



Gunnedah Shire Council Operational Plan 2024/25

ADOPTED TBA : | RESOLUTION: TBA

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INTRODUCTION

Vision and Values

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

◆ Vision

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

◆ Values

◆ Community Spirit

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

◆ Environmental Care

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

◆ Lifestyle Access

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

Acknowledgement of Country

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

Operational Plan 2024/25

This Operational Plan is an integral part of Gunnedah Shire Council's Integrated Planning and Reporting Framework and covers the 2024/25 financial year.

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

Within this framework, this Operational Plan sets a clear direction for Council's service activities for the 2024/25 financial year. The Operational Plan shows how Council's operations align with the Community Strategic Plan.

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

Disclaimer

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

MESSAGE FROM THE MAYOR

Economic forecasters are predicting a time of subdued growth across the country.

In Gunnedah Shire, we have recently seen a time of unmatched investment in capital works such as the Gunnedah Regional Saleyards Redevelopment and the Gunnedah Koala Sanctuary. We have grown despite the significant challenges of the past few years.

However, as a recent Country Mayors Association of NSW (CMA) survey shows, times are tough in local government. Approximately 75% of regional councils within the CMA reported they are facing an uphill battle to continue to provide the many services they deliver to support their communities.

In this, Gunnedah Shire Council's Operational Plan for 2024/25, we have worked to balance our commitment to serving and progressing our community with the increasingly difficult task of finding adequate funding. The continued financial impacts of cost-shifting from the state and federal levels of government, unworkable rate pegs and increasing inflationary pressures are putting a burden on local government that is becoming unsustainable.

Financial forecasting indicates that now is the time to address even tougher times around the corner. Council is actively exploring options to secure our long-term financial sustainability, including efficiency reviews, project prioritisation and possible Special Rate Variation application.

Again, this is responsible planning being undertaken by councils across regional New South Wales.

We are reaffirming our commitment to our community, and this Operational Plan represents a way forward to continue our vision for a prosperous, caring and proud community. It delivers solid outcomes, particularly in the four themes that have been made clear to us through extensive public consultation:

- Engaging and supporting the community
- Building our Shire's economy
- Retaining our quality of life, and
- Protecting and enjoying our beautiful surrounds.

In the 2024/25 financial year, Council's capital works will total nearly \$25 million, with significant projects to include progress towards the Gunnedah Koala Sanctuary and the continued recovery of our road network following the 2022 floods.

The Operational Plan also outlines the provision of a multitude of services, from planning and development services, to sporting facilities, pool and library facilities, cultural facilities, animal services, waste and recycling services and road maintenance.

Despite the challenges, we look forward to achieving great things in the 2024/25 financial year, and to ensuring your Council continues to deliver exceptional outcomes for our community.



Jamie Chaffey

Mayor

Gunnedah Shire Council

GENERAL MANAGER'S OVERVIEW

I am pleased to present Gunnedah Shire Council's 2024/25 Operational Plan.

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

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

The 2024/25 Operational Plan details our practical steps towards this vision over the next year. It is an important document that outlines how Gunnedah Shire Council will achieve both the delivery of our services and work towards the long-term goals of our community. It includes the annual budget including the capital works program, fees and charges, and contains detail about Council's revenue policy, including rating.

The 2024/25 financial year will be significant for Gunnedah Shire. In conjunction with grants from the State and Federal governments, we are looking to deliver a \$24.9 million program of capital works. Alongside the critical ongoing works such as our roads renewal and upgrade programs, water and sewerage renewal programs and renewal and upgrade of public facilities, we continue work on major projects that will make a significant difference to the Gunnedah Shire.

The 2024/25 capital works program includes stages 2 and 3 of the Gunnedah Koala Sanctuary (\$10 million). This project is a significant multi-year capital project largely funded with grants that will deliver positive long-term economic impacts.

However, the future outlook contains significant financial challenges. We face a financially unsustainable outlook and we need to take action to address these challenges. Increasing costs associated with natural disasters, high inflation and legislative 'cost-shifting' by the NSW and Australian governments will require us to explore a range of options to improve our financial sustainability. These options will include the feasibility of a Special Rate Variation application.

Council's long-term vision is to retain future generations in the region and attract new residents through increased work opportunities, improved liveability and access to quality services. The 2024/25 Operational Plan underpins this vision.



Eric Groth

General Manager

Gunnedah Shire Council

INTEGRATED PLANNING AND REPORTING

IP&R Framework

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

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

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

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

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

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

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

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

- ◆ **Operational Plan and Budget 2024/25**

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

Community Strategic Plan 2017 to 2027

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

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

Delivery Program 2022/23 to 2025/26

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

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

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

FINANCIAL OUTLOOK

Council is in a similar position to that of many NSW councils facing a poor financial outlook caused by a perfect storm of negative impacts resulting from natural disasters, high inflation and legislative 'cost-shifting' by the NSW and Australian governments.

