



Delivery Program 2017-2022 and

Operational Plan 2021/22



GunnedahShire

ADOPTED: 16 JUNE 2021 RESOLUTION: 7.06/21



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1. Mayor's Introduction

Gunnedah Shire Council is committed to ensuring our region remains sustainable, productive, accessible and prosperous as it moves through challenging times ahead.

Due to the effects in Local Government due to COVID-19, the NSW Local Government Minister published in June 2020 under 318B of the Local Government Act 1993 (the Act) postponing Ordinary Local Government Elections until September 2021. Therefore we are now in the extended fifth year of a four-year delivery program under the Integrated Planning and Reporting Framework. We continue to deliver a number of significant and positive outcomes for our community and we are confident that in the year ahead, our focus on major projects and items identified in this Operational Plan will be to deliver on-time and within budget. We continue to consult with our community, and are now focused on delivering on the informed direction and needs of our community in an efficient and financially viable way.

By continuing to listen to our community, we will continue to build a strong and sustainable Gunnedah Shire and provide the leadership our community deserves. Over the past 12 months Council have been strong advocates on all issues relating to health outcomes and access to adequate facilities for our community by: 1. Working closely with the Rural Doctors Network through consultation with Gunnedah medical professionals and the wider community to develop an attraction and retention strategy to ensure our community have the medical practitioners that are required to service our growing community; and 2. Publicly requesting a comprehensive community consultation on the clinical services plan for the new hospital that had been committed by the Member for Tamworth as a 2019 election promise during his campaign.

In May 2021, I will have served three (3) years as the Chairman of the Namoi Unlimited Board – the Joint Organisation of Councils for this region. This will see the continued re-shaping of our local government region and deliver significant strategies that will see the Namoi continue to thrive. In April of this year, through this great work through the Joint Organisation, was given status as the fourth and final “Regional Jobs Precinct” within NSW and is a significant step forward in our regional approach to realising the potential growth and investment in job creation through value adding of agricultural products that are produced in great quality and quantity.

We will also continue to shape the future of our community by further strengthening local government systems and will provide strong inclusive leadership from a respectful and effective team of experienced elected members. Building on the strong respectful relationship between our representatives at a State and Federal level of government in both political and public servant levels will be a priority.

The previous three (3) years we have seen enormous challenges caused by the extended drought conditions throughout the Shire and the impacts of the COVID-19 pandemic. However, overall, 2020/21 was a successful and defining year of significant achievements for the Gunnedah Shire and its residents. 2021/22 is shaping up to be another significant year of delivery with a continued focus on infrastructure and tourism.

Major projects finalised in the 2020/21 year include: \$62million Gunnedah Second Road over Rail Bridge (RMS Project); \$2.24million Gunnedah Showground Community Infrastructure Upgrade; \$8.2million Grain Valley Road Upgrade; \$3million Mystery Road Upgrade; \$3.8million Boundary Road Roundabout (RMS Project) and \$4million Boundary Road and Bloomfield Street Heavy Vehicle Bypass.

Major projects that will be undertaken or finalised in the 2021/22 year include: Working with the State Government on the \$16million Gunnedah Regional Saleyards Redevelopment; \$1.25million Orange Grove Bridge Replacement; \$6.4million Gunnedah Koala Park; \$4.8million Clifton Road Upgrade; \$7.5million Rangari Road Upgrade; \$800,000 Bluevale Road pavement renewal and reseals; \$1.1million Wean Road Main Replacement; \$1.8million High Production Bore Construction and Trunk Main Connection on Kelvin Road; \$6.2million Kelvin Road upgrade; \$8.3million Water Treatment Plant; \$411,000 Stock Road pavement renewal, as well as actively seeking funding to deliver on the endorsed Cultural Precinct Masterplan for \$16.3million.

It is with this whole-hearted commitment to meeting the strategic vision of our community that I present the combined 2017-2022 Delivery Program (revised) and 2021/22 Operational Plan inclusive of the annual budget and Fees and Charges.

At this time, there is more certainty than last year for the year ahead as we recover from the effects of drought and are finding a new normal as we deal with the effects of the COVID-19 pandemic throughout the Shire. With the next NSW Local Government Elections only a matter of months away I want to reassure all residents of the Gunnedah Shire that my fellow Councillors and I are 100% committed to continue to advocate strongly on behalf of our community on all issues and deliver on all commitments that have been made throughout this operational plan to deliver on our community's vision for the Gunnedah Shire.





2. General Manager's Introduction

I am pleased to present the Operational Plan for 2021/22.

The Operational Plan, an essential component of our Integrated Planning and Reporting Framework, describes the actions Council will take over the next 12 months to deliver on the community's vision for our Shire.

Once again Council finds itself preparing an Operational Plan in unusual times, otherwise known as the "new normal". The last operational plan, that for 2020-21, was prepared on the back of the worst drought in local history and pandemic (COVID-19) having terrible impacts across the globe. The number of cases in Australia had just passed the 1,000 mark at the time of its drafting and the Prime Minister was announcing significant measures being taken to enforce social distancing in an effort to flatten the pandemic curve, along with the NSW Premier advising that she was set to announce strong measure within NSW the next morning. It was recognised at that time that it was difficult to forecast anything that may be occurring in the next 12 months given that backdrop, as well as the efforts across the organisation to undertake such a task with the best of their abilities whilst also enacting Council's COVID-19 Response Strategy.

Roll on 12 months and we have finally come out of the drought but are still contending with the "new normal" as the world attempts to find solutions in how to do undertake business in the ongoing prevalence of the pandemic, being COVID-19. Positively, the NSW State and Federal Governments have provided much stimulus, which in turn has created again extraordinary circumstances with respect to grant funding that Council has been able to secure to deliver both infrastructure renewal and new capital infrastructure projects.

Gunnedah Shire Council's dedicated Staff continue to strive to deliver efficient and quality services, and continually improve our processes and practices. This plan aims to achieve Council's continued financial sustainability whilst planning for growth and a positive future for our community. I am pleased to advise that this Operational Plan not only demonstrates that Council remains Fit for the Future, but does so on the back of significant community resilience strengthening initiatives and amidst the ongoing response to the COVID-19 pandemic.

Council's 10-year Community Strategic Plan was endorsed in the 2017-18 year, which has set the future blueprint for the Gunnedah Shire. Engaging with the community and building on their ideas has formed the direction for the next 10 years and has resulted in the completion of many major and minor projects already. This Plan continues Council's focus on the realisation of shared visions with the Gunnedah Shire Community.

The 2021-22 financial year sees the continuation of a substantial and accelerated delivery of capital works totalling \$47.2 million; more than double that of the previous year. Infrastructure and other asset allocations for the next 12 months encompass \$1.8 million for renewal sealed rural roads; \$11 million for upgrade of sealed rural roads; \$1.2 million for bridges renewal and upgrade; \$0.7 million for new and renewed water supply infrastructure; \$1.6 million for new, upgraded and new capital sewer works; \$1.8 million for replacement of plant and equipment; \$0.7 million for renewal of unsealed rural roads; \$0.9 million for renewal of urban roads; \$0.4 million for kerb and gutter renewal; \$7.9 million for Regional Road renewal and upgrade; \$16 million in new and renewed saleyard assets; \$1.4 million for renewal and upgrade of domestic waste management infrastructure; and \$0.3 million for new and renewed parks and sporting ground assets.

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

- \$4.8 million for Clifton Road Upgrade;
- \$7.5 million for Rangari Road Upgrade;
- \$6.2 million for Kelvin Road Upgrade;
- \$1.8 million for Plant Replacement;
- \$16.0 million for Saleyards Redevelopment and Upgrade;
- \$1.4 million for the construction of a new landfill cell; and
- \$1.2 million for the replacement of Orange Grove Road Bridge.

This year's Delivery Program and Operational Plan continue to demonstrate Council's ongoing commitment to delivering quality, value for money services for the Community of Gunnedah Shire.

Eric Groth
GENERAL MANAGER



3. Understanding the Plan

The Delivery Program 2017-2021, incorporating the Operational Plan 2019/20, defines the actions Council will take towards achieving our community's vision for our Shire. This vision is captured in the Community Strategic Plan 2017-2027.

4. How we Plan

Local Councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005.

The Local Government Amendment (Planning and Reporting) Act 2009 provides transitional provisions for phasing in the legislative requirements of the Local Government Planning and Reporting Framework.

The framework consists of the following:

1. Community Strategic Plan (CSP)

The CSP is Council's primary planning document. The plan outlines medium (two to five year), and long term (six to ten year) priorities, directions, strategic objectives and progress indicators that address the community's main priorities and vision for the future.

2. Delivery Program

The Delivery Program outlines how Council will deliver the Community Plan's strategic objectives over a four year period. It is a statement of commitment to the community from each newly-elected Council and is designed as the single point of reference for all principal activities undertaken by Council during its term of office.

3. Operational Plan and Budget

The Operational Plan and budget provide a financial and resources allocation plan that identifies services and activities to be carried out over a 12 month period. The Operational Plan also provides a succinct review of our performance against specific community and organisational indicators.

The Operational Plan also details the annual capital works program and the annual fees and charges as well as detail about Council's revenue policy, including rating.

4. Annual Report

The purpose of the Annual Report is to reflect and report on Council's objectives, operations and performance for the financial year.





5. Community Engagement

Community engagement is a vital element in strengthening partnerships and building sustainable communities for the future.

The many benefits of community engagement include creating an opportunity for open communication channels providing for consultation, information sharing and feedback. Being consulted about decisions that affect our community also helps to create a sense of cohesion, as well as increase community ownership of outcomes and decisions, enhances civic pride and importantly, empowers and encourages the community to be involved.

Gunnedah Shire Council is committed to ensuring the Gunnedah Shire community is actively involved in decision making that affects them.

We are committed to the following Principles of Engagement:

- Ensuring community engagement is conducted in a considered and proactive approach;
- Creating transparent and accurate information channels that uphold principles of respect, honesty and integrity;
- Clearly articulating the issue under consideration to the community/stakeholders;
- Seeking out those potentially affected by the decision;
- Offering a range of methods of engagement to enhance accessibility and opportunities for participation;
- Recognising and making provision for socio-cultural diversity, needs and values of those involved in the process including decision makers;
- Considering community input in the decision making process;
- Providing feedback to participants identifying how their input influenced the outcome;
- Evaluating the engagement process and outcomes;
- Providing adequate resourcing to the community engagement process; and
- Ensuring legislative requirements are met.

We engage the community in a number of different ways, using a number of different tools. The type of engagement tool(s) selected reflects the levels of engagement the project type and the requirements of each individual project.

Informing

- Targeted written and email correspondence
- Brochure or leaflet
- Letter box drop
- Advertisements and public notices
- Media release
- Information displays
- Bulk email—community contacts databases
- Banners, posters and site signage
- Social media
- Website

Consulting

- Suggestion box
- Interview—in person/telephone
- Feedback form
- Inviting submissions
- Surveys—telephone and written
- Hotline or phone-in

Techniques for Involving

- Webpage
- Social media
- Online forum
- Online survey
- File sharing

Techniques for Collaborating

- Public meetings, information sessions or briefings
- Focus group session
- Meeting with stakeholders
- Attending an existing community group meeting
- Workshop session
- Community forum
- Site/tour meeting
- Community debate/hypothetical
- Community art
- Community conference or summit
- Advisory group/taskforce
- Working group/committee

Techniques for Empowering

- Joint venture
- Written report
- Event—celebration
- Civic reception
- Using multimedia tools to aid reporting



6. Elected Members



Councillor Jamie Chaffey, Mayor
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Councillor Rob Hooke, Deputy Mayor
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Councillor John Campbell
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Councillor Colleen Fuller
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Councillor Gae Swain
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7. Our Organisation (Executive Team)

Gunnedah Shire Council consists of six directorates: General Manager's Office; Business and Finance; Corporate and Community Services; GoCo; Infrastructure Services; and Planning and Environmental Services.



Colin Formann
**DIRECTOR CORPORATE AND
COMMUNITY SERVICES**

- Customer Service and Communications
- Cultural Services
 - Governance
- Information Services



Eric Groth
GENERAL MANAGER

- Elected Members
- People and Culture



Jeremy Bartlett
**DIRECTOR INFRASTRUCTURE
SERVICES**

- Plant and Depot
- Public Facilities
- Water and Sewer
 - Works



Andrew Johns
**DIRECTOR PLANNING AND
ENVIRONMENTAL SERVICES**

- Building and Compliance
- Community and Social Planning
- Development and Planning
- Economic Development
- Regulatory Services
 - Waste



Vacant
CHIEF FINANCIAL OFFICER

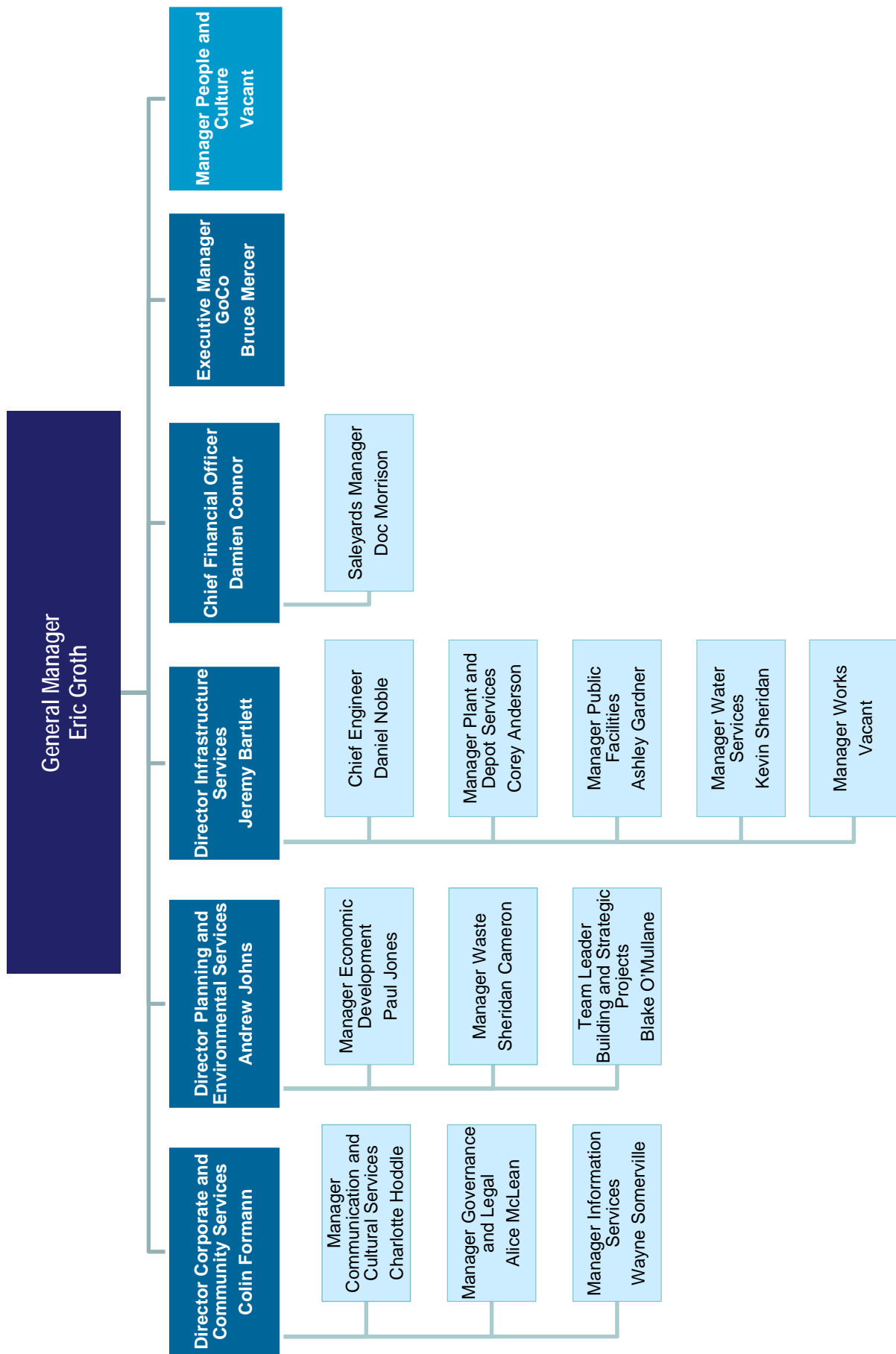
- Financial Management
 - Saleyards



Bruce Mercer
EXECUTIVE MANAGER GoCo

- Community Transport
- Commonwealth Home Support Program
- Goco Packages

Organisational Structure



8. Strategic Direction

Our Community Vision

A prosperous, caring and proud community reflected in the achievements and aspirations of the people.

Our Community Values

Community Spirit

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

Environmental Care

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

Lifestyle Access

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

Outcomes and Strategies

The “Your Say, Our Future” Community Strategic Plan has been divided into four sections comprising outcomes, strategies and responsibilities. The four themes are: *Engaging and supporting the Community; Building our Shire’s Economy; Retaining our Quality of Life; and Protecting and Enjoying our Beautiful Surrounds.*

Within each theme, you told us what was important to you as listed below as Outcomes, and the Strategies to achieve those outcomes detailed within each Business Unit.

Theme	1	Engaging and Supporting the Community
Outcome	1.1	Community leadership is strengthened and volunteers are engaged.
	1.2	Council is a sustainable, ethical and efficient organisation.
	1.3	Increased local investment from other sources including the State and Commonwealth Governments as well as developers.
	1.4	An engaged community that is involved in the decision making process.
	1.5	Strategically managed infrastructure.
Theme	2	Building our Shire’s Economy
Outcome	2.1	A growing population and diversified economy.
	2.2	Access to our goods, services and markets.
	2.3	Increased tourism and promotion of the Gunnedah Shire.
	2.4	The Gunnedah Shire is an attractive place to invest.
	2.5	Skilled workforce and quality local educational opportunities.

Theme	3	Retaining our Quality of Life
Outcome	3.1	Quality lifestyles and support for our older residents.
	3.2	Improved housing affordability.
	3.3	Villages are vibrant and sustainable.
	3.4	Reduced crime and anti-social behaviour.
	3.5	Our younger people are attracted, retained and developed.
	3.6	A healthy and active community participating in a diverse range of recreational and cultural activities.
	3.7	Improved access to essential services.
Theme	4	Protecting and Enjoying our Beautiful Surrounds
Outcome	4.1	Balance between development and environmental protection.
	4.2	Native fauna is secured, biodiversity protected and native vegetation thrives.
	4.3	A secure and high quality water supply.
	4.4	Our heritage is valued and protected.
	4.5	Managed exposure and reduced contribution to climate change.
	4.6	Our waste is sustainably managed and reduced.
	4.7	Enhanced streetscapes and open spaces in Gunnedah and Villages.

9. How to Read the Operational Plan

Who is responsible?

DEPARTMENT

General Manager – Management

What the community told us was important

- 1.2.1 Foster a strong organisational culture which strives for best practice and continued improvement in all operations.
- 1.2.3 Share resources and undertake collaborative projects with others where there is a net community benefit to do so.
- 1.2.4 Maintain Council's financially sustainable position, delivering value for money services to the community.
- 1.3.2 Build relationships with all levels of Government, seek to contribute to decision making and strongly advocate our local interests.

Objectives set by our community in the Community Strategic Plan

What we plan to do

What we plan to do this year to meet our action targets

BUSINESS UNIT – General Manager – Management		
Delivery Program 2017-2021 Actions	Operational Plan 2019/20 Tasks	Performance Measurement
Ensure the existence and implementation of strategies, systems and processes to review and continually improve Council operations.	Review Council's organisational structure.	Implementation of efficient corporate management and corporate planning systems.
	Promote a culture of continuous improvement within the organisation.	
	Timely and accurate provision of information to Councilors and staff.	
	Develop and foster community, government and business relationships.	
Collaborate and share resources with other organisations.	Promote effective leadership and management.	<ul style="list-style-type: none"> % complete.
	Provide systems and processes to identify opportunities to share resources and undertaken collaborative projects with Namoi Councils.	
Identify opportunities to advocate our interests with local community groups, regional organisations and the State and Federal Government on issues such as planning, development and the provision of services and facilities.	Liaise with Regional, State and Federal agencies.	<ul style="list-style-type: none"> Representation on and inclusion of Gunnedah's interests on regional and state planning processes and plans.
	LED Display/Message Screens (NEW).	

How we plan to measure success

An outcome is a component of the “Your Say, Our Future” Community Strategic Plan to which multiple actions are assigned in the delivery of the strategy identified by the community. It includes the following components:

- **Outcome** is the overall area for consideration as per the “Your Say, Our Future” Community Strategic Plan consultation.
- **Strategy** is what the community told us was important to them.
- **Action** is what Council plans to do.
- **Task** is how Council will deliver the action.
- **Key Performance Indicator (KPI’s)** provide a means by which service performance can be measured in achieving that support the “Your Say, Our Future” Community Strategic Plan. In most cases, a KPI is designed to reflect the achievement towards an outcome or service standard. The frequency of measurement and reporting will depend on the availability of data and the phasing of activity required to be measured.
- **Business Unit** shows the service responsible for contributing to or supporting the action.
- **Responsible Officer** is the Manager responsible for the service that contributes to meeting the strategy by delivering the action.

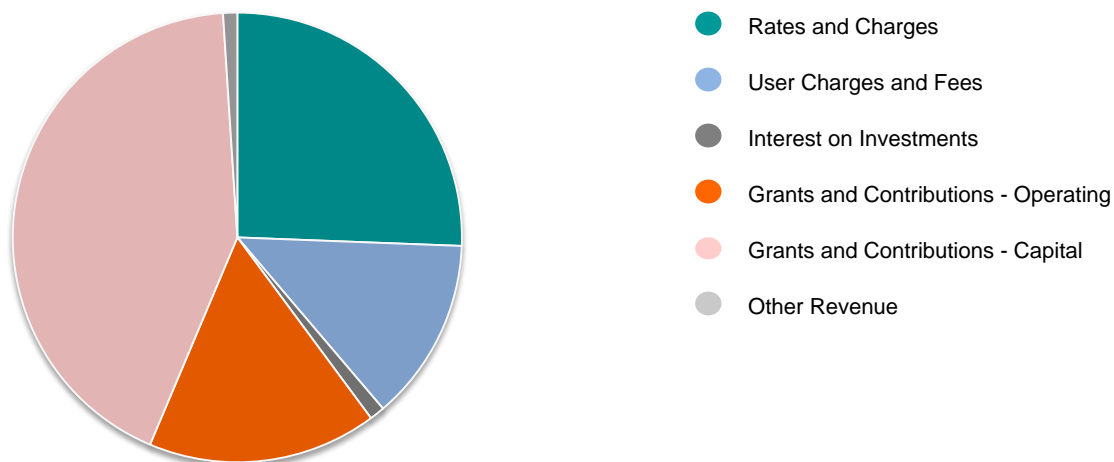
DIRECTORATE	DEPARTMENT	BUSINESS UNIT	RESPONSIBLE OFFICER
General Manager	GM Management	Elected Members and Elections GM Management	General Manager
	People and Culture	Human Resources	Manager People and Culture
Business and Financial Services	Finance	Financial Management Fleet General Purpose Revenue Loans Rates	Chief Financial Officer
	Saleyards	Saleyards	Saleyards Manager
Corporate and Community Services	Corporate and Community Services	Arts, Culture and Events Corporate and Community Services Management Cultural Precinct – Events Cultural Precinct – The Civic Library Services	Director Corporate and Community Services
	Communications and Customer Relations	Communications Customer Relations Tourism Youth Services	Manager Communications and Customer Relations
	Governance and Legal	Administration Corporate Planning Governance	Manager Governance and Legal
	Information Services	GIS/LIS Information Technology Records Management	Manager Information Services
GoCo	GoCo	Community Transport Commonwealth Home Support Program GoCo Packages	Executive Manager GoCo

DIRECTORATE	DEPARTMENT	BUSINESS UNIT	RESPONSIBLE OFFICER
Infrastructure Services	Infrastructure Services	Infrastructure Services Management	Director Infrastructure Services
	Engineering Services	Assets Design Emergency Management Engineering Services Management Quarry Operations	Chief Engineer
	Plant and Depot	Plant Procurement/Store	Manager Depot and Plant
	Public Facilities	Airport Caravan Parks and Camping Grounds Cemeteries Commercial Property Community Housing Noxious Weeds Parks and Gardens Public Halls and Centres Sporting Grounds Swimming Pools	Manager Public Facilities
	Water and Sewer	Sewer Services Water Services	Manager Water Services
	Works	Bridges Bus Shelters Car Parks Footpaths and Bike Tracks Kerb and Gutter Private Works Quarry Operations Regional Roads Rural Sealed Roads Rural Unsealed Roads State Roads Stormwater Street Cleaning Street Lighting Urban Streets	Manager Works
Planning and Environmental Services	Planning and Environmental Services	Animal Control Community and Social Planning Compliance Parking Control Planning and Regulatory Management	Director Planning and Environmental Services
	Building, Environment and Strategic Projects	Building Control Environmental Management Public Health	Principal Building and Environmental Officer
	Development and Planning	Development and Planning	Senior Development Officer (Statutory)
	Economic Development	Economic Development	Manager Economic Development
	Waste Management	Waste Management	Manager Waste

10. Financial Snapshot

Projected Income Statement 2021/22 - 2024/25				
	Projected Years:			
	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	19,605,509	20,027,733	20,459,152	20,899,973
User Charges & Fees	10,078,242	9,622,530	9,978,726	10,352,038
Other Revenues	780,342	804,398	824,910	846,470
Grants & Contributions provided for Operating Purposes	12,637,796	12,878,267	13,272,482	13,631,192
Grants & Contributions provided for Capital Purposes	32,636,018	1,533,002	1,133,572	1,165,312
Interest & Investment Revenue	833,105	851,312	767,423	784,569
Total Income from Continuing Operations	76,571,012	45,717,242	46,436,265	47,679,554
Expenses from Continuing Operations				
Employee Benefits & On-Costs	18,223,529	18,536,882	19,026,664	19,569,295
Borrowing Costs	987,515	981,856	971,749	791,646
Materials & Contracts	10,397,709	8,919,995	9,208,583	9,247,073
Depreciation & Amortisation	11,107,665	11,838,750	11,997,387	11,949,156
Impairment of Investments	-	-	-	-
Impairment of receivables	-	-	-	-
Other Expenses	3,055,061	2,961,782	3,219,061	3,694,641
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	55,668	35,000	-	-
Total Expenses from Continuing Operations	43,827,147	43,274,265	44,423,444	45,251,811
Operating Result from Continuing Operations	32,743,865	2,442,977	2,012,821	2,427,743
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	32,743,865	2,442,977	2,012,821	2,427,743
Net Operating Result before Grants and Contributions provided for Capital Purposes	107,847	909,975	879,249	1,262,431

The Financial Snapshot provides a brief overview of how Council obtains its funds and resources, and how they are allocated. The first table and pie chart represent a breakdown of our revenue. In the table, you can see that grants and contributions for capital purposes are the major source of funding, equating to 42.622% of total funds. Source of funds include rates and charges, user fees and charges, investment interest, operating and capital gains, loan funds and the sale of current assets.



BUDGET BY SOURCE FUNDS	\$	%
Rates and Charges	19,605,509	25.60%
User Charges and Fees	10,078,242	13.16%
Interest on Investments	833,105	1.09%
Grants and Contributions - Operating	12,637,796	16.50%
Grants and Contributions - Capital	32,636,018	42.62%
Other Revenue	780,342	1.02%
Total	76,571,012	100%

This table and pie chart represents a breakdown of our expenditure. In the table, you can see that capital infrastructure, property, plant and equipment expenses are our major expenditure, equating to 59.1% of the total.



BUDGET BY EXPENDITURE	\$	%
Operating Expenses (excluding depreciation)	31,731,967	41.44%
Borrowing Costs	987,515	1.29%
Loan Repayments	599,761	0.78%
Capital Infrastructure, Property, Plant and Equipment	45,256,472	59.10%
Reserve Transfers	(2,004,703)	-2.62%
Total	76,571,012	100%

11. Unfunded Priority Projects

In developing the Delivery and Operational plan, Council noted a number of projects that it did not currently have the funds to deliver but would like to investigate further. Some of these projects may be selected for development to a 'shovel ready' stage to help attract grant funding or other external investment should the opportunity arise.

- Dorothea Mackellar Society Poetry Precinct
- Industrial Subdivision
- Further Development of the Airport Precinct
- Bulunbulun Road Upgrade
- Rangari Road Upgrade (part thereof)

12. Financial Assistance Programs

Under section 356 of the Act, Council is able to provide financial assistance to others, including charitable, community and sporting organisations and private individuals.

Ordinarily, Council must provide 28 days' public notice of its proposal to provide financial assistance. However, the public notice requirement is waived where a proposed financial assistance contribution forms part of a program included in Council's combined Delivery Program and Operational Plan.

In 2020/21, Council is proposing to provide financial assistance under the following Financial Assistance Programs:

- Community and Sports;
- Arts and Cultural;
- Access Incentive Grant;
- Tourism Event Partner Program; and
- Business Partner Program.



Actions, Tasks and Performance Measure by Business Unit



Gunnedah
Shire Council



General Manager – Management

What the community told us was important

- 1.2.1 Foster a strong organisational culture which strives for best practice and continued improvement in all operations.
- 1.2.3 Share resources and undertake collaborative projects with others where there is a net community benefit to do so.
- 1.2.4 Maintain Council's financially sustainable position, delivering value for money services to the community.
- 1.3.2 Build relationships with all levels of Government, seek to contribute to decision making and strongly advocate our local interests.

What we plan to do

BUSINESS UNIT – General Manager – Management		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure the existence and implementation of strategies, systems and processes to review and continually improve Council operations.	Review Council's organisational structure.	<ul style="list-style-type: none"> ▪ Implementation of efficient corporate management and corporate planning systems. ▪ % complete.
	Promote a culture of continuous improvement within the organisation.	
	Timely and accurate provision of information to Councillors and staff.	
	Develop and facilitate community, government and business relationships.	
	Provide effective leadership and management.	
	Encourage and facilitate leadership in strategic planning and implementation.	
	Implementation of the Organisational Improvement Strategy.	
Collaborate and share resources with other organisations.	Provide systems and processes to identify opportunities to share resources and undertaken collaborative projects with Namoi Councils.	<ul style="list-style-type: none"> ▪ Participation in regional meetings and initiatives.
Identify opportunities to advocate our interests with local community groups, regional organisations and the State and Federal Government on issues such as planning, development and the provision of services and facilities.	Liaise with Regional, State and Federal agencies.	<ul style="list-style-type: none"> ▪ Representation on and inclusion of Gunnedah's interests on regional and state planning processes and plans. ▪ Complete.
	Conduct of the 2021 Local Government Election.	

Financial Resources - General Manager - Management

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(125)	(128)	(132)	(136)
Capital Revenue	-	-	-	-
Total Revenue	(125)	(128)	(132)	(136)
Operating Expenditure	404,321	414,143	425,485	437,141
Overhead Distribution	(278,478)	(285,352)	(293,289)	(301,446)
Total Expenditure	125,843	128,791	132,196	135,695
Operating Result Before Capital	125,718	128,663	132,064	135,559
Capital Works	-	-	-	-
Other Non-Operating Movements	(6,370)	(6,370)	(6,370)	(6,370)
Total Non-Operating Movements	(6,370)	(6,370)	(6,370)	(6,370)
Funds Required	119,348	122,293	125,694	129,189

Financial Resources - Elected Members

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(627)	(643)	(661)	(680)
Capital Revenue	-	-	-	-
Total Revenue	(627)	(643)	(661)	(680)
Operating Expenditure	653,124	521,962	535,284	705,748
Overhead Distribution	221,648	227,127	233,429	239,918
Total Expenditure	874,772	749,089	768,713	945,666
Operating Result Before Capital	874,145	748,446	768,052	944,986
Capital Works	-	-	-	-
Other Non-Operating Movements	(110,010)	(5,292)	(5,292)	(5,292)
Total Non-Operating Movements	(110,010)	(5,292)	(5,292)	(5,292)
Funds Required	764,135	743,154	762,760	939,694

People and Culture

What the community told us was important

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

What we plan to do

BUSINESS UNIT – People and Culture		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Develop and oversee employee performance management systems that promote accountability, reward and compliance.	Managers, supervisors and staff are trained and actively use the system to review performance.	<ul style="list-style-type: none"> ▪ Number of training sessions delivered. ▪ Number of regular reviews being conducted. ▪ % of completed performance appraisals.
	Performance management system accountable and compliant.	
Work to develop a workplace culture of engaged and motivated employees.	Increased focus on Health and Wellbeing.	<ul style="list-style-type: none"> ▪ Health and Wellbeing Committee established. ▪ Number of Health and Wellbeing initiatives undertaken across the organisation. ▪ Feedback from staff.
	Organisational Improvement Strategy initiative reviewed.	
Review the Human Resources Department's strategic and policy framework including the Workforce Labour Plan.	Workforce Plan reviewed annually.	<ul style="list-style-type: none"> ▪ % complete.
	Forecast of needs completed annually.	
Implement and manage appropriate work health and safety systems and policy to provide a safe working environment.	Review and close out actions from annual work health and safety audit.	<ul style="list-style-type: none"> ▪ Number of recommendations implemented. ▪ Number of reviews undertaken and changes implemented. ▪ Number of actions.
	Work Health and Safety policies, directives and processes reviewed in priority order.	
	Corrective actions identified, tracked and closed out.	
Implement systems and processes to facilitate recruiting and retaining talented, skills employees.	Develop Employer of Choice brand reputation for recruitment.	<ul style="list-style-type: none"> ▪ % of employees progressing beyond probation. ▪ Average days (lag) from authorisation to advertisement. ▪ % complete.
	Develop proposal for retention initiatives.	
	HR/WHS Software (NEW).	
Ensure effective and efficient delivery of training and development programs to Council staff.	Implement systems and processes to develop and identify training opportunities.	<ul style="list-style-type: none"> ▪ Number of training plans complete. ▪ Feedback from staff and managers at annual performance review.
	Support delivery of quality learning outcomes.	

