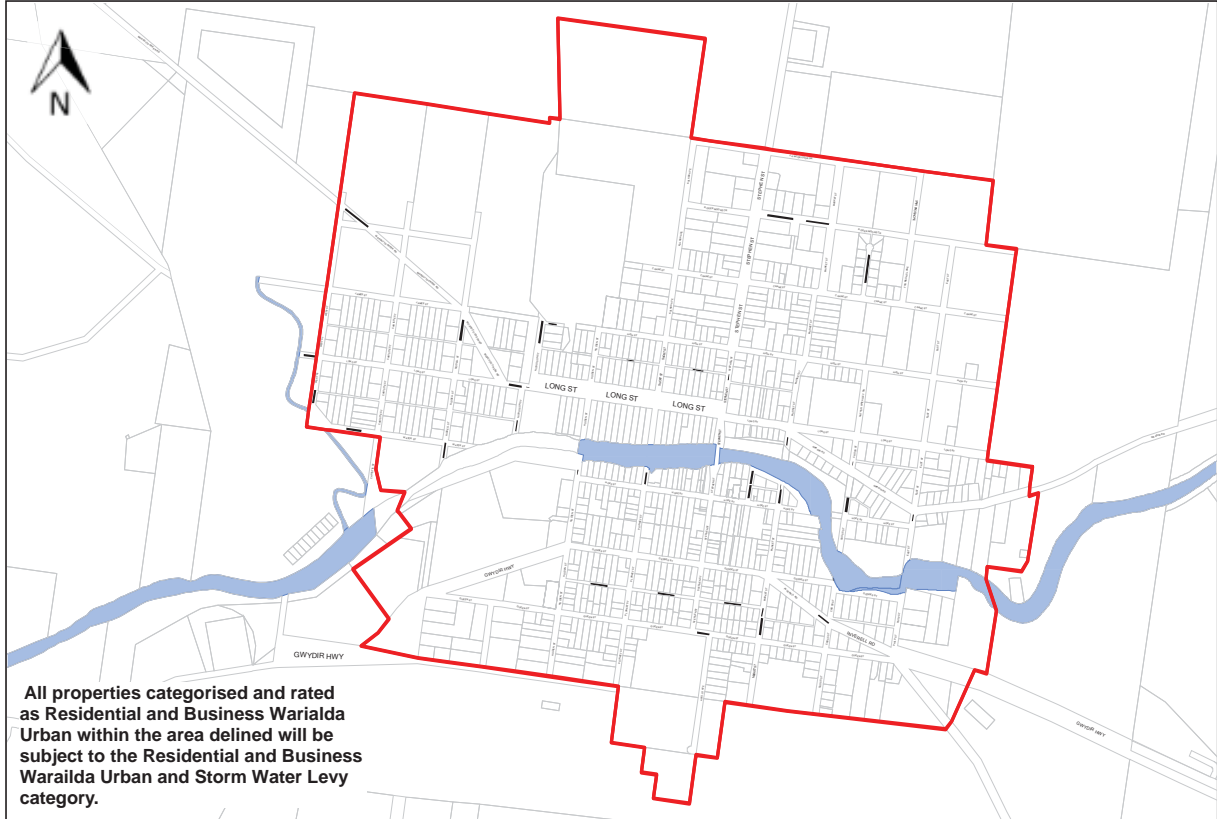
**Allocation yet to be determined**

## **Rating Category and Storm Water levy Maps (Insert)**

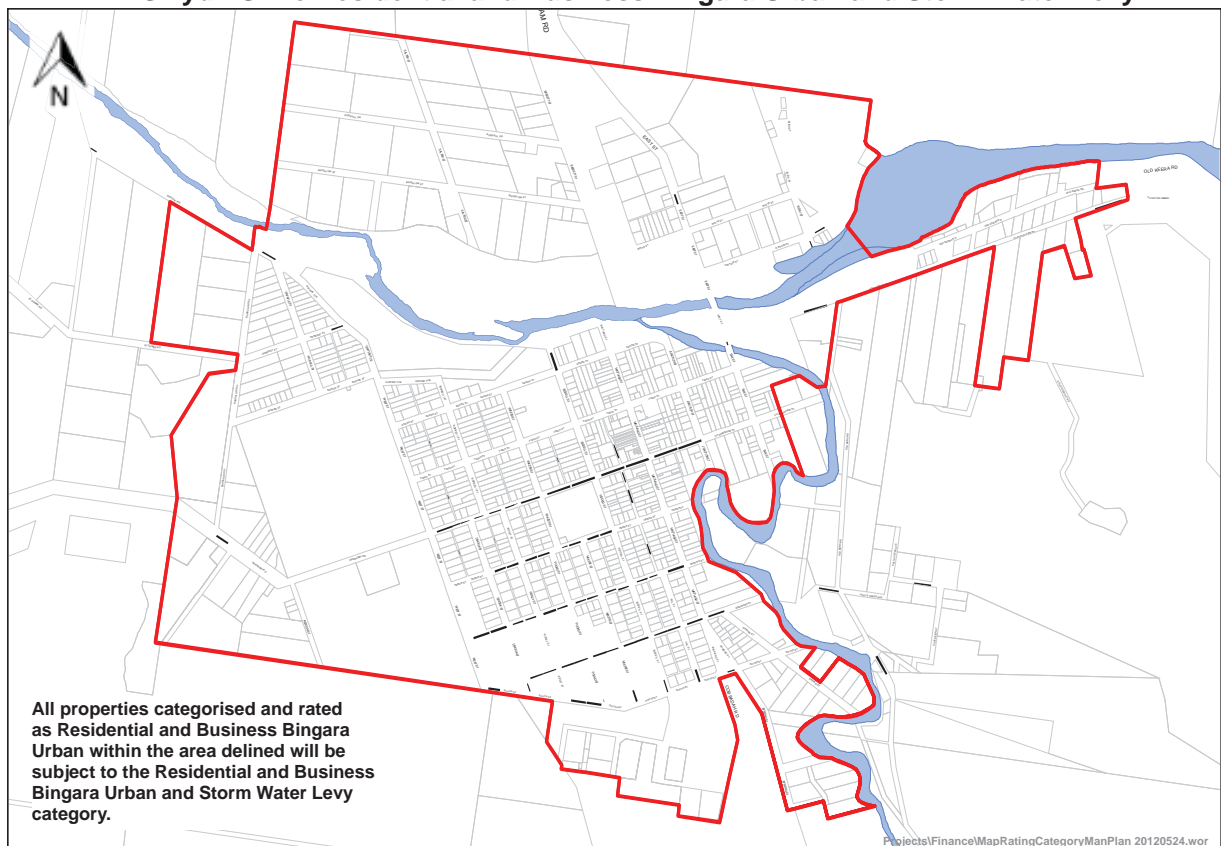
# Appendix

## Rating Category and Storm Water Levy Maps

### Gwydir Shire Residential and