The current financial outlook is not financially sustainable and action is necessary to ensure that a sustainable path can be determined to support Council's future.

Without additional funding, the current outlook will require cuts to services and a decline in the condition of infrastructure assets, such as roads, will be a consequence. The forecast for the General fund is for large operating deficits, and the following issues exist and need to be addressed:

- Forecast deterioration in the unrestricted cash position;
- Insufficient funding for the ongoing maintenance and renewal of assets;
- Inability to take on additional borrowings without creating further financial stress; and
- High reliance on grant funding for core asset renewal programs.

The 2024/25 budget has been determined taking the following areas into account:

- The current financial outlook;
- The activities contained in the Delivery Program 2022/23-2025/26; and
- Asset renewal funding requirements.

To maintain current service levels and to grow requires an increase in revenue. Alternatively, no increase in revenue will see the need for service levels to decrease. To address this challenge, Council will explore all options available to it, including:

- Undertaking efficiency reviews;
- Reviewing project prioritisation to maximise Council's resources and funding opportunities; and
- Investigating options for a possible Special Rate Variation application.

In the 2024/25 financial year, Council will start a conversation with the community to discuss how we can maintain current service levels, address our growing infrastructure renewal backlog, support our current population growth projections and deliver on key infrastructure priorities. This conversation will be important in shaping the future of our region.

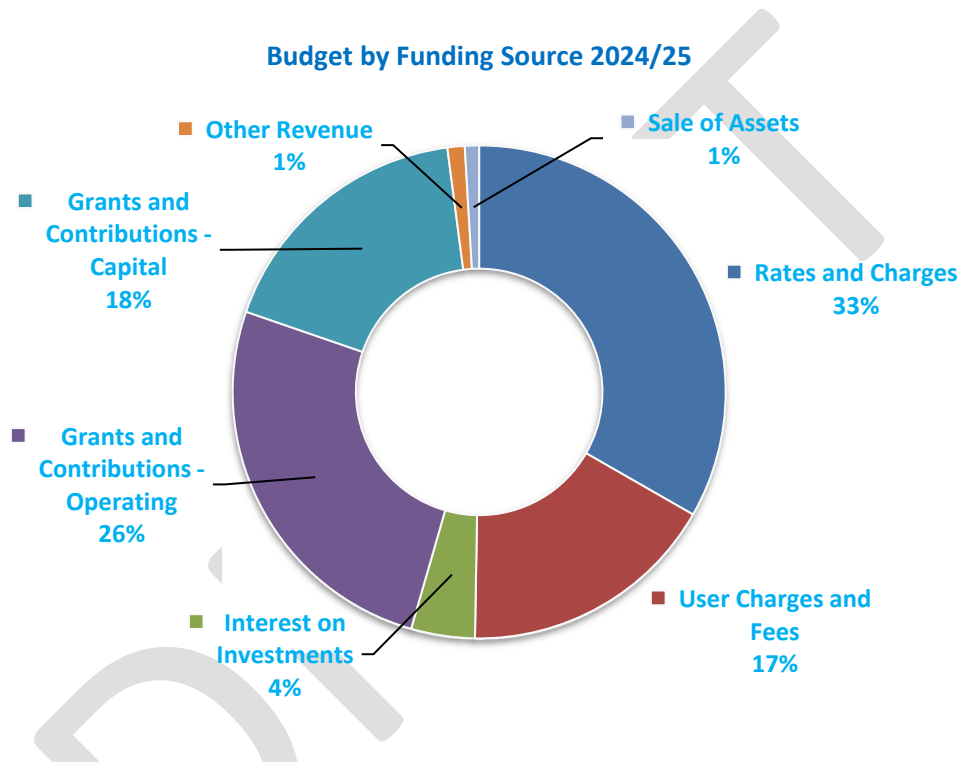
To navigate a path that meets our financial challenges and delivers on our community's expectations it will be necessary for Council and the community to work together and re-evaluate what we do, how we do it and our service levels. The discussion in the next financial year will include the following options about our operations, infrastructure and service levels: How do we maintain, how will we grow or how do we manage a decline.

FINANCIAL OVERVIEW

The financial overview provides a summary of where Council obtains its funding from and how it is allocated for the 2024/25 financial year.