BUSINESS UNIT – People and Culture cont.		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Succession plan reviewed and actioned to provide for continuation of services following the loss of key personnel and provision of opportunity and support for staff capable of transitioning to leadership.	Annual analysis of succession capabilities is conducted.	<ul style="list-style-type: none"> % annual analysis complete. Number of managers/ supervisors who have undertaken leadership training.
	Review of relevance and subsequent roll-out of leadership training and development plan for leaders and emerging talent.	
Seek to provide opportunities for the engagement of trainees and apprentices as well as providing work experience for students from local schools.	Partnerships established with local external partners.	<ul style="list-style-type: none"> Progress reporting. Information sessions conducted for managers. Number of Council trainees.
	Annual analysis of potential opportunities within Council for trainees and ensure Managers are aware of the value and requirements concerning traineeships.	

Financial Resources - People and Culture

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	711,140	734,070	753,915	774,711
Overhead Distribution	(705,572)	(728,577)	(748,811)	(769,607)
Total Expenditure	5,568	5,493	5,104	5,104
Operating Result Before Capital	5,568	5,493	5,104	5,104
Capital Works	9,500	-	-	-
Other Non-Operating Movements	(15,068)	(5,493)	(5,104)	(5,104)
Total Non-Operating Movements	(5,568)	(5,493)	(5,104)	(5,104)
Funds Required	-	-	-	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
HR/WHS Software (NEW)	9,500	-	-	-
TOTAL CAPITAL WORKS	9,500	-	-	-

Business and Financial Services

What the community told us was important

- 1.2.4 Maintain Council's financially sustainable position, delivering value for money services to the community.
- 1.5.1 Provide and maintain safe, serviceable and accessible public facilities and infrastructure including roads, footpaths and stormwater drains.
- 2.1.1 Support local businesses including small business across the Shire.

What we plan to do

BUSINESS UNIT – Financial Management		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient delivery of financial management services across the organisation, including providing systems and processes to effectively communicate and manage Council's financial performance.	Maintain and develop systems and processes to undertake long term financial modelling to inform the development of organisational strategies.	<ul style="list-style-type: none"> ▪ % of legislative deadlines met. ▪ Monthly variance progress reports and Quarterly Budget Reports.
	Maintenance and operation of financial systems for the payment of suppliers in compliance with Council's Terms and Conditions.	<ul style="list-style-type: none"> ▪ Accounts payable processing (scheduled payment runs) completed within terms and conditions (%).
	Provide systems and processes to deliver payroll function across the organisation.	<ul style="list-style-type: none"> ▪ Payroll fortnightly processing completed within parameters in accordance with internal policy (%).
Maximise the return on Council's investment portfolio in line with pre-determined risk parameters, compliance with the Local Government Investment Order and Council's investment policy.	Delivery on returns of Council's investment portfolio.	<ul style="list-style-type: none"> ▪ Rate of return on investment portfolio.
	Investment of Council's surplus funds in line with Council's policy and risk profile.	
Ensure Council meets all of its statutory requirements in a timely manner with regard to external financial reporting returns and internal compliance processes.	Completion of financial reports and external financial returns in accordance with statutory reporting requirements.	<ul style="list-style-type: none"> ▪ % statutory and regulatory reporting requirements within timeframes.

Financial Resources - Financial Management

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(66,655)	(68,172)	(69,912)	(72,202)
Capital Revenue	-	-	-	-
Total Revenue	(66,655)	(68,172)	(69,912)	(72,202)
Operating Expenditure	1,239,850	1,270,120	1,304,722	1,340,497
Overhead Distribution	(1,164,201)	(1,192,954)	(1,226,218)	(1,259,907)
Total Expenditure	75,649	77,166	78,504	80,590
Operating Result Before Capital	8,994	8,994	8,592	8,388
Capital Works	-	-	-	-
Other Non-Operating Movements	(8,994)	(8,994)	(8,592)	(8,388)
Total Non-Operating Movements	(8,994)	(8,994)	(8,592)	(8,388)
Funds Required	-	-	-	-

BUSINESS UNIT – Fleet		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient management of Council's fleet.	Review Council's fleet management in line with policy and procedures.	▪ % complete of fleet replacement program.
	Fleet Replacement Program (RENEWAL).	▪ % complete.

Financial Resources - Fleet

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(6,064)	(6,216)	(6,390)	(6,569)
Capital Revenue	-	-	-	-
Total Revenue	(6,064)	(6,216)	(6,390)	(6,569)
Operating Expenditure	7,423	7,488	7,563	7,640
Overhead Distribution	17,546	16,811	17,277	18,998
Total Expenditure	24,969	24,299	24,840	26,638
Operating Result Before Capital	18,905	18,083	18,450	20,069
Capital Works	93,000	194,000	300,000	202,000
Other Non-Operating Movements	(71,251)	(70,251)	(171,536)	(171,679)
Total Non-Operating Movements	21,749	123,749	128,464	30,321
Funds Required	40,654	141,832	146,914	50,390

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Fleet Replacement Program (RENEWAL)	93,000	194,000	300,000	202,000
TOTAL CAPITAL WORKS	93,000	194,000	300,000	202,000

BUSINESS UNIT – General Purpose Revenue		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure accurate and timely compliance with supplementary external reporting obligations.	Completion of Financial Assistance Grants Commission Return.	▪ Financial assistant grant \$ value (trend).

Financial Resources - General Purpose Revenue

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(5,161,962)	(5,281,761)	(5,356,805)	(5,734,725)
Capital Revenue	-	-	-	-
Total Revenue	(5,161,962)	(5,281,761)	(5,356,805)	(5,734,725)
Operating Expenditure	-	-	-	-
Overhead Distribution	-	-	-	-
Total Expenditure	-	-	-	-
Operating Result Before Capital	(5,161,962)	(5,281,761)	(5,356,805)	(5,734,725)
Capital Works	-	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	-	-	-	-
Funds Required	(5,161,962)	(5,281,761)	(5,356,805)	(5,734,725)

BUSINESS UNIT – Loans		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Manage Council's loan portfolio and utilise loan funds in line with Council's long term strategy for its funding mix and to assist in providing better inter-generational equity.	Manage Council's current loan portfolio to ensure payments within requirements.	<ul style="list-style-type: none"> Debt service ratio % (trend).

Financial Resources - Loans

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(1,304)	(1,172)	(1,033)	(885)
Capital Revenue	-	-	-	-
Total Revenue	(1,304)	(1,172)	(1,033)	(885)
Operating Expenditure	572,423	540,764	506,162	471,546
Overhead Distribution	-	-	-	-
Total Expenditure	572,423	540,764	506,162	471,546
Operating Result Before Capital	571,119	539,592	505,129	470,661
Capital Works	-	-	-	-
Other Non-Operating Movements	596,261	625,233	659,834	694,451
Total Non-Operating Movements	596,261	625,233	659,834	694,451
Funds Required	1,167,380	1,164,825	1,164,963	1,165,112

SERVICE UNIT – Rates		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure rates and charges are modelled, levied and collected in accordance with regulatory and Council requirements.	<p>Rates are levied in compliance with all regulatory requirements.</p> <p>Undertake recovery action for outstanding accounts in line with Council policy.</p> <p>Review Council's rating structure to maximise equity across the Council area and between rate categories sustainability concurrently.</p>	<ul style="list-style-type: none"> % of rating statutory requirements met. Rates and annual charges outstanding % (trend).

Financial Resources - Rates

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(13,834,501)	(14,114,841)	(14,395,158)	(14,681,061)
Capital Revenue	-	-	-	-
Total Revenue	(13,834,501)	(14,114,841)	(14,395,158)	(14,681,061)
Operating Expenditure	154,051	161,467	165,504	169,641
Overhead Distribution	(154,049)	(161,466)	(165,507)	(169,640)
Total Expenditure	2	1	(3)	1
Operating Result Before Capital	(13,834,499)	(14,114,840)	(14,395,161)	(14,681,060)
Capital Works	-	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	-	-	-	-
Funds Required	(13,834,499)	(14,114,840)	(14,395,161)	(14,681,060)

Saleyards

What the community told us was important

- 1.5.1 Provide and maintain safe, serviceable and accessible public facilities and infrastructure including roads, footpaths and stormwater drains.
- 2.1.1 Support local businesses including small business across the Shire.

What we plan to do

BUSINESS UNIT – Saleyards		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and manage the delivery of the Gunnedah Regional Saleyards capital works and maintenance programs.	Provide systems and processes to minimise equipment failure through the delivery of a structured maintenance program.	<ul style="list-style-type: none"> ▪ Number of cattle sold. • % complete.
	Undertake an ongoing testing regime required for the Environment Protection Authority annual return.	
	Ensure all required facility maintenance and procedure documents are completed and maintained.	
	Maintain two-way communication and mutually beneficial relationships with all primary stakeholder groups.	
	Ensure deliver of the maintenance needs for the Saleyards facility with an emphasis on WHS and animal welfare.	
	Saleyards Redevelopment and Upgrade (NEW).	
	Small plant and equipment (RENEWAL).	
Ensure the safe, efficient and financially sustainable operation of the Gunnedah Regional Saleyards.	Provide systems and processes to deliver return on investment for Saleyards operations in line with long term strategies and policy settings.	<ul style="list-style-type: none"> ▪ % complete.
	Conduct focussed advertising in conjunction with stakeholders.	

Financial Resources - Saleyards

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(13,090,052)	(1,149,500)	(1,280,300)	(1,415,912)
Capital Revenue	-	-	-	-
Total Revenue	(13,090,052)	(1,149,500)	(1,280,300)	(1,415,912)
Operating Expenditure	681,702	887,608	891,990	1,155,536
Overhead Distribution	64,573	65,025	66,793	69,889
Total Expenditure	746,275	952,633	958,783	1,225,425
Operating Result Before Capital	(12,343,777)	(196,867)	(321,517)	(190,487)
Capital Works	16,044,386	20,000	10,000	20,000
Other Non-Operating Movements	(3,700,609)	176,867	311,517	170,487
Total Non-Operating Movements	12,343,777	196,867	321,517	190,487
Funds Required	-	-	-	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Saleyards Redevelopment & Upgrade (UPGRADE)	16,034,386	-		-
Small Plant & Equipment (RENEWAL)	10,000	20,000	10,000	20,000
TOTAL CAPITAL WORKS	16,044,386	20,000	10,000	20,000

Corporate and Community Services Management

What the community told us was important

- 1.2.1 Foster a strong organisational culture which strives for best practice and continued improvement in all operations.
- 1.3.1 Identify and secure grant funding and explore opportunities for partnerships to provide for new and upgraded assets, infrastructure and services.
- 2.3.1 Actively seek to bring business, sporting and cultural events to the Gunnedah Shire.
- 3.6.3 Council supports and facilitates arts and cultural programs in partnership with the community.
- 3.6.4 Maximise opportunities for better use, functionality and accessibility of cultural facilities and spaces.
- 3.6.5 Encourage use of open spaces, villages and facilities with a broad range of arts and cultural, sporting and recreational activities.

What we plan to do

BUSINESS UNIT – Arts and Culture		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Provide support and coordination so that the community is able to enjoy high quality cultural services that meet need.	Delivery of a broad range of community and cultural services that respond to the needs of the growing Gunnedah Shire.	<ul style="list-style-type: none"> ▪ Number of events and activities held. ▪ Number of occasions local groups are assisted. ▪ \$ financial and in-kind assistance provided. ▪ \$ financial and in-kind assistance provided. ▪ % complete.
	Identify opportunities to collaborate with local groups and organisations to enhance capacity to deliver arts and cultural programs across the Shire.	
	Provide in-kind and financial support to the Dorothea Mackellar Memorial Society and the Gunnedah Shire Band via funding agreement.	
	Administer Council's Arts and Cultural Grant funding program.	
	Deliver Harvest Gunnedah event.	
Promote and support the delivery of a diverse range of events across the Shire including, but not limited to, Ag-Quip, NAIDOC Week and the Week of Speed.	Coordinate and facilitate community events and activities for NAIDOC Week.	<ul style="list-style-type: none"> ▪ Number of corporate and community events delivered. ▪ Number of activities delivered.
	Coordinate activities and events celebrating Local Government Week.	
Promote and deliver the annual Australia Day Program.	Coordinate activities and events celebrating Australia Day.	<ul style="list-style-type: none"> ▪ Number of Australia Day activities included on the Australia Day Program.

Financial Resources - Arts and Culture

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(26,685)	(27,352)	(28,118)	(28,905)
Capital Revenue	-	-	-	-
Total Revenue	(26,685)	(27,352)	(28,118)	(28,905)
Operating Expenditure	175,249	179,210	187,933	188,781
Overhead Distribution	105,317	106,786	109,975	114,054
Total Expenditure	280,566	285,996	297,908	302,835
Operating Result Before Capital	253,881	258,644	269,790	273,930
Capital Works	-	33,745	-	11,750
Other Non-Operating Movements	(3,026)	(3,026)	(3,026)	(3,026)
Total Non-Operating Movements	-	56,490	-	11,750
Funds Required	253,881	315,134	269,790	285,680

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Gallery Refurbishment (RENEWAL)	-	22,745	-	-
Minor Cultural Furniture Replacement (RENEWAL)	-	11,000	-	11,750
TOTAL CAPITAL WORKS	-	33,745	-	11,750

BUSINESS UNIT – Corporate and Community Services – Management

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Develop and review the Directorate's policy and strategic planning framework, ensuring effective planning, strategic direction, budget management and control of operations of the Directorate.	Ensure the Directorate delivers high quality services to the organisation and the community within budget constraints.	<ul style="list-style-type: none"> Progress reporting.
Represent Council and identify opportunities to advocate our local interests with local community groups, organisations and the State and Federal Government on issues such as Governance, Information Technology, Cultural Services, Tourism and Community Engagement.	Develop relationships with stakeholders through consultation and interaction. Respond to submissions and legislative changes; provide advice on relevant industry issues.	<ul style="list-style-type: none"> Progress reporting.

Financial Resources - Corporate and Community Services Management

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(326)	(334)	(343)	(353)
Capital Revenue	-	-	-	-
Total Revenue	(326)	(334)	(343)	(353)
Operating Expenditure	233,586	239,310	245,892	252,658
Overhead Distribution	(203,327)	(208,389)	(214,213)	(220,200)
Total Expenditure	30,259	30,921	31,679	32,458
Operating Result Before Capital	29,933	30,587	31,336	32,105
Capital Works	-	-	-	-
Other Non-Operating Movements	(3,787)	(3,787)	(3,787)	(3,787)
Total Non-Operating Movements	(3,787)	(3,787)	(3,787)	(3,787)
Funds Required	26,146	26,800	27,549	28,318

BUSINESS UNIT – Cultural Precinct - The Civic		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Manage the operations of the Civic Theatre to achieve Council's objectives.	Research, schedule, implement and promote a weekly cinema program that meets the needs and expectations of cinema customers and generates income.	<ul style="list-style-type: none"> Number of movies shown. Number of admits to cinema. Number of other events and activities held in the Civic.

Financial Resources - Cultural Precinct - The Civic

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(200,000)	(205,000)	(210,740)	(216,641)
Capital Revenue	-	-	-	-
Total Revenue	(200,000)	(205,000)	(210,740)	(216,641)
Operating Expenditure	375,115	382,609	390,023	408,613
Overhead Distribution	163,626	166,387	170,914	176,816
Total Expenditure	538,741	548,996	560,937	585,429
Operating Result Before Capital	338,741	343,996	350,197	368,788
Capital Works	-	207,450	-	-
Other Non-Operating Movements	(31,903)	(31,725)	(29,871)	(38,947)
Total Non-Operating Movements	(31,903)	175,725	(29,871)	(38,947)
Funds Required	306,838	519,721	320,326	329,841

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Projector (RENEWAL)	-	106,450		-
Sound System (RENEWAL)	-	101,000		-
TOTAL CAPITAL WORKS	-	207,450	-	-

BUSINESS UNIT – Cultural Precinct – Venues		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Manage the provision of services the increase participation and access to the venues and amenities within the Cultural Precinct.	Manage and allocate resources within the Cultural Precinct. Town Hall Table and Chairs (RENEWAL).	<ul style="list-style-type: none"> Number of bookings throughout venues.

Financial Resources - Cultural Precinct - Venues

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(61,200)	(62,730)	(64,486)	(66,292)
Capital Revenue	-	-	-	-
Total Revenue	(61,200)	(62,730)	(64,486)	(66,292)
Operating Expenditure	167,291	172,973	176,308	180,948
Overhead Distribution	49,167	49,269	50,633	53,276
Total Expenditure	216,458	222,242	226,941	234,224
Operating Result Before Capital	155,258	159,512	162,455	167,932
Capital Works	6,000	16,400	26,000	-
Other Non-Operating Movements	(15,956)	(17,919)	(16,952)	(17,171)
Total Non-Operating Movements	(9,956)	(1,519)	9,048	(17,171)
Funds Required	145,302	157,993	171,503	150,761

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Town Hall Table & Chairs (RENEWAL)	6,000	-	6,000	-
Plant & Equipment Purchase (RENEWAL)	-	16,400	-	-
TOTAL CAPITAL WORKS	6,000	16,400	26,000	-

BUSINESS UNIT – Library Services

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure ongoing delivery of broad range of community, cultural and library services that respond to the needs of the growing Gunnedah Shire.	<p>Deliver a comprehensive range of sustainable library services.</p> <p>Deliver a comprehensive program of activities and educational events.</p> <p>Provide access to the internet and information technology to the community.</p> <p>Library Books (UPGRADE).</p>	<ul style="list-style-type: none"> Number of library members. Number of library activities. Number of library loans. Number of housebound members. Number of shopbound members.

Financial Resources - Library Services

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(63,518)	(65,106)	(66,929)	(68,803)
Capital Revenue	-	-	-	-
Total Revenue	(63,518)	(65,106)	(66,929)	(68,803)
Operating Expenditure	401,139	407,598	413,286	424,161
Overhead Distribution	109,347	110,950	113,993	118,362
Total Expenditure	510,486	518,548	527,279	542,523
Operating Result Before Capital	446,968	453,442	460,350	473,720
Capital Works	27,465	28,014	28,714	29,432
Other Non-Operating Movements	(35,976)	(33,602)	(28,999)	(29,302)
Total Non-Operating Movements	(8,511)	(5,588)	(285)	130
Funds Required	438,457	447,854	460,065	473,850

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Library Books (UPGRADE)	27,465	28,014	28,714	29,432
TOTAL CAPITAL WORKS	27,465	28,014	28,714	29,432

Communication and Customer Relations

What the community told us was important

- 1.1.1 Increase volunteer opportunities especially for young people and people with disability.
- 1.4.2 Provide meaningful opportunities for the community to have a say in decision making.
- 1.4.3 Communicate information proactively through a range of mediums to reach as many people as possible.
- 2.3.1 Actively seek to bring business, sporting and cultural events to the Shire.
- 2.3.2 Provide accessible and welcoming areas for all travellers to stop, including caravans and recreational vehicles.
- 2.3.5 Develop and support local tourist attractions.
- 3.5.1 Work together to provide creative activities for young people after school and during school holidays.
- 3.5.2 Attract and retain young people and families to our area to maintain population balance.

What we plan to do

BUSINESS UNIT – Communications		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Effective and efficient delivery of communication, media liaison and community engagement services across the organisation and to the community that provides information and promotes the achievements of Council.	Review and implement revised Communications and Media Engagement Strategy.	<ul style="list-style-type: none"> ▪ Number of media releases. ▪ Social media followers and engagement.
	Continue to implement Branding Strategy to facilitate improved marketing for Council, business, industry and the Shire.	
	Develop, distribute and provide information to promote services, activities and events across the Shire.	
	Ongoing review and improvement of Community Engagement Framework and Social Media Framework to establish meaningful connections and dialogue with the community.	
	Promote and support community involvement in Council decision making process and ensure the community is engaged.	
	Develop and implement Social Media Strategy.	
	Media Equipment Videos and Broadcasting (NEW).	
Support and maintain web based technologies to facilitate effective communication using a variety of platforms both internally and externally.	Review and redevelop Corporate, Visit Gunnedah and The Civic websites.	<ul style="list-style-type: none"> ▪ % complete. ▪ Number of hits to Corporate website. ▪ Number of hits to Civic website. ▪ Number of hits to Visit Gunnedah website. ▪ % social media follower numbers. ▪ Number of subscribers to Facebook.
	Continue to analyse, update and monitor Council website to ensure information is current at all times.	
	Increase social and digital engagement across Councils social media platforms and websites.	
	Disseminate information on current and future activities and events to the community.	

Financial Resources - Communications

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	273,030	279,564	287,212	295,070
Overhead Distribution	(273,030)	(279,564)	(287,212)	(295,070)
Total Expenditure	-	-	-	-
Operating Result Before Capital	-	-	-	-
Capital Works	3,000	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	3,000	-	-	-
Funds Required	3,000	-	-	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Media Equipment Videos & Broadcasting (NEW)	3,000	-	-	-
TOTAL CAPITAL WORKS	3,000	-	-	-

BUSINESS UNIT – Customer Relations

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Effective and efficient delivery of customer service across the organisation and to the community.	Review and update systems and processes to identify, manage and report on customer service functions on a quarterly basis for the purpose of continuous improvement and meeting organisational delivery standards.	<ul style="list-style-type: none"> Number of customer complaints actioned. Number of customer requests received. % of customer requests actioned within 10 business days. Customer pulse checks.
	Review and continuously improve systems and processes to identify, manage and monitor customer service culture across the organisation.	
	Work with other business units to achieve a one-stop-shop customer service model at front counter.	
	Provide regular performance management reporting on customer service across the organisation to senior management.	
	Monitor, review and implement the customer complaint policy and provide regular performance management reporting to senior management.	
	Moodbox Equipment (NEW).	

Financial Resources - Customer Relations

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	348,740	358,787	373,556	378,955
Overhead Distribution	(348,740)	(357,358)	(372,127)	(377,526)
Total Expenditure	-	1,429	1,429	1,429
Operating Result Before Capital	-	1,429	1,429	1,429
Capital Works	7,146	-	-	-
Other Non-Operating Movements	-	(1,429)	(1,429)	(1,429)
Total Non-Operating Movements	7,146	(1,429)	(1,429)	(1,429)
Funds Required	7,146	-	-	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Moodbox Equipment (NEW)	7,146	-	-	-
TOTAL CAPITAL WORKS	7,146	-	-	-

BUSINESS UNIT – Tourism		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Actively promote, support and provide advice to community groups and business conducting events that promote local tourism.	Develop and promote precinct-based self-directed walks, cycle and drive tours.	<ul style="list-style-type: none"> ▪ % complete. ▪ Number of visitors to Council stand. ▪ Number of activities and events held for the Weeks of Speed. ▪ Number of guests utilising home hosting. ▪ Number of consumer shows attended.
	Coordinate Council's participation in Ag-Quip.	
	Coordinate activities and events for the Weeks of Speed.	
	Ensure effective and efficient delivery of home hosting services for events held in the Shire.	
	Market the Gunnedah Shire to potential tourists to encourage growth of the visitor economy.	
	Participate in tourism consumer shows of identified promotional value to encourage intrastate and interstate visitation.	
Provide quality visitor information services to ensure effective and efficient service delivery to visitors and to the community.	Maintain accredited Visitor Information Centre to ensure effective and efficient service delivery to visitors and the community.	<ul style="list-style-type: none"> ▪ Accreditation renewed. ▪ Number of visitors to the Visitor Information Centre. ▪ Number of Links established. ▪ RV Friendly status maintained. ▪ Number of collateral items reprinted.
	Implement systems and processes to identify, manage and report on visitation rates, behaviours and motivators for travelling and identify opportunities to attract more visitors.	
	Tourism network links maintained regionally.	
	Maintain RV Friendly status and ensure accessible areas are available and maintained for caravans and recreational vehicles.	
	Provide and maintain fresh marketing and visitor information collateral.	
	Maintain the quality and relevant of tourist attractions, walks and drivers eg the Poets Drive.	
	Village Entrance Signs (RENEWAL).	
	Shire Billboard Reskins (RENEWAL).	
Prioritise the delivery of actions from the Destination Management Plan in consultation with the Council and manage the implementation of agreed priorities.	Actively implement the Destination Management Plan actions in consideration of stakeholder identification and funding.	<ul style="list-style-type: none"> ▪ Number of actions completed.

Financial Resources - Tourism

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(27,589)	(28,278)	(29,070)	(29,884)
Capital Revenue	-	-	-	-
Total Revenue	(27,589)	(28,278)	(29,070)	(29,884)
Operating Expenditure	335,549	463,422	441,752	450,310
Overhead Distribution	65,738	66,245	68,072	71,191
Total Expenditure	401,287	529,667	509,824	521,501
Operating Result Before Capital	373,698	501,389	480,754	491,617
Capital Works	36,750	-	40,000	-
Other Non-Operating Movements	(73,527)	(154,438)	(127,563)	(127,563)
Total Non-Operating Movements	(36,777)	(154,438)	(87,563)	(127,563)
Funds Required	336,921	346,951	393,191	364,054

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Village Entrance Signs (RENEWAL)	28,000	-	-	-
Shire Billboard Reskins (RENEWAL)	8,750	-	-	-
Visitors Guide (RENEWAL)			40,000	
Display Technology Replacement (RENEWAL)		-	-	-
Mobile Marketing Materials (RENEWAL)	-	-	-	-
Destination Management Plan (RENEWAL)	-	-	-	-
TOTAL CAPITAL WORKS	36,750	-	40,000	-

BUSINESS UNIT – Youth Services

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Identify, support and advocate for opportunities to encourage participation and engagement by youth and increase volunteer levels.	<p>Collaborate with local groups and organisations to develop youth programs and support volunteer participation.</p> <p>Collaborate with local groups and organisations to develop new activities and programs that encourage disadvantaged young people to continue their education.</p> <p>Coordinate and support Gunnedah Youth Groups.</p> <p>Increase attendance at youth based events.</p> <p>Deliver a diverse and comprehensive school holiday activities program.</p>	<ul style="list-style-type: none"> % complete. Number of school holidays program activities. Number of participants in school holiday program. Number of participants. Number of participants. Number of school holidays program activities. Number of participants in school holiday program.
Provide and advocate for youth programs and activities that empower and educate young people encourage them to stay within the Shire.	<p>Coordinate participation in regional and national youth conferences and events.</p> <p>Coordinate Youth Week activities and events.</p>	<ul style="list-style-type: none"> Number of conferences and events. Number of activities and events delivered.
Coordinate and manage the Gunnedah Community Scholarship Fund.	Coordinate and assess applications under the Gunnedah Community Scholarship Fund.	<ul style="list-style-type: none"> Number of applications received. Number of scholarship fund recipients. \$ raised for scholarship fund.

Financial Resources - Youth Services

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(9,140)	(9,369)	(9,631)	(9,901)
Capital Revenue	-	-	-	-
Total Revenue	(9,140)	(9,369)	(9,631)	(9,901)
Operating Expenditure	157,168	160,754	164,956	169,272
Overhead Distribution	63,689	64,113	65,909	68,943
Total Expenditure	220,857	224,867	230,865	238,215
Operating Result Before Capital	211,717	215,498	221,234	228,314
Capital Works	-	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	-	-	-	-
Funds Required	211,717	215,498	221,234	228,314

Governance and Legal

What the community told us was important

- 1.2.1 Foster a strong organisational culture which strives for best practice and continued improvement in all operations.
- 1.2.5 Continue to work to ensure Council has good governance and transparent decision making.

What we plan to do

BUSINESS UNIT – Administration		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient provision of administrative services to various corporate departments of Council.	Delivery of administrative services and support to Corporate and Community Services, Human Resources and Business and Finance Departments.	<ul style="list-style-type: none"> % satisfied customers. Number of training sessions attended by Trainee.
	Delivery of on the job training and support external training requirements of Administration Trainees.	
	Delivery of cost efficient stationery supply service for the Administration Office.	

Financial Resources - Administration				
	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(1,530)	(1,568)	(1,612)	(1,657)
Capital Revenue	-	-	-	-
Total Revenue	(1,530)	(1,568)	(1,612)	(1,657)
Operating Expenditure	110,946	113,068	115,333	117,997
Overhead Distribution	(107,798)	(110,238)	(113,168)	(116,177)
Total Expenditure	3,148	2,830	2,165	1,820
Operating Result Before Capital	1,618	1,262	553	163
Capital Works	-	-	-	-
Other Non-Operating Movements	(1,618)	(1,262)	(553)	(163)
Total Non-Operating Movements	(1,618)	(1,262)	(553)	(163)
Funds Required	-	-	-	-

BUSINESS UNIT – Corporate Planning		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient management of the Integrated Planning and Reporting process.	Delivery of Operational Plan and quarterly updates to Council and the community.	<ul style="list-style-type: none"> Number of IPR Working Group meetings held. Number of reports delivered outside legislative deadlines. Delivery of Community Strategic Plan. % of community participation in Community Strategic Plan engagement program.
	Delivery of the Delivery Program and half yearly updates to Council and the community.	
	Support the Integrated Planning and Reporting Working Group.	
	Ongoing review and improvement of Council's Integrated Planning and Reporting suite to ensure compliance with relevant legislation.	
	Delivery of the Annual Report to Council and the community.	
	Community Strategic Plan (RENEWAL).	

Financial Resources - Corporate Planning

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	114,488	62,818	64,535	108,342
Overhead Distribution	(100,098)	(62,818)	(64,535)	(108,342)
Total Expenditure	14,390	-	-	-
Operating Result Before Capital	14,390	-	-	-
Capital Works	-	-	-	36,000
Other Non-Operating Movements	(53,141)	-	-	-
Total Non-Operating Movements	(53,141)	-	-	36,000
Funds Required	(38,751)	-	-	36,000

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Community Strategic Plan (RENEWAL)	-	-	-	36,000
TOTAL CAPITAL WORKS	-	-	-	36,000

BUSINESS UNIT – Governance		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Promote and support effective open and transparent Council decision making including provision of quality business papers, meeting notices and minutes in accordance with legislative requirements.	Creation and implementation of Councillor Development Program.	<ul style="list-style-type: none"> ▪ % of Councillors in attendance at training sessions. ▪ Number of Councillor training sessions conducted. ▪ Number of Business Papers delivered after legislative timeframes. ▪ Number of late reports to Council. ▪ Number of staff participants in Code of Conduct training. ▪ Number of viewers of livestream Council meetings.
	Facilitate Council and Committee Meetings in accordance with Code of Meeting Practice and Working Group Meetings in accordance with Terms of Reference.	
	Implementation and ongoing production Business Papers and Meeting Notices in accordance with Code of Meeting Practice.	
	Review policies, resolutions, strategies to enhance transparency of decision-making and performance.	
	Promoting community participation and action in Council/Committee Meetings and community forums.	
	Delivery of training in the Code of Conduct across the organisation.	
Review and manage Council's governance and policy framework, including the provision of internal audit via Audit Committee.	Ongoing support of Council's Internal Audit Committee and internal audit function.	<ul style="list-style-type: none"> ▪ Number of Audit Committees meetings held. ▪ Number of completed audit recommendations. ▪ Number of internal audits conducted. ▪ Number of outstanding internal audit recommendations. ▪ Number of policies reviewed. ▪ Number of instruments of sub-delegations reviewed. ▪ Number of PID applications processed. ▪ Number of GIPA applications processed. ▪ Number of reviews of legislative compliance.
	Oversight of the implementation of the recommendations of Council's Internal Auditors.	
	Creation and implementation of organisational Governance Framework.	
	Review of Council's policies and policy register.	
	Review of delegations of authority and register of delegations.	
	Support of Council's Project Management Framework.	
	Process Public Interest Disclosure (PID) applications.	
	Process Government Information (Public Access) Act (GIPA) applications.	
Ensure effective and efficient purchasing and procurement framework is in place across the organisation.	Implement systems and processes to identify and manage procurement within set delegations and to maximise fraud prevention.	<ul style="list-style-type: none"> ▪ Number of tenders. ▪ Number of joint tenders. ▪ Number of process audits of non-compliance purchase orders.
	Provide ongoing support and guidance regarding tendering and procurement processes including provision of training.	