Business Warialda Urban and Storm Water Levy



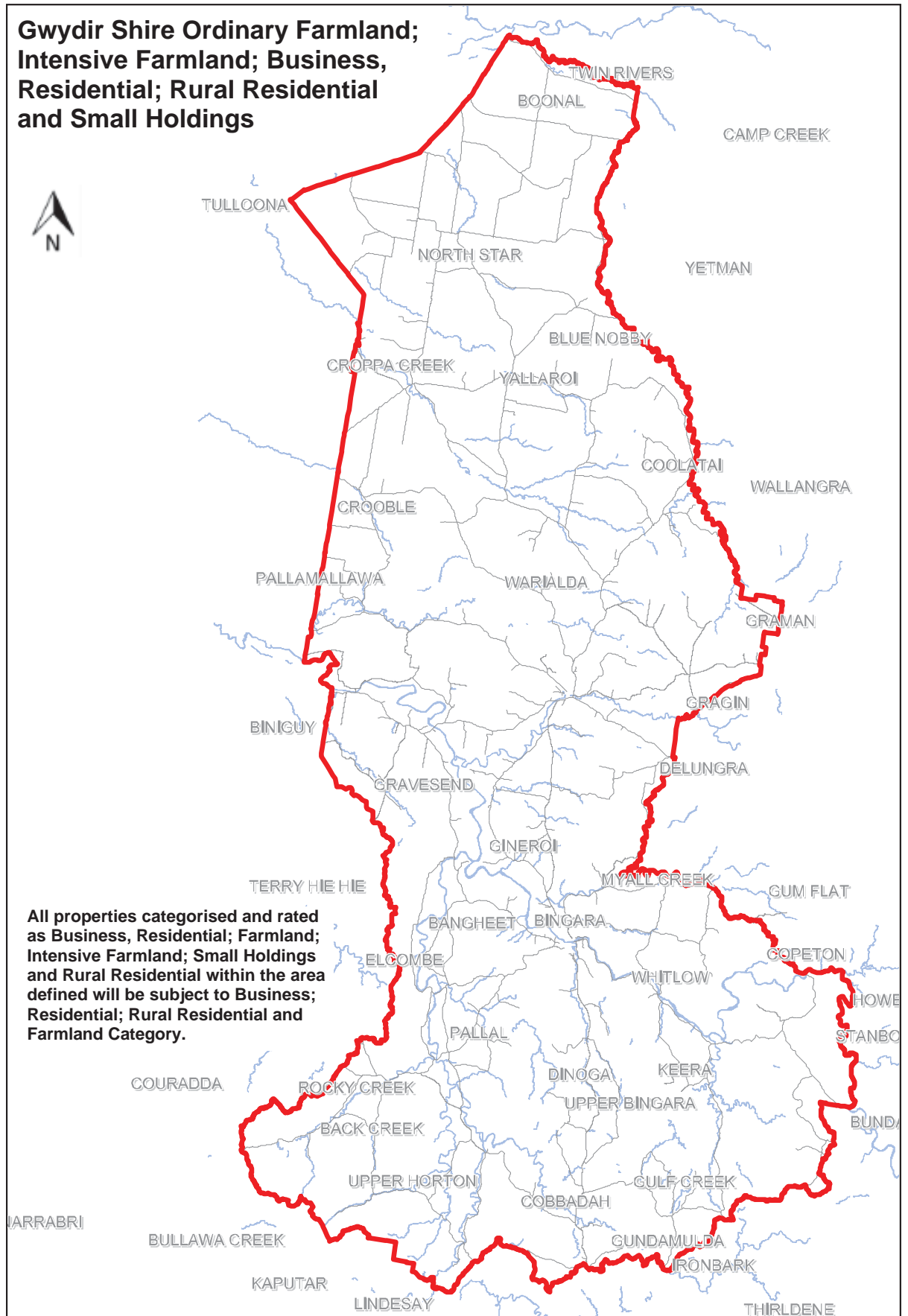
### Gwydir Shire Residential and Business Bingara Urban and Storm Water Levy



**Gwydir Shire Ordinary Farmland;  
Intensive Farmland; Business,  
Residential; Rural Residential  
and Small Holdings**



**All properties categorised and rated  
as Business, Residential; Farmland;  
Intensive Farmland; Small Holdings  
and Rural Residential within the area  
defined will be subject to Business;  
Residential; Rural Residential and  
Farmland Category.**