Where the Money Comes From

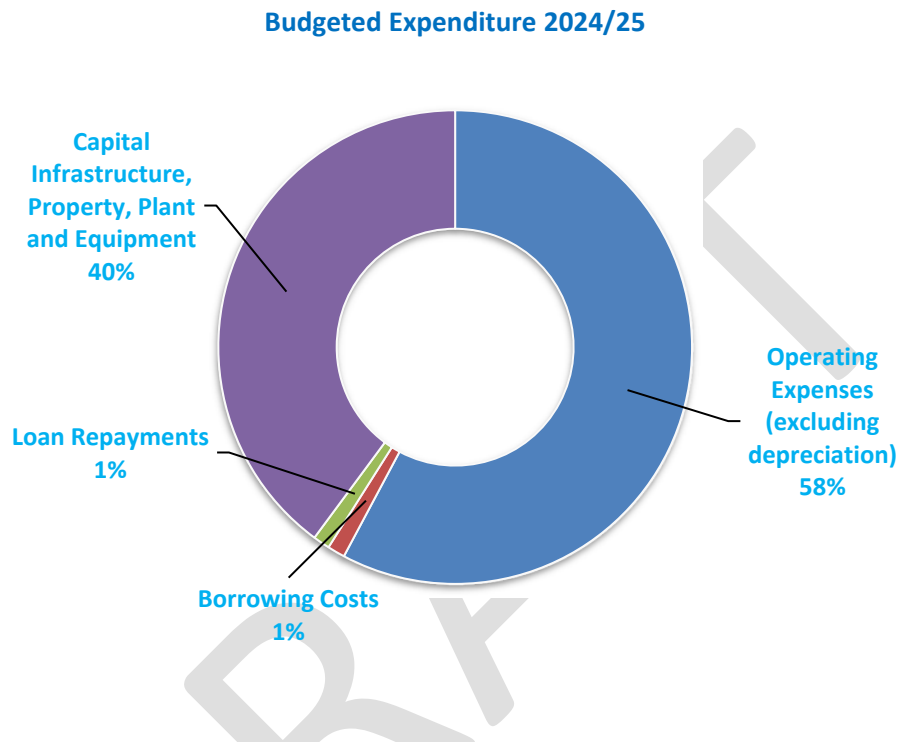
The chart and table below provide a breakdown of Council’s funding sources or revenue. Our expenditure is funded by a range of income sources. As shown below, grants and contributions are a major source of funding, equating to 43% of total funds. Sources of other funds include rates and charges, user charges and fees, investment interest and sale proceeds from the disposal of assets.



BUDGET BY FUNDING SOURCE 2024/25	\$	%
Rates and Charges	22,927,980	33.11%
User Charges and Fees	11,706,343	16.90%
Interest on Investments	2,877,623	4.16%
Grants and Contributions - Operating	17,789,373	25.69%
Grants and Contributions - Capital	12,166,986	17.57%
Other Revenue	780,195	1.13%
Sale of Assets	644,216	0.93%
Cash Reserves (net movement)	358,464	0.52%
Total	69,251,181	100.00%

Where the Money Is Spent

The chart and table below represent a breakdown of Council's expenditure. As shown below, operating expenses are the largest expense category representing 58%, followed by capital infrastructure, property, plant and equipment expenses, equating to 40% of the total. Depreciation is excluded as it is a non-cash expense.



BUDGETED EXPENDITURE 2024/25	\$	%
Operating Expenses (excluding depreciation)	40,014,232	57.78%
Borrowing Costs	827,995	1.20%
Loan Repayments	796,731	1.15%
Capital Infrastructure, Property, Plant and Equipment	27,612,224	39.87%
Total	69,251,181	100.00%

SUMMARY BY DEPARTMENT

Introduction

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

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

Departments

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

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

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

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

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Office of the General Manager

DEPARTMENT

General Manager – Management

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.1.3.2	Assess requests for financial assistance in the form of minor donations and distribute in accordance with Section 356 of the Local Government Act.	Assess applications of a minor nature up to \$500 in any one instance.
1.2.1.3	Continually improve Council operations.	Develop and facilitate community, government and business relationships. Encourage and facilitate leadership and strategic planning. Promote a culture of continuous improvement within the organisation. Provide effective leadership and management. Timely and accurate provision of information to Councillors and staff.
1.2.1.6	Prepare four- year implementation plan for service reviews.	Undertake the service reviews identified for the 2024/25 financial year.
1.2.3.1	Collaborate and share resources with other Councils and organisations in the community.	Facilitate Council's Working Groups and participate in organisations that aim to collaborate and share resources amongst councils and the community.
1.3.2.1	Advocate our operational interests with local community groups, regional organisations and the State and Federal governments.	Representation of Gunnedah Shire interests in regional, State and Federal planning processes and participation in engagement on issues where there are potential impacts on the community.
1.4.1.1	Participate in organisations and groups that bring levels of government together.	Participate in Country Mayors Association and other established groups that facilitate collaboration between levels of government.
3.2.2.1	Seek opportunities to lobby government about increasing the provision of public housing.	Implementation of Council's strategies to lobby government to increase public housing.

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
3.7.2.1	Advocate for medical services to meet community needs.	Lobby State and Federal governments for increased allocation of funding for delivery of general health services, mental health services, and medical facilities.