BUSINESS UNIT – Governance cont.		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Provide systems and processes to identify and manage all risks of Council both operational and strategic.	Support Council's risk management framework.	<ul style="list-style-type: none"> ▪ Number of recorded risks in Risk Register. ▪ Number of high risks. ▪ Number of insurance claims per quarter. • % of legal matters completed by Governance. • % of legal matters completed by other staff. • Number of captured original legal documents to be monitored.
	Ongoing support and training in relation to risk management across the organisation.	
	Ongoing reporting to the Audit Committee in relation to Council's risk management profile.	
	Effective and proactive management of Council's insurance portfolio.	
	Implement legal systems and procedures to identify when legal issues are to be referred to Governance and to manage legal issues in general.	
	Ongoing reporting of Fraud and Corruption Prevention.	

Financial Resources - Governance

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(1,118)	(1,146)	(1,178)	(1,211)
Capital Revenue	-	-	-	-
Total Revenue	(1,118)	(1,146)	(1,178)	(1,211)
Operating Expenditure	491,046	502,749	516,479	530,579
Overhead Distribution	(489,928)	(501,603)	(515,301)	(529,368)
Total Expenditure	1,118	1,146	1,178	1,211
Operating Result Before Capital	-	-	-	-
Capital Works	-	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	-	-	-	-
Funds Required	-	-	-	-

Information Services

What the community told us was important

- 1.2.1 Foster a strong organisational culture which strives for best practice and continued improvement in all operations.
- 1.2.4 Maintain Council's financially sustainable position, delivering value for money services to the community.
- 1.2.5 Continue to work to ensure Council has good governance and transparent decision making.
- 1.5.3 Develop best practice asset management practices for sustainable development.
- 3.4.3 Encourage community safety by incorporating crime prevention through environmental design principles in new development.

What we plan to do

BUSINESS UNIT – GIS/LIS		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient delivery of geographical information services across Council and to the community.	Provide systems and processes for the provision of maps and relative information to update rural addressing data in the Shire.	<ul style="list-style-type: none"> ▪ % complete.

Financial Resources - GIS/LIS				
	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(1,663)	(1,704)	(1,751)	(1,800)
Capital Revenue	-	-	-	-
Total Revenue	(1,663)	(1,704)	(1,751)	(1,800)
Operating Expenditure	111,980	114,755	117,954	121,243
Overhead Distribution	29,859	29,438	30,249	32,311
Total Expenditure	141,839	144,193	148,203	153,554
Operating Result Before Capital	140,176	142,489	146,452	151,754
Capital Works	-	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	-	-	-	-
Funds Required	140,176	142,489	146,452	151,754

BUSINESS UNIT – Information Technology		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient delivery of information technology across the organisation including delivery and review of the Information Technology Capital Works Program.	Ongoing operation of IT hardware and software systems to agreed service levels.	<ul style="list-style-type: none"> Number of help desk calls per month. Number of major incidents per quarter. % of satisfied customers.
	IT security audit and implementation of ongoing security enhancements to technology systems.	
	Decommissioning of legacy information technology systems.	
	Review and potential upgrade of Council's main line of business software – Civica.	
	Peripheral Replacement Program (RENEWAL).	
	Computer Replacement Program (RENEWAL).	
	Wireless (RENEWAL).	
Operation and ongoing management of CCTV Gunnedah CBD surveillance system.	Provision of CCTV footage to NSW Police Service as required.	<ul style="list-style-type: none"> Number of requests for footage.
	Ongoing maintenance and operations of CCTV technology equipment.	
	CCTV Replacement Program (RENEWAL).	
Investigate opportunities to utilise new technologies across the organisation to improve service delivery.	Review and management of IT road-map requests for efficient innovative software.	<ul style="list-style-type: none"> Successful implementation and operation of innovative products. Number of meetings/conferences attended.
	Participation in user group meetings and information technology conferences.	
Deliver and support effective corporate training and corporate induction services across the organisation.	Development and delivery of catalogue of internal training courses.	<ul style="list-style-type: none"> Number of internal training sessions. Number of staff participating. % of customer satisfaction.

Financial Resources - Information Technology

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(428)	(439)	(451)	(464)
Capital Revenue	-	-	-	-
Total Revenue	(428)	(439)	(451)	(464)
Operating Expenditure	1,020,008	1,004,367	1,004,911	1,039,279
Overhead Distribution	(752,607)	(769,661)	(790,135)	(811,155)
Total Expenditure	267,401	234,706	214,776	228,124
Operating Result Before Capital	266,973	234,267	214,325	227,660
Capital Works	359,500	301,000	98,000	198,500
Other Non-Operating Movements	(246,973)	(214,267)	(194,325)	(207,660)
Total Non-Operating Movements	112,527	86,733	(96,325)	(9,160)
Funds Required	379,500	321,000	118,000	218,500

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Peripheral Replacement Program (RENEWAL)	160,000	15,000		
Computer Replacement Program (RENEWAL)	125,500	100,000	15,000	61,500
CCTV Replacement Program (RENEWAL)	50,000	50,000	35,000	50,000
Meeting Room Technology (RENEWAL)				12,000
Network (RENEWAL)		70,000		
Security & Data (RENEWAL)			30,000	55,000
Telephony (RENEWAL)		56,000		
Wireless (RENEWAL)	24,000	10,000	18,000	20,000
TOTAL CAPITAL WORKS	359,500	301,000	98,000	198,500

BUSINESS UNIT – Records

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient delivery of records management across the organisation.	Implementation and ongoing operation of records management systems in accordance with State Records Act and State Archives.	<ul style="list-style-type: none"> ▪ % of satisfied customers. ▪ Number of registered incoming records per month across the organisation.
	Implementation and ongoing operation of records management systems incorporating mail distribution, registration and scanning, to the organisation.	
	Creation and implementation of electronic forms and automated workflows for incoming and outgoing documentation across the organisation.	
	Maintenance of electronic records management system to ensure current and effective software.	
	Digitisation of Council's paper based property records.	

Financial Resources - Records

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	255,722	262,007	269,265	276,726
Overhead Distribution	(253,673)	(259,981)	(267,239)	(274,700)
Total Expenditure	2,049	2,026	2,026	2,026
Operating Result Before Capital	2,049	2,026	2,026	2,026
Capital Works	-	-	-	-
Other Non-Operating Movements	(2,049)	(2,026)	(2,026)	(2,026)
Total Non-Operating Movements	(2,049)	(2,026)	(2,026)	(2,026)
Funds Required	-	-	-	-

GoCo

What the community told us was important

- 1.1.5 Encourage and support Aboriginal and other cross cultural community groups in delivering the activities and programs that enrich the local community.
- 3.1.2 Support of aged care facilities as well as programs that support aged persons to remain independently living in their own home.
- 3.5.2 Attract and retain young people and families to our area to maintain population balance.
- 3.7.3 Maintain services that support people with a disability, the socially disadvantaged and persons at risk.

What we plan to do

BUSINESS UNIT – GoCo		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Market Council's community care services.	Review and update marketing and communication strategy for GoCo.	<ul style="list-style-type: none"> ▪ % GoCo of marketing and communication strategies implemented. ▪ % increase in Home Care Package numbers. ▪ % growth in CHSP. ▪ % growth in brokerage business.
	Grow GoCo business in Home Care Packages, CHSP and Consumer Directed Care related brokerage.	

BUSINESS UNIT – GoCo – Community Transport		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient delivery of community transport to eligible elderly people and younger people with disabilities through the GoCo Community Transport Service.	Deliver GoCo Community Transport Service on budget and in line with funding agreement targets.	<ul style="list-style-type: none"> ▪ % compliance with funding agreement output requirements. ▪ % of satisfied consumers. ▪ Number of volunteers recruited. ▪ Number of new grants.
	Deliver annual customer service satisfaction survey for GoCo Community Transport Service clients.	
	Actively recruit and induct volunteers for the GoCo Community Transport Service.	
	Collect and deliver service provision reports on GoCo Community Transport Service.	
	Source new grant funding opportunities for the GoCo Community Transport Service.	

Financial Resources - GoCo - Community Transport

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(440,696)	(451,713)	(464,361)	(477,363)
Capital Revenue	-	-	-	-
Total Revenue	(440,696)	(451,713)	(464,361)	(477,363)
Operating Expenditure	447,756	447,616	456,276	458,192
Overhead Distribution	47,923	49,059	50,426	51,897
Total Expenditure	495,679	496,675	506,702	510,089
Operating Result Before Capital	54,983	44,962	42,341	32,726
Capital Works	-	-	112,602	-
Other Non-Operating Movements	(54,983)	(44,962)	(154,943)	(32,726)
Total Non-Operating Movements	(54,983)	(44,962)	(42,341)	(32,726)
Funds Required	-	-	-	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Vehicle Replacement (RENEWAL)	-	-	112,602	-
TOTAL CAPITAL WORKS	-	-	112,602	-

BUSINESS UNIT – GoCo – Commonwealth Home Support Program (CHSP)

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient delivery of Commonwealth Home Support Program (CHSP) services to eligible elderly people and younger people with disabilities in the Gunnedah Shire.	Deliver GoCo CHSP on budget and in line with funding agreement targets.	<ul style="list-style-type: none"> ▪ % compliance with funding agreement output requirements. ▪ % of satisfied consumers. ▪ Number of volunteers recruited. ▪ Number of new grants.
	Deliver annual customer service satisfaction survey for GoCo CHSP.	
	Actively recruit and induct volunteers for the GoCo CHSP.	
	Collect and deliver service provision reports on the GoCo CHSP.	
	Source new grant funding opportunities for the GoCo CHSP.	
	Vehicle Replacement (RENEWAL).	
Ensure effective and efficient delivery of services to Aboriginal Elders.	Deliver Aboriginal elders Program on budget in line with funding agreement targets.	<ul style="list-style-type: none"> • % compliance with funding agreement output requirements. • % of satisfied consumers.
	Delivery of annual customer service satisfaction survey for Aboriginal Elders Program.	
	Collect and deliver service provision reports on Aboriginal Elders Program.	

Financial Resources - GoCo - Commonwealth Home Support Program (CHSP)

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(1,943,194)	(1,990,649)	(2,045,127)	(2,101,130)
Capital Revenue	-	-	-	-
Total Revenue	(1,943,194)	(1,990,649)	(2,045,127)	(2,101,130)
Operating Expenditure	1,847,907	1,858,683	1,904,568	1,945,242
Overhead Distribution	196,467	200,878	206,487	212,614
Total Expenditure	2,044,374	2,059,561	2,111,055	2,157,856
Operating Result Before Capital	101,180	68,912	65,928	56,726
Capital Works	-	-	20,000	-
Other Non-Operating Movements	(101,180)	(68,912)	(85,928)	(56,726)
Total Non-Operating Movements	(101,180)	(68,912)	(65,928)	(56,726)
Funds Required	-	-	-	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Vehicle Replacement (RENEWAL)	-	-	20,000	-
	-	-	-	-
TOTAL CAPITAL WORKS	-	-	20,000	-

BUSINESS UNIT – GoCo – Packages (Home Care Packages (HCP))

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient delivery of individualised packages of support to eligible elderly people and younger people with a disability across GoCo Packages' catchment	<ul style="list-style-type: none"> Deliver GoCo HCP on budget and in line with funding agreement targets. Deliver annual customer service satisfaction survey for GoCo HCP Deliver Home Care Packages in line with funding requirements. Collect and deliver service provision reports on GoCo HCP. Source new grant funding for GoCo HCP. Vehicle Replacement Program (RENEWAL). 	<ul style="list-style-type: none"> % compliance with funding agreement output requirements. % of satisfied consumers. % of productivity targets met for Home Care Packages. % of productivity targets met for Respite Care Packages. Vacancy rate of 5% or less for packages. Number of new grants/packages.

Financial Resources - GoCo - Packages (Home Care Packages (HCP))

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(3,264,437)	(3,344,923)	(3,437,321)	(3,532,306)
Capital Revenue	-	-	-	-
Total Revenue	(3,264,437)	(3,344,923)	(3,437,321)	(3,532,306)
Operating Expenditure	2,452,109	2,505,906	2,569,559	2,627,032
Overhead Distribution	170,677	174,365	179,239	184,599
Total Expenditure	2,622,786	2,680,271	2,748,798	2,811,631
Operating Result Before Capital	(641,651)	(664,652)	(688,523)	(720,675)
Capital Works	60,000	-	20,000	-
Other Non-Operating Movements	581,651	664,652	668,523	720,675
Total Non-Operating Movements	641,651	664,652	688,523	720,675
Funds Required	-	-	-	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Vehicle Replacement Program (RENEWAL)	60,000	-	20,000	-
TOTAL CAPITAL WORKS	60,000	-	20,000	-

Infrastructure Services

What the community told us was important

- 1.2.1 Foster a strong organisational culture which strives for best practice and continued improvement in all operations.
- 1.3.1 Identify Council as an employer of choice, promoting a safe, healthy, inclusive and innovative working environment.
- 2.2.2 Lobby for the provision of upgraded rail services and infrastructure including an additional overpass in Gunnedah.

What we plan to do

BUSINESS UNIT – Infrastructure Services Management		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Investigate strategies to ensure the local road network and regional transport are sustainable and provide for future growth of Gunnedah Shire.	Collaborate with Namoi Councils to maintain road networks across boundaries including freight capacity requirements.	▪ Progress reporting.
Identify strategies to maintain long term infrastructure.	Implementation of strategies to lobby for the provision of long term infrastructure required as a result of increased coal trains, including additional overpass or diversion of trains.	▪ Progress reporting.
Represent Council and identify opportunities to advocate our local interests with local community groups, organisations and the State and Federal Government on issues such as community infrastructure, stormwater, roads, water, sewer and asset management.	Develop relationships with stakeholders. Respond to submissions; provide advice on relevant industry issues.	▪ Progress reporting.

Financial Resources - Infrastructure Services Management

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	763,904	781,915	803,015	824,693
Overhead Distribution	(753,753)	(771,764)	(792,864)	(814,542)
Total Expenditure	10,151	10,151	10,151	10,151
Operating Result Before Capital	10,151	10,151	10,151	10,151
Capital Works	-	-	-	-
Other Non-Operating Movements	(10,151)	(10,151)	(10,151)	(10,151)
Total Non-Operating Movements	(10,151)	(10,151)	(10,151)	(10,151)
Funds Required	-	-	-	-

Engineering Services

What the community told us was important

- 1.2.3 Undertake collaborative projects with others where there is a net community benefit to do so.
- 1.5.1 Provide and maintain safe, serviceable and accessible public facilities, parks and infrastructure including roads, footpaths and stormwater drains.
- 1.5.3 Develop best practice asset management practices for sustainable development.

What we plan to do

BUSINESS UNIT – Assets		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Provide systems and policy to effectively manage Council's assets and provide information and data analytics to support strategic asset management.	Review and update the Strategic Assets Management Plan.	▪ % complete.
Coordinate the review and update of Asset Management Plans across the organisation including asset revaluation programs.	Update Asset Management System (Biz-E-Asset).	▪ % complete.
	Review of Airport Asset Management Plan.	▪ % complete.
	Review of Bridges Asset Management Plan.	
	Review of Carparking Asset Management Plan.	
	Review of Cemeteries Asset Management Plan.	
	Review of Community Housing Asset Management Plan.	
	Review of Commercial Properties Asset Management Plan.	
	Review of Depot Asset Management Plan.	
	Review of Footpaths and Cycleways Asset Management Plan.	
	Review of Kerb and Gutter Asset Management Plan.	

BUSINESS UNIT – Assets cont.		
Delivery Program 2017-2021 Actions	Operational Plan 2020/21 Tasks	Performance Measurement
	Review of Parks and Gardens Asset Management Plan.	
	Review of Public Halls and Centres Asset Management Plan.	
	Review of Quarries Asset Management Plan.	
	Review of Roads, Culverts and Road Furniture Asset Management Plan.	
	Review of Sporting Grounds Asset Management Plan.	
	Review of Stormwater Asset Management Plan.	
	Review of Swimming Pool Asset Management Plan.	
	Implementation of revaluation program for Fixed Plant and Equipment in accordance with Government legislation.	
	Implementation of revaluation program for Operational Land and Buildings in accordance with Government legislation.	

Financial Resources - Assets

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	239,156	245,077	251,903	258,920
Overhead Distribution	159,697	161,076	235,711	243,565
Total Expenditure	398,853	406,153	487,614	502,485
Operating Result Before Capital	398,853	406,153	487,614	502,485
Capital Works	50,000	200,000	50,000	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	50,000	200,000	50,000	-
Funds Required	448,853	606,153	537,614	502,485

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Asset Software (NEW)	50,000	200,000	50,000	
TOTAL CAPITAL WORKS	50,000	200,000	50,000	-

BUSINESS UNIT – Design		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Provide efficient and effective survey and design services to support the delivery of Council projects.	Delivery of survey and design works for Infrastructure Services, including stormwater drainage, roadworks, water and sewer infrastructure. Research opportunities to provide survey design services to the community.	<ul style="list-style-type: none"> % complete.
Review and development of traffic studies to improve the safety of the community.	Delivery of a traffic study identifying improved public housing property portfolio to ensure market/current value maintained.	<ul style="list-style-type: none"> % complete.

Financial Resources - Design

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	234,005	237,628	242,491	248,723
Overhead Distribution	91,344	92,054	117,985	122,513
Total Expenditure	325,349	329,682	360,476	371,236
Operating Result Before Capital	325,349	329,682	360,476	371,236
Capital Works	-	-	-	-
Other Non-Operating Movements	(4,310)	(2,271)	(592)	(100)
Total Non-Operating Movements	(4,310)	(2,271)	(592)	(100)
Funds Required	321,039	327,411	359,884	371,136

BUSINESS UNIT – Emergency Services		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensuring that appropriate access for emergency services is available across the Shire.	Provide systems and processes to identify opportunities to improve access to health services to the community.	<ul style="list-style-type: none"> Number of Local Emergency Management Committee meetings held.
Review and update the EMPLAN annually, including sub-plans for bushfires, wildfires, evacuation procedures, floods and aerodrome.	Delivery of updated EMPLAN.	<ul style="list-style-type: none"> % complete.

Financial Resources - Emergency Services

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(99,778)	(102,272)	(105,136)	(108,080)
Capital Revenue	-	-	-	-
Total Revenue	(99,778)	(102,272)	(105,136)	(108,080)
Operating Expenditure	341,202	347,922	356,284	364,861
Overhead Distribution	16,424	14,498	14,896	17,778
Total Expenditure	357,626	362,420	371,180	382,639
Operating Result Before Capital	257,848	260,148	266,044	274,559
Capital Works	-	-	-	-
Other Non-Operating Movements	(14,915)	(13,984)	(13,772)	(13,554)
Total Non-Operating Movements	(14,915)	(13,984)	(13,772)	(13,554)
Funds Required	242,933	246,164	252,272	261,005

Financial Resources - Engineering Management

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	206,107	203,135	208,820	214,664
Overhead Distribution	(186,766)	(183,536)	(187,678)	(192,928)
Total Expenditure	19,341	19,599	21,142	21,736
Operating Result Before Capital	19,341	19,599	21,142	21,736
Capital Works	-	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	-	-	-	-
Funds Required	19,341	19,599	21,142	21,736

BUSINESS UNIT – Quarries

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ongoing maintenance and improvement of Council's quarries to ensure operational requirements are met.	Ongoing maintenance of quarries.	<ul style="list-style-type: none"> % complete.

Financial Resources - Quarries

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(1,200,000)	(500,000)	(514,000)	(528,392)
Capital Revenue	-	-	-	-
Total Revenue	(1,200,000)	(500,000)	(514,000)	(528,392)
Operating Expenditure	1,061,092	502,326	616,830	631,702
Less Overhead Distribution	46,060	47,011	48,835	50,218
Total Expenditure	1,107,152	549,337	665,665	681,920
Operating Result Before Capital	(92,848)	49,337	151,665	153,528
Capital Works	-	-	-	63,298
Other Non-Operating Movements	(7,556)	(7,037)	(6,397)	(5,710)
Total Non-Operating Movements	(7,556)	(7,037)	(6,397)	57,588
Funds Required	(100,404)	42,300	145,268	211,116

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Remediation (RENEWAL)				63,298
Investigate New Quarry (NEW)				
TOTAL CAPITAL WORKS	-	-	-	63,298

DEPARTMENT

Plant and Depot Services

What the community told us was important

- 1.2.4 Maintain Council's financially sustainable position, delivering value for money services to the community.
- 1.5.1 Provide and maintain safe, serviceable and accessible public facilities, parks and infrastructure including roads, footpaths and stormwater drains.

What we plan to do

BUSINESS UNIT – Plant		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient management of Council's plant.	Review Council's plant management policy and processes.	<ul style="list-style-type: none"> ▪ % of plant replacement program complete. ▪ % of control units transfer program complete.
	Implement review process of capital plant items in line with the Long Term Financial Plan.	
	Complete installation of GPS systems.	
	Plant Replacement Program (RENEWAL).	

Financial Resources - Plant				
	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(161,355)	(165,314)	(166,859)	(171,531)
Capital Revenue	-	-	-	-
Total Revenue	(161,355)	(165,314)	(166,859)	(171,531)
Operating Expenditure	(304,926)	(410,725)	(488,281)	(531,882)
Overhead Distribution	387,467	399,337	429,706	443,563
Total Expenditure	82,541	(11,388)	(58,575)	(88,319)
Operating Result Before Capital	(78,814)	(176,702)	(225,434)	(259,850)
Capital Works	1,756,396	1,742,575	1,591,292	2,615,256
Other Non-Operating Movements	(1,677,582)	(1,565,873)	(1,365,858)	(2,355,406)
Total Non-Operating Movements	78,814	176,702	225,434	259,850
Funds Required	-	-	-	-
Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Plant Replacement Program (RENEWAL)	1,756,396	1,742,575	1,591,292	2,615,256
Security Enhancement (UPGRADE)	-	-	-	-
TOTAL CAPITAL WORKS	1,756,396	1,742,575	1,591,292	2,615,256

SERVICE UNIT – Procurement/Store		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient management of Council's Store.	Order, issue and maintain store items for operations in a timely, cost effective manner.	<ul style="list-style-type: none"> \$ value of stock on hand (trend). \$ of obsolete stock written off.
	Application of purchasing processes in line with Council requirements.	
	Shelving (RENEWAL).	

Financial Resources - Procurement/Store

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(2,091)	(2,143)	(2,203)	(2,265)
Capital Revenue	-	-	-	-
Total Revenue	(2,091)	(2,143)	(2,203)	(2,265)
Operating Expenditure	186,042	190,581	194,081	199,477
Overhead Distribution	(183,616)	(188,146)	(191,878)	(197,212)
Total Expenditure	2,426	2,435	2,203	2,265
Operating Result Before Capital	335	292	-	-
Capital Works	20,000	-	80,750	-
Other Non-Operating Movements	(335)	(292)	-	-
Total Non-Operating Movements	19,665	(292)	80,750	-
Funds Required	20,000	-	80,750	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Shelving (RENEWAL)	20,000	-	-	-
Loading Bay Awning (UPGRADE)	-	-	80,750	-
TOTAL CAPITAL WORKS	20,000	-	80,750	-

Public Facilities

What the community told us was important

- 1.5.1 Provide and maintain safe, serviceable and accessible public facilities and infrastructure including roads, footpaths and stormwater drains.
- 2.3.2 Provide accessible and welcoming areas for travellers to stop, including caravans and recreational vehicles.
- 3.2.1 Encourage a mix of housing types that is affordable, adaptable, accessible and suited to community needs.
- 3.3.3 Implement initiatives that deliver attractive, well serviced villages whilst retaining the unique identity of each location.
- 3.6.1 Provide the right places, spaces and services to encourage healthy activity.
- 3.6.5 Encourage use of open spaces, villages and facilities with a broad range of arts and cultural, sporting and recreational activities.
- 4.2.1 Active control of noxious weeds and invasive species including raising community awareness.
- 4.5.2 Encourage investment in renewable energy technologies.
- 4.7.1 Continue to beautify the main street and improve the attractiveness of our streetscapes.
- 4.7.2 Continue to beautify and improve the facilities available in our parks and gardens, open spaces, sporting and recreational areas.
- 4.7.4 Support access to and availability of facilities to a wide variety of people using reserves including crown reserves and travelling stock routes in our Shire and support the introduction of national parks in the future.

What we plan to do

BUSINESS UNIT – Airport		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and implement the Airport Capital Works and maintenance program in accordance with Council plans.	Monitor implementation of Airport Master Plan as appropriate.	<ul style="list-style-type: none"> ▪ % complete. ▪ Delivered on time ▪ Delivered within budget ▪ Operate airport in accordance with Civil Aviation Safety Authority (CASA) rules and regulations.
	Identify opportunities to increase usage/income or decrease operating costs for the airport	
	Update Aerodrome Operational Manual	
	Certify Gunnedah Airport within CASA regulations	
	Airport Grant Funded Upgrades (UPGRADE).	
	Cone and Gable Replacement (RENEWAL).	

Financial Resources - Airport

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(239,441)	(42,477)	(43,666)	(44,889)
Capital Revenue	-	-	-	-
Total Revenue	(239,441)	(42,477)	(43,666)	(44,889)
Operating Expenditure	242,775	236,643	241,426	244,510
Overhead Distribution	2,843	2,920	3,000	3,081
Total Expenditure	245,618	239,563	244,426	247,591
Operating Result Before Capital	6,177	197,086	200,760	202,702
Capital Works	401,957	6,076	6,228	6,384
Other Non-Operating Movements	(162,569)	(154,129)	(157,788)	(158,099)
Total Non-Operating Movements	239,388	(148,053)	(151,560)	(151,715)
Funds Required	245,565	49,033	49,200	50,987

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Airport Grant Funded Upgrades (UPGRADE)	396,000		-	-
Cone and Gable Replacement (RENEWAL)	5,957	6,076	6,228	6,384
TOTAL CAPITAL WORKS	401,957	6,076	6,228	6,384

BUSINESS UNIT – Caravan Parks and Camping Grounds

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure ongoing access for caravans and recreational vehicles to South Street Caravan Park.	Review license agreement for South Street Caravan Park.	<ul style="list-style-type: none"> Number of formal and informal inspections.

Financial Resources - Caravan Parks and Camping Grounds

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(10,600)	(10,728)	(10,874)	(11,024)
Capital Revenue	-	-	-	-
Total Revenue	(10,600)	(10,728)	(10,874)	(11,024)
Operating Expenditure	11,382	11,482	10,728	10,859
Overhead Distribution	-	-	-	-
Total Expenditure	11,382	11,482	10,728	10,859
Operating Result Before Capital	782	754	(146)	(165)
Capital Works	-	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	-	-	-	-
Funds Required	782	754	(146)	(165)

BUSINESS UNIT – Cemeteries		
Delivery Program 20117-2021 Actions	Operational Plan 2020/21 Tasks	Performance Measurement
Provide timely burial service for the Gunnedah Memorial Park Cemetery, Hunter Street Cemetery and Villages.	Burials undertaken in a timely, efficient and dignified manner.	<ul style="list-style-type: none"> Number of burials.
Review and implement maintenance and capital works programs for cemeteries across the Shire.	Cemeteries maintained in accordance with Level 3 – Satisfactory Condition of the Asset Management Plan.	<ul style="list-style-type: none"> % complete. Number of maintenance programs complete. Compliance with Cemeteries and Crematoria Act 2013.

Financial Resources - Cemeteries

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(136,643)	(140,059)	(143,981)	(148,012)
Capital Revenue	-	-	-	-
Total Revenue	(136,643)	(140,059)	(143,981)	(148,012)
Operating Expenditure	168,864	172,168	176,381	180,700
Overhead Distribution	74,454	76,518	80,376	82,706
Total Expenditure	243,318	248,686	256,757	263,406
Operating Result Before Capital	106,675	108,627	112,776	115,394
Capital Works	-	9,100	-	-
Other Non-Operating Movements	(3,664)	(3,664)	(3,664)	(3,664)
Total Non-Operating Movements	(3,664)	5,436	(3,664)	(3,664)
Funds Required	103,011	114,063	109,112	111,730

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Burial Beam (NEW)	-	9,100	-	-
Road Construction (NEW)	-	-	-	-
TOTAL CAPITAL WORKS	-	9,100	-	-

BUSINESS UNIT – Commercial Property		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and implement the commercial properties maintenance and capital works programs.	Ongoing maintenance and repairs and annual inspections undertaken on Council's rental properties and Council utilised building assets.	<ul style="list-style-type: none"> Number of formal and informal inspections. % occupancy rate. % complete. Delivered on time. Delivered within budget.
	Delivery of commercial properties capital works program.	
	Office Furniture and Equipment Replacement Program (RENEWAL).	
	Air Conditioning Replacement Program (RENEWAL).	
Provide systems and processes to identify opportunities to reduce the energy consumption of the organisation.	Ongoing maintenance of solar systems and air conditioning units installed at Council's commercial properties.	<ul style="list-style-type: none"> % complete of annual service of solar systems. % complete of Annual audit of solar systems. Kilowatt usage. Carbon emissions. % complete.
	Monitor implementation of the Renewable Energy Action Plan.	

Financial Resources - Commercial Property

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(103,101)	(105,679)	(108,637)	(111,679)
Capital Revenue	-	-	-	-
Total Revenue	(103,101)	(105,679)	(108,637)	(111,679)
Operating Expenditure	416,151	452,927	433,094	447,436
Overhead Distribution	54,223	55,739	58,492	60,185
Total Expenditure	470,374	508,666	491,586	507,621
Operating Result Before Capital	367,273	402,987	382,949	395,942
Capital Works	43,865	44,742	45,861	47,008
Other Non-Operating Movements	(149,051)	(151,378)	(153,691)	(161,030)
Total Non-Operating Movements	(105,186)	(106,636)	(107,830)	(114,022)
Funds Required	262,087	296,351	275,119	281,920

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Office Furniture and Equipment Replacement Program (RENEWAL)	24,400	25,132	25,886	26,663
Air Conditioning Replacement Program (RENEWAL)	19,465	19,610	19,975	20,345
TOTAL CAPITAL WORKS	43,865	44,742	45,861	47,008

BUSINESS UNIT – Community Housing

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and implement the community housing capital works and maintenance programs.	<p>Ongoing maintenance and repairs, annual formalised inspections, along with regular spot inspections undertaken on Council's community housing assets.</p> <p>Review tenancy agreements.</p>	<ul style="list-style-type: none"> Number of formal and informal inspections. % complete. Delivered on time Delivered within budget

Financial Resources - Community Housing

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(35,016)	(35,891)	(36,896)	(37,929)
Capital Revenue	-	-	-	-
Total Revenue	(35,016)	(35,891)	(36,896)	(37,929)
Operating Expenditure	19,114	22,689	23,224	23,773
Overhead Distribution	17,040	16,326	17,052	18,775
Total Expenditure	36,154	39,015	40,276	42,548
Operating Result Before Capital	1,138	3,124	3,380	4,619
Capital Works	-	-	-	-
Other Non-Operating Movements	(1,138)	(3,124)	(3,380)	(4,619)
Total Non-Operating Movements	(1,138)	(3,124)	(3,380)	(4,619)
Funds Required	-	-	-	-

BUSINESS UNIT – Noxious Weeds		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Provide systems and processes to ensure compliance with noxious weeds legislation and standards.	Promotion of and education on pest and noxious weed identification and eradication methods and practices.	<ul style="list-style-type: none"> Number of promotion and education activities undertaken.
Identify and provide noxious weed spraying services to the community.	Delivery of noxious weeds spraying services across the Shire.	<ul style="list-style-type: none"> Number of inspections. Number of kilometres roadside sprayed. Number of reserves sprayed. Compliance with the Biosecurity Act.