# Gwydir Shire Residential Village and Business North Star and Gravesend

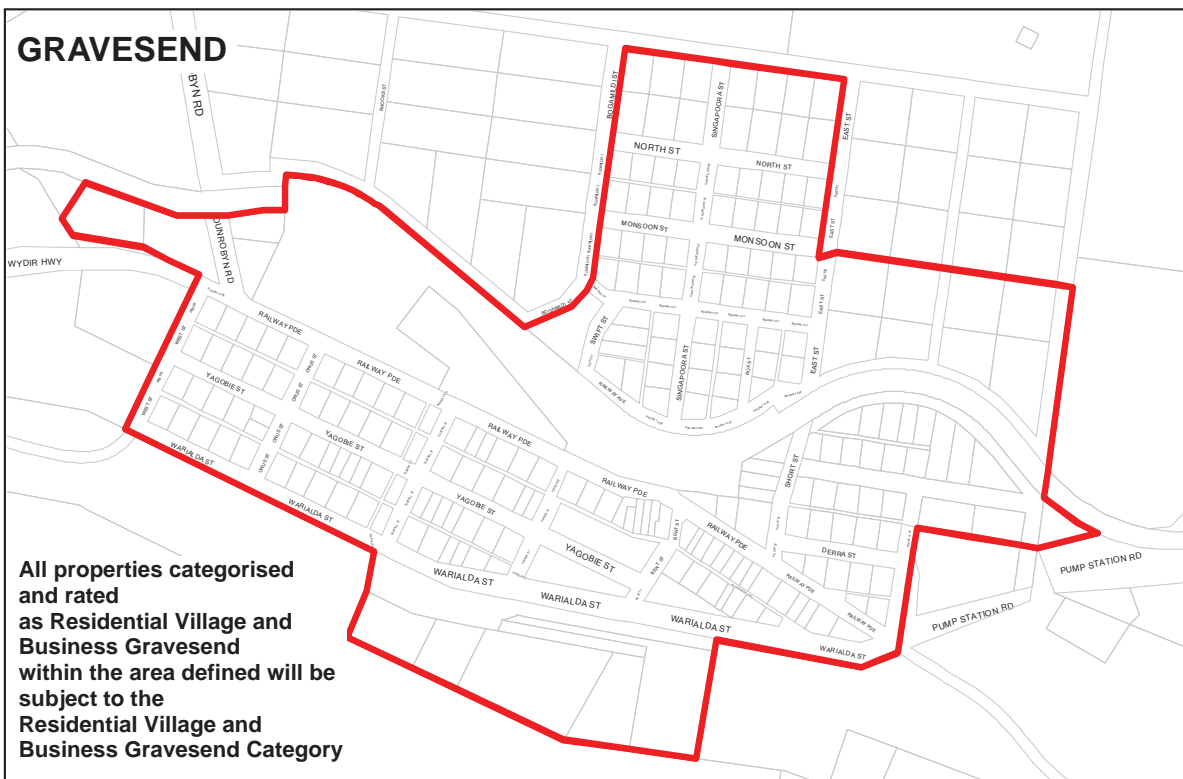
## NORTH STAR

All properties categorised and rated as Residential Village and Business North Star within the area defined will be subject to the Residential Village and Business North Star Category