Action	Measure
1.2.1.3	Number of Leadership Team meetings facilitated.
1.2.1.6	2024/25 service review program completed by 30 June 2025.
1.2.3.1	Number of regional meetings and initiatives participated in.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	681	698	716	734
Capital Income	0	0	0	0
Total Income	681	698	716	734
Operating Expenditure	1,216,072	1,091,639	1,124,309	1,152,359
Overhead Distribution	(254,080)	(254,080)	(261,702)	(268,245)
Total Expenditure	961,992	837,559	862,607	884,114
Operating Result	(961,311)	(836,861)	(861,891)	(883,380)

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DEPARTMENT

People and Culture

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.2.1.2	Implement employee performance management systems.	All employees are trained and actively use the performance management system to conduct annual performance appraisals.
		The performance management system ensures employees are accountable for their position responsibilities.
		Employee probation system is in place and is monitored.
1.2.1.4	Review current Human Resources policies and procedures.	Forecast of needs completed annually.
		Policies and procedures regularly reviewed and updated.
1.2.1.5	Update the Workforce Plan.	Review and update the workforce management plan to align with the Integrated Planning and Reporting Guidelines issued by the Office of Local Government.
1.2.2.1	Ensure workplace health and safety policy and procedures deliver a safe working environment.	Corrective actions identified, tracked and closed out.
		Implement actions from work health and safety audit.
		Work health and safety policies, directives and processes reviewed in priority order
1.2.2.2	Design and implement a training and development plan for the organisation.	Develop the training and development plan.
		Implement systems and processes to develop and identify training opportunities.
		Support delivery of quality learning outcomes.
1.2.2.3	Develop policies that assist employee recruitment and retention.	Develop employer choice of brand reputation for recruitment.
		Develop proposal for retention initiatives.
1.2.2.4	Develop succession plan for key positions in the organisation.	Review of succession capabilities is conducted.
		Review of relevance and subsequent roll-out of leadership training and development for leaders and emerging talent.
3.5.3.1	Seek opportunities for the engagement of trainees and apprentices.	Annual analysis of potential opportunities within Council for trainees and ensure managers are aware of the value and requirements concerning traineeships.

Action	Measure
1.2.1.2	Performance appraisals are conducted in accordance with established timeframes.
1.2.1.4	All human resources policies reviewed and updated by 30 June 2025.
1.2.1.5	Workforce Management Plan updated by 30 June 2025.
1.2.2.1	Actions from the work, health and safety program are implemented as required.
1.2.2.2	Training and development plan developed by 30 June 2025.
1.2.2.3	All departing employees provided the opportunity to complete an exit interview.
1.2.2.3	Employee turnover rate in line with industry average.
1.2.2.4	Review of succession capabilities is completed by 30 June 2025.
3.5.3.1	Number of apprentices and trainees employed by Council.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	21,525	22,063	22,615	23,180
Capital Income	0	0	0	0
Total Income	21,525	22,063	22,615	23,180
Operating Expenditure	924,285	950,571	978,614	1,002,906
Overhead Distribution	(782,763)	(782,763)	(806,246)	(826,402)
Total Expenditure	141,522	167,808	172,368	176,504
Operating Result	(119,997)	(145,745)	(149,754)	(153,324)

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Gunnedah
Shire Council
Open New Horizons

GoCo Services

DEPARTMENT

GoCo

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
3.1.2.1	Deliver aged care support services to eligible people across GoCo's catchment.	Continue and expand valued services.
3.1.2.2	Support of aged care facilities, as well as programs that support aged persons to remain independently living in their own home.	Continue and expand valued services. Planned diversification.

Performance Measures	
Action	Measure
3.1.2.1	Number of new clients.
3.1.2.1	Number of retained clients.
3.1.2.1	Service outputs vs targets.
3.1.2.1	Number of HCP and Carer Gateways.
3.1.2.1	Number referrals and service requests.
3.1.2.2	Number of successful tenders.
3.1.2.2	Number of new programs and services commenced.
3.1.2.2	Number of advocacy activities.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	8,066,446	8,319,209	8,537,730	8,734,089
Capital Income	0	0	0	0
Total Income	8,066,446	8,319,209	8,537,730	8,734,089
Operating Expenditure	7,567,126	7,771,080	7,973,157	8,155,401
Overhead Distribution	581,254	581,254	598,692	613,659
Total Expenditure	8,148,380	8,352,334	8,571,849	8,769,060
Operating Result	(81,934)	(33,125)	(34,119)	(34,971)

Capital Expenditure	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Vehicle Replacement	0	133,900	123,600	0
Total Capital Expenditure	0	133,900	123,600	0



DEPARTMENT

Corporate Services – Management

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.2.1.3	Continually improve Council operations.	Develop and review the Corporate Services Directorate's policy and strategic planning framework, ensuring effective planning, strategic direction, budget management and control of operations. Identify opportunities for service improvements across the Corporate Services Directorate.
1.2.4.9	Explore options to secure the long-term financial sustainability of Council, including a possible Special Rate Variation application.	Undertake efficiency reviews. Review project prioritisation to maximise Council resources and funding opportunities. Investigate options for a possible Special Rate Variation application.