Financial Resources - Noxious Weeds

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(126,952)	(130,125)	(133,769)	(137,515)
Capital Revenue	-	-	-	-
Total Revenue	(126,952)	(130,125)	(133,769)	(137,515)
Operating Expenditure	252,794	257,831	264,228	270,783
Overhead Distribution	27,996	27,541	28,314	30,298
Total Expenditure	280,790	285,372	292,542	301,081
Operating Result Before Capital	153,838	155,247	158,773	163,566
Capital Works	-	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	-	-	-	-
Funds Required	153,838	155,247	158,773	163,566

BUSINESS UNIT – Parks and Gardens

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Deliver the village beautification and improvement program whilst retaining the unique character of each location.	Ongoing maintenance of village open space areas is undertaken.	<ul style="list-style-type: none"> Number of audits of village progress association activities against maintenance contracts.
Delivery of outcomes and actions outlined in the Street Tree Strategy to improve the visual appeal of streetscapes to address maintenance issues.	Monitor the delivery of the Street Tree Strategy.	<ul style="list-style-type: none"> % complete.
Review and implement the parks and gardens capital works and maintenance programs across the Shire.	Maintain assets within adopted park management plans schedules and given seasonal, environmental and resource considerations.	<ul style="list-style-type: none"> % complete.
	Undertake cleaning and restocking of amenities within the parks and gardens across the Shire.	
	Parks and gardens maintained in accordance with Level 3 – Satisfactory Condition of the Asset Management Plan.	

BUSINESS UNIT – Parks and Gardens – cont.		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
	Implement systems and processes to identify parks and garden spaces with high usage, opportunities to increase usage and potential disposal of unused open space. Park Furniture Replacement Program (RENEWAL). Showground Internal Road Seal (NEW). Showground Water Main Replacement (RENEWAL). Showground Internal Lighting (NEW). Playground Shade Sail Program (NEW). Showground Internal Road Reseal (RENEWAL).	
Review priority of Open Space Strategy actions in accordance with the Council and deliver agreed outcomes.	Monitor the delivery of the Open Space Strategy.	<ul style="list-style-type: none"> % complete.
Effectively manage Council and crown land by providing systems to manage leases and licenses, improve facilities and promote the use of open and public spaces.	Ongoing management and review of leases and licenses for Council and crown land. Implement Plans of Management for Crown Land classified as Community Land.	<ul style="list-style-type: none"> Number of leases and licenses. % complete

Financial Resources - Parks and Gardens

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(37,429)	(38,365)	(39,439)	(40,543)
Capital Revenue	-	-	-	-
Total Revenue	(37,429)	(38,365)	(39,439)	(40,543)
Operating Expenditure	1,517,070	1,534,627	1,560,577	1,581,696
Overhead Distribution	426,311	438,148	460,067	473,388
Total Expenditure	1,943,381	1,972,775	2,020,644	2,055,084
Operating Result Before Capital	1,905,952	1,934,410	1,981,205	2,014,541
Capital Works	267,902	64,246	65,852	67,498
Other Non-Operating Movements	(495,425)	(491,942)	(490,514)	(484,326)
Total Non-Operating Movements	(227,523)	(427,696)	(424,662)	(416,828)
Funds Required	1,678,429	1,506,714	1,556,543	1,597,713

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Park Furniture Replacement Program (RENEWAL)	13,426	13,695	14,037	14,388
Playground Equipment Replacement Program (RENEWAL)		50,551	51,815	53,110
Showground Internal Road Seal (NEW)	77,076			
Showground water main replacement (RENEWAL)	50,000	-	-	-
Showground Internal Lighting (NEW)	47,400	-		
Playground Shade Sail Program (NEW)	40,000	-	-	-
Showground Internal Road Reseal (RENEWAL)	40,000		-	-
TOTAL CAPITAL WORKS	267,902	64,246	65,852	67,498

Financial Resources - Public Facilities Management

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	348,750	357,377	366,987	374,991
Overhead Distribution	(346,250)	(354,877)	(364,795)	(374,991)
Total Expenditure	2,500	2,500	2,192	-
Operating Result Before Capital	2,500	2,500	2,192	-
Capital Works	-	-	-	-
Other Non-Operating Movements	(2,500)	(2,500)	(2,192)	-
Total Non-Operating Movements	(2,500)	(2,500)	(2,192)	-
Funds Required	-	-	-	-

BUSINESS UNIT – Public Halls and Centres

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and implement the halls and centres capital works and maintenance programs.	<p>Ongoing maintenance and repairs and regular inspections undertaken of Council's nine halls and centres.</p> <p>Delivery of Halls and Centres capital works program.</p> <p>Tambar Springs Hall Ramp (RENEWAL).</p> <p>Emerald Hill Floor (RENEWAL).</p>	<ul style="list-style-type: none"> Progress reporting. % complete. Delivered on time. Delivered within budget.

Financial Resources - Public Halls and Centres

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	406,207	424,229	376,996	378,471
Overhead Distribution	31,100	31,966	33,517	34,484
Total Expenditure	437,307	456,195	410,513	412,955
Operating Result Before Capital	437,307	456,195	410,513	412,955
Capital Works	23,000	-	-	-
Other Non-Operating Movements	(257,668)	(249,225)	(197,499)	(194,468)
Total Non-Operating Movements	(234,668)	(249,225)	(197,499)	(194,468)
Funds Required	202,639	206,970	213,014	218,487

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Tambar Springs Hall Ramp (RENEWAL)	15,000	-	-	-
Emerald Hill Floor (RENEWAL)	8,000	-	-	-
TOTAL CAPITAL WORKS	23,000	-	-	-

BUSINESS UNIT – Sporting Grounds		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Support and pursue opportunities for increased usage of sporting grounds throughout the Shire.	Implement systems and processes to identify sporting grounds with high usage, opportunities to increase usage, and potential disposal of unused open space.	<ul style="list-style-type: none"> Number of casual facility use agreements and requirements entered into service calendar. Number of seasonal facility use agreements. % of cleaning program completed as per roster. Co-ordinate operational meetings with sporting groups
	Delivery of ongoing maintenance programs for sporting grounds across the Shire.	
	Maintain service delivery requirements of individuals and sporting organisations utilising Council's sporting grounds.	
	Undertake cleaning and restocking of amenities within the sporting grounds across the Shire.	
Review and delivery of a program to support implementation of the Gunnedah Racecourse, Riverine Precinct and Gunnedah Showground Master Plans.	Monitor the delivery of the Gunnedah Racecourse, Riverine Precinct and Gunnedah Showground Master Plans.	<ul style="list-style-type: none"> % complete. Number of Showground Working Group Meetings. Annual review of license agreement. Number of Racecourse Committee of Management meetings.
Review and implement the sporting grounds capital works and maintenance programs across the Shire.	Sporting grounds maintained in accordance with Level 3 – Satisfactory Condition of the Asset Management Plan.	<ul style="list-style-type: none"> % complete.

Financial Resources - Sporting Grounds

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(35,587)	(36,477)	(37,498)	(38,548)
Capital Revenue	-	-	-	-
Total Revenue	(35,587)	(36,477)	(37,498)	(38,548)
Operating Expenditure	740,237	742,747	755,932	769,446
Overhead Distribution	203,486	209,161	219,720	226,092
Total Expenditure	943,723	951,908	975,652	995,538
Operating Result Before Capital	908,136	915,431	938,154	956,990
Capital Works	-	39,150	-	-
Other Non-Operating Movements	(216,310)	(211,051)	(210,829)	(210,697)
Total Non-Operating Movements	(216,310)	(171,901)	(210,829)	(210,697)
Funds Required	691,826	743,530	727,325	746,293

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Kitchener Park Carpark Reseal (RENEWAL)	-	39,150	-	-
TOTAL CAPITAL WORKS	-	39,150	-	-

BUSINESS UNIT – Swimming Pools		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective, safe and efficient swimming pool complex is available to the community.	Provide systems and processes to ensure pool complex maintained in accordance with service levels, RLSS guidelines and Government regulations.	<ul style="list-style-type: none"> ▪ % of annual review of pool operations manual complete and staff engaged. ▪ % of water testing check sheets and results completed and recorded daily. ▪ % of facility use agreement forms complete and requirements entered into calendar. ▪ Pool staffing roster maintained and adjusted based on facility use agreement requirements. ▪ Number of season ticket holders. ▪ Progress reporting.
	Daily water testing undertaken to ensure compliance with Government regulations for public pools.	
	Maintain supervision levels dependent on number of pools open, patronage and service delivery for carnivals and other aquatic events.	
	Manage and maintain facility compliance based on age and infrastructure requirements.	
	Identify opportunities to increase income/decrease operating costs of the pool complex.	
	Indoor Roof Repairs (RENEWAL).	
Delivery of the Gunnedah Memorial Swimming Pool Complex renewal project.	Monitor outcomes of the Gunnedah Memorial Pool Complex Renewal Project – Stage 1.	<ul style="list-style-type: none"> ▪ % complete. ▪ Number of complaints.

Financial Resources - Swimming Pools

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(276,345)	(283,254)	(291,186)	(299,340)
Capital Revenue	-	-	-	-
Total Revenue	(276,345)	(283,254)	(291,186)	(299,340)
Operating Expenditure	1,289,751	1,300,394	1,325,036	1,347,672
Overhead Distribution	173,179	178,081	183,849	188,923
Total Expenditure	1,462,930	1,478,475	1,508,885	1,536,595
Operating Result Before Capital	1,186,585	1,195,221	1,217,699	1,237,255
Capital Works	15,000	-	-	-
Other Non-Operating Movements	(372,298)	(362,105)	(361,665)	(358,649)
Total Non-Operating Movements	(357,298)	(362,105)	(361,665)	(358,649)
Funds Required	829,287	833,116	856,034	878,606

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Indoor roof repairs (RENEWAL)	15,000	-	-	-
TOTAL CAPITAL WORKS	15,000	-	-	-

Water and Sewer Services

What the community told us was important

- 1.5.2 Provide and maintain efficient water and sewerage systems that support a growing community.
- 4.3.2 Deliver ongoing community education campaign about water sustainability.
- 4.3.4 Secure permanent water allocation to a level that will ensure that our community is sustainable and allows for future growth.

What we plan to do

BUSINESS UNIT – Sewer Services		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient delivery of sewerage services across the Shire in accordance with best practice.	Ongoing maintenance and operation of the Curlewis Sewerage Service.	<ul style="list-style-type: none"> ▪ Number of effluent reuse samples. ▪ Number of sewer main breaks and chokes per 100km of mains. ▪ Number of sewer overflows to the environment per 100km of mains. ▪ Number of odour complaints. ▪ % of sewer main relining program complete.
	Ongoing maintenance and operation of the Gunnedah Sewerage Service.	
Delivery of the Gunnedah Sewage Treatment Works upgrade project.	Delivery of Gunnedah Sewer Maintenance and Capital Works Program.	<ul style="list-style-type: none"> ▪ % complete.
Review and delivery of the sewer capital works and maintenance programs.	Delivery of Curlewis Sewer Maintenance and Capital Works Program.	<ul style="list-style-type: none"> ▪ % complete.
	Curlewis Pump Station Capital Works (RENEWAL).	
	Mornington Heights Sewer Extension (Wandobah to Lincoln) (NEW).	
	STP Effluent Reuse Main Air Valve/Pump (RENEWAL).	
	Integrated Water Cycle Management/Strategic Business Plan (RENEWAL).	

Financial Resources - Curlewis Sewer

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(151,204)	(154,985)	(158,891)	(162,895)
Capital Revenue	-	-	-	-
Total Revenue	(151,204)	(154,985)	(158,891)	(162,895)
Operating Expenditure	103,904	104,802	105,966	107,160
Overhead Distribution	21,657	22,333	23,745	24,420
Total Expenditure	125,561	127,135	129,711	131,580
Operating Result Before Capital	(25,643)	(27,850)	(29,180)	(31,315)
Capital Works	50,000	-	-	-
Other Non-Operating Movements	(24,357)	27,850	29,180	31,315
Total Non-Operating Movements	25,643	27,850	29,180	31,315
Funds Required	-	-	-	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Curlewis Pump Station Capital Works (RENEWAL)	50,000	-	-	-
TOTAL CAPITAL WORKS	50,000	-	-	-

Financial Resources - Gunnedah Sewer

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(3,159,128)	(3,239,706)	(3,324,921)	(3,407,218)
Capital Revenue	(66,633)	(68,299)	(70,211)	(72,177)
Total Revenue	(3,225,761)	(3,308,005)	(3,395,132)	(3,479,395)
Operating Expenditure	3,351,633	2,204,439	2,297,342	2,343,835
Overhead Distribution	317,835	327,859	349,607	359,592
Total Expenditure	3,669,468	2,532,298	2,646,949	2,703,427
Operating Result Before Capital	443,707	(775,707)	(748,183)	(775,968)
Capital Works	442,150	4,500,000	-	1,416,461
Other Non-Operating Movements	(885,857)	(3,724,293)	748,183	(640,493)
Total Non-Operating Movements	(443,707)	775,707	748,183	775,968
Funds Required	-	-	-	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Mornington Heights Sewer Extension (Wandobah to Lincoln) (NEW)	350,000	-	-	-
STP Effluent Reuse Main Air Valve/Pump (RENEWAL)	60,000	-	-	-
Integrated Water Cycle Management/Strategic Business Plan (RENEWAL)	32,150	-	-	-
STP Stage 2 - Construction (UPGRADE)	-	4,500,000	-	-
Sewer Mains Relining (RENEWAL)	-	-	-	1,416,461
TOTAL CAPITAL WORKS	442,150	4,500,000	-	1,416,461

BUSINESS UNIT – Water Services		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient delivery of water services across the Shire in accordance with best practice.	Ongoing maintenance and operation of the Gunnedah Water Supply Service.	<ul style="list-style-type: none"> Number of samples testing microbiology. Number of water samples testing chemical levels. Number of water main breaks. Volume of water pumped weekly.
	Ongoing maintenance and operation of the Curlewis Water Supply Service.	
	Ongoing maintenance and operation of the Mullaley Water Supply Service.	
	Ongoing maintenance and operation of the Tambar Springs Water Supply Service.	
	Ongoing maintenance of pump stations undertaken.	
Implementation of Water Quality Assurance Framework in accordance with Public Health Act.	Delivery of ongoing water quality monitoring program.	<ul style="list-style-type: none"> Number of failed water sample results.
Collaborate with Smart Water Advice delivering educational strategies on water consumption reduction.	Maintain website link with Smart Approved WaterMark .	<ul style="list-style-type: none"> Project reporting.
Implement strategies to ensure permanent water allocation retained.	Provide systems and processes for the provision of a permanent water allocation to a sustainable level.	<ul style="list-style-type: none"> % complete.
Main replacement program for Gunnedah Water Services (CAPITAL).	Main Replacement Apex Zone – separate zone development (RENEWAL).	<ul style="list-style-type: none"> % complete.
	Main Replacement Kilcoy Street – View to Wandobah (RENEWAL).	
	Main Replacement Wandobah Road – Kilcoy to George (RENEWAL).	
	Main Replacement Stock Road – Ashfords Watercourse to Bridge (RENEWAL).	
	Main Replacement Bando Street – Wandobah to Newell (RENEWAL).	
	Main Replacement King Street – Kilcoy to George (RENEWAL).	
	Main Replacement High Street – Kilcoy to George (RENEWAL).	
	Main Replacement George Street – Pearson to Porcupine (RENEWAL).	
	Main Replacement Herbert Street – Bando to west bend (RENEWAL).	
	Main Replacement O’Keefe Place – Herbert to dead end (RENEWAL).	
	Integrated Water Cycle Management – Strategic Business Plan (RENEWAL).	
	New Service Connections (NEW).	

Financial Resources - Curlewis Water

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(169,571)	(173,810)	(178,504)	(183,325)
Capital Revenue	-	-	-	-
Total Revenue	(169,571)	(173,810)	(178,504)	(183,325)
Operating Expenditure	138,942	138,595	140,710	142,880
Overhead Distribution	24,908	25,520	27,298	28,237
Total Expenditure	163,850	164,115	168,008	171,117
Operating Result Before Capital	(5,721)	(9,695)	(10,496)	(12,208)
Capital Works	-	-	-	-
Other Non-Operating Movements	5,721	9,695	10,496	12,208
Total Non-Operating Movements	5,721	9,695	10,496	12,208
Funds Required	-	-	-	-

Financial Resources - Gunnedah Water

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(4,263,739)	(4,370,332)	(4,489,411)	(4,611,715)
Capital Revenue	-	-	-	-
Total Revenue	(4,263,739)	(4,370,332)	(4,489,411)	(4,611,715)
Operating Expenditure	3,005,111	3,060,785	3,153,486	3,224,617
Overhead Distribution	442,673	453,471	486,433	503,432
Total Expenditure	3,447,784	3,514,256	3,639,919	3,728,049
Operating Result Before Capital	(815,955)	(856,076)	(849,492)	(883,666)
Capital Works	698,918	3,722,108	692,498	946,511
Other Non-Operating Movements	117,037	(2,866,032)	156,994	(62,845)
Total Non-Operating Movements	815,955	856,076	849,492	883,666
Funds Required	-	-	-	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Water Mains Capital Works Replacement Program (RENEWAL)	-	663,520	680,108	697,111
Main Replacement Apex Zone - seperate zone development (RENEWAL)	161,280			
Main Replacement Kilcoy Street - View to Wandobah (RENEWAL)	82,500	-	-	-
Main Replacement Wandobah Road - Kilcoy to George (RENEWAL)	63,000	-	-	-
Main Replacement Stock Road - Ashfords Watercourse to Bridge (RENEWAL)	56,230			
Main Replacement Bando Street - Wandobah to Newell (RENEWAL)	56,000	-	-	-
Main Replacement King Street - Kilcoy to George (RENEWAL)	50,000	-	-	-
Main Replacement High Street - Kilcoy to George (RENEWAL)	50,000	-	-	-
Main Replacement George Street - Pearson to Porcupine (RENEWAL)	50,000	-	-	-
Main Replacement Herbert Street - Bando to west bend (RENEWAL)	44,000	-	-	-
Main Replacement O'Keefe Place - Herbert to dead end (RENEWAL)	37,500			
Integrated Water Cycle Management - Strategic Business Plan (RENEWAL)	36,556	-	-	-
New Service Connections (NEW)	11,851	12,088	12,390	12,700
High Production Bore - Construction & Trunk Main Connection (NEW)	-	1,800,000	-	-
Non Potable Water (RENEWAL)		1,040,000	-	-
Bore Replacement Program (RENEWAL)		206,500	-	236,700
3rd Zone Reservoir (NEW)	-	-	-	-
Trunk Main Relining Marquis Street (Maitland to South) (RENEWAL)	-	-	-	-
	698,918	3,722,108	692,498	946,511

Financial Resources - Mullaley Water

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(32,161)	(32,965)	(33,852)	(34,763)
Capital Revenue	-	-	-	-
Total Revenue	(32,161)	(32,965)	(33,852)	(34,763)
Operating Expenditure	58,598	57,591	56,337	57,214
Overhead Distribution	8,676	8,887	9,457	9,774
Total Expenditure	67,274	66,478	65,794	66,988
Operating Result Before Capital	35,113	33,513	31,942	32,225
Capital Works	-	-	-	-
Other Non-Operating Movements	(35,113)	(33,513)	(31,942)	(32,225)
Total Non-Operating Movements	(35,113)	(33,513)	(31,942)	(32,225)
Funds Required	-	-	-	-

Financial Resources - Tambar Springs Water

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(39,551)	(40,540)	(41,618)	(42,726)
Capital Revenue	-	-	-	-
Total Revenue	(39,551)	(40,540)	(41,618)	(42,726)
Operating Expenditure	73,650	71,258	72,351	73,607
Overhead Distribution	12,529	12,836	13,692	14,155
Total Expenditure	86,179	84,094	86,043	87,762
Operating Result Before Capital	46,628	43,554	44,425	45,036
Capital Works	-	100,000	-	-
Other Non-Operating Movements	(46,628)	(143,554)	(44,425)	(45,036)
Total Non-Operating Movements	(46,628)	(43,554)	(44,425)	(45,036)
Funds Required	-	-	-	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Tambar Springs Reservoir Upgrade		100,000		
TOTAL CAPITAL WORKS	-	100,000	-	-

Works

What the community told us was important

- 1.2.4 Maintain Council's financially sustainable position, delivering value for money services to the community.
- 1.5.1 Provide and maintain safe, serviceable and accessible public facilities and infrastructure including roads, footpaths and stormwater drains.
- 2.2.1 Maintain adequate parking availability in business and industrial areas.
- 3.6.6 Encourage safe cycling and walking through development of tracks, parks and cycle ways.
- 4.3.3 Investigate opportunities to harvest stormwater runoff.
- 4.3.5 Provide community education and technology to reduce the amount of rubbish entering our waterways.
- 4.7.1 Continue to beatify the main street and improve the attractiveness of our urban streetscapes.

What we plan to do

BUSINESS UNIT – Bridges

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and deliver the bridges capital works and maintenance program.	Delivery of bridges and culverts maintenance program. Orange Grove Bridge Replacement (RENEWAL). Val Lovegrove Bridge – Premier Road (RENEWAL). Albert Ted Griffiths Bridge – Grain Valley Way (RENEWAL).	% complete.

Financial Resources - Bridges

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(1,187,350)	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	(1,187,350)	-	-	-
Operating Expenditure	190,978	203,695	203,943	204,197
Overhead Distribution	1,920	1,966	2,018	2,072
Total Expenditure	192,898	205,661	205,961	206,269
Operating Result Before Capital	(994,452)	205,661	205,961	206,269
Capital Works	1,337,350	-	-	-
Other Non-Operating Movements	(181,272)	(193,795)	(193,795)	(193,795)
Total Non-Operating Movements	1,156,078	(193,795)	(193,795)	(193,795)
Funds Required	161,626	11,866	12,166	12,474

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Orange Grove Bridge Replacement (RENEWAL)	1,187,350	-	-	-
Val Lovegrove Bridge - Premier Road (RENEWAL)	100,000	-	-	-
Albert Ted Griffiths Bridge - Grain Valley Way (RENEWAL)	50,000	-	-	-
TOTAL CAPITAL WORKS	1,337,350	-	-	-

BUSINESS UNIT – Bus Shelters		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and delivery of the capital works program and ongoing maintenance program for bus shelters across the Shire.	Delivery of Bus Shelters maintenance program.	▪ % complete.

Financial Resources - Bus Shelters

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	11,907	12,018	12,160	12,305
Overhead Distribution	1,852	1,895	1,945	1,997
Total Expenditure	13,759	13,913	14,105	14,302
Operating Result Before Capital	13,759	13,913	14,105	14,302
Capital Works	-	-	-	-
Other Non-Operating Movements	(6,352)	(6,352)	(6,352)	(6,352)
Total Non-Operating Movements	(6,352)	(6,352)	(6,352)	(6,352)
Funds Required	7,407	7,561	7,753	7,950

BUSINESS UNIT – Car Parks		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and deliver the car parks capital works maintenance program.	Car parks maintained to appropriate standard.	▪ Number of carparks maintained.

Financial Resources - Car Parks

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	41,030	41,197	40,667	40,885
Overhead Distribution	1,988	2,035	2,090	2,146
Total Expenditure	43,018	43,232	42,757	43,031
Operating Result Before Capital	43,018	43,232	42,757	43,031
Capital Works	-	-	-	-
Other Non-Operating Movements	(32,669)	(32,669)	(31,925)	(31,925)
Total Non-Operating Movements	(32,669)	(32,669)	(31,925)	(31,925)
Funds Required	10,349	10,563	10,832	11,106

BUSINESS UNIT – Footpaths and Bike Tracks		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and deliver the footpaths and bike tracks capital works and maintenance program.	Ongoing maintenance of footpaths and bike tracks.	▪ % complete.

Financial Resources - Footpaths and Bike Tracks

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	183,875	181,835	180,473	182,138
Overhead Distribution	13,625	13,921	14,452	14,861
Total Expenditure	197,500	195,756	194,925	196,999
Operating Result Before Capital	197,500	195,756	194,925	196,999
Capital Works	-	-	-	-
Other Non-Operating Movements	(120,204)	(116,890)	(113,904)	(113,904)
Total Non-Operating Movements	(120,204)	(116,890)	(113,904)	(113,904)
Funds Required	77,296	78,866	81,021	83,095

BUSINESS UNIT – Kerb and Gutter

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and deliver the kerb and gutter capital works and maintenance programs.	Ongoing maintenance of kerbs and gutters.	<ul style="list-style-type: none"> % of renewal works complete. % complete.
	Kerb and Gutter Renewal Program (RENEWAL).	
	Palmer Crescent (Opposite Ewing Street Intersection 200m) (RENEWAL).	
	Osric Street (Little Barber to Barber Street 100m each side) (RENEWAL).	
	Hunter Street (LHS Rodney Street 100m) (RENEWAL).	
	George Street (LHS Sanders Place 121m) (RENEWAL).	

Financial Resources - Kerb and Gutter

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	414,433	419,969	425,877	431,932
Overhead Distribution	6,981	7,188	7,405	7,607
Total Expenditure	421,414	427,157	433,282	439,539
Operating Result Before Capital	421,414	427,157	433,282	439,539
Capital Works	360,914	368,132	377,335	386,768
Other Non-Operating Movements	(357,546)	(361,942)	(366,231)	(370,756)
Total Non-Operating Movements	3,368	6,190	11,104	16,012
Funds Required	424,782	433,347	444,386	455,551

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Kerb and Gutter Renewal Program (RENEWAL)	30,000	368,132	377,335	386,768
Palmer Crescent (Opposite Ewing Street intersection 200m) (RENEWAL)	142,390	-	-	-
Osric Street (Little Barber to Barber Street 100m each side) (RENEWAL)	81,366	-	-	-
Hunter Street (LHS Rodney Street 100m) (RENEWAL)	57,932	-	-	-
George Street (LHS Sanders Place 121m) (RENEWAL)	49,226	-	-	-
TOTAL CAPITAL WORKS	360,914	368,132	377,335	386,768

BUSINESS UNIT – Private Works		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Management and delivery of Council's private works program in accordance with Council strategies.	Provide private works to offset costs of asset infrastructure and reduce costs to the community.	▪ % complete.

Financial Resources - Private Works

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(41,898)	(42,945)	(44,147)	(45,383)
Capital Revenue	-	-	-	-
Total Revenue	(41,898)	(42,945)	(44,147)	(45,383)
Operating Expenditure	26,288	26,945	27,753	28,586
Overhead Distribution	7,762	7,924	8,222	8,454
Total Expenditure	34,050	34,869	35,975	37,040
Operating Result Before Capital	(7,848)	(8,076)	(8,172)	(8,343)
Capital Works	-	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	-	-	-	-
Funds Required	(7,848)	(8,076)	(8,172)	(8,343)

BUSINESS UNIT – Regional Roads		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ongoing maintenance of Regional Roads.	Rangari Road Reconstruction (UPGRADE). Reseal Blackstump Way (RENEWAL). Blackstump Way (RENEWAL).	▪ % complete.

Financial Resources - Regional Roads

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(570,582)	(584,847)	(601,223)	(618,057)
Capital Revenue	(7,510,000)	(430,305)	-	-
Total Revenue	(8,080,582)	(1,015,152)	(601,223)	(618,057)
Operating Expenditure	912,954	1,025,572	1,103,627	1,134,072
Overhead Distribution	32,362	33,033	34,356	35,334
Total Expenditure	945,316	1,058,605	1,137,983	1,169,406
Operating Result Before Capital	(7,135,266)	43,453	536,760	551,349
Capital Works	7,942,198	871,147	451,862	463,159
Other Non-Operating Movements	114,432	116,538	122,484	125,967
Total Non-Operating Movements	8,056,630	987,685	574,346	589,126
Funds Required	921,364	1,031,138	1,111,106	1,140,475

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Rangari Road Reconstruction (UPGRADE)	7,510,000	430,305		
Reseal Blackstump Way (RENEWAL)	218,614			
Blackstump Way (RENEWAL)	213,584	-	-	-
Regional Roads Renewal Program (RENEWAL)	-	217,856	223,302	228,885
Resheeting Renewal Program (RENEWAL)	-	114,212	117,067	119,994
Reseal Renewal Program (RENEWAL)	-	108,774	111,493	114,280
TOTAL CAPITAL WORKS	7,942,198	871,147	451,862	463,159

BUSINESS UNIT – Rural Sealed Roads		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and deliver the rural sealed road capital works and maintenance programs.	Clifton Road Construction (UPGRADE).	<ul style="list-style-type: none"> % complete.
	Kelvin Road Construction (UPGRADE).	
	Ghooli Road Construction 1km (RENEWAL).	
	Bulunbulun Road Construction – to Clifton/Mooki Bridge (RENEWAL).	
	Ghooli Road – Quia Road to new work (RENEWAL).	
	Nea – new work to Dip Road (RENEWAL).	
	Shannon Harbour Road (RENEWAL).	
	Keepit Dam Turnoff to Orange Grove Intersection (RENEWAL).	
	Quia Road to Waste Management Facility (RENEWAL).	
	Blackjack Creek Forest Road (RENEWAL).	
	Nea Sidings – Highway to Fulwoods (RENEWAL).	
	Denora Avenue (RENEWAL).	
	Eveleigh Road – Kamilaroi Road to new subdivision (RENEWAL).	
	Bluevale Road Reconstruction (RENEWAL).	
	Asphalting Highway (RENEWAL).	
	Bluevale Road Heavy Patching (RENEWAL).	

Financial Resources - Rural Sealed Roads

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(725,978)	(739,092)	(802,702)	(825,177)
Capital Revenue	(11,110,377)	(665,060)	(683,682)	(702,825)
Total Revenue	(11,836,355)	(1,404,152)	(1,486,384)	(1,528,002)
Operating Expenditure	2,557,436	2,952,388	3,006,667	3,084,707
Overhead Distribution	73,168	74,766	77,714	79,924
Total Expenditure	2,630,604	3,027,154	3,084,381	3,164,631
Operating Result Before Capital	(9,205,751)	1,623,002	1,597,997	1,636,629
Capital Works	12,747,960	1,937,403	1,985,839	2,035,485
Other Non-Operating Movements	(1,312,511)	(1,682,946)	(1,700,515)	(1,745,315)
Total Non-Operating Movements	11,435,449	254,457	285,324	290,179
Funds Required	2,229,698	1,877,459	1,883,321	1,926,799

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Clifton Road Construction (UPGRADE)	4,819,000		-	-
Kelvin Road Construction (UPGRADE)	6,179,545			
Rural Sealed Roads Construction Renewal Program (RENEWAL)		697,588	715,028	732,904
Ghooli Road Construction 1km (RENEWAL)	314,945	-	-	-
Bulunbulun Road Construction - to Clifton/Mooki Bridge (RENEWAL)	218,965	-	-	-
Reseal Renewal Program (RENEWAL)		674,064	690,916	708,189
Ghooli Road - Quia Road to new work (RENEWAL)	159,354	-	-	-
Nea - new work to Dip Road (RENEWAL)	116,007	-	-	-
Shannon Harbour Road (RENEWAL)	110,394	-	-	-
Keepit Dam turnoff to Orange Grove Intersection (RENEWAL)	94,862			
Quia Road - to Waste Management Facility (RENEWAL)	81,729	-	-	-
Blackjack Creek Forest Road (RENEWAL)	38,669	-	-	-
Nea Sidings - Highway to Fulwoods (RENEWAL)	33,169			
Denora Ave (RENEWAL)	20,426	-	-	-
Eveleigh Road - Kamilaroi Road to new subdivision (RENEWAL)	6,237			
Bluevale Road Reconstruction (RENEWAL)	154,658	565,751	579,895	594,392
Asphalting Highway (RENEWAL)	250,000			
Bluevale Road Heavy Patching (RENEWAL)	150,000			
TOTAL CAPITAL WORKS	12,747,960	1,937,403	1,985,839	2,035,485

BUSINESS UNIT – Rural Unsealed Roads

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and deliver the rural unsealed road capital works and maintenance program.	Resheeting Renewal Program (RENEWAL). Redbank Road (Normans to Ashford) 5.65km (RENEWAL). Resheeting Kilphysic Road (Killarney to Ryans Road) 4.2km (RENEWAL). Redbank Road (Ashfords to Highway) 2.78km (RENEWAL). Resheeting Normans Road (Longpoint to Denver) 2.5km (RENEWAL). Pullaming Curlewis Common Intersection (RENEWAL). Resheeting Ryans Road 1.47km (RENEWAL).	<ul style="list-style-type: none"> % complete.