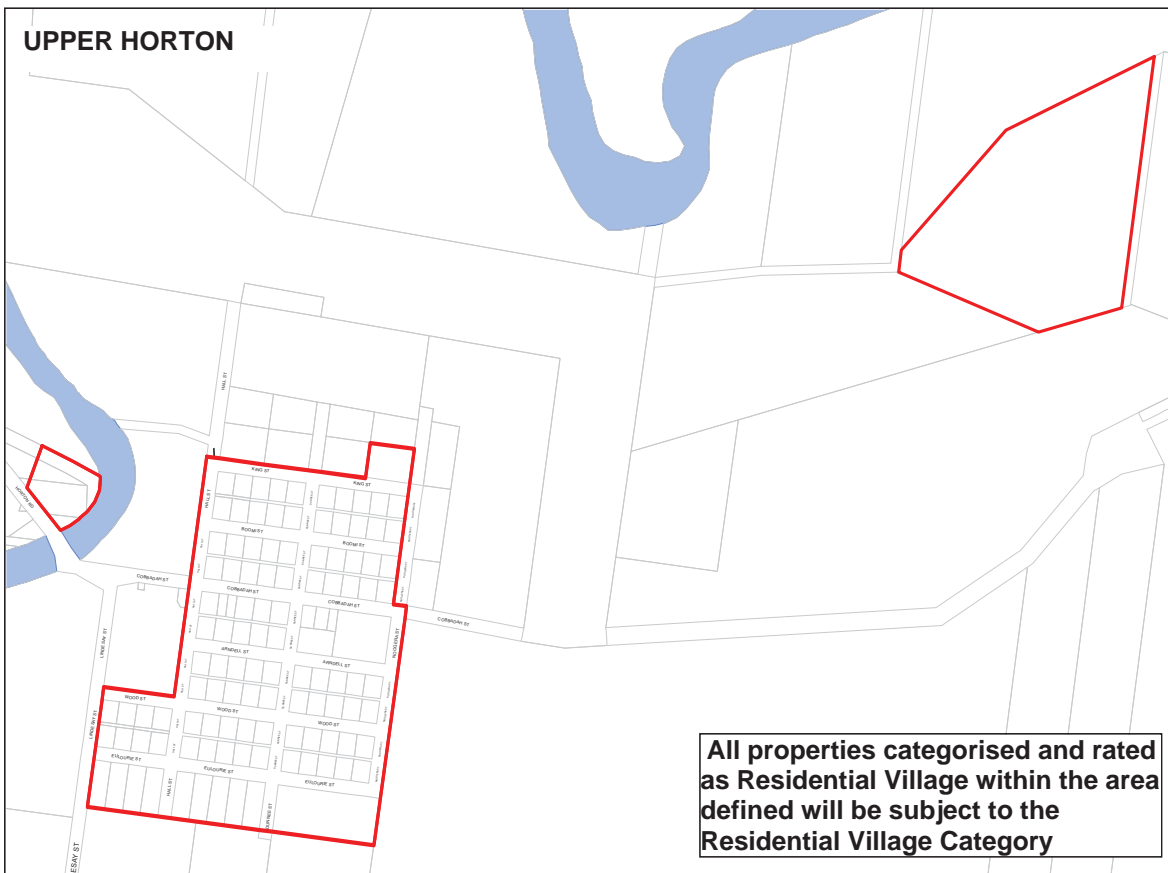
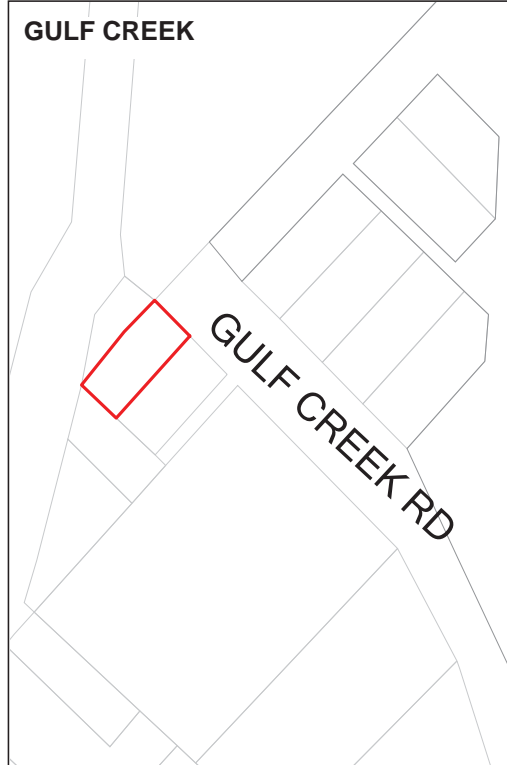
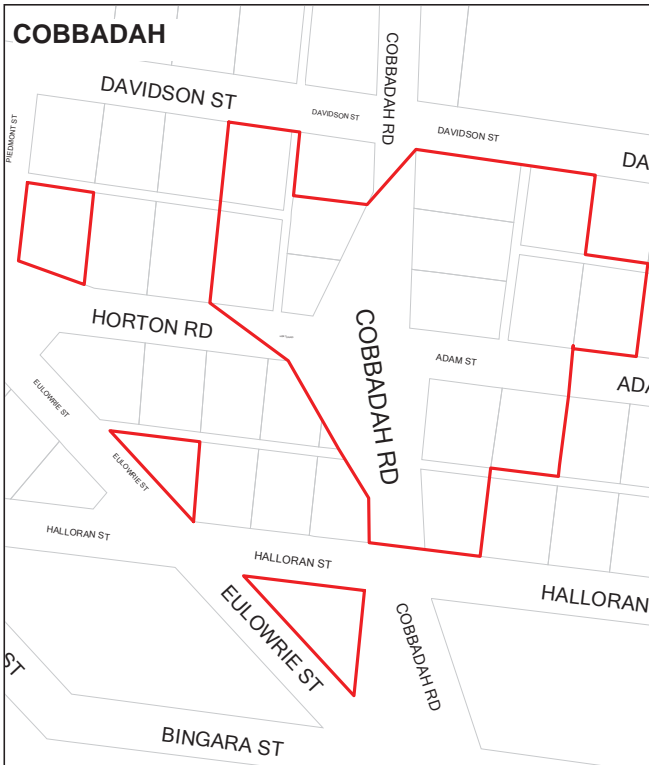