Action	Measure
1.2.4.9	Preparation of Council Report to facilitate decision on financial actions.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	0	0	0	0
Capital Income	0	0	0	0
Total Income	0	0	0	0
Operating Expenditure	470,823	278,948	287,317	294,499
Overhead Distribution	(219,880)	(219,880)	(226,476)	(232,138)
Total Expenditure	250,943	59,068	60,840	62,361
Operating Result	(250,943)	(59,068)	(60,840)	(62,361)

DEPARTMENT

Customer and Information Services

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.2.1.1	Provide training and induction on corporate policies and procedures.	Development and delivery of catalogue and internal training sessions.
1.2.1.7	Deliver customer service to the community and across the organisation.	Monitor, review and implement the customer complaint policy and provide regular performance management reporting to senior management. Provide regular performance management reporting on customer service across the organisation to senior management. Review and continuously improve systems and processes to identify, manage and monitor customer service culture across the organisation. Manage and report on customer service functions for the purpose of meeting organisational delivery standards. Investigate and identify options for a new customer request system.
1.2.4.4	Deliver information technology across the organisation including the information technology capital works program.	IT security audit and implementation of security enhancements to technology systems. Operation of IT hardware and software systems to agreed service levels. Rollout corporate system access to outdoor staff.
1.2.5.1	Deliver records management across the organisation.	Creation and implementation of electronic forms and automated workflows for incoming and outgoing documentation. Digitisation of Council's paper-based property records. Implementation and operation of records management systems in accordance with State Records Act and State Archives. Implementation and operation of records management systems, incorporating mail distribution, registration and scanning. Maintenance of electronic records management system to ensure current and effective software.

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.4.2.1	Provide a range of engagement approaches for the community to provide feedback on Council activities.	Facilitate promotion of Council decisions that require public notification. Provide advice and support across the organisation where community consultation must occur.
1.4.3.1	Deliver communication, media liaison and community engagement through a variety of platforms to provide information, promote Council services and get community feedback (“explain why all the time”).	Provide updates to the community on Council decisions and projects/programs through appropriate media channels.
1.5.3.2	Deliver geographical information services across Council and to the community.	Provide systems and processes for the provision of maps and relative information to update rural addressing data.
3.4.3.1	Manage the CCTV Gunnedah CBD surveillance system in conjunction with the Crime Prevention Working Group.	Maintenance and operation of CCTV technology equipment. Provide CCTV footage to NSW Police Service upon request.

Action	Measure
1.2.1.1	New employees inducted within eight weeks of commencement date.
1.2.1.1	Training opportunities offered through eLearning platform increased.
1.2.1.7	Customer complaints actioned in accordance with Complaints Policy.
1.2.1.7	External customer satisfaction maintained or improved.
1.2.1.7	Internal customer satisfaction maintained or improved.
1.2.1.7	Customer requests actioned in accordance with Customer Service Charter.
1.2.4.4	Completion of the IT capital works program by 30 June 2025.
1.2.4.4	Internal customer satisfaction maintained or improved.
1.2.5.1	Internal customer satisfaction maintained or improved.
1.2.5.1	Compliance with State Records Act.
1.4.3.1	Social media followers are maintained or increased.
1.4.3.1	Internal customer satisfaction maintained or increased.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	466	477	489	501
Capital Income	0	0	0	0
Total Income	466	477	489	501
Operating Expenditure	2,773,872	2,832,892	2,920,409	3,004,229
Overhead Distribution	(2,020,263)	(2,020,263)	(2,080,871)	(2,132,893)
Total Expenditure	753,609	812,629	839,538	871,336
Operating Result	(753,143)	(812,152)	(839,049)	(870,835)

Capital Expenditure	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Website Upgrade	33,550	0	0	0
Computer Replacement Program	118,613	139,954	111,660	0
CCTV Renewal Program	52,625	54,204	55,830	62,948
Wireless Connectivity	21,050	24,720	10,300	18,450
Security & Data	47,363	10,841	0	80,116
Network Renewal Program	0	0	82,400	0
Peripheral Replacement	0	0	15,450	0
Telephony	0	21,682	0	0
Meeting Room Equipment	0	0	15,450	0
CCTV Renewal Program - Water	0	0	0	25,625
Storage Device for Infrastructure	0	0	0	11,445
Civica eServices	13,000	0	0	0
Civica Online Timesheets	25,000	0	0	0
Civica Procure to Pay	15,500	0	0	0
Infrastructure Shared Storage Device	0	0	0	10,000
Community Safety Vehicle Connectivity	0	0	0	10,000
Total Capital Expenditure	326,700	251,400	291,090	218,584