Financial Resources - Rural Unsealed Roads

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(770,420)	(789,681)	(811,792)	(834,522)
Capital Revenue	-	-	-	-
Total Revenue	(770,420)	(789,681)	(811,792)	(834,522)
Operating Expenditure	2,767,046	2,843,502	2,931,984	3,022,679
Overhead Distribution	232,536	237,431	247,008	254,059
Total Expenditure	2,999,582	3,080,933	3,178,992	3,276,738
Operating Result Before Capital	2,229,162	2,291,252	2,367,200	2,442,216
Capital Works	741,221	756,045	774,946	794,320
Other Non-Operating Movements	(703,097)	(738,273)	(774,027)	(810,749)
Total Non-Operating Movements	38,124	17,772	919	(16,429)
Funds Required	2,267,286	2,309,024	2,368,119	2,425,787

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Resheeting Renewal Program (RENEWAL)	61,269	756,045	774,946	794,320
Redbank Road (Normans to Ashford) 5.65km (RENEWAL)	200,433			
Resheeting Kilphysic Road (Killarney to Ryans Road) 4.2km (RENEWAL)	149,738			
Rebank Road (Ashfords to Highway) 2.78km (RENEWAL)	99,112			
Resheeting Normans Road (Longpoint to Denver) 2.5km (RENEWAL)	89,130			
Pullaming Curlewis Common Intersection (RENEWAL)	89,130			
Resheeting Ryans Road 1.47km (RENEWAL)	52,409			
TOTAL CAPITAL WORKS	741,221	756,045	774,946	794,320

BUSINESS UNIT – State Roads

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and complete Roads Maintenance Council Contract (RMCC – Roads and Maritime Services) Maintenance Program.	Delivery of the RMCC maintenance program and other projects.	<ul style="list-style-type: none"> % complete.

Financial Resources - State Roads

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(2,550,000)	(2,613,750)	(2,686,935)	(2,762,169)
Capital Revenue	-	-	-	-
Total Revenue	(2,550,000)	(2,613,750)	(2,686,935)	(2,762,169)
Operating Expenditure	2,011,760	2,062,054	2,119,792	2,179,146
Overhead Distribution	646,904	660,004	687,118	706,787
Total Expenditure	2,658,664	2,722,058	2,806,910	2,885,933
Operating Result Before Capital	108,664	108,308	119,975	123,764
Capital Works	-	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	-	-	-	-
Funds Required	108,664	108,308	119,975	123,764

BUSINESS UNIT – Stormwater		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Seek to improve environmental outcomes in the management of stormwater, including maintenance of gross pollution traps, investigation of opportunities to harvest stormwater and delivery of stormwater education program.	Ongoing maintenance and upgrade of stormwater.	<ul style="list-style-type: none"> % complete. % of budget expended. Number of maintenance programs complete.
	Delivery of Stormwater Capital Works Program.	
	Delivery of Stormwater Education program across the Shire.	
	Identification of opportunities to harvest stormwater runoff.	
	Ongoing inspections and maintenance of gross pollutant traps across the Shire.	

Financial Resources - Stormwater

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(96,508)	(98,921)	(101,394)	(103,929)
Capital Revenue	(27,220)	(27,901)	(28,682)	(29,485)
Total Revenue	(123,728)	(126,822)	(130,076)	(133,414)
Operating Expenditure	381,953	385,042	387,356	386,173
Overhead Distribution	6,408	6,566	6,788	6,977
Total Expenditure	388,361	391,608	394,144	393,150
Operating Result Before Capital	264,633	264,786	264,068	259,736
Capital Works	-	200,000	125,000	98,000
Other Non-Operating Movements	(264,633)	(464,786)	(389,068)	(357,736)
Total Non-Operating Movements	(264,633)	(264,786)	(264,068)	(259,736)
Funds Required	-	-	-	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Urban Drainage Strategy (RENEWAL)		200,000		
Abbott St - Barber Street to Conadilly Street (NEW)			125,000	
Osric St - Railway Line to South Street (RENEWAL)				98,000
Walkway - South Street to Hunter Street (RENEWAL)				
Albion St - Hunter Street to Euroa Street (RENEWAL)				
Albion St - Euroa Street to George Street (RENEWAL)				
Marquis St - River to Bloomfield Street (RENEWAL)				
TOTAL CAPITAL WORKS	-	200,000	125,000	98,000

BUSINESS UNIT – Street Cleaning		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ongoing maintenance and cleaning of streets across the Shire to maintain attractive streetscapes.	Delivery of street cleaning program.	<ul style="list-style-type: none"> % complete.

Financial Resources - Street Cleaning

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	326,792	333,328	341,661	350,203
Overhead Distribution	78,614	80,244	83,488	85,871
Total Expenditure	405,406	413,572	425,149	436,074
Operating Result Before Capital	405,406	413,572	425,149	436,074
Capital Works	-	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	-	-	-	-
Funds Required	405,406	413,572	425,149	436,074

BUSINESS UNIT – Street Lighting

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Deliver efficient and effective lighting to streets across the Shire, including the identification of opportunities to reduce costs.	Ongoing liaison with electricity suppliers to secure savings in delivery of street lighting across the Shire.	<ul style="list-style-type: none"> % complete.

Financial Resources - Street Lighting

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(21,433)	(21,969)	(22,584)	(23,216)
Capital Revenue	-	-	-	-
Total Revenue	(21,433)	(21,969)	(22,584)	(23,216)
Operating Expenditure	233,046	237,677	243,579	248,645
Overhead Distribution	3,334	3,428	3,523	3,618
Total Expenditure	236,380	241,105	247,102	252,263
Operating Result Before Capital	214,947	219,136	224,518	229,047
Capital Works	-	-	-	-
Other Non-Operating Movements	(1,515)	(1,515)	(1,513)	(527)
Total Non-Operating Movements	(1,515)	(1,515)	(1,513)	(527)
Funds Required	213,432	217,621	223,005	228,520

BUSINESS UNIT – Urban Streets		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and delivery of the Urban Streets capital works and maintenance program to ensure car, bicycle and pedestrian safety.	Ongoing review and maintenance of urban streets to ensure car, bicycle and pedestrian safety.	<ul style="list-style-type: none"> % complete.
	Maitland Street Resheeting (RENEWAL).	
	Reseal Mullaley Road (side strips) (RENEWAL).	
	Reseal Wandobah Road (View to Tallowwood) (RENEWAL).	
	Reseal Marquis Street (railway line to Barber) (RENEWAL).	
	Reseal Maitland Street (Carroll to Chandos) (RENEWAL).	
	Reseal Abbott Street (Bridge to Conadilly) (RENEWAL).	
	Reseal Conadilly Street (Abbott to Henry) (RENEWAL).	
	Reseal Talibah Street (all) (RENEWAL).	
	Reseal Apex Drive (hairpin to end) (RENEWAL).	
	Reseal Tallowwood Drive (all) (RENEWAL).	
	Reseal Little Conadilly Street (Osric to Henry) (RENEWAL).	
	Reseal Goodwin Road (Baxter to end) (RENEWAL).	
	Reseal Finch Street (Henry to end) (RENEWAL).	
	Reseal Little Bloomfield Street (Henry to Abbott) (RENEWAL).	
	Reseal Bicket Street (all) (RENEWAL).	
	Pavement Renewal Stock Road (Pearson to end) (RENEWAL).	

Financial Resources - Urban Streets

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(14,376)	(14,735)	(15,148)	(15,572)
Capital Revenue	-	-	-	-
Total Revenue	(14,376)	(14,735)	(15,148)	(15,572)
Operating Expenditure	1,607,822	1,641,002	1,664,512	1,539,535
Overhead Distribution	72,229	73,788	76,715	78,898
Total Expenditure	1,680,051	1,714,790	1,741,227	1,618,433
Operating Result Before Capital	1,665,675	1,700,055	1,726,079	1,602,861
Capital Works	942,069	960,910	984,933	1,009,556
Other Non-Operating Movements	(991,926)	(1,012,743)	(1,017,513)	(875,649)
Total Non-Operating Movements	(49,857)	(51,833)	(32,580)	133,907
Funds Required	1,615,818	1,648,222	1,693,499	1,736,768

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Resheeting Renewal Program (RENEWAL)	-	48,996	50,221	51,477
Maitland Street Resheeting (RENEWAL)	48,035			
Reseal Renewal Program (RENEWAL)	-	632,563	648,377	664,586
Reseal Mullaley Road (side strips) (RENEWAL)	133,056			
Reseal Wandobah Road (View to Tallowwood) (RENEWAL)	124,663			
Reseal Marquis Street (railway line to Barber) (RENEWAL)	76,608			
Reseal Maitland Street (Carroll to Chandos) (RENEWAL)	76,589			
Reseal Abbott Street (Bridge to Conadilly) (RENEWAL)	61,560			
Reseal Conadilly Street (Abbott to Henry) (RENEWAL)	60,000			
Reseal Talibah Street (all) (RENEWAL)	26,609			
Reseal Apex Drive (hairpin to end) (RENEWAL)	22,263			
Reseal Tallowwood Drive (all) (RENEWAL)	16,953			
Reseal Little Conadilly Street (Osric to Henry) (RENEWAL)	5,785			
Reseal Goodwin Road (Baxter to end) (RENEWAL)	5,488			
Reseal Finch Street (Henry to end) (RENEWAL)	4,313			
Reseal Little Bloomfield Street (Henry to Abbott) (RENEWAL)	3,235			
Reseal Bicket Street (all) (RENEWAL)	3,038			
Pavement Renewal Program (RENEWAL)	-	279,351	286,335	293,493
Pavement Renewal Stock Road (Pearson to end) (RENEWAL)	273,874			
TOTAL CAPITAL WORKS	942,069	960,910	984,933	1,009,556

Financial Resources - Works Management

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Operating Expenditure	576,572	580,561	596,633	612,190
Overhead Distribution	(570,541)	(574,530)	(590,602)	(607,124)
Total Expenditure	6,031	6,031	6,031	5,066
Operating Result Before Capital	6,031	6,031	6,031	5,066
Capital Works	-	-	-	-
Other Non-Operating Movements	(6,031)	(6,031)	(6,031)	(5,066)
Total Non-Operating Movements	(6,031)	(6,031)	(6,031)	(5,066)
Funds Required	-	-	-	-

Planning and Environmental Services

What the community told us was important

- 1.1.3 Build the capacity of community organisations and sporting groups to remain sustainable in the long term.
- 1.1.4 Encourage and support village hall committees and progress associations, service groups, action groups and other community organisations involved in delivering activities and programs that benefit the local community.
- 1.2.1 Foster a strong organisational culture which strives for best practice and continued improvement in all operations.
- 1.3.3 Advocate to ensure local facilities and services receive funding from mining and other major developments.
- 3.4.1 Foster crime prevention and community safety through partnership with police and other community organisations.
- 3.4.5 Enforcement of compliance with acts, regulations, building codes and standards such as those related to building, health, parking, animal control, illegal dumping and vegetation.
- 3.6.3 Council supports and facilitates and cultural programs in partnership with the community.
- 3.7.2 Regularly review medical facilities and services to ensure that they are adequate to meet the changing needs of a growing community and gaps are identified and addressed.
- 3.7.4 Work to continuously improve accessibility, inclusivity and liveability within the Gunnedah Shire.
- 4.4.2 Identify opportunities to record and promote our heritage in partnership with the community in particular Aboriginal groups in the area.

What we plan to do

BUSINESS UNIT – Animal Control

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Provide efficient and effective administration of the Companion Animals legislation across the Shire.	Regulate Companion Animals Legislation.	<ul style="list-style-type: none"> ▪ Number of dogs impounded. ▪ Number of cats impounded. ▪ Number of infringement notices issued. ▪ Number of animals euthanized. ▪ Number of animals rehomed/rescued. ▪ Number of registrations vs identifications.
	Ongoing maintenance of the NSW Companion Animals Register.	
	Ongoing maintenance of the Animal Handling Facility.	
	Gunnedah Impoundment Facility Upgrade (UPGRADE).	

Financial Resources - Animal Control

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(45,294)	(46,427)	(47,726)	(49,063)
Capital Revenue	-	-	-	-
Total Revenue	(45,294)	(46,427)	(47,726)	(49,063)
Operating Expenditure	181,077	186,273	192,792	197,435
Overhead Distribution	96,958	98,165	101,265	104,976
Total Expenditure	278,035	284,438	294,057	302,411
Operating Result Before Capital	232,741	238,011	246,331	253,348
Capital Works	200,000	-	-	-
Other Non-Operating Movements	(16,455)	(17,855)	(19,855)	(19,855)
Total Non-Operating Movements	183,545	(17,855)	(19,855)	(19,855)
Funds Required	416,286	220,156	226,476	233,493

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Gunnedah Impoundment Facility Upgrade (UPGRADE)	200,000	-	-	-
TOTAL CAPITAL WORKS	200,000	-	-	-

BUSINESS UNIT – Community and Social Planning		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Advocate for and administer grant funding to support community and cultural activities across the Shire including the provision of Section 356 Community and Sports Small Grants Program.	Implement the Section 356 Small Grants Policy for the provision of financial assistance to community and sporting groups.	<ul style="list-style-type: none"> Number of applications for community small grants. Number of applications for sports small grants. \$ financial assistance provided. Number of grant focussed community engagement activities. Number of hits on Council's Funding Finder portal. Number of grant applications lodged by Council. % of grant success.
	Identify and disseminate information on grant funding opportunities to increase access to community and cultural activities and programs for Shire residents.	
	Investigate and access external grant opportunities to sustain and improve service delivery across the Shire to meet community expectation.	
Identify opportunities to support and build capacity of local community groups and organisations to enhance service delivery, including service groups, village progress associations and hall committees.	Participate in a range of community interagency meetings.	<ul style="list-style-type: none"> Number of meetings attended. Number of applications for assistance. \$ financial assistance provided. Information dissemination. Progress reporting.
	Provide in kind and appropriate financial support to community actions groups and progress associations.	
	Provide information and support to village Progress Associations and Hall Committee meetings.	
	Advocate and lobby for enhanced social planning outcomes to benefit the residents across the Shire.	
Review and support the delivery of initiatives in the Crime Prevention Plan that reduce crime and enhance community safety throughout the Shire in consultation with the Crime Prevention Working Group.	Monitor the Gunnedah Crime Prevention Plan.	<ul style="list-style-type: none"> Progress reporting. Number of community safety initiatives delivered. Number of Crime Prevention Working Group meetings held. 4 year review of Zones and signage completed.
	Facilitate the Crime Prevention Working Group.	
	Monitor and review Alcohol Free Zones and Alcohol Prohibited Areas within the Shire.	
Regularly review the provision of medical, mental health and other essential services and identify gaps and opportunities for improvement to inform advocacy.	Lobby State and Federal Government for increased allocation of funding for delivery of general health and mental health services and medical facilities.	<ul style="list-style-type: none"> Progress reporting.
Review and support delivery of initiatives identified in the Disability Inclusion Action Plan in consultation with the Access Working Group.	Monitor and review the delivery of the Disability Inclusion Action Plan.	<ul style="list-style-type: none"> Progress reporting. Updated DIAP.
Continue to participate in forums and initiatives aimed at supporting the low socio economic members of the community.	Participate in local community housing forums and meetings and lobby State and Federal Government for increased allocation of funding for marginalised and low socio-economic groups in the Gunnedah Shire.	<ul style="list-style-type: none"> Number of community forums and meetings attended.
Identify opportunities to partner with Aboriginal organisations and the community to recognise and retain Aboriginal heritage and culture.	Collaborate with peak Aboriginal organisations within the Shire to support cross cultural initiatives.	<ul style="list-style-type: none"> Support NAIDOC Week. Welcome to Country and Acknowledgement of Country Policy current.
Review and support delivery of initiatives identified in the Cultural Plan.	Develop the Arts and Cultural Plan for the Gunnedah Shire.	<ul style="list-style-type: none"> New 5 year Plan endorsed.

Financial Resources - Community and Social Planning

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	-	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	-	-	-	-
Overhead Distribution	315,646	316,805	328,111	351,434
Less Overhead Distribution	91,431	92,460	95,003	98,909
Total Expenditure	407,077	409,265	423,114	450,343
Operating Result Before Capital	407,077	409,265	423,114	450,343
Capital Works	-	-	-	-
Other Non-Operating Movements	(2,764)	(2,764)	(2,764)	(2,764)
Total Non-Operating Movements	(2,764)	(2,764)	(2,764)	(2,764)
Funds Required	404,313	406,501	420,350	447,579

BUSINESS UNIT – Compliance

Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Efficient assessment, processing, inspection and enforcement of applications and certificates in accordance with current legislation, standards and regulations related to swimming pools, building, fire, excess vegetation, abandoned vehicles, illegal dumping and other compliance matters.	<p>Monitor and manage illegal dumping across the Shire in conjunction with the community.</p> <p>Provide systems and processes to manage removal and destruction of abandoned vehicles in accordance with the Impounding Act 1993.</p> <p>Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition.</p> <p>Assess and process Fire Permit Applications in accordance with legislation and associated Australian Standards.</p> <p>CCTV Trailer (NEW).</p>	<ul style="list-style-type: none"> Number of illegal dumping matters investigated. Number of vehicles impounded. Number of notices issued. Number of permits to burn issued.

Financial Resources - Compliance

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(75,000)	-	-	-
Capital Revenue	-	-	-	-
Total Revenue	(75,000)	-	-	-
Operating Expenditure	185,572	201,050	206,375	211,848
Overhead Distribution	101,087	102,255	105,220	109,387
Total Expenditure	286,659	303,305	311,595	321,235
Operating Result Before Capital	211,659	303,305	311,595	321,235
Capital Works	100,000	-	-	-
Other Non-Operating Movements	-	(9,000)	(9,000)	(9,000)
Total Non-Operating Movements	100,000	(9,000)	(9,000)	(9,000)
Funds Required	311,659	294,305	302,595	312,235

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
CCTV Trailer (NEW)	100,000	-	-	-
TOTAL CAPITAL WORKS	100,000	-	-	-

BUSINESS UNIT – Parking Control		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Provide appropriate and efficient services to regulate parking control in the Gunnedah central business district and urban streets.	Undertake parking control in the Gunnedah central business district and urban streets.	<ul style="list-style-type: none"> Number of infringement notices issued.

Financial Resources - Parking Control

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(3,275)	(3,357)	(3,452)	(3,548)
Capital Revenue	-	-	-	-
Total Revenue	(3,275)	(3,357)	(3,452)	(3,548)
Operating Expenditure	6,345	6,472	6,635	6,800
Overhead Distribution	16,513	16,943	17,411	17,899
Total Expenditure	22,858	23,415	24,046	24,699
Operating Result Before Capital	19,583	20,058	20,594	21,151
Capital Works	-	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	-	-	-	-
Funds Required	19,583	20,058	20,594	21,151

BUSINESS UNIT – Planning and Environmental Services Management		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Develop and review the Directorate's policy and strategic planning framework, ensuring effective planning, strategic direction, budget management and control of operations for the Directorate.	Monitor and oversee the review of strategic planning instruments to ensure appropriate measures are in place to meet the future needs of the community.	<ul style="list-style-type: none"> Gunnedah Local Housing Strategy development has commenced with final document expected to be adopted in the term of the current Council, other strategies to follow.
Represent Council and identify opportunities to advocate our local interests with local community groups, organisations and the State and Federal Government on issues such as planning and development, environment, waste management, regulatory services and economic development.	Regular participation in planning workshops, conferences, training and strategic planning groups.	<ul style="list-style-type: none"> Numerous meetings attended across all areas of guardianship.

Financial Resources - Planning and Environmental Services Management

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(326)	(334)	(343)	(353)
Capital Revenue	-	-	-	-
Total Revenue	(326)	(334)	(343)	(353)
Operating Expenditure	304,972	312,391	320,943	329,733
Overhead Distribution	(215,283)	(220,850)	(227,011)	(233,097)
Total Expenditure	89,689	91,541	93,932	96,636
Operating Result Before Capital	89,363	91,207	93,589	96,283
Capital Works	-	-	-	-
Other Non-Operating Movements	(5,503)	(5,503)	(5,503)	(5,503)
Total Non-Operating Movements	(5,503)	(5,503)	(5,503)	(5,503)
Funds Required	83,860	85,704	88,086	90,780

Building, Environment and Strategic Projects

What the community told us was important

- 3.4.5 Enforcement of compliance with acts, regulations, building codes and standards such as those related to building, health, parking, animal control, illegal dumping and vegetation.

What we plan to do

BUSINESS UNIT – Building Control		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Efficient assessment, processing, inspection and enforcement of applications and certificates in accordance with current legislation, standards and regulations related to swimming pools, building, fire, excess vegetation, abandoned vehicles, illegal dumping and other compliance matters.	Assess and process swimming pool barrier compliance certificate applications in accordance with the Swimming Pools Act 1992 and Swimming Pools Regulation 2008.	<ul style="list-style-type: none"> Number of swimming pool safety barriers inspected. Number of building inspections conducted to ensure compliance with BASIX certificate requirements. Number of Construction Certificates issued on Basix affected buildings. Number of Occupation Certificates issued on Commercial and Industrial buildings affected by Part J of the Building Code of Australia. Number of approvals issued.
	Assess and process Construction Certificate applications in accordance with legislation and the Building Code of Australia.	
	Assess and process Section 68 Applications in accordance with legislation and associated Australian Standards.	

Financial Resources - Building Control				
	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(8,114)	(8,317)	(8,550)	(8,789)
Capital Revenue	-	-	-	-
Total Revenue	(8,114)	(8,317)	(8,550)	(8,789)
Operating Expenditure	330,650	338,667	347,938	356,710
Overhead Distribution	90,653	91,695	94,469	98,127
Total Expenditure	421,303	430,362	442,407	454,837
Operating Result Before Capital	413,189	422,045	433,857	446,048
Capital Works	-	-	-	-
Other Non-Operating Movements	(4,603)	(4,603)	(4,603)	(3,844)
Total Non-Operating Movements	(4,603)	(4,603)	(4,603)	(3,844)
Funds Required	408,586	417,442	429,254	442,204

BUSINESS UNIT – Environmental Management		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Review and implementation of strategies to improve the local environment, including floodplain management, preservation of vegetation, biodiversity, security of our water supply, catchment management and the impacts of climate change.	Implementation of Council's strategies to improve the local environment.	<ul style="list-style-type: none"> Progress reporting.

Financial Resources - Environmental Management

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(2,762)	(2,831)	(2,910)	(2,991)
Capital Revenue	-	-	-	-
Total Revenue	(2,762)	(2,831)	(2,910)	(2,991)
Operating Expenditure	169,080	178,560	192,622	196,798
Overhead Distribution	101,892	103,194	106,045	110,285
Total Expenditure	270,972	281,754	298,667	307,083
Operating Result Before Capital	268,210	278,923	295,757	304,092
Capital Works	-	50,000	66,000	47,000
Other Non-Operating Movements	(24,418)	(30,401)	(40,401)	(40,401)
Total Non-Operating Movements	(24,418)	19,599	25,599	6,599
Funds Required	243,792	298,522	321,356	310,691

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
CBD Place Making Strategy		50,000		
Lep Land Use Strategy (RENEWAL)			46,000	47,000
Bushfire Prone Land Map Preparation (RENEWAL)			20,000	-
TOTAL CAPITAL WORKS	-	50,000	66,000	47,000

BUSINESS UNIT – Public Health		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Provide systems and processes to ensure compliance with food legislation and standards.	Delivery of food premises inspection regime.	<ul style="list-style-type: none"> Number of food premises inspections undertaken. Number of promotional and educational programs on safe food handling delivered.

Financial Resources - Public Health

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(29,275)	(30,007)	(30,847)	(31,711)
Capital Revenue	-	-	-	-
Total Revenue	(29,275)	(30,007)	(30,847)	(31,711)
Operating Expenditure	80,723	82,704	84,998	87,355
Overhead Distribution	30,833	30,399	31,240	33,385
Total Expenditure	111,556	113,103	116,238	120,740
Operating Result Before Capital	82,281	83,096	85,391	89,029
Capital Works	-	-	-	-
Other Non-Operating Movements	-	-	-	-
Total Non-Operating Movements	-	-	-	-
Funds Required	82,281	83,096	85,391	89,029

Development and Planning

What the community told us was important

- 1.5.4 Implement and maintain developer contribution plans which require appropriate contributions so as not to unfairly burden ratepayers or future developers.
- 2.4.5 Implementation and advocate for planning strategies and systems that are streamlined to foster and encourage the establishment of new business.
- 4.1.3 Maintain adequate green spaces that support and encourage our valuable koala population to traverse the area and encourage animal health and breeding.
- 4.2.5 Identify, protect and nurture local population of threatened species specially the koala population.
- 4.4.1 Protect and maintain the appeal of our older buildings recognising their value to our community.

What we plan to do

BUSINESS UNIT – Development and Planning		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Lobby for improvements to the planning system that support Council's objectives and identify funding opportunities for local services and facilities through developer contributions, voluntary planning agreements and government grants.	Review major development proposals and make submissions in relation to required services and facilities and funding opportunities for services and facilities.	<ul style="list-style-type: none"> ▪ Progress reporting.
Provide efficient and effective application, assessment and certification services in accordance with relevant legislation policy and regulation.	Ensure compliance with legislation through assessment of development applications.	<ul style="list-style-type: none"> ▪ Number of development applications approved.
Review and implementation of strategies to sustain the koala population across the Shire including sourcing funding opportunities for habitat construction.	Development applications incorporating the inclusion of suitable koala habitat where appropriate through conditions of consent.	<ul style="list-style-type: none"> ▪ Number of applications including a Koala Plan of Management.
Develop and review strategic plans, policy and planning instruments in accordance with community strategic outcomes including protection of threatened species, environment, aboriginal and European heritage, economic development, housing affordability, energy and water conservation.	Development applications considered in accordance with the provisions of the Local Environmental Plan 2012 and Council's Development Control Plans.	<ul style="list-style-type: none"> ▪ Number of development applications approved. ▪ Number of development applications refused. ▪ Number of applications assessed in relation to Heritage List in Gunnedah LEP 2012. ▪ Number of applications approved under affordable housing legislation. ▪ Number of dwellings approved.
	Development applications considered incorporating appropriate conditions of consent for preservation of heritage items.	
	Development applications for affordable housing in accordance with legislation.	

Financial Resources - Development and Planning

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(296,760)	(230,797)	(237,260)	(243,904)
Capital Revenue	(216,248)	(216,221)	(222,275)	(228,499)
Total Revenue	(513,008)	(447,018)	(459,535)	(472,403)
Operating Expenditure	378,898	356,229	351,416	354,444
Overhead Distribution	157,814	160,442	165,245	170,944
Total Expenditure	536,712	516,671	516,661	525,388
Operating Result Before Capital	23,704	69,653	57,126	52,985
Capital Works	-	-	-	-
Other Non-Operating Movements	200,698	206,279	225,995	238,266
Total Non-Operating Movements	200,698	206,279	225,995	238,266
Funds Required	224,402	275,932	283,121	291,251

Economic Development

What the community told us was important

- 1.3.1 Identify and secure grant funding and explore opportunities for partnerships to provide for new and upgraded assets, infrastructure and services.
- 2.1.1 Develop a diversified economy that is a balance of all economic contributions.
- 2.1.3 Actively encourage new industry to set up in the area.
- 2.2.4 Develop trade links that deliver local economic benefits.
- 2.4.1 Market and promote the Gunnedah Shire as an attractive place for business and investment.

What we plan to do

BUSINESS UNIT – Economic Development		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
In consultation with the Council, prioritise and coordinate the development of a suite of 'shovel ready' projects that the community would like to implement but does not yet have the funds to do so.	Support existing and prospective businesses to assist with the economic growth and sustainability of the Shire.	<ul style="list-style-type: none"> ▪ Progress reporting.
Review and prioritise implementation of actions in the Gunnedah Economic Development Strategy in consultation with the Council and drive delivery of agreed outcomes including a diversified and growing economy.	Monitor the delivery of the Gunnedah Economic Development Strategy.	<ul style="list-style-type: none"> ▪ Progress Reporting.
	Deliver a range business training within NSW Small Business Month.	
	Deliver actions from Community Workforce Plan in order to build a build a strong and skilled local workforce.	
Actively seek new business opportunities and assist in the expansion of existing businesses in the Shire by providing support, advice and marketing including provision of incentives through the Business Partner Program.	Manage and assess applications under the Business Partner Program.	<ul style="list-style-type: none"> ▪ \$ distributed via the Business Partner Program. ▪ Number of applications received. ▪ Number of Gunnedah and District Chamber of Commerce meetings attended. ▪ Progress reporting. ▪ Number of businesses set up on Localised. ▪ % complete.
	Participate in Gunnedah and District Chamber of Commerce meetings and promote key initiatives.	
	Initiate negotiations with the existing business community and national and international business interested in investing in Gunnedah Shire.	
	Review and update online Community Business Directory.	
	Deliver NightQuip.	
	Manage and Promote the Gunny Money – Gunnedah Gift Card Program.	

BUSINESS UNIT – Economic Development – cont.		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Development and delivery of a Gunnedah Shire marketing and promotion strategy to encourage economic development, including the development of trade links to important markets.	Identify opportunities to collaborate with local groups and organisations to enhance capacity to promote trade opportunities.	<ul style="list-style-type: none"> Progress reporting.
Work with potential partners and lobby to enhance access to and delivery of telecommunications, power services across the Shire and freight connectivity for business.	Participate in Regional Network meetings.	<ul style="list-style-type: none"> Number of meetings attended.

Financial Resources - Economic Development

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(636)	(652)	(670)	(689)
Capital Revenue	-	-	-	-
Total Revenue	(636)	(652)	(670)	(689)
Operating Expenditure	346,850	353,034	340,943	347,248
Overhead Distribution	156,264	158,792	163,175	169,078
Total Expenditure	503,114	511,826	504,118	516,326
Operating Result Before Capital	502,478	511,174	503,448	515,637
Capital Works	-	-	20,000	-
Other Non-Operating Movements	(49,020)	(49,020)	(29,694)	(28,567)
Total Non-Operating Movements	(49,020)	(49,020)	(9,694)	(28,567)
Funds Required	453,458	462,154	493,754	487,070

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Economic Development Strategy (RENEWAL)	-	-	20,000	-
TOTAL CAPITAL WORKS	-	-	20,000	-

Waste Management

What the community told us was important

- 4.6.1 Review and implement a strategy that provides for future waste disposal.
- 4.6.2 Identify opportunities for increasing community recycling both volume and type of waste.
- 4.6.3 Maintain a regular and efficient recycling service.

What we plan to do

BUSINESS UNIT – Waste Management		
Delivery Program 2017-2022 Actions	Operational Plan 2021/22 Tasks	Performance Measurement
Ensure effective and efficient delivery of recycling and waste services across the Shire.	Provide systems and processes to promote recycling and reduce waste going to landfill.	<ul style="list-style-type: none"> ▪ Tonnes of waste diverted from landfill. ▪ Policies in place and up to date.
	Educate the community on best waste management practices.	<ul style="list-style-type: none"> ▪ Number of educational programs undertaken.
Investigate and implement strategies to increase recycling and reduce waste produced by households and industry in the Shire.	Attend Northern Inland Regional Waste Group meetings and participate in education programs delivered by the Group.	<ul style="list-style-type: none"> ▪ Number of meetings attended. ▪ Number of educational waste reduction programs participated in.
	Commence research and investigations into adequacy of waste collection services in consultation with the community.	<ul style="list-style-type: none"> ▪ Number of new recycling initiatives for rural/regional NSW.
Review and implement the Domestic Waste Capital Works and Maintenance program.	Construct new landfill cell (NEW).	<ul style="list-style-type: none"> ▪ % complete.
	Leachate Modelling Study Review (RENEWAL).	