## GRAVESEND

All properties categorised and rated as Residential Village and Business Gravesend within the area defined will be subject to the Residential Village and Business Gravesend Category



## Gwydir Shire Residential Villages - Map 1



# Gwydir Shire Residential Villages Map 2

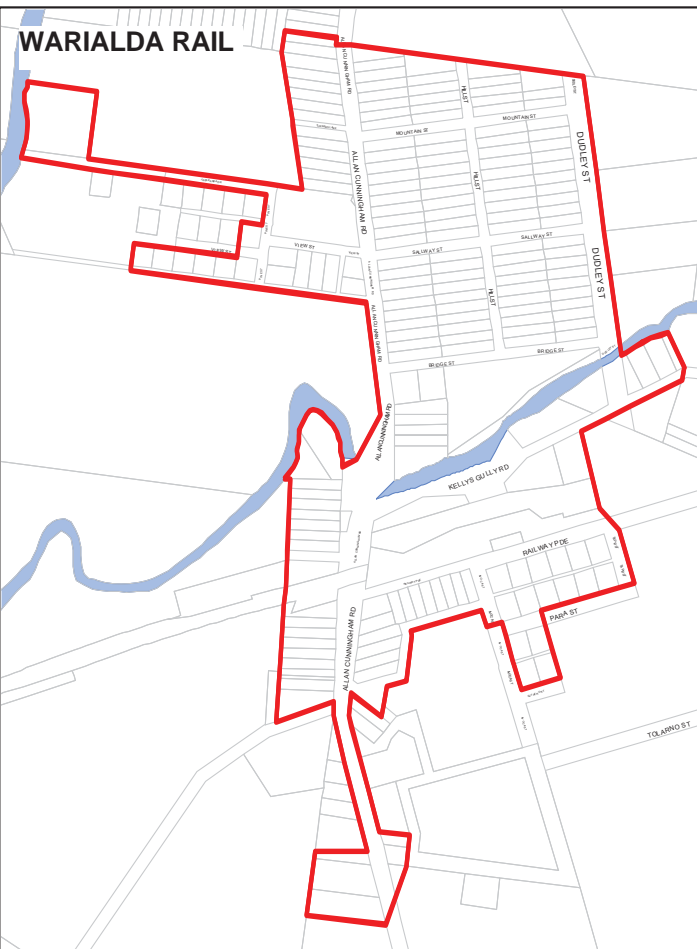
## COOLATAI



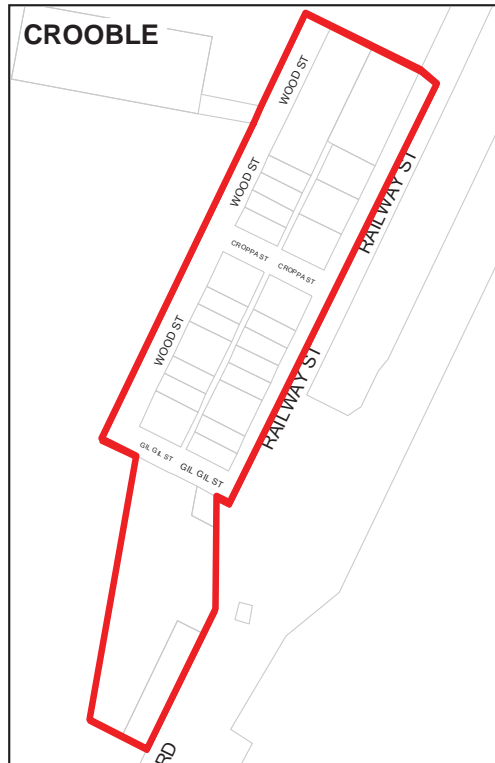
## CROPPA CREEK



## WIALDA RAIL



## CROOBLE



**All properties categorised and rated as Residential Village within the area defined will be subject to the Residential Village Category**