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DEPARTMENT

Financial Services

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.2.4.1	Ensure compliance with statutory reporting obligations.	Completion of financial reports and external financial returns in accordance with statutory reporting requirements.
1.2.4.3	Deliver financial management services across the organisation, including systems and controls to communicate and manage Council's financial performance.	Maintain and develop systems and processes to undertake long-term financial modelling to inform the development of organisational strategies.
		Maintenance and operation of financial systems of the payment of suppliers in accordance with Council's terms and conditions.
		Provide systems and processes to deliver the payroll function across the organisation.
		Explore options to ensure the long term financial sustainability of Council, including adequacy of current revenue generation capacity.
1.2.4.6	Ensure rates and charges are modelled, levied and collected in accordance with statutory and Council requirements.	Rates are levied in compliance with all regulatory requirements.
		Review Council's rating structure to maximise equity across the Council area and between rate categories sustainability.
		Undertake recovery action for outstanding accounts in line with Council policy.
1.2.4.7	Manage Council's loan portfolio.	Manage Council's current loan portfolio to ensure payments within requirements.
1.2.4.8	Maximise the return on Council's investment portfolio.	Delivery on returns of Council's investment portfolio.
		Investment of Council's surplus funds in line with Council's policy and risk profile.

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

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	23,609,540	24,148,456	24,704,118	25,171,883
Capital Income	0	0	0	0
Total Income	23,609,540	24,148,456	24,704,118	25,171,883
Operating Expenditure	2,306,655	2,321,025	2,223,861	2,229,654
Overhead Distribution	(1,115,814)	(1,115,814)	(1,149,288)	(1,178,021)
Total Expenditure	1,190,841	1,205,211	1,074,573	1,051,633
Operating Result	22,418,699	22,943,245	23,629,545	24,120,250

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DEPARTMENT

Governance and Legal

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.2.4.2	Work towards complying with New Guidelines for Risk Management and Internal Audit for Local Councils in NSW.	Implement the New Guidelines for Risk Management and Internal Audit for Local Government in NSW in accordance with required timeframes.
1.2.5.2	Comply with the Integrated Planning and Reporting process.	Preparation and delivery of the annual Operational Plan to Council and the community.
		Preparation and delivery of the Annual Report to Council and the community.
		Preparation and delivery of the Delivery Program and half-yearly updates to Council and the community
1.2.5.3	Provide Council with business papers, meeting notices and minutes.	Facilitate Council and committee meetings in accordance with the Code of Meeting Practice.
		Facilitate working group meetings in accordance with terms of reference.
		Preparation of business papers and meeting notices in accordance with the Code of Meeting Practice.
		Monitor delivery of the Councillor professional development program.
1.2.5.4	Provide a framework to manage risk across Council's operations.	Effective management of Council's insurance portfolio and claims.
		Oversight by the Audit, Risk & Improvement Committee of Council's risk management profile.
		Staff support and training in relation to risk management.
		Administer Council's risk management framework.
1.2.5.5	Manage Council's governance and policy framework, including internal audit via the Audit Committee.	Support Council's Audit, Risk & Improvement Committee.
		Coordinate the independent internal audit function.
		Process Governance Information (Public Access) Act (GIPA) and Public Interest Disclosures (PID) applications.
		Maintain Council's policy register.
		Maintain Council's delegations of authority register.
		Maintain and support the procurement and contract management framework.
		Maintain and support the project management framework.

Performance Measures	
Action	Measure
1.2.5.2	Reports produced in accordance with legislative timeframes.
1.2.5.3	Business papers produced in accordance with required timeframes.
1.2.5.3	Councillor attendance at professional development training sessions.
1.2.5.4	Insurance coverage in place for major areas of risk.
1.2.5.4	Number of risks assessed as having extreme residual risk.
1.2.5.4	Risks are reviewed in accordance with the Risk Management Framework.
1.2.5.5	Delegations reviewed in accordance with required timeframes.
1.2.5.5	Council policies are reviewed and current in accordance with the Policy Framework.
1.2.5.5	Legislative Compliance Register kept current and identified changes sent to appropriate staff for action.
1.2.5.5	Internal audits completed in accordance with the strategic internal audit plan.
1.2.5.5	GIPA and PID applications processed in accordance with statutory timeframes.
1.2.5.5	Number of Audit, Risk & Improvement Committee meetings held.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	0	0	0	0
Capital Income	0	0	0	0
Total Income	0	0	0	0
Operating Expenditure	856,641	733,818	755,835	774,729
Overhead Distribution	(678,690)	(678,690)	(699,051)	(716,527)
Total Expenditure	177,951	55,128	56,784	58,202
Operating Result	(177,951)	(55,128)	(56,784)	(58,202)

Capital Expenditure	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Community Strategic Plan Review	37,890	0	0	0
Total Capital Expenditure	37,890	0	0	0