Financial Resources - Waste Management

	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Operational Revenue	(4,265,271)	(4,383,695)	(4,452,160)	(4,579,507)
Capital Revenue	-	-	-	-
Total Revenue	(4,265,271)	(4,383,695)	(4,452,160)	(4,579,507)
Operating Expenditure	3,311,173	3,408,432	3,512,535	3,437,595
Overhead Distribution	257,499	263,003	270,767	280,675
Total Expenditure	3,568,672	3,671,435	3,783,302	3,718,270
Operating Result Before Capital	(696,599)	(712,260)	(668,858)	(861,237)
Capital Works	1,414,645	649,305	1,047,773	350,000
Other Non-Operating Movements	(718,046)	62,955	(378,915)	511,237
Total Non-Operating Movements	696,599	712,260	668,858	861,237
Funds Required	-	-	-	-

Capital Works	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)
Construct new landfill cell (NEW)	1,398,000		-	-
Leachate Modelling Study Review (RENEWAL)	16,645	-		-
Deposition Area Upgrade (UPGRADE)		285,000		
Land Acquisition (NEW)	-	284,305	-	-
Fire Safety Assessment & Upgrade Recyclit Shed (UPGRADE)		50,000		
Tambar Springs Waste Collection Site Gravel Seal (RENEWAL)		20,000	-	-
Mullaley Waste Collection Site Gravel Seal (RENEWAL)		10,000	-	-
Remediation Works (RENEWAL)	-	-	764,643	
Extend Leachate Collection, Surface Water & Irrigation Systems (UPGRADE)	-	-	233,130	
Weighbridge Software & Computer Upgrade (UPGRADE)			50,000	
Design, Construct & Certify Wash & Fuel Bay (UPGRADE)				250,000
Waste Mangement Strategy & Waste Transfer Study (RENEWAL)				100,000
TOTAL CAPITAL WORKS	1,414,645	649,305	1,047,773	350,000



Rating and Revenue Policy 2021/22



Gunnedah
Shire Council



Rating and Revenue Policy 2021/22

Gunnedah Shire Council will apply the general rate increase of 2% as set by the Independent Pricing and Regulatory Tribunal for 2021/22. Therefore, the revenue policy for General Fund has been prepared on the basis of this allowable increase.

ORDINARY RATES

In accordance with Section 494 of the Local Government Act 1993, the following Ordinary Rates will be levied:

Residential

Council will levy a main residential category of rate, together with three sub-categories, as summarised hereunder:

- ***Residential Ordinary***

Properties placed in this category include all properties meeting the residential definition except those properties:

- a) Categorised as “rural residential” (within the definitions of the Act)
- b) Within the following defined Centres of Population:
 - i) Gunnedah (Council Minute No 558 on 17 November 1993)
 - ii) Breeza (Council Minute No 5 on 12 May 1995)
 - iii) Carroll (Council Minute No 5 on 12 May 1995)
 - iv) Curlewis (Council Minute No 5 on 12 May 1995)
 - v) Emerald Hill (Council Minute No 5 on 12 May 1995)
 - vi) Kelvin (Council Minute No 5 on 12 May 1995)
 - vii) Mullaley (Council Minute No 5 on 12 May 1995)
 - viii) Tambar Springs (Council Minute No 5 on 12 May 1995)
- ***Sub-Category Residential/Rural Residential***
All properties satisfying the rural residential definition will be subject to this rate. The majority of such properties is situated on the fringe of Gunnedah and is of a hobby farm nature.
- ***Sub-Category Residential/Gunnedah Centre of Population***
All residential properties within the Gunnedah Centre of Population, as designated by Council via Minute No. 558 on 17th November, 1993, will be subject to this rate.
- ***Sub-Category Residential/Village***
All residential properties within the following defined Centres of Population will be subject to this rate:
 - i) Breeza
 - ii) Carroll
 - iii) Curlewis
 - iv) Emerald Hill
 - v) Kelvin
 - vi) Mullaley
 - vii) Tambar Springs

Business

Council will levy a main business category of rate, together with one sub-category, as summarised hereunder:

- **Business Ordinary**

Properties placed in this category will include all properties satisfying the business definition, apart from those properties within the Gunnedah Centre of Activity, as designated by Council vide Minute No. 4 on 30 April 1997. The category will include actual businesses outside the Gunnedah Centre of Activity, as well as properties placed in the category by default pursuant to Section 518 of the Local Government Act 1993.

- **Sub-Category Business/Gunnedah Centre of Activity**

All business properties within the Gunnedah Centre of Activity, as designated by Council vide Minute No. 4 on 30 April 1997 will be subject to this rate.

Farmland

Council will levy a farmland rate on all properties satisfying the farmland definition. The rate will apply to all genuine farming properties and will be on the lowest tier of the rating structure.

Mining

Council will levy a mining rate on all properties satisfying the mining definition.

Council's rates and charges for 2021/22 are as follows:

RATE/ CHARGE TYPE	CATEGORY	SUB-CATEGORY	AD-VALOREM CENTS IN \$	MINIMUM RATE \$	No	L.V. %	Amt %	APPROX RATE YIELD
Ordinary	Residential	Ordinary	0.5187	494.00	41	2.55	1.96	272,382.51
		Rural	0.6025	494.00	60	3.33	2.97	412,956.25
		Gunnedah	1.1207	494.00	447	16.20	26.34	3,658,517.92
		Village	1.8483	290.00	172	0.69	1.94	269,870.06
		<i>Residential Total</i>						4,613,726.74
							-	
	Business	Ordinary	1.4093	286.00	78	0.21	0.47	65,910.50
		Gunnedah	2.7438	484.00	389	4.40	17.18	2,386,214.10
		<i>Business Total</i>						2,452,124.60
	Farmland		0.3805	494.00	42	72.20	39.23	5,449,620.19
	Mining		17.1250	-		0.41	9.90	1,375,136.21
							TOTAL	13,890,607.74

Note: The Ad-Valorem Cents in \$ and approximate rate yield may change due to land value changes being made up to the adoption of Council's operational plan in June 2021.

WATER AND SEWERAGE CHARGES

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

1. WATER SUPPLY SERVICES

Water Service Availability Charge

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

Water Service Availability Charge Service Size Per Connection	AMOUNT	No	APPROX YIELD \$
▪ Vacant Land and 20mm to 40mm	210.00	4948	\$1,039,080
▪ 50mm	480.00	25	\$12,000.00
▪ 80mm	762.00	16	\$12,192.00
▪ 100mm	1,640.00	14	\$22,960.00
▪ 150mm	3,408.00	1	\$3,408.00
		TOTAL	\$1,089,640.00

Consumption Charge – Residential

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

1st Tier	\$1.34 per kilolitre up to 400kls
2nd Tier	\$2.01 per kilolitre above 400kls

Stratas

In accordance with Section 93 of the Strata Schemes (Freehold Development) Act 1973, water supply consumption charges for strata lots not separately metered will be levied on the Body Corporate and not individual strata lot owners.

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

For example, four strata unit:

First tier	1,600 kls @ \$1.34 per kl
Second tier	1,601 kls and above @ \$2.01 per kl

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

Consumption Charge – Non-Residential/Non Rateable Properties

Council will levy a charge for consumption of water for non-residential and non-rateable properties.

Water Usage	\$1.34 per kilolitre for every kl used
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Consumption Charge Sporting/Charitable Organisations

A charge for charitable and sporting organisations will apply at \$1.35 per kilolitre for every kilolitre used.

Consumption Charge Council Owned Sports Fields and Open Space Parks

A charge for Council owned sports fields and open space parks will apply at \$0.98 per kilolitre for every kilolitre used.

2. SEWERAGE SERVICES

In accordance with Sections 501 and 502 of the Local Government Act 1993, Council will levy a charge on all consumers connected to, or capable of being connected to Council's sewer systems for sewer services.

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

Sewer Charge	AMOUNT	No	APPROX YIELD \$
Residential (Single Dwelling, Strata Units and Vacant Land)	610.67	3,757	2,294,287.19
Residential (Multiple Residential Occupancies upon a single parcel of land (Includes Non- Strata Units, Villa's and dwellings within retirement villages.	50% of the single residential charge per occupancy		

2.1 Sewer Charge Non-Residential and Non Rateable Properties

The non-residential sewer usage charge is based on a best practice formula for sewer pricing in accordance with the Department of Water and Energy Guidelines. The sewer charge for non-residential properties and non-rateable properties will be calculated in accordance with the formula shown below:

Non-Residential Sewer Charge	AMOUNT
Non-Residential Sewer Charge $BR = SDF \times (AC + (CR \times UC))$	
AC – Annual Sewer Access Charge – 20mm	233.78
AC – Annual Sewer Access Charge – 25mm	365.29
AC – Annual Sewer Access Charge – 32mm	598.49
AC – Annual Sewer Access Charge – 40mm	935.14
AC – Annual Sewer Access Charge – 50mm	1,461.15
AC – Annual Sewer Access Charge – 80mm	3,740.54
AC – Annual Sewer Access Charge – 100mm	5,844.60
AC – Annual Sewer Access Charge – 150mm	13,150.35
SDF – Sewerage Discharge Factor – Department Water & Energy Guidelines. Examples:	
Bakery	0.95
Bed and Breakfast	0.76
Hotel	1.00
Motel – Breakfast only	0.90
Restaurant	0.95
Club	0.95
Takeaway Food	0.95
Supermarket	0.95
Hairdressers	0.95
Others	Vary
CR – Actual Consumption per meter	
UC – Sewerage Usage Charge per k/l = \$1.96 per kl	
MINIMUM NON-RESIDENTIAL CHARGE PER FINANCIAL YEAR (Not less than Residential)	610.67

2.2 **Special Non-Residential Subsidised Water Consumption Charge**

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

2.3 **Liquid Trade Waste**

Council will charge under Sections 501 and 502 of the Local Government Act 1993 an annual application fee as follows:

Liquid Trade Waste Annual Fee	AMOUNT	No	APPROX YIELD \$
Liquid Trade Waste Annual Fee Category 1 & 2	214.32	81	17,359.92
Liquid Trade Waste Annual Fee Category 3	428.64	0	0.00

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

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

$$\text{Liquid Trade Waste Consumption Charge} = (\text{LTWDF} \times C \times (\text{Uc}))$$

Where

LTWDF = Liquid Trade Waste Discharge Factor

C = Water consumption in kilolitres (kL)

Uc = Trade waste usage charge in \$/kiloliter

AF = Annual Fee

TWDF = 25%

C = 200 kL

Uc = 1.79 cents

Bill = $(0.25 \times 200 \times 1.79) = \89.50

Liquid Trade Waste Annual Fee = \$214.32

Total Liquid Trade Waste Charges = $\$89.50 + \$214.32 = \$303.82$

2.4 **Stormwater**

In accordance with Section 496A of the Local Government Act 1993 (amended), Council will levy a charge for the provision of stormwater management services.

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

The following stormwater management service charges will apply for Gunnedah residential and commercial area for 2021/22:

- Land categorised as Residential Gunnedah at \$25.50 per property.
- Stormwater management services are capped at \$12.75 per residential strata unit.
- Land categorised as Business Gunnedah at \$25.50 per property, plus an additional \$25.50 for each 350 square metres or part thereof by which the area of the parcel of land exceeds 350 square metres. For the 2021/22 year, this charge will be capped at \$51.00.

Stormwater Management Services	AMOUNT	No	APPROX YIELD \$
▪ Gunnedah Residential	25.50	3,005	76,627.50
▪ Gunnedah Residential Strata Units	12.75	214	2,728.50
▪ Commercial Property – up to 350m ²	25.50	315	8,032.50
▪ Commercial Property - >350m ²	51.00	48	2,448.00
		TOTAL	89,836.50

3. DOMESTIC WASTE MANAGEMENT

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

DOMESTIC WASTE MANAGEMENT	AMOUNT \$	No	APPROX YIELD \$
Vacant Land	13.30	251	3,338.30
RESIDENTIAL PROPERTIES WITHIN GREENWASTE COLLECTION ZONE ONLY			
Minimum Standard Residential Premises (240L Green Waste MGB, 140L Putrescible MGB and 240L Recyclable (MGB) includes those located within the Green Waste Collection Zone	425	3255	1,383,375.00
UPGRADES RESIDENTIAL PROPERTIES WITHIN GREENWASTE COLLECTION ZONE ONLY			
Upgrade - Recycle bin 360L (140L Domestic Waste MGB, 240L Green waste MGB, 360L Recycle MGB)	461	40	18,440.00
Upgrade - Domestic bin 240L (240L Domestic Waste MGB, 240L Green waste MGB, 240L Recycle MGB)	475	80	38,000.00
Upgrade - Large (240L Domestic Waste MGB, 240L Green waste MGB, 360L Recycle MGB)	511	40	20,440.00
RESIDENTIAL PROPERTIES OUTSIDE GREENWASTE COLLECTION ZONE			
Minimum Standard Residential Premises (140L Putrescible MGB and 240L Recyclable MGB) Includes those located outside the Green Waste Collection Zone	340	791	268,940.00
UPGRADES RESIDENTIAL PROPERTIES OUTSIDE GREENWASTE COLLECTION ZONE			
Upgrade - Recycle bin 360L (140L Putrescible MGB and 360L Recyclable MGB)	376	40	15,040.00
Upgrade - Domestic bin 240L (240L Putrescible MGB and 240L Recyclable MGB)	390	80	31,200.00
Upgrade - Large (240L Putrescible MGB and 360L Recyclable MGB)	426	40	17,040.00
		TOTAL	1,795,813.30

Waste Management Facility Fee

In accordance with Section 501 of the Local Government Act 1993, Council will levy an annual charge of \$84.00 on all rateable properties as a Waste Management Facility fee. This charge recognises that all rateable properties potentially produce waste and should contribute to the costs of running Council's Waste Management Facilities. Gate charges will apply as per Council's Fees and Charges Policy.

Charges for Removal of Garbage Material from Non-Rateable Residential Properties

In accordance with Section 503(2) of the Local Government Act 1993, Council will levy an annual charge of \$425.00 for the removal of garbage from non-rateable residential properties by way of separate 240 litre mobile garbage bins (MGB).

Charge for Removal of Waste from Non-Residential Properties (Commercial)

In accordance with Section 501 of the Local Government Act 1993, Council will levy an annual charge of \$500 for the removal of waste and recycling material from non-residential properties by way of separate 240 litre MGB. Businesses may also request an upgrade of the size of the recycling material MGB. This is not a mandatory service.

Charge for an Additional Services

In accordance with Section 501 of the Local Government Act 1993, Council will levy an annual charge for the additional removal of green waste (located in the green waste zone) and recyclable material from residential properties by way of separate 240 litre and 360 litre (recycle only) MGB.

Waste Management Facility Fee

In accordance with Section 501 of the Local Government Act 1993, Council will levy an annual charge of \$84.00 on all rateable properties as a Waste Management Facility fee. This charge recognises that all rateable properties potentially produce waste and should contribute to the costs of running Council's Waste Management Facilities. Gate charges will apply as per Council's Fees and Charges Policy.

Charges for Removal of Garbage/Recycling Material from Non-Rateable Residential Properties

In accordance with Section 503(2) of the Local Government Act 1993, Council will levy an annual charge of \$425.00 for the removal of garbage from non-rateable residential properties by way of separate 240 litre mobile garbage bins (MGB).

Charge for Removal of Waste from Non-Residential Properties

In accordance with Section 501 of the Local Government Act 1993, Council will levy an annual charge of \$456.00 for the removal of waste from non-residential properties by way of separate 240 litre mobile garbage bins.

Charge for an Additional Green Waste Service

In accordance with Section 501 of the Local Government Act 1993, Council will levy an annual charge of \$90.00 for the additional removal of green waste from residential properties located in the green waste zone by way of separate 120 litre mobile garbage bins.

Charge for Removal of Recyclables from Educational Institutions

In accordance with Section 501 of the Local Government Act 1993, Council will levy an annual charge of \$156.00 for the removal of recyclables from educational institutions by way of separate 240 litre mobile garbage bins.

Charge for Removal of Recyclables from Educational Institutions

In accordance with Section 501 of the Local Government Act 1993, Council will levy an annual charge of \$160.00 for the removal of recyclables from educational institutions by way of separate 240 litre MGB.

WASTE MANAGEMENT SERVICES	AMOUNT \$	No	APPROX YIELD \$
Waste Management Facility fee	84	6336	532,224.00
Non- Rateable Residential Properties	425	217	92,225.00
Non- Residential Properties	500	328	164,000.00
Upgrade Non- Non- Residential Properties Recycle bin 360L (240L Putrescible MGB and 360L Recyclable MGB)	540	30	16,200.00
Additional Green waste (MGB) Service	93	106	9,858.00
240L Recyclable (MGB) Service	93	20	1,860.00
360L Recyclable (MGB) Service	105	20	2,100.00
Educational Institutions Recycling	160	29	4,640.00
TOTAL			823,107.00

4. INTEREST ON RATES AND CHARGES

Interest will be charged on overdue rates and charges as regulated by the Office of Local Government (OLG). Council will apply the maximum rate determined under this regulation. Interest will be calculated on a simple daily basis.

5. HARDSHIP RELIEF

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

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

6. VARIOUS FEES AND CHARGES

In accordance with Section 608 of the Local Government Act, 1993, Council proposes a range of fees and charges as contained in the **2021/22 Fees and Charges Schedule** appended to this document.

Council reserves the right to change any of the fees and charges or strike new fees and charges during 2021/22 following advertisement of such for a period of 28 days, seeking public comment prior to formal adoption. Generally, these fees are intended to cover the following contingencies:

- Supply of a service, product or commodity;
- Giving information;
- Providing a service in accordance with the Council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate; and allowing admission to any building or enclosure.

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

The following factors have been taken into account in determining the fees:

- The cost of providing the service;
- The importance of the service to the community;
- The price fixed by the relevant industry body;
- Any factors specified in the Local Government Regulations;
- National Competition Policy; and
- Goods and Services Tax Legislation.

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

Reinstatement of roads and footpaths;

- Plant hire;
- Plan printing;
- Valuation roll information; and
- Town hall hire

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

- Section 603 certificates;
- Section 149 certificates;
- Development applications;
- Information supplied under Freedom of Information Act;
- Impounding fees;
- Dog registration; and
- Building application fees.

7. PRICING POLICY FOR GOODS AND SERVICES

Council is committed to providing a variety of goods and services which reflect concern for the individual and the wider community, and which meets the diverse needs of everyone who lives in, works in, or visits the Council area.

Council will ensure that charges are raised as equitably as possible. The charges or fees set have Goods and Services Tax (GST) included where applicable. Those charges or fees subject to GST are indicated in the Fees and Charges Schedule. The principles of competitive neutrality which is part of the National Competition Policy have been taken into consideration in the pricing policy. Refer to Section 2.5 for further details.

Council supports the user pays principle in the assessing and levying of fees and charges, whilst recognising the need for supplementing income in particular circumstances.

Council recognises the need to provide services for groups and members of the community that may not be able to afford a commercial rate for services.

Council will ensure that all rates, charges and fees are set so as to provide adequate cash flows to meet operating costs and to assist in the provision of funding capital works. Council will pursue all cost effective opportunities in order to maximise its revenue base and to seek an acceptable commercial rate of return on investments, subject to community service obligations.

Council recognises the need to set prices for goods and services in order to provide the most effective level of service to our community and to ensure resources are not wasted and can promote more efficient and effective investment in infrastructure and services.

During the next financial year, Council will investigate alternative methods of revenue raising with particular emphasis on user/pays principles. Revision of Council's pricing policy will be undertaken during this period.

Council's pricing policy in relation to any particular goods or services may be found in the relevant section of the Revenue Policy.

A Fees and Charges Schedule is provided as part of this Management Plan. Council will investigate the fees and charges in line with legislative changes, community demands and market forces over the ensuing years.

Council reserves the right to charge for any additional services or facilities, and to cater for legislative changes which are not identified in this fees and charges schedule.

8. PRIVATE WORKS – STATEMENT OF CHARGES

Council's policy in relation to charges for works on private land is:

Where work is carried out on private property by Council labour, utilising materials purchased by Council, the work is charged at actual cost, together with a loading on wages to cover overheads. To the total so derived an additional percentage is added to cover administrative expenses.

Council undertakes a wide range of private works such as access construction, grading of roadworks, driveways, mowing/slashing of land and infrastructure works for subdivisions and adheres to competition neutrality requirements of National Competition Policy.

Council also reserves the right to bid on private road construction works and is more than happy to undertake work on behalf of other Councils or Authorities, if so desired.

Quotation for private works will include Goods and Services Tax.

9. BORROWINGS

Council's proposes to borrow loan funds of \$3 million dollars as a partial funding source for the Gunnedah Regional Saleyards Development.



Fees and Charges 2021/22

ADOPTED: 16 JUNE 2021 RESOLUTION: 7.06/21



GunnedahShire



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Explanation Table

Classifications Keys

Community Service Obligation

N	Non Community Service Obligation
Y	Community Service Obligation

Pricing Category

A	Contribution to cost of service
B	Recovery of operating and maintenance
C	Recovery of all costs
D	Recover costs and return
E	Benchmarking
F	Below Regulatory Fee
G	Regulatory / Statutory Fee
H	Minimum Fine
I	Regulatory / Statutory Fine
J	Contributions

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Gunnedah Shire Council

Aerodrome

Aero Club Hanger Rental	per annum	N	D	Y	As per license agreement	
Aerodrome Hire (closed airport)	per day	N	D	Y	\$1,430.00	\$1,460.00
BAE (user fee)	per annum	N	D	Y	As per license agreement	
Casual Tie-Down Fees	per day	N	D	Y	\$20.00	\$20.50

Landing Fees

GA Registered Aircraft	per tonne	N	D	Y	\$13.80	\$14.20
Helicopter	per tonne	N	D	Y	\$13.80	\$14.20
Recreational Registered Aircraft (RAAUS)	per tonne	N	D	Y	\$9.60	\$9.80

Hire/Rental

Hanger Rental	per annum	N	D	Y	As per license agreement	
Terminal Hire		N	D	Y	As per license agreement	

Other

Tie-Down Charges	per annum	N	D	Y	\$314.00	\$321.00
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Air Conditioners

Inspection/Registrations	per premises	Y	C	N	\$150.00	\$153.00
Registration of Cooling Towers in accordance with the Public Health Act – Registered Premises	per premises	Y	C	N	\$270.00	\$275.50

Amusement Devices

Inspection Fee	per device	Y	G	N	\$35.00	\$36.00
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Animal Control

Impounding Fees

Impounding – Dog/Cat	per animal	Y	C	N	\$25.00	\$25.50
Dog/Cat Impounded again within 12 months	per animal	Y	A	N	\$49.50	\$50.50
Sustenance charge	per animal	Y	C	N	\$17.00	\$17.40
Sale of Dog	per animal	Y	A	Y	\$67.00	\$68.50
Sale to Veterinarian and RSPCA	per dog	Y	A	Y	\$5.20	\$5.30

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Cat/Dog Trap

Dog Traps (if Council Officers required to set up and pick up)	per trap	Y	C	Y	\$77.50	\$79.50
Cat Traps – Deposit	per trap	Y	C	N	\$100.00	\$102.00
Cat Traps – Hire	per trap	Y	C	Y	\$21.00	\$21.50

Registration Fees – Lifetime Registration

Dog or Cat (not desexed)	per animal	Y	G	N	As per Legislation	
Dog or cat owned by a registered breeder (not Desexed)	per animal	Y	G	N	As per Legislation	
Desexed dog or cat	per animal	Y	G	N	As per Legislation	
Desexed dog or cat owned by a pensioner	per animal	Y	G	N	As per Legislation	
Greyhounds registered with Greyhound Control Board – separate registration	per animal	Y	G	N	As per Legislation	
Working dogs – separate	per animal	Y	G	N	As per Legislation	

Antennas – (Section 611)

Antennas	per asset per lot	Y	A	N	\$116.50	\$119.00
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Asset Licence Fee

Council Owned Assets

Exclusive seasonal use (6 months)	per season	N	A	Y	\$255.00 plus proportional cost of asset insurance & seasonal cost	
Exclusive Annual Use	per annum	N	A	Y	\$509.00 plus proportional cost of asset insurance & seasonal cost	

Community Organisation Owned Assets

Structure within Area of up to 100m2	per annum	N	A	Y	\$223.50	\$228.00
Structure within Area between 100M2 & 200m2	per annum	N	A	Y	\$355.00	\$363.00
Structure within Area in excess of 200m2	per annum	N	A	Y	\$577.00	\$589.00

Caravan Park

Approved Inspection Fees for Caravan Parks	per site	Y	G	N	\$8.30	\$8.50
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Shall be for the purposes of determining an application for the initial approval to operate or a renewal or continuation of a caravan park, camping ground or manufactured home estate for 13 sites or more

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Caravan Park [continued]

Where an application for an approval relates to 12 sites or less	per application	Y	G	N	\$155.00	\$158.50
Where a re-inspection is required due to non-compliance with the regulations at the initial inspection – 13 sites or more	per inspection	Y	G	N	\$105.00	\$107.50
Where a re-inspection is required due to non-compliance with the regulations at the initial inspection – 12 sites or less	per inspection	Y	G	N	\$105.00	\$107.50

Cemetery Fees

Hunter Street

Interment of child (12 years and under) – Weekdays	per service	Y	A	Y	\$866.00	\$884.00
Interment of child (12 years and under) – Saturday and Public Holidays	per service	Y	A	Y	\$1,145.00	\$1,170.00
Interment of a body – Weekdays	per service	Y	A	Y	\$1,210.00	\$1,235.00
Interment of a body – Additional for double depth	per service	Y	A	Y	\$198.00	\$202.00
Interment of a body – Additional interment in occupied double depth plot	per service	Y	A	Y	\$1,210.00	\$1,235.00
Receipt of interment of ashes	per service	Y	A	Y	\$85.50	\$87.50
Permission to erect monument	per application	Y	A	N	\$85.50	\$87.50
Burial enquiry research fee	per hour	Y	A	N	\$54.00	\$55.50

Memorial Park

Land for grave 1.2m x 2.8m	per plot	Y	A	Y	\$895.00	\$913.00
Niche in columbarium, including permission to place ashes and erect	per application	Y	A	Y	\$464.00	\$474.00

Interment of child 12 years and under

Interment of child (12 years and under) – Weekdays	per service	Y	A	Y	\$866.00	\$884.00
Interment of child (12 years and under) – Saturday and Public Holidays	per service	Y	A	Y	\$866.00	\$884.00

Interment of body in Portion A, except as above

Interment of a body – Weekdays	per service	Y	A	Y	\$1,210.00	\$1,235.00
Interment of a body – Saturday and Public Holidays	per service	Y	A	Y	\$1,785.00	\$1,825.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Interment of body in Portion A, except as above [continued]

Additional interment in occupied double depth plot	per service	Y	A	Y	\$1,210.00	\$1,235.00
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Interment of body in Portion C, except as above

Interment of body in Portion C – Weekdays	per service	Y	A	Y	\$1,585.00	\$1,620.00
Interment of body in Portion C – Saturday and public holidays	per service	Y	A	Y	\$1,785.00	\$1,825.00
Interment of body in Portion C – Additional interment in occupied double depth plot	per service	Y	A	Y	\$1,210.00	\$1,235.00

Other

Permission to install lawn plaque	per service	Y	A	N	\$85.50	\$87.50
Reception of interment of ashes	per service	Y	A	Y	\$85.50	\$87.50

Villages

Land for grave 1.2m x 2.8m	per plot	Y	A	Y	\$895.00	\$913.00
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Interment of child 12 years and under

Interment of child (12 years and under) weekdays		Y	A	Y	\$866.00	\$884.00
Interment of child (12 years and under) Saturday and public holidays		Y	A	Y	\$866.00	\$884.00

Interment for body, except as above

Interment of a body – weekdays		Y	A	Y	\$1,210.00	\$1,235.00
Interment of a body – Saturday and public holidays		Y	A	Y	\$1,585.00	\$1,620.00

Other

Double depth		Y	A	Y	\$1,785.00	\$1,825.00
Additional interment in occupied double depth plot		Y	A	Y	\$1,210.00	\$1,235.00
Permission to erect monument		Y	A	N	\$85.50	\$87.50
Reception on interment of ashes		Y	A	Y	\$85.50	\$87.50
Niche in columbarium, including permission to place ashes and erect		Y	A	Y	\$464.00	\$474.00
Burial enquiry research fee		Y	A	N	\$58.50	\$60.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Certificate – Rates and Property Information

Section 603 Certificate	per application	N	G	N	As per Office of Local Government Circula - \$85.00	Last YR Fee As per Office of Local Government Circula
Section 608 – Water Certificate	per application	N	C	N	As per Office of Local Government Circula - \$85.00	Last YR Fee As per Office of Local Government Circula

Cinema

Cinema Tickets

Adults	per ticket	N	A	Y	\$16.00	\$16.00
Concession (holders of a pensioner concession card, Student ID Card or Companion Card)	per ticket	Y	A	Y	\$14.00	\$14.00
Children (2 to 15 years)	per ticket	Y	A	Y	\$12.00	\$12.00
Note: Children under 2 years free						
Group of x 4 people	per ticket	Y	A	Y	\$48.00	\$48.00
Special Movie Screenings (Public Holidays, Civic celebrations & commemorations)	per purchase	Y	A	Y	Full cost recovery plus 10% service fee	
Special Events (Movie premiere fund raiser/group bookings)	per movie	Y	A	Y	\$10.00	\$10.00
Note: Discount Rates for Promotional Purposes						

Cultural Precinct

Civic, Gallery, Kitchens, Meeting Room, Mooki Room, Smithurst, Studio Room, and Town Hall

Commercial

Commercial – Meetings, Training and Workshops per venue

Per Hour	per booking	N	A	Y	\$55.00	\$56.50
Per Half Day (<5 hours)	per booking	N	A	Y	\$170.00	\$173.50
Per Full Day (5+ hours)	per booking	N	A	Y	\$350.00	\$357.00
Regular Hire Tuition Space – less than 10 hours per week	per booking	N	A	Y	\$25.00	\$25.50
Regular Hire Tuition Space – 10 or more hours per week	per booking	N	A	Y	\$19.99	\$50.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Commercial – Conferences, Balls, Special Events & Performances <100 per venue

Per Hour	per booking	N	A	Y	\$95.00	\$97.00
Per Half Day (< 5 hours)	per booking	N	A	Y	\$390.00	\$398.00
Per Full Day (5+ hours)	per booking	N	A	Y	\$790.00	\$806.00

Commercial – Conferences, Balls, Special Events & Performances >100 per venue

Per Hour	per booking	N	A	Y	\$105.00	\$107.50
Per Half Day (< 5 hours)	per booking	N	A	Y	\$450.00	\$459.00
Per Full Day (5+ hours)	per booking	N	A	Y	\$890.00	\$908.00

Community

Community Groups Subsidised as per Council Agreement

Monthly	per month	N	A	Y	\$21.50	\$22.00
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Creative Arts Centre

Back Gallery, Front Gallery, Meeting Rooms, Mooki Room, Studio – Meetings, Functions, Training and Workshops

Per Hour	per booking	Y	A	Y	\$10.20	\$10.60
Per Half Day (<5 hours)	per booking	Y	A	Y	\$30.50	\$31.50
Per Full Day (5+ hours)	per booking	Y	A	Y	\$51.00	\$52.50

The Civic and Town Hall – Workshops, Meetings and Training

Per Hour	per booking	Y	A	Y	\$15.40	\$15.80
Per Half Day (<5 hours)	per booking	Y	A	Y	\$61.00	\$62.50
Per Full Day (5+ hours)	per booking	Y	A	Y	\$102.00	\$104.50

The Civic and Town Hall – Performances, Conferences, Balls and Special Events

Per Hour	per booking	Y	A	Y	\$26.50	\$27.50
Per Half Day (<5 hours)	per booking	Y	A	Y	\$115.50	\$118.00
Per Full Day (5+ hours)	per booking	Y	A	Y	\$178.50	\$182.50

The Smithurst Theatre

Per Hour	per booking	Y	A	Y	\$12.20	\$13.00
Per Half Day (<5 hours)	per booking	Y	A	Y	\$40.50	\$41.50
Per Full Day (5+ hours)	per booking	Y	A	Y	\$71.50	\$73.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Kitchen Hire

Cold food preparation on premises		Y	A	N	\$0.00	\$20.00
Gallery	per booking	Y	A	Y	\$40.50	\$41.50
Smithurst	per booking	Y	A	Y	\$80.00	\$82.00

Miscellaneous Community/Commercial

Security Deposit	per booking	N	A	N	\$357.00	\$365.00
Catering	per booking	Y	C	Y	Full cost recovery + 10% service fee	
Tea/Coffee – Minimum 10 serves	per head	N	A	Y	\$2.00	\$2.50
Tea/Coffee/Biscuits – Minimum 10 serves	per head	N	A	Y	\$2.60	\$3.00
Tea/Coffee/Biscuits/Juice– Minimum 10 serves	per head	N	A	Y	\$5.10	\$5.50
Tea/Coffee/Juice– Minimum 10 serves	per head	N	A	Y	\$3.60	\$3.50

Equipment

Easel/Pinboard	per hire	Y	A	N	\$0.00	\$2.00
EWP Hire – offsite hire	per use/day	Y	A	N	\$0.00	\$150.00
EWP Hire – onsite hire	per use/day	Y	A	N	\$0.00	\$70.00
Lectern	per hire	Y	A	N	\$0.00	\$5.00
PA and Microphone Hire	per hire	Y	A	N	\$0.00	\$30.00
Projector or TV Use	per hire	Y	A	N	\$0.00	\$10.50
Equipment hire available		N	A	Y	As per quotation	
Laptop	per day	N	A	Y	\$15.20	\$16.00
Stage lighting (Town Hall And Civic) – reinstate to default	per event	N	C	Y	Full cost recovery plus 10% service fee	
Civic Projector	per event	N	A	Y	\$70.00	\$71.50
Additional Equipment Hire, Sound and Lighting Technicians	per event	N	A	Y	Full cover recovery + 10% service fee	
					Last YR Fee Full cover recovery + 10% service fee	

Facilities

RSA or Certified staff member	per staff member per hour	Y	A	Y	\$0.00	\$77.55
Set-up and pull down – staff time	per staff member per hour	N	A	Y	\$66.00	\$65.00

Settings

Note: Council reserves the right to charge a fee for any item damaged, lost or stolen

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Settings [continued]

Chair Covers	per item	N	A	Y	\$3.10	\$3.00
Crockery – bowls, plates, mugs, cup and saucer	per item	N	A	Y	\$1.00	\$1.00
Cutlery	per setting	N	A	Y	\$1.00	\$1.00
Glassware (Tumblers or Wine)	per item	N	A	Y	\$1.00	\$1.00
Sashes/Table runners	per item	N	A	Y	\$3.10	\$3.00
Tables – (Large Round Tables)	per table	N	A	Y	\$10.20	\$15.00
Table Cloths (per item)	per item	N	A	Y	\$5.10	\$10.00
Table Skirting	per item	Y	A	N	\$0.00	\$55.00
Salt and Pepper Shakers	per pair	N	A	Y	\$1.00	\$1.00
Water Canister	per item	N	A	Y	\$1.00	\$1.00

Table Setting Packages

Note: Modification to packages will incur the individual item rate and the package rate will no longer apply.

Package 1	per head	N	A	Y	\$7.00	\$7.50
Glassware (Tumblers or Wine), Cutlery setting, Dinner plate, Salt and Pepper per table, Table cloths, Bread plate or Dessert plate or Bowl or Entree.						
Package 2	per head	N	A	Y	\$10.00	\$11.00
Glassware (Tumblers or Wine), Cutlery setting, Dinner plate, Salt and Pepper per table, Table cloths, any 2 x Bread plate or Dessert plate or Bowl or Entree, Water canisters per table, Tea and coffee station with crockery.						
Package 3	per head	N	A	Y	\$15.00	\$16.00
Tumblers and Wineglasses, Cutlery setting, Dinner plate, Salt and Pepper per table, Table cloths chair Covers, Chair Sashes, Table runner, Bread plate, Dessert plate or Bowl and Entree plate, Water canisters per table, Tea and coffee station with crockery.						

Recharge Fee (Internal)

Fee	per venue	N	C	Y	70% of the normal community hire fee for venue hire	
					Last YR Fee 70% of the normal hire fee for venue hire	

Various

Gunny the Koala Suite – Additional cleaning fee will be charged if deemed appropriate	per day	N	A	Y	\$30.50	\$31.50
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Offsite Hire Fee

Black Leather Chairs	per chair	Y	A	N	\$0.00	\$2.00
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Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Offsite Hire Fee [continued]

Commercial Rate	per day	Y	A	N	\$0.00	\$50.00
Community Rate	per day	Y	A	N	\$0.00	\$20.00
Rectangle Table	per table	Y	A	N	\$0.00	\$20.00
Round Table	per table	Y	A	N	\$0.00	\$10.00
Urn	per hire	Y	A	N	\$0.00	\$5.00

Development and Planning

Amendment to LEP & DCP

Alteration of Development Control Plan – Advertising etc.	per application	Y	G	N	\$729.00	\$744.00
Application to Amend LEP (Minor – no significant increase in the developable capacity of the land)	per application	Y	C	N	\$5,095.00	\$5,200.00
Application to Amend LEP (Major)	per application	Y	C	N	\$10,180.00	\$10,385.00
Variation to a DCP – Assessment of a variation to the provisions of a DCP	per application	Y	E	N	\$252.50	\$258.00
Builders Long Service Levy	per application	Y	G	N	For work over \$25,000 0.35% of the value of construction	

Building Certificates

In the case of a Class 1 building (together with any Class 10 buildings on the site) or a Class 10 building

Fee	per application	Y	G	N	\$250.00	\$250.00
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In the case of any other Class of building – as follows

Floor area of building or part

Not exceeding 200sqm	per application	Y	G	N	\$250.00	\$250.00
Exceeding 200sqm but not exceeding 2,000sqm	per application	Y	G	N	\$250.00 plus \$0.50 per sq metre over 200sqm	
Exceeding 2,000sqm	per application	Y	G	N	\$1,165.00 plus \$0.75 per sq metre over 2,000sqm	

Part of a building or external wall only or no floor area

Fee	per application	Y	G	N	\$250.00	\$250.00
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Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Where a Building Certificate Application involves unauthorised works, an Additional Fee under clause 260(3A) or EPA Regulation 2000

Fee	per application	Y	G	N	Total Application Fee under Clause 260 (3B) of EPA Regulation 2000	
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Copy of Building Certificate

Fee	per copy	Y	G	N	\$13.00	\$13.00
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Inspection fee if it is necessary to carry out more than one inspection of the building

Fee	per inspection	Y	H	N	\$90.00	\$90.00
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Certificates – Development

Registration of Subdivision Works Certificate (Private Certification)		Y	G	N	\$36.00	\$36.00
Certified copy of document, map or plan	per copy	Y	G	N	\$53.00	\$53.00
Registration of Construction Certificate (private certification)	per certificate	Y	G	N	\$36.00	\$36.00
Registration of Occupation Certificate (private certification)	per certificate	Y	G	N	\$36.00	\$36.00
Registration of Complying Development Certificate (private certification)	per certificate	Y	G	N	\$36.00	\$36.00
Strata Subdivision/Subdivision Certificate – up to 5 lots	per certificate	Y	C	N	\$147.50	\$150.00
Strata Subdivision/Subdivision Certificate – 6 lots or greater	per certificate	Y	C	N	\$150.00 plus \$10.00 per lot above 5 lots	
					Last YR Fee \$147.50 plus \$10.00 per lot above 5 lots	

Certificates – Property

Outstanding Notices under Section 121ZP of the EPA Act 1979 and Section 735a of the Local Government Act 1993	per certificate	Y	E	N	\$52.00	\$55.00
Outstanding Notices under Section 121ZP of the EPA Act 1979 and Section 735a of the Local Government Act 1993 – per Certificate requiring inspection	per certificate	Y	E	N	\$160.00	\$165.00
Planning Certificate – Section 10.7(2)	per certificate	N	G	N	\$53.00	\$53.00
Planning Certificate – Section 10.7(2) + (5)	per certificate	N	G	N	\$133.00	\$133.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Certificates – Property [continued]

Planning Certificate – Section 10.7(2) Urgency Fee	per certificate	N	G	N	\$142.50	\$145.00
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Complying Development Certificates

For building works where Council is the principal certifying Authority

Note: Cost is the contract price or if there is no contract, the cost of the proposed building as determined by Council.

\$0 – \$20,000	per application	N	C	Y	\$289.50	\$295.50
\$20,001 – \$100,000	per application	Y	C	Y	\$500.00 plus 0.3% of estimated cost in excess of \$5,000	
					Last YR Fee \$415.00 plus 0.3% of estimated cost in excess of \$5,000	
\$100,001 – \$250,000	per application	Y	C	Y	\$1050.00 plus 0.2% of estimated cost in excess of \$100,000	
					Last YR Fee \$990.00 plus 0.2% of estimated cost in excess of \$100,000	
\$250,001 and above	per application	Y	C	Y	\$1,670.00 plus 0.1% of estimated cost in excess of \$250,000	
					Last YR Fee \$1,620.00 plus 0.1% of estimated cost in excess of \$250,000	

Complying Developments that do not involve building work

Change of use	per application	Y	C	N	\$295.00	\$301.00
Demolition	per application	Y	C	N	\$160.00	\$163.00

Amendment of Complying Development Certificates

Minor amendment	per application	Y	C	Y	\$88.00	\$90.00
Major amendment	per application	Y	C	Y	30% of Complying Development Fee	

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Construction Certificates Fees

Construction Certificate Fees for Subdivision Works Certificate Fees

Certificate Application Fees

Application for Subdivision Works Certificate	per lot	Y	C	Y	\$0.00	\$290.00
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Certificate Inspection Fees

Residential lots with town waste and/or sewer	per lot for inspections	Y	C	Y	\$0.00	\$399.00
Lots with no town water and sewer	per lot per inspection	Y	C	Y	\$0.00	\$290.00
Rural Residential with water and/or sewer	per lot for inspection	Y	C	Y	\$0.00	\$418.00
Commercial/Industrial Subdivisions	per lot	Y	C	Y	\$0.00	\$1,196.00
Re-Inspection Fees	per inspection	Y	C	Y	\$0.00	\$195.00

Construction Certificate Fees for Building Works

\$0 – \$20,000	per application	Y	C	Y	\$155.00	\$160.00
\$20,001 – \$100,000	per application	Y	C	Y	\$320.00 plus 0.3% of estimated costs	
\$100,001 – \$250,000	per application	Y	C	Y	\$890.00 plus 0.2% of estimated cost	
					Last YR Fee \$865.00 plus 0.2% of estimated cost	
\$250,001 and above	per application	Y	C	Y	\$1,500.00 plus 0.1% of estimated cost	
					Last YR Fee \$1,465.00 plus 0.1% of estimated cost	

Amendment to an approved Construction Certificate for Building Works

Minor Alteration	per application	Y	C	Y	\$83.00	\$85.00
Major Alteration	per application	Y	C	Y	30% of Construction Certificate Fee	

Amendment to an approved Construction Certificate for Subdivision Works Certificate

Minor Alteration	per application	Y	C	Y	\$0.00	\$85.00
Major Alteration	per application	Y	C	Y	30% of Construction Certificate Fee	

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Development Applications

Development Application Advice

Written – Dwelling Permissibility and other development less than \$500,000	per application	Y	C	Y	\$102.00	\$105.00
Written – All other development \$500,000 and over	per application	Y	C	Y	\$192.00	\$196.00
Development Assessment Panel Meetings	per hour or part	Y	C	Y	\$196.00	\$200.00

Lodgement Fees for Development Applications

Subdivision not including road opening	per application	Y	E	N	\$330.00 plus \$53.00 for each additional lot created	
New Road Subdivision	per application	Y	G	N	\$665.00 plus \$65.00 for each additional lot created	
Strata Title Subdivision	per application	Y	G	N	\$330.00 plus \$65.00 for each additional lot created	
Dwellings (with construction cost less than \$100,000)	per application	Y	G	N	\$455.00	\$455.00
Residential Apartment Development Additional Fee	per application	Y	G	N	\$3,000.00	\$3,000.00
Advertising Structures	per application	Y	E	N	\$285.00 plus \$93.00 for any additional	
					Last YR Fee \$285.00 plus \$93.00 for any additional or as per DA fee table – whichever is greater	
Development not involving the erection of a building, carrying out of work, subdivision of land or demolition	per application	Y	G	N	\$285.00	\$285.00

Development Application Fees for the erection of a building or carrying out of work

Up to \$5,000	per application	Y	G	N	\$110.00	\$110.00
\$5,001 – \$50,000	per application	Y	G	N	\$170.00 plus an additional \$3.00 for each \$1,000 or part of \$1,000) of the estimated cost	
\$50,001 – \$250,000	per application	Y	G	N	\$352.00 plus an additional \$3.64 for each \$1,000 or part of \$1,000) by which the estimated cost exceeds \$50,000	
\$250,001 – \$500,000	per application	Y	G	N	\$1,160.00 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Development Application Fees for the erection of a building or carrying out of work [continued]

\$500,001 – \$1,000,000	per application	Y	G	N	\$1,745.00 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	
\$1,000,001 – \$10,000,000	per application	Y	G	N	\$2,615.00 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	
More than \$10,000,000	per application	Y	G	N	\$15,875.00 plus an additional \$1.19 for each \$1,000 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	
Designated Development – additional Fee	per application	Y	G	N	\$920.00	\$920.00
Development requiring concurrence – additional fee	per application	Y	G	N	\$140.00	\$140.00
Integrated Development Application – additional processing fee	per application	Y	G	N	\$140.00	\$140.00
Integrated Development Application fee – passed on to various agencies (per approval body)	per application	Y	G	N	\$320.00	\$320.00

Advertising and Notification of Fees

Designated Development – Advertising Fee	per application	Y	G	N	\$2,220.00 or as per cost of advert	
Advertised Development – Advertising Fee	per application	Y	G	N	\$1,105.00	
					Last YR Fee \$1,105.00 or as per cost of advert	
Prohibited development or threatened species development or class agriculture development – Advertising Fee	per application	Y	G	N	\$1,105.00	
					Last YR Fee \$1,105.00 or as per cost of advert	
Other (if CPP requires notice to be given) – Advertising Fee	per application	Y	G	N	\$1,105.00	
					Last YR Fee \$1,105.00 or as per cost of advert	
Local Development – Advertising Fee	per application	Y	G	Y	\$245.00	\$250.00
Neighbour Notification	per application	Y	G	N	\$49.50	\$50.00
Notice of application required by s4.55(2) or 4.56(1)				N	\$665.00	\$665.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Modification of Consent

Minor Modification – s4.55 (1)	per application	Y	G	N	\$71.00	\$71.00
Modification – s4.55 (1A)	per application	Y	G	N	\$645.00 or 20% of the fee for the original development application whichever is the lesser	

Major Modification – s4.55(2)

If the original application fee was less than \$100		Y	G	N	50% of DA fee	
Development not involving the erection of a building, carry out of a work or demolition of a work or building	per application	Y	G	N	50% of DA fee	
DA for erecting of dwelling – house with cost of \$100,000 or less	per application	Y	G	N	\$190.00	\$190.00
Up to \$5,000	per application	Y	G	N	\$55.00	\$55.00
\$5,001 – \$250,000	per application	Y	G	N	\$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000 of estimated cost)	
\$250,001 – \$500,000	per application	Y	G	N	\$500.00 plus an additional \$0.85 cents for each \$1,000 (or part \$1,000) by which the estimated cost exceeds \$250,000	
\$500,001 – \$1,000,000	per application	Y	G	N	\$712.00 plus an additional \$0.50 cents for each \$1,000 (or part \$1,000) by which the estimated cost exceeds \$500,000	
\$1,000,001 – \$10,000,000	per application	Y	G	N	\$987.00 plus an additional \$0.40 cents for each \$1,000 (or part \$1,000) by which the estimated cost exceeds \$1,000,000	
More than \$10,000,000	per application	Y	G	N	\$4,737.00 plus an additional \$0.27 cents for each \$1,000 (or part \$1,000) by which the estimated cost exceeds \$10,000,000	
Additional Fee – Development to which clause 115(3) of EPA Regulation 2000 applies	per application	Y	G	N	\$760.00	\$760.00

If the original DA Fee was less than \$100

Fee	per application	Y	G	N	50% of DA fee	
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Review of Determinations

Development not involving the erecting of a building, carrying out of a work or the demolition of a work or building	per application	Y	G	N	50% of DA fee	
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Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Review of Determinations [continued]

Development involving the erecting of a dwelling-houses with an estimated cost of construction of \$100,000 or less	per application	Y	G	N	\$190.00	\$190.00
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Review of Determination for Any other Development

Up to \$5,000	per application	Y	G	N	\$55.00	\$55.00
\$5,001 – \$250,000	per application	Y	G	N	\$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000 of estimated cost)	
\$250,001 – \$500,000	per application	Y	G	N	\$500.00 plus an additional \$0.85 cents for each \$1,000 (or part \$1,000) by which the estimated cost exceeds \$250,000	
\$500,001 – \$1,000,000	per application	Y	G	N	\$712.00 plus an additional \$0.50 cents for each \$1,000 (or part \$1,000) by which the estimated cost exceeds \$500,000	
\$1,000,001 – \$10,000,000	per application	Y	G	N	\$987.00 plus an additional \$0.40 cents for each \$1,000 (or part \$1,000) by which the estimated cost exceeds \$1,000,000	
More than \$10,000,000	per application	Y	G	N	\$4,737.00 plus an additional \$0.27 cents for each \$1,000 (or part \$1,000) by which the estimated cost exceeds \$10,000,000	
Review of Modification Application (s4.55)	per application	Y	G	N	50% of development application	

Review of rejected Development Applications

Development with estimated cost less than \$100,000	Y	C	N	\$55.00	\$55.00
Development with estimated cost of \$100,000 or more and less than or equal to \$1,000,000	Y	C	N	\$150.00	\$150.00
Development with estimated cost of greater than \$1,000,000	Y	C	N	\$250.00	\$250.00

Development Contributions Charges

Current Charges

Extractive Industries – S.94 Contributions Plan – Extractive Industries – Nov 2013	per tonne	Y	G	N	\$0.85	\$0.90
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Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Sewerage – charge per Equivalent Tenement – Development Service Plan for GSC Sewerage – Dec 2011

Curlewis Sewerage	per ET	Y	G	N	\$11,565.00	\$11,800.00
Gunnedah Sewerage	per ET	Y	G	N	\$11,565.00	\$11,800.00

Stormwater Drainage – Charge for Equivalent Tenement – s.64 Development Services Plan – Stormwater – February 2013

North Gunnedah	per ET	Y	G	N	\$11,035.00	\$11,260.00
South Gunnedah	per ET	Y	G	N	\$2,715.00	\$2,770.00

Water Supply – charge per Equivalent Tenement – Development Services Plan for GSC Water – Dec 2011

Rural Residential – Water	per ET	Y	G	N	\$10,135.00	\$10,340.00
Gunnedah Water	per ET	Y	G	N	\$10,135.00	\$10,340.00
Curlewis Water	per ET	Y	G	N	\$10,135.00	\$10,340.00
Mullaley Water	per ET	Y	G	N	\$10,135.00	\$10,340.00
Tambar Springs Water	per ET	Y	G	N	\$10,135.00	\$10,340.00

Stormwater Drainage – Charge for Equivalent Tenement – s.64 Development Services Plan – Stormwater – February 2020

North Gunnedah	per ET	Y	G	N	\$1,785.62	\$1,825.00
South Gunnedah	per ET	Y	G	N	\$2,536.66	\$2,590.00

Water Supply – charge per Equivalent Tenement – Development Services Plan for GSC Water – 2019

Curlewis Water	per ET	Y	G	N	\$7,562.00	\$7,715.00
Gunnedah Water	per ET	Y	G	N	\$7,562.00	\$7,715.00
Mullaley Water	per ET	Y	G	N	\$487.00	\$497.00
Tambar Springs Water	per ET	Y	G	N	\$487.00	\$497.00

Sewerage – charge per Equivalent Tenement – Development Service Plan for GSC Sewerage – 2019

Curlewis Sewerage	per ET	Y	G	N	\$11,565.00	\$11,800.00
Gunnedah Sewerage	per ET	Y	G	N	\$11,565.00	\$11,800.00
Western Service Area	per ET	Y	G	N	\$11,565.00	\$11,800.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Old Charges

Community Facilities – S.94 Contributions – GSC Contributions and Development Services Plan 2001

Per Additional Dwelling/Lot	per dwelling/lot	Y	G	N	\$225.00	\$230.00
Per Additional Unit	per unit	Y	G	N	\$136.00	\$140.00

Embellishment of Car parking Area – S.94 Contributions – GSC Contributions and Development Services Plan 2001

Per car parking space	per car park	Y	G	N	\$1,285.00	\$1,315.00
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Rural Road (non-sealed) Construction and Maintained – S.94 Contributions – GSC Contributions and Development Services Plan 2001

Contribution Rate	per km per annum	Y	G	N	\$7,460.00	\$7,610.00
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Sewerage – charge per Equivalent Tenement – S.64 Contributions – GSC Contributions and Development Services Plan 2001

Per Additional Dwelling/Lot	per dwelling/lot	Y	G	N	\$2,660.00	\$2,715.00
Western Servicing Area (ET – equivalent tenements)	per ET	Y	G	N	\$3,615.00	\$3,690.00

Stormwater Drainage – Charge per Equivalent Tenement – S.64 Contributions – GSC Contributions and Development Services Plan 2001

Ashfords Watercourse Area 1	per ET	Y	G	N	\$2,390.00	\$2,440.00
Ashfords Watercourse Area 2	per ET	Y	G	N	\$1,590.00	\$1,625.00
Lincoln Street Catchment Area 1	per ET	Y	G	N	\$755.00	\$771.00
Lincoln Street Catchment Area 2	per ET	Y	G	N	\$3,065.00	\$3,130.00
Lincoln Street Catchment Area 3	per ET	Y	G	N	\$181,495.00	\$185,125.00
Lincoln Street Catchment Area 4	per ET	Y	G	N	\$1,180.00	\$1,205.00
Osric Street Catchment Area 1	per ET	Y	G	N	\$6,610.00	\$6,745.00
Osric Street Catchment Area 2	per ET	Y	G	N	\$3,310.00	\$3,380.00
Osric Street Catchment Area 3	per ET	Y	G	N	\$3,135.00	\$3,200.00

Water Supply – charge per Equivalent Tenement – S.64 Contributions – GSC Contributions and Development Services Plan 2001

Per Additional Dwelling/Lot	per dwelling/lot	Y	G	N	\$5,600.00	\$5,715.00
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Drainage Diagram

Copy of Drainage Diagram	per application	Y	E	N	\$27.00	\$28.00
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Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Drainage Diagram [continued]

Copy of Sewer Services Diagram	per application	Y	E	N	\$27.00	\$28.00
Drawing of Drainage Diagram for new building	per application	Y	E	Y	\$87.50	\$98.50

GIS

A0 Photo Quality	per image	N	C	N	\$152.50	\$156.00
A0 High Quality	per image	N	C	N	\$115.00	\$117.50
A0 Draft Quality	per image	N	C	N	\$76.50	\$78.50
A1 Photo Quality	per image	N	C	N	\$89.50	\$91.50
A1 High Quality	per image	N	C	N	\$63.00	\$64.50
A1 Draft Quality	per image	N	C	N	\$45.00	\$46.00
Plus time to produce, setup printer (eg. change of paper types)	per request	N	C	N	At cost	
A3 Colour Plan	per document	N	C	N	\$26.00	\$27.00
A4 Colour Plan	per document	N	C	N	\$16.80	\$17.20
A3 + A4 Black & White Plan	per document	N	C	N	\$9.10	\$9.30
Plus time to produce, setup printer (eg. change of paper types)	per request	N	C	N	At cost	

GoCo Community Care (CHSP Funded Services)

Social Support Group (Kootingal)	per person	N	A	N	\$14.50	\$15.00
Bingo	per book	N	A	N	\$9.00	\$9.00
Day Centre (Gunnedah)	per person	N	A	N	\$14.50	\$15.00
Exercise Program	per person	N	A	N	\$7.00	\$7.00
Group social support: Trips and outings	per event	N	A	N	Per event	

Fees to be determined trip by trip (Contact GoCo for fee estimate)

Shopping Clients – Service and Travel Time (Rate per hour) – Brokered	per session	N	A	N	\$15.00	\$20.00
Shopping Clients (rate per hour) – Volunteer	per hour	N	A	N	\$7.50	\$10.00
Shopping Clients -Travel KM (Per Km)	per km	N	A	N	\$0.00	\$0.68
Elders Group (1 – 4 Hours)	per person	N	A	N	\$5.00	\$5.00
CHSP Yard Maintenance	per service	N	A	N	50% of contractor cost	
Frozen meal combo: main and dessert and/or soup (winter only)	per serve	N	A	N	\$8.50	\$9.00
Frozen main only	per serve	N	A	N	\$7.00	\$7.00
Frozen dessert/soup only	per item	N	A	N	\$2.00	\$2.00
Hot meal combo (main and dessert)	per serve	N	A	N	\$7.50	\$7.50
Hot meal main only	per serve	N	A	N	\$7.00	\$7.00
Meals with Friends (in town)		N	A	N	\$15.00	\$18.00
Meals with Friends (out of town)	per serve	N	A	N	\$25.00	\$25.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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GoCo Community Care (CHSP Funded Services) [continued]

Flexible Respite – Travel KM (Per Km)	per km	N	A	N	\$0.00	\$0.68
Flexible respite (per hour)	per hour	N	A	N	\$25.00	\$25.00
CHSP goods and equipment	per service	N	A	N	50% of contractor cost	

GoCo CHSP Transport

Barraba Local Run (CHSP Program)	per person	N	A	N	\$10.00	\$10.00
Barraba to Manilla / Manilla to Tamworth	per person	N	A	N	\$16.00	\$16.00
Barraba to Tamworth	per person	N	A	N	\$33.00	\$35.00
Barraba to Tamworth (Shopping Bus)	per person	N	A	N	\$0.00	\$20.00
Nundle to Tamworth	per person	N	A	N	\$22.00	\$23.00

GoCo Community Transport – bookings are required to access all services

Boggabri

Boggabri/Gunnedah	per person	N	A	N	\$0.00	\$28.00
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Carroll

Carroll/Gunnedah	per person	N	A	N	\$21.00	\$21.00
Carroll/Tamworth	per person	N	A	N	\$26.00	\$26.00

Curlewis

Curlewis/Gunnedah	per person	N	A	N	\$21.00	\$21.00
Curlewis/Tamworth	per person	N	A	N	\$25.00	\$37.00

Gunnedah

Bus – Return fare for local transport in Gunnedah	per person	N	A	N	\$7.00	\$7.00
Vehicle – Return fare for local transport in Gunnedah	per person	N	A	N	\$14.00	\$14.00

Mullaley

Mullaley/Gunnedah	per person	N	A	N	\$0.00	\$26.00
Mullaley/Tamworth	per person	N	A	N	\$0.00	\$47.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Tamworth

Gunnedah to Tamworth – Doctors Run Only	per person	N	A	N	\$0.00	\$28.00
Gunnedah to Tamworth	per person	N	A	N	\$32.00	\$35.00

Tambar Springs

Premier/Tambar Springs/Mullaley/Gunnedah	per person	N	A	N	\$31.00	\$31.00
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GoCo (Weekly Bus Run)

Premier/Tambar Springs/Mullaley/Gunnedah (Thursday)	per person	N	A	N	\$12.00	\$12.00
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GoCo Private fee for service fees

Kootingal (Tuesday and Thursday Group)	per session	N	A	N	\$48.00	\$48.00
Gunnedah (Monday Group)	per session	N	A	N	\$45.00	\$45.00
Elders Group	per session	N	A	N	\$45.00	\$45.00
Exercise Class	per session	N	A	N	\$17.00	\$17.00
Transport – private (per km)	per km	N	A	N	\$0.00	\$1.20
Meals with Friends (In Town)	per person	N	A	N	\$30.00	\$30.00
Meals with Friends (Out of Town)	per person	N	A	N	\$64.00	\$64.00
Frozen meal combo: main and dessert and/or soup (winter only)	per serve	N	A	N	\$12.00	\$12.00
Frozen main only	per serve	N	A	N	\$10.50	\$10.50
Frozen dessert/soup only	per serve	N	A	N	\$5.50	\$5.50
Hot meal combo (main and dessert)	per serve	N	A	N	\$11.00	\$11.50
Hot meal main only	per serve	N	A	N	\$11.00	\$11.00

Government Information (Public Access) Act 2009

Access Application Fee	per application	Y	G	N	As per Legislation	
Internal Review Fee	per application	Y	G	N	As per Legislation	
Processing Fee	per application	Y	G	N	As per Legislation	

Home Hosting

Accommodation (Large Events such as Ag Quip) (per person per day)	per day	N	D	Y	\$102.00	\$104.50
Introduction Fee for Home Letting (Large Events such as Ag Quip)	per introduction	N	D	Y	\$106.50	\$109.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Impounding

Impounding a motor vehicle	per vehicle	Y	C	N	\$125.00 + towing costs + 25% admin + \$25 per day storage cost	
Impounding a shopping trolley	per shopping trolley	Y	C	N	\$134.00	\$137.00

Interest on Outstanding Rates, Water and Debtor Accounts

Section 566 Local Government Act (1993) (simple interest) – Debtors	simple daily	N	G	Y	As set by the Office of Local Government: 6% pa	
					Last YR Fee As set by the Office of Local Government: 1 July 2020 to 31 December 2020 - 0% pa 1 January 2021 to 30 June 2021 - 7% pa	
Section 566 Local Government Act (1993) (simple interest) – Rates & Water	simple daily	N	G	N	As set by the Office of Local Government: 6% pa	
					Last YR Fee As set by the Office of Local Government: 1 July 2020 to 31 December 2020 - 0% pa 1 January 2021 to 30 June 2021 - 7% pa	

Inspection Fees – Building, Subdivision, Plumbing and Drainage

Inspection Fee	per inspection	Y	C	Y	\$160.00	\$165.00
Inspection Fee where Council has not issued Construction Certificate or Complying Development Certificate (per inspection)	per inspection	Y	C	Y	\$320.00	\$325.00
Approval Fee for activities for which no development fees are required (inspection fee per hour)	per inspection	Y	E	N	\$180.00	\$185.00

Legal – Debt Recovery Actions – Rates, Water and Debtor Accounts

Recovery actions undertaken by Council's appointed Solicitor as per scale of fees set by the Legal Profession Regulation 2005 – Schedule 2	per action	N	C	N	Direct on charge	
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Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Library Fees

Black and White Photocopying/Printing from computer per page – A4	per page	N	C	Y	\$0.40	\$0.40
Black and White Photocopying/Printing from computer per page – A3	per page	N	C	Y	\$0.80	\$0.80
Colour Photocopying/Printing from computer per page – A4	per page	N	C	Y	\$1.00	\$1.00
Colour Photocopying/Printing from computer per page – A3	per page	N	C	Y	\$1.50	\$1.50
Fax Service – send per page	per page	N	C	Y	\$3.40	\$3.40
Fax Service – receive per page	per page	N	C	Y	\$1.90	\$1.90
Inter-Library Loan (participating NSW Libraries)	per item	N	C	Y	\$5.20	\$5.30
Inter-Library Loan (non-participating Libraries)	per item	N	C	Y	\$17.60	\$18.00
Laminating Service – A4	per page	N	C	Y	\$1.50	\$1.50
Laminating Service – A3	per page	N	C	Y	\$2.50	\$2.50
Library Membership	lifetime membership	N	C	N	No Charge	
Lost books	per item	N	C	N	\$21.00 plus cost of book replacement	
Sale of Discarded Books	per item	N	C	Y	\$2.30	\$2.40
Sale of Discarded Magazines	per item	N	C	Y	\$0.20	\$0.20
Scanning and Sending to Email per Email Address	per email	N	C	Y	\$1.00	\$1.00
Wi-Fi/Internet – Booking and Public Access		N	H	Y	No Charge	

Payment Processing Fees

Credit Card Processing Fee (online payments)	per transaction	N	C	N	0.6%	
Dishonoured Payments Fee (on charge of bank fee)	per dishonour	N	C	N	Direct on charge	
Dishonoured Payments Fee (Council Administration Cost)	per dishonour	N	C	N	\$10.00	\$10.00

Photocopying – Customer Service

A4	per copy	N	C	Y	\$1.45	\$1.50
A3	per copy	N	C	Y	\$2.10	\$2.20

Plan Prints and Photocopying

Plant printing >A3	per sheet	N	C	Y	\$14.40	\$14.80
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Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Plant Hire Rates – Private Works (Section 67 LGA 1993)

Labour costs	per sheet	N	D	Y	Calculated at award rates (including on-costs) plus 20% plus 10% GST	
Plant costs		N	D	Y	As calculated (including on-costs) plus 20% plus 10% GST	
Stores and Materials costs		N	D	Y	As calculated (including on-costs) plus 20% plus 10% GST	

Plant Hire Rates – Private Works – Non-profit Clubs and Sporting Organisations

Administration fee per invoice	per invoice	N	D	Y	\$17.00	\$17.40
Internal Plant costs (including on-costs)		N	D	Y	At cost	
Stores and Materials costs (including on-costs)		N	D	Y	At cost	