Infrastructure Services

DEPARTMENT

Infrastructure Services – Management

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.3.1.2	Identify funding opportunities to assist with delivery of projects in infrastructure strategies and asset management plans.	Develop relationships with stakeholders. Respond to submissions and provide advice on relevant industry issues.
1.5.3.3	Investigate strategies to ensure the local road network and regional transport provide for the future growth of Gunnedah Shire.	Collaborate with Namoi councils to maintain road networks across boundaries, including freight capacity requirements.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	0	0	0	0
Capital Income	0	0	0	0
Total Income	0	0	0	0
Operating Expenditure	736,829	758,848	781,526	801,363
Overhead Distribution	(734,329)	(734,329)	(756,359)	(775,245)
Total Expenditure	2,500	24,519	25,167	26,118
Operating Result	(2,500)	(24,519)	(25,167)	(26,118)

DEPARTMENT

Engineering Services

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.5.1.1	Operate and maintain Council's quarries.	Effective and efficient operation of Council-owned quarries maintaining compliance with legislative requirements
1.5.3.1	Update Asset Management Plans across the organisation including asset revaluation programs.	Progress the data improvement program. Review and update the asset management plans identified in the Strategic Asset Management Plan 2017-2027.
2.2.2.3	Undertake a local road network strategy.	Develop and implement a local road network strategy.
2.4.2.1	Secure Council ownership of the main street.	
3.6.6.2	Develop and implement a strategy for cycling and walking.	Combine bike plan and pedestrian access and mobility plan (PAMP) into a holistic active transport plan.
4.1.2.3	Investigate the possibility of a weir across the Namoi River and a wetlands water feature.	Progress preliminary investigation.

Performance Measures

Action	Measure
1.5.1.1	Compliance with legislative requirements.
3.6.6.2	Active Transport Plan developed and adopted by Council by 30 June 2025.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	738,880	757,352	776,286	795,693
Capital Income	0	0	0	0
Total Income	738,880	757,352	776,286	795,693
Operating Expenditure	1,706,840	1,724,929	1,899,468	1,817,127
Overhead Distribution	(963,788)	(963,788)	(992,702)	(1,017,519)
Total Expenditure	743,052	761,141	906,767	799,608
Operating Result	(4,172)	(3,790)	(130,481)	(3,915)

Capital Expenditure	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Quarries Remediation	66,621	0	0	0
Total Capital Expenditure	66,621	0	0	0

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DEPARTMENT

Plant and Building Services

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.2.4.5	Manage Council's fleet and plant.	Review Council's fleet management in line with policy and procedures.
1.5.1.11	Deliver the commercial properties maintenance and renewal program.	Maintenance and repairs and annual inspections undertaken on Council's rental properties and Council-utilised assets. Delivery of the commercial properties capital works program.
1.5.1.14	Review and implement the community housing capital works and maintenance programs.	Maintenance and repairs, annual inspections and repair spot inspections undertaken on Council's community house assets. Review of tenancy agreements.
3.3.3.2	Deliver the halls and centres capital works and maintenance program.	Undertake maintenance, repairs and regular inspections of Council's nine halls and centres in accordance with service levels. Delivery of halls and centres capital works program.
3.6.4.1	Increase access and participation in the venues and amenities in the Cultural Precinct.	Maintenance and renewal of venues in accordance with the 10-year capital works program and service levels.
4.5.2.1	Identify opportunities to reduce the energy consumption of Council.	Review energy usage of key Council sites and identify opportunities to reduce energy usage or utilise renewable energy sources where viable.

Performance Measures

Action	Measure
1.2.4.5	Fleet and plant replacement program completed by 30 June 2025.
1.5.1.11	Completion of the commercial properties capital works program by 30 June 2025.
3.3.3.2	Completion of the public halls and centres capital works program by 30 June 2025.
3.6.4.1	Completion of the venues capital works program by 30 June 2025.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	516,439	529,350	542,583	556,148
Capital Income	0	0	0	0
Total Income	516,439	529,350	542,583	556,148
Operating Expenditure	2,115,398	2,081,668	2,212,051	2,192,832
Overhead Distribution	504,809	504,809	519,953	532,952
Total Expenditure	2,620,207	2,586,477	2,732,005	2,725,784
Operating Result	(2,103,768)	(2,057,128)	(2,189,421)	(2,169,636)

Capital Expenditure	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Fleet Replacement Program	212,605	132,870	283,250	251,125
Plant Replacement	2,279,505	1,688,971	1,978,454	2,231,999
Piallaway Hall - Disabled Access Ramp	5,920	0	0	0
Curewllis Hall - Underpin Hall	70,046	0	0	0
Curlewis Hall - Exterior Repaint of Hall & Toilet	26,640	0	0	0
Gunnedah Town Hall - Interior and Exterior Painting	17,553	0	0	0
Office Furniture and Equipment Replacement Program	27,152	27,966	28,805	29,525
Air Conditioning Replacement Program	21,902	22,559	23,236	23,817
Bill Clegg Building - Internal Lighting Upgrade	3,692	0	0	0
Breeza Hall - Replacement of two air conditioning units	6,527	0	0	0
Painting Program - External Painting: Davis Ave Units and Goodwin Rd	14,131	14,555	14,992	15,366
Painting Program - Internal Painting: Unit 2 34 Reservoir St	2,620	2,699	2,780	2,849
SES Shed Tambar Springs - Walls and Workshop Bay Door Repairs	7,868	0	0	0
Bill Clegg Building - Workshop Bay Lights	3,590	0	0	0
Bill Clegg Building - Paint and Lights - Toilets, Kitchen and Locker Room	3,900	0	0	0
34 Reservoir St Units - Exterior Painting	13,296	0	0	0
Total Capital Expenditure	2,716,947	1,889,620	2,331,517	2,554,682