Principal Certifying Authority Services

Assessments of Alternative Solutions under the Building Code of Australia	per application	N	C	Y	\$320.00	\$327.00
Bushfire Attack Level (BAL) Certificate	per application	N	C	Y	\$320.00	\$327.00
Bushfire Assessment Associated with a Development Application (includes inspections)	per application	N	C	Y	\$320.00	\$327.00
Fire Safety Audit Inspections (per hour or part thereof)	per application	Y	C	Y	\$160.00	\$165.00
Principal Certifying Authority Services (PCA) where the Construction Certificate or Complying Development Certificate issued by Private Certifier	per application and inspections	Y	C	Y	Council will apply the full fees required for a Construction Certificate or Complying Development Certificate – including Inspection Fees	
Title and Covenant Search for Complying Development Certificates	per search	Y	C	Y	\$23.00	\$23.50

Provision of Planning Information

Access Property Files (per file inclusive of two photocopies)	per file	N	A	N	\$5.00	\$5.00
Copy of DCP – 2012	per copy	N	D	N	\$73.50	\$75.00
Fee Stamping Additional Plans – per additional copy (at time of approval only)	per copy	N	G	N	\$31.00	\$32.00
Processing Fee for the provision of information	per hour or part	N	D	N	\$88.00	\$90.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Public Order

Underground Petroleum Storage System Inspection Fee	per inspection	Y	G	N	\$350.00	\$350.00
Underground Petroleum Storage System Reinspection Fee	per inspection	Y	G	N	\$135.00	\$135.00
POEO Act – Clean-up, Prevention and Noise Control Notices	per notice	Y	G	N	\$577.00	\$589.00

Registered Premises

Hairdresser, tattooist and boarding houses	per premises	Y	C	N	\$140.00	\$143.00
Food premises, Administration fee – including first inspection	per premises	Y	C	N	\$230.00	\$235.00
Food premises Administration fee – including first inspection – Food Premises that meet the criteria of Fast Choices (franchises of more than 20 stores per state or 50 stores nationally); supermarkets franchises; and any other premises that handles Potentially Hazardous Foods and that employs more than 15 PTE food handling staff	per premises	Y	C	N	\$365.00	\$373.00
Reinspection Fee	per hour	Y	C	N	\$140.00	\$143.00
Reinspection Fee	per half hour	N	C	N	\$77.00	\$79.00

Rental of Land

Rental of Council Reserves, other than the Showground, plus other services which might be required (circus or similar organisations)	per application	Y	E	Y	\$894.00 per day/night plus \$9.00 per sq. metre above 100 sq. metre	
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Road Naming

Administration and Advertising Fee	per application	Y	C	N	\$224.00	\$228.50
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Road Opening Permit

Trenching Application fee	per application	Y	C	N	\$113.50	\$116.00
Under Boring Application fee	per application	N	C	N	\$84.50	\$86.50
High Productivity Vehicles – Upgrade of Infrastructure		N	C	N	Actual cost	

Rural Addressing

Supply of Rural Addressing Post & Plate	per application	N	C	Y	\$96.00	\$98.00
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Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Saleyards

Cattle	per head	N	C	Y	\$9.80	\$10.10
Cattle – Unsold	per head	N	C	Y	\$1.80	\$1.85
Calves	per head	N	C	Y	\$2.60	\$2.70
Sheep	per head	N	C	Y	\$1.00	\$1.05
Special Weighing	per head	N	C	Y	\$5.60	\$5.80
Truck Wash – charge to be reviewed quarterly	per minute	N	C	Y	\$0.70	\$0.80
Truck Wash Minimum charge	per head	N	C	Y	\$5.00	\$6.00
Dead stock removal – Cattle	per head	N	C	Y	\$150.00	\$155.00
Dead stock removal – Calves/Sheep	per head	N	C	Y	\$80.00	\$80.00
Marshalling Sheep	per head	N	C	Y	\$1.00	\$1.05
Marshalling Cattle	per head	N	C	Y	\$3.50	\$3.60
NLIS charge post sale change	per head	N	C	Y	\$8.50	\$8.70
NLIS charge use yards tag input	per head	N	C	Y	\$3.70	\$3.80
Special Sales	per sale	N	C	Y	\$220.00	\$250.00

Section 68 Applications (Local Government Act, 1993)

Application Fee	per application	Y	C	N	\$110.00	\$115.00
Inspection Fee	per inspection	Y	C	N	\$160.00	\$165.00

Existing On-site Sewage Management Systems Charge

Registration Fee (if no prior approval recorded by Council)	per application	Y	C	N	\$77.00	\$80.00
Re-inspection of Outstanding Matters identified in risk assessment of on-site sewage management system	per inspection	Y	C	N	\$160.00	\$165.00

New On-site Sewage Management Systems Charges

Application for new on-site residential sewage management system	per application	Y	C	N	\$110.00	\$115.00
Application for new on-site non-residential sewage management system	per application	Y	C	N	\$270.00	\$275.00

Sewer Charges – Section 501 Local Government Act, 1993)

Non-Residential Sewer Access Charge – 20mm	meter size	Y	C	N	\$229.20	\$233.78
Non-Residential Sewer Access Charge – 25mm	meter size	Y	C	N	\$358.13	\$365.29
Non-Residential Sewer Access Charge – 32mm	meter size	Y	C	N	\$586.75	\$598.49

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Sewer Charges – Section 501 Local Government Act, 1993)

[continued]

Non-Residential Sewer Access Charge – 40mm	meter size	Y	C	N	\$916.80	\$935.14
Non-Residential Sewer Access Charge – 50mm	meter size	Y	C	N	\$1,432.50	\$1,461.15
Non-Residential Sewer Access Charge – 80mm	meter size	Y	C	N	\$3,667.20	\$3,740.54
Non-Residential Sewer Access Charge – 100mm	meter size	Y	C	N	\$5,730.00	\$5,844.60
Non-Residential Sewer Access Charge – 150mm	meter size	Y	C	N	\$12,892.50	\$13,150.35
Non-Residential Minimum Access Charge – each non residential property must pay at least the equivalent of the residential sewer access charge per financial year	residential access charge	Y	C	N	\$595.92	\$610.67
Residential Charge (Single dwelling, Strata Units and Vacant land)	per access	Y	C	N	\$595.92	\$610.67
Residential Charge Multiple Residential Occupancies upon a single parcel of land (Includes Non-strata Units, Villa's, and dwellings within retirement villages)	multiple access	Y	C	N	50% of the single residential charge per occupancy	
Sewerage Usage Charge	per k/l	Y	C	N	\$1.91	\$1.96

Sewer Charges – Liquid Trade Waste Fees

Liquid Trade Waste Annual Fee Cat 1&2	per annum	Y	F	N	\$206.00	\$214.32
Liquid Trade Waste Annual Fee Cat 3	per annum	Y	F	N	\$412.00	\$428.64
Re-inspection Fee	per inspection	Y	F	N	\$113.50	\$118.00

Substance

Acid Demand, PH>10	per k/l	Y	F	N	\$0.82	\$0.85
Acid Demand, PH>10	per k/l	Y	F	N	\$0.82	\$0.85
Aluminium	per k/l	Y	F	N	\$0.82	\$0.85
Ammonia * (asN)	per k/l	Y	F	N	\$2.32	\$2.41
Arsenic	per k/l	Y	F	N	\$78.00	\$81.15
Barium	per k/l	Y	F	N	\$39.00	\$40.58
Biochemical oxygen (BOD)	per k/l	Y	F	N	\$0.82	\$0.85
Boron	per k/l	Y	F	N	\$0.82	\$0.85
Bromine	per k/l	Y	F	N	\$15.60	\$16.23
Cadmium	per k/l	Y	F	N	\$361.50	\$376.10
Chloride	per k/l	Y	F	N	No charge	
Chlorinated hydrocarbons	per k/l	Y	F	N	\$39.00	\$40.58
Chlorinated phenolic	per k/l	Y	F	N	\$1,558.00	\$1,620.94
Chlorine	per k/l	Y	F	N	\$1.60	\$1.66

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
Substance [continued]						
Chromium	per k/l	Y	F	N	\$25.90	\$26.95
Cobalt	per k/l	Y	F	N	\$15.90	\$16.54
Copper	per k/l	Y	F	N	\$15.90	\$16.54
Cyanide	per k/l	Y	F	N	\$78.00	\$81.15
Fluoride	per k/l	Y	F	N	\$3.97	\$4.13
Food waste disposal charge per bed	per k/l	Y	F	N	\$28.90	\$30.07
Formaldehyde	per k/l	Y	F	N	\$1.60	\$1.66
Oil & Grease* (total O & G)	per k/l	Y	F	N	\$1.40	\$1.46
Herbicides/defoliants	per k/l	Y	F	N	\$780.00	\$811.51
Iron	per k/l	Y	F	N	\$1.60	\$1.66
Lead	per k/l	Y	F	N	\$39.00	\$40.58
Lithium	per k/l	Y	F	N	\$7.78	\$8.09
Manganese	per k/l	Y	F	N	\$7.78	\$8.09
Mercaptans	per k/l	Y	F	N	\$78.00	\$80.15
Mercury	per k/l	Y	F	N	\$2,593.50	\$2,598.28
Methylene blue active (MBAS)	per k/l	Y	F	N	\$0.82	\$0.85
Molybdenum	per k/l	Y	F	N	\$0.82	\$0.85
Nickel	per k/l	Y	F	N	\$25.95	\$27.00
Nitrogen (N) (total Kjeldahl nitrogen)	per k/l	Y	F	N	\$0.16	\$0.17
Organoarsenic	per k/l	Y	F	N	\$780.00	\$811.51
Pesticides (eg: organochlorines and organoarsenic)	per k/l	Y	F	N	\$780.00	\$811.51
Petroleum hydrocarbons	per k/l	Y	F	N	\$2.57	\$2.67
Phenolic compounds (non-flammable)	per k/l	Y	F	N	\$7.78	\$8.09
Phosphorous * (total P)	per k/l	Y	F	N	\$1.60	\$1.66
Polyphorous aromatic hydrocarbons	per k/l	Y	F	N	\$15.90	\$16.54
Selenium	per k/l	Y	F	N	\$55.00	\$57.22
Silver	per k/l	Y	F	N	\$1.50	\$1.56
Sulphate * (SO4)	per k/l	Y	F	N	\$0.11	\$0.11
Sulphide	per k/l	Y	F	N	\$1.60	\$1.66
Sulphite	per k/l	Y	F	N	\$1.75	\$1.82
Suspended solids * (SS)	per k/l	Y	F	N	\$1.03	\$1.07
Thiosulphate	per k/l	Y	F	N	\$0.27	\$0.28
Tin	per k/l	Y	F	N	\$7.78	\$8.09
Total dissolved solids* (TDS)	per k/l	Y	F	N	\$0.06	\$0.06
Uranium	per k/l	Y	F	N	\$7.78	\$8.09
Zinc	per k/l	Y	F	N	\$15.90	\$16.54
Trade Waste Usage charges with pre-treatment (Cat. 1&2)	per k/l	Y	F	N	\$1.75	\$1.82
Trade Waste Usage charges without pre-treatment (Cat. 1&2)	per k/l	Y	F	N	\$15.15	\$15.76

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Sewer Services

Sewerage Connection	cost of connection	Y	C	N	As per quotation	
Sewerage Disposal – at Treatment Works (only waste from septic tanks within Gunnedah LGA)	per k/l	Y	C	N	\$48.00	\$50.00

Sporting Organisation Levies

Seasonal users' are charged ground hire, service charges and annual access fees

Access Fee	per annum	Y	A	Y	\$124.00	\$126.50
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Ground Hire Fee – per sports season (up to 6 months)

Curlewis Recreation Ground	per season	Y	A	Y	\$300.00	\$306.00
Donnelly 1	per season	Y	A	Y	\$300.00	\$306.00
Donnelly 2	per season	Y	A	Y	\$300.00	\$306.00
Kitchener Park	per season	Y	A	Y	\$897.00	\$915.00
Longmuir South Grass Area	per season	Y	A	Y	\$956.00	\$976.00
Longmuir North Grass Area	per season	Y	A	Y	\$239.00	\$244.00
Longmuir Netball Hardcourts	per season	Y	A	Y	\$239.00	\$244.00
McAndrew Park	per season	Y	A	Y	\$478.00	\$488.00
Namoi Playing Fields	per season	Y	A	Y	\$300.00	\$306.00
Wolseley Park	per season	Y	A	Y	\$897.00	\$915.00

Ground Hire Charges – casual or one-off events (not applicable to seasonal users)

Curlewis Recreation Ground	per day or part	Y	A	Y	\$41.50	\$42.50
Donnelly 1	per day or part	Y	A	Y	\$41.50	\$42.50
Donnelly 2	per day or part	Y	A	Y	\$41.50	\$42.50
Kitchener Park	per day or part	Y	A	Y	\$111.00	\$113.50
Longmuir South Grass Area	per day or part	Y	A	Y	\$93.00	\$95.00
Longmuir North Grass Area	per day or part	Y	A	Y	\$41.50	\$42.50
Longmuir Netball Hardcourts	per day or part	Y	A	Y	\$41.50	\$42.50
McAndrew Park	per day or part	Y	A	Y	\$59.50	\$61.00
Namoi Playing Fields	per day or part	Y	A	Y	\$41.50	\$42.50
Service Charges – Line marking, wicket preparation & support costs	per day or part	N	A	Y	At cost plus 20%	
Wolseley Park	per day or part	Y	A	Y	\$111.00	\$113.50

Ground Hire Charges – schools and other community groups

Curlewis Recreation Ground	per day or part	Y	A	Y	\$21.00	\$21.50
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Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Ground Hire Charges – schools and other community groups [continued]

Donnelly 1	per day or part	Y	A	Y	\$31.00	\$32.00
Donnelly 2	per day or part	Y	A	Y	\$31.00	\$32.00
Kitchener Park	per day or part	Y	A	Y	\$41.50	\$42.50
Longmuir South Grass area	per day or part	Y	A	Y	\$67.00	\$68.50
Longmuir North Grass Area	per day or part	Y	A	Y	\$31.00	\$32.00
Longmuir Netball Hardcourts	per day or part	Y	A	Y	\$31.00	\$32.00
McAndrew Park	per day or part	Y	A	Y	\$31.00	\$32.00
Namoi Playing Fields	per day or part	Y	A	Y	\$31.00	\$32.00
Service Charges – line marking, wicket preparation and support costs	per application	N	A	Y	At cost plus 20%	
St Marys College Access Fee to Kitchener Park	per annum	Y	A	Y	\$860.00	\$878.00
Wolseley Park	per day or part	Y	A	Y	\$41.50	\$42.50

Seasonal Service Charge – subject to service demand

Gunnedah Australian Rules Football Club Inc	per season	Y	A	Y	\$536.00	\$547.00
Gunnedah District Cricket Association Inc	per season	Y	A	Y	\$3,400.00	\$3,470.00
Gunnedah Junior Cricket Association Inc	per season	Y	A	Y	\$309.00	\$316.00
Gunnedah Junior Rugby League Inc	per season	Y	A	Y	\$1,910.00	\$1,950.00
Gunnedah Little Athletics	per season	Y	A	Y	\$1,495.00	\$1,525.00
Gunnedah Netball Association Inc	per season	Y	A	Y	\$1,290.00	\$1,320.00
Gunnedah Oz Tag Inc	per season	Y	A	Y	\$927.00	\$946.00
Gunnedah Rugby League Football Club Inc	per season	Y	A	Y	\$1,545.00	\$1,580.00
Gunnedah Softball Association	per season	Y	A	Y	\$1,495.00	\$1,525.00
Gunnedah Touch Association Inc	per season	Y	A	Y	\$1,390.00	\$1,420.00

Special Charges

Service Charges – line marking, wicket preparation and support costs		Y	A	N	At cost plus 20%	
Donnelly Fields Floodlights – Stage 1 Lighting (training level)	per hour	Y	A	Y	\$77.00	\$79.00
Donnelly Fields Floodlights – Stage 2 Lighting (field sport level)	per hour	Y	A	Y	\$91.00	\$93.00
Kitchener Park Floodlights – Stage 1 Lighting (training level)	per hour	Y	A	Y	\$77.00	\$79.00
Kitchener Park Floodlights – Stage 2 Lighting (field sport level)	per hour	Y	A	Y	\$91.00	\$93.00
Kitchener Park Floodlights – Stage 3 Lighting (cricket level)	per hour	Y	A	Y	\$109.50	\$112.00
Kitchener Park Function Room (1st Floor) – Casual Users	per day	Y	A	Y	\$48.00	\$49.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Special Charges [continued]

Kitchener Park Function Room (1st Floor) – Seasonal Users	per season	Y	A	Y	\$261.00	\$266.50
Wolseley Park Floodlights	per hour	Y	A	Y	\$37.50	\$38.50
Sports Facility Key Deposit	per key	Y	A	N	\$93.00	\$95.00

Electricity Usage

Sports Fields and Parks – not associated to seasonal sporting charge	per service	Y	C	Y	Energy providers cost plus 20% access fee for Council (administration fee)	
General Service – additional amenities cleaning/litter control – not associated to seasonal sporting charges	per service	Y	C	Y	\$80.00 per hour plus tip fees	

Stock Impounding

Conveyance of Animals to Pound	per event	Y	C	N	Actual cost	
Veterinary fees where necessary	per event	N	C	N	Actual cost	
Service of Impounding Notice to Owner	per notice	Y	C	N	\$36.50	\$37.50
Sustenance charge – cattle/horses	per animal per day	Y	C	N	\$14.20	\$14.60
Sustenance charge – sheep/goats/pigs	per animal per day	Y	C	N	\$3.80	\$3.90

Impounding Fee – Horses/cattle/pigs/goats

1st animal	first animal	Y	C	N	\$26.50	\$27.50
Each additional	per animal	Y	C	N	\$16.00	\$16.40

Impounding Fee – Sheep

Sheep 1 to 20	per number of head	Y	C	N	\$19.80	\$20.50
Sheep 21 to 50	per number of head	Y	C	N	\$29.50	\$30.50
Sheep 51 to 100	per number of head	Y	C	N	\$38.50	\$39.50
Each subsequent 100	per number of head	Y	C	N	\$19.80	\$20.50

Street Trading

Vendor

Application Fee (First Year)	per application	Y	C	N	\$173.50	\$177.00
Annual Administration/Inspection	per inspection	Y	C	N	\$173.50	\$177.00
Advertising	per application	Y	C	N	\$85.50	\$88.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Footpath Dining

Application Fee (First Year)	per application	Y	C	N	\$299.00	\$305.00
Annual Administration/Inspection	per inspection	Y	C	N	\$175.50	\$179.50

Swimming Pools – Gunnedah Memorial Swimming Pool – Admissions

Cash Entry Fees – all seasons

Adult	per person	N	A	Y	\$5.00	\$5.50
Child (2-16 years)	per person	N	A	Y	\$3.00	\$3.50
Concession	per person	N	A	Y	\$3.00	\$3.50
School Groups (per person)	per person	N	A	Y	\$3.00	\$3.50
Sitting Fee	per person	N	A	Y	\$1.00	\$1.50

Season Ticket – 6 month pass

Adult	per person	N	A	Y	\$215.00	\$220.00
Child (2-16 years)	per person	N	A	Y	\$160.00	\$165.00
Concession	per person	N	A	Y	\$160.00	\$165.00
Family	per family	N	A	Y	\$370.00	\$380.00

Season Ticket – 12 month pass

Adult	per person	N	A	Y	\$400.00	\$410.00
Child (2-16 years)	per person	N	A	Y	\$290.00	\$300.00
Concession	per person	N	A	Y	\$290.00	\$300.00
Family	per family	N	A	Y	\$690.00	\$705.00

Lane Hire

Minimum booking 30 minutes, billed in 30 minute increments (\$/m²/hour)

Pool Space Hire – 25m Exclusive use, minimum area per booking 80 m ² (the approximate equivalent area of three, half lanes for half the pool length)	\$/ m ² /hour	Y	A	Y	\$0.04938 (\$/m ² /hour)
					Last YR Fee \$0.04841 (\$/m ² /hour)

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Lane Hire [continued]

Pool Space Hire – 25m non-exclusive use, minimum area per booking 53.25 m ² (the approximate equivalent area of one lane)	\$/ m ² /hour	Y	A	Y	\$0.02469 (\$/m ² /hour)	
						Last YR Fee \$0.02421 (\$/m ² /hour)
Pool space hire – 50m Exclusive use, minimum area per booking 125 m ²	\$/ m ² /hour	Y	A	Y	\$0.02101 (\$/m ² /hour)	
						Last YR Fee \$0.02060 (\$/m ² /hour)
Pool space hire – 50m Non-exclusive use, minimum area per booking 125 m ²	\$/ m ² /hour	Y	A	Y	\$0.01051 (\$/m ² /hour)	
						Last YR Fee \$0.01030 (\$/m ² /hour)
Lane Reservation Fee – 25m pool	per lane per hour	N	A	Y	\$2.60	\$2.70
Lane Reservation Fee – 50m pool	per lane per hour	N	A	Y	\$2.60	\$2.70

Pool Hire

Hire 25m pool per day, entry fees and extra supervision (if required) additional	per day	N	A	Y	\$30.00 per hour	
						Last YR Fee \$131.50 per day or \$22.00 per hour
Hire 50m pool per day, entry fees and extra supervision (if required) additional	per day	N	A	Y	\$50.00 per hour	
						Last YR Fee \$263.00 per day or \$43.00 per hour
Hire pool complex, entry fees and extra supervision (if required) additional	per day	N	A	Y	\$80.00 per hour	
						Last YR Fee \$395.00 per day or \$66.00 per hour

Other

Additional Pool Supervision staff to meet event compliance (minimum 4 hours)	per staff member per hour	Y	C	Y	\$40.00	\$41.00
BBQ Hire	per hour	N	A	Y	\$6.20	\$6.40

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Ticket Books (10 tickets)

Note: Concessions apply to Full Pensions, Returned Servicemen's Pensions and Disabled Pensions (with concession card)

Note: Children under 2 years of age to be admitted free

Note: Gunnedah Memorial Pool will be closed Good Friday, Christmas Day and various staff training days and closures will be publicly notified

Note: Family is as appears on Medicare card

Adult	per book	N	A	Y	\$40.00	\$45.00
Child (2-16 years)	per book	N	A	Y	\$25.00	\$25.50
Concession	per book	N	A	Y	\$25.00	\$25.50

Swimming Pools – Private

Statutory Fees – Swimming Pool Regulation 2008

Certificate of Compliance – The prescribed fee includes the first inspection	per pool	Y	G	Y	\$150.00	\$150.00
Certificate of Compliance – Subsequent Inspections, if and as required, until certificate of compliance is issued	per inspection	Y	G	Y	\$100.00	\$100.00
Resuscitation Chart	per chart	Y	D	Y	\$35.00	\$36.00
Application for Exemption from swimming pool barrier requirements	per application	Y	G	N	\$75.00	\$80.00

Swimming Pools – Public

Annual Inspection Fee	per inspection	Y	C	N	\$160.00	\$165.00
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Training Centre

Commercial Operations (min 2 hours)	per hour	N	D	Y	\$30.50	\$31.50
Commercial Operations (8 hours)	per day	N	D	Y	\$140.50	\$143.50
Commercial Operations Equipment Hire – laptop, projector etc.	per hour	N	D	Y	\$30.50	\$31.50
Commercial Operations Equipment Hire – laptop, projector etc.	per day	N	D	Y	\$91.50	\$93.50
Community/Non Profit (min 2 hours)	per hour	N	D	Y	\$18.60	\$19.00
Community/Non Profit (8 hours)	per day	N	D	Y	\$56.00	\$57.50
Community/Non Profit Equipment Hire – laptop, projector etc.	per hour	N	D	Y	\$18.20	\$18.60
Community/Non Profit Equipment Hire – laptop, projector etc.	per hour	N	D	Y	\$54.50	\$56.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Waste Management Services

Waste generated outside Gunnedah LGA is not to be accepted as per the Waste Management (Waste generated outside the Gunnedah Shire Council Local Government Area) Council Policy.

Disposal of waste generated outside of the LGA, subject to Council/EPA approval only prior to disposal, will incur a charge 3x per tonne of the waste charge.

Batteries (vehicles, cars, etc.)		Y	D	Y	No charge	
Mulch Loading Charges	per tonne	Y	D	Y	\$26.00	\$26.00
Recovered goods from Recycle Shop		Y	D	Y	Fees set by Recyclit	

Domestic or Commercial Waste (to landfill)

Sorted Recyclables	per occasion	Y	D	Y	No charge	
Minimum Charge	per occasion	Y	D	Y	\$4.00	\$4.00
Sedan/Station Wagon	per occasion	Y	D	Y	\$9.00	\$9.00
Panel Van/Ute/Small Trailer (1.8m x 1.2m)	per occasion	Y	D	Y	\$13.00	\$13.00
Trailer Capacity over (1.8m x 1.2m)	per occasion	Y	D	Y	\$17.00	\$17.00
All larger vehicles (Attendant's discretion) (including double axle trailers)	per tonne	Y	D	Y	\$109.00	\$109.00
Commercial Waste – non recyclable, or if recyclable not sorted	per tonne	Y	D	Y	\$109.00	\$109.00
Covering of confidential material (not including charge of waste)	per occasion	Y	D	Y	\$18.00	\$18.00
Single Mattress	per mattress	Y	D	Y	\$0.00	\$9.00
Double/Queen/King Mattress	per mattress	Y	A	N	\$0.00	\$13.00

Clean Green Waste

Grass/mulch/raked up leaves		Y	D	Y	No charge	
Sedan and/or Station Wagon (Light branches and shrubs)	per occasion	Y	D	Y	\$2.00	\$2.50
Panel Van/Ute/Small Trailer (1.8m x 1.2m) (light branches and shrubs)	per occasion	Y	D	Y	\$4.00	\$4.50
Trailer Capacity over (1.8m x 1.2m) (light branches and shrubs)	per occasion	Y	D	Y	\$8.00	\$8.50
All Larger Vehicles (Attendants discretion) (heavy branches and stumps)	per tonne	Y	D	Y	\$40.00	\$41.00

Fill

Certificated ENM and declared VENM suitable for daily cover as determined by Council (must be approved by Superintendent)	per occasion	Y	D	Y	No charge	
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Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Fill [continued]

Contaminated Soil/ Gravel (contamination present at/below levels permitting burial at site)	per tonne	Y	D	Y	\$131.00	\$131.00
Aggregate, roadbase or ballast	per tonne	Y	D	Y	\$8.00	\$8.00

Tyres

Push Bike	each	Y	D	Y	\$4.00	\$5.00
Car, Motor Bike or Trailer	each	Y	D	Y	\$7.00	\$8.00
Four Wheel Drive	each	Y	D	Y	\$10.00	\$11.00
Light Truck <16"	each	Y	D	Y	\$13.00	\$14.00
Heavy Truck >16"	each	Y	D	Y	\$26.00	\$27.00
Tractor (small)	each	Y	D	Y	\$74.00	\$75.00
Tractor (large)	each	Y	D	Y	\$106.00	\$107.00
Super single	each	Y	D	Y	\$43.00	\$44.00
Aeroplane	each	Y	D	Y	\$188.00	\$189.00
Mining Vehicle	per occasion	Y	D	Y		Excluded
Shredded Tyres	per tonne	Y	D	Y	\$295.00	\$300.00

Liquid Waste

Used Engine Oil	per occasion	Y	D	Y		No charge
Septic or non-oily interceptor wastes in spreadable/non liquid form only	per tonne	Y	D	Y	\$127.00	\$127.00
Processed waste/sludge	per tonne	Y	D	Y	\$242.00	\$242.00
Dredging Waste	per tonne	Y	D	Y	\$242.00	\$242.00

Construction and Demolition Materials

Car bodies	per occasion	Y	D	Y		No charge
White Goods containing CFCs (e.g, fridges)	per item	Y	D	Y		No charge
White Goods suitable for recycling	per item	Y	D	Y		No charge
Mixed Scrap Steel	per occasion	Y	D	Y		No charge
Fencing Wire (not rolled)	per occasion	Y	D	Y		No charge
Asbestos Category 1 (subject to specific cost assessment)	per tonne	Y	D	Y	\$280.00	\$280.00
Asbestos Category 2 or 3 (subject to specific cost assessment)	per tonne	Y	D	Y	\$180.00	\$180.00
Bricks and/or concrete	per tonne	Y	D	Y	\$28.00	\$32.00
Timber – Untreated	per tonne	Y	D	Y	\$40.00	\$41.00
Mixed Construction and Demolition Materials (not suitable for recycling/re-processing at site)	per tonne	Y	D	Y	\$128.00	\$131.00

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Disposal of Dead Animals

Offal	per tonne	Y	D	Y	\$262.00	\$262.00
Large (cattle, horses, etc.)	per animal	Y	D	Y	\$40.00	\$40.00
Medium (sheep, calves, etc.)	per animal	Y	D	Y	\$20.00	\$20.00
Small (cats, dogs, etc.)	per animal	Y	D	Y	\$10.00	\$10.00

Water Backflow Prevention

Backflow prevention devices on existing commercial/industrial services

Annual Inspection/Test Fee	per inspection	Y	C	N	As per quotation
Installation	per inspection	Y	C	N	As per quotation

Water Consumption Charges

Liquid Trade Waste Usage Charge	per kilolitre	Y	A	N	\$1.75	\$1.79
Council Sports Grounds and Open Space Parks	per k/l	Y	B	N	\$0.95	\$0.98
Non-Residential User Charge	per k/l	Y	C	N	\$1.31	\$1.35
Residential User Charges – < 400 kl	per k/l	Y	C	N	\$1.31	\$1.35
Residential User Charges – > 400 kl	per k/l	Y	C	N	\$1.97	\$2.02
Sporting and Non-Profit Organisations	per k/l	Y	C	N	\$1.31	\$1.35

Water Connection

Water Connection to services over 1km from main not permitted without special consent from Council

Standard – Water Service Connection

Nil charge for below services if contribution made at time of subdivision

Within 50m of main	per connection	Y	C	N	\$2,020.00	\$2,050.00
From 50m to 225m from main	per connection	Y	C	N	\$4,020.00	\$4,100.00
Connection Charge to Booloocooroo/Wandobah	per connection	Y	C	N	\$3,035.00	\$3,100.00
Connection Charge to Blackjack Road Water Supply	per connection	Y	C	N	\$9,550.00	\$9,750.00
Connection Charge to Quia Road Water Supply	per connection	Y	C	N	\$9,550.00	\$9,750.00

Rural / Residential – Water Service Connection

Nil charge for below services if contribution made at time of subdivision

From 225m to 1km from main	per connection	Y	C	N	As per quotation
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Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Oversize Water Service Connection

Fee	per connection	Y	C	N	As per quotation	
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Water Management Act 2000

Application under section 305 Water Management Act 2000 for a Section 307 Certificate of Compliance (where application is made as part of a development application – this fee is not applicable)	per application	Y	G	N	\$103.00	\$105.00
Inspection fees for Section 307 Certificate of Compliance (minimum 3)	per inspection	Y	G	N	\$155.00	\$160.00

Water Meter Connection

New water meter installations – 20mm	per installation	Y	C	N	\$250.00	\$255.00
New water meter installations – larger than 20mm	per installation	Y	C	N	As per quotation	

Water Meter Flow Restrictor

Installation	per installation	Y	C	N	\$137.00	\$140.00
Removal	per removal	Y	C	N	\$68.50	\$70.00

Water Meter Testing

Meter reading greater than a 5% tolerance <20mm	per meter	N	C	N	\$138.50	\$141.50
Meter reading greater than a 5% tolerance >20mm	per meter	N	C	N	As per quotation	

Water Stand Pipe Sales

Water supply	per k/l	N	C	N	\$3.45	\$3.55
Annual minimum fee for standpipe access (annual key issue charge)	per key	N	C	N	\$67.00	\$70.00

Water Supply Shut Down

Fire and Pressure Enquiries (Max. 2hrs consultancy work)		N	J	N	\$0.00	\$530.00
New water main flushing (new developments)	per meter	Y	C	N	\$0.42	\$0.45
Water supply main disinfection fees for new developments		Y	C	N	At cost	
Water supply shut down fee for connection of new developments		Y	C	N	At cost	

Name	Unit	CSO	CL2	GST	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)
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Planning Reform Fee

Planning Reform Fee (collected on behalf of State Government)		N	G	N	\$0.64 per \$1,000 of estimated cost of work for development \$50,000 and above	
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