DEPARTMENT

Public Facilities

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.5.1.3	Provide services and capital works for Gunnedah Memorial Park Cemetery, Hunter Street Cemetery, Hunter Street Cemetery, and village cemeteries.	<ul style="list-style-type: none"> Ensure burials are undertaken in a timely, efficient and dignified manner. Maintain cemeteries in accordance with the Interment Industry Scheme licensing requirements. Forward plan to implement recommendations from the Memorial Park Cemetery Master Plan.
1.5.1.10	Delivery of the airport capital works and maintenance program.	<ul style="list-style-type: none"> Ensure compliance with MOS 139 and CASA regulations through maintenance, inspections and improvements. Convert Aerodrome Manual to online system to ensure it remains up-to-date. Update ABR Recorder for improved flight recording. Renew supplementary apron and taxiway pavement.
1.5.1.13	Advance a future development plan for the showground site as part of the Open Space Strategy.	Implement actions from the Gunnedah Showground Master Plan that are within resourcing allocations in the long-term financial plan.
2.3.1.2	Ensure the future development of the Showground helps with the attraction of events.	Investigate suitable grant programs to assist Council or User Groups in implementing actions from the Gunnedah Showground Master Plan.
3.3.3.1	Retain the character of the villages through the Village Beautification and Improvement Program.	<ul style="list-style-type: none"> Undertake maintenance of the village open space areas in accordance with service levels. Open Space Strategy: 3.1.5 Continue the pathway on Goran Street, Curlewis to connect to the internal Hamilton Park pathway.
3.6.1.1	Manage the swimming pool complex for safe use by the community.	<ul style="list-style-type: none"> Undertake daily water testing to ensure compliance with government regulations. Provide systems and processes to ensure the pool complex is maintained in accordance with service levels, Royal Life Saving Society guidelines and government regulations.

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
		Update and monitor application of Pool Operations Manual.
		Install solar to decrease running costs of the pool complex and reduce Council's carbon footprint.
3.6.5.2	Support opportunities to increase utilisation of the showground, swimming pool and other key facilities.	Development of opportunities to improve the services and financial effectiveness of the showground, swimming pool and other key facilities.
4.2.1.1	Manage compliance with noxious weeds legislation and standards.	Delivery of noxious weed spraying services.
		Promotion of, and education on, pest and noxious weed identification and eradication methods and practices.
4.7.1.2	Deliver the Street Tree Strategy.	Monitor delivery of the Street Tree Strategy.
4.7.2.1	Implement the parks and gardens capital works and maintenance programs across the Shire.	Maintain assets in accordance with adopted management plans.
		Undertake maintenance programs in accordance with approved service levels and resourcing allocations.
		Implement systems and processes to identify parks and garden spaces with high usage, opportunities to increase usage, and potential disposal of unwanted space.
		Investigate suitable grant programs to fund an upgrade to the Gunnedah Skate Park.
		Deliver the 2024/2025 capital works program: - Renewal Programs – Town Beautification; Playground Shade Sails and Playground Equipment and Furniture.
4.7.2.2	Implement the sporting grounds works and maintenance programs across the Shire.	Implement systems and processes to identify sporting grounds with high usage, opportunities to increase usage and potential disposal of unwanted space.
		Maintain assets in accordance with adopted management plans.
		Undertake maintenance programs in accordance with approved service levels and resourcing allocations.
4.7.2.3	Deliver agreed Open Space Strategy actions.	Deliver the ongoing actions identified in the Open Space Strategy.
		Deliver the Open Space Strategy capital project allocated in the 2024/2025 budget: - 3.1.5 Continue the pathway on Goran Street, Curlewis to connect to the internal Hamilton Park pathway.

Performance Measures	
Action	Measure
1.5.1.3	Compliance with Cemeteries and Crematoria Act 2013.
1.5.1.3	Compliance with Interment Industry Scheme.
1.5.1.10	Compliance with legislative requirements.
1.5.1.10	Completion of the Airport Capital Works Program by 30 June 2025.
1.5.1.13	Annual update of Aerodrome manual completed by 30 June 2025.
3.6.1.1	Completion of the Swimming Pool Capital Works Program by 30 June 2025.
3.6.1.1	Water testing check sheets and results completed and recorded daily.
3.6.1.1	Annual review of pool operations manual completed by 30 June 2025.
3.6.1.1	Facility-use agreement forms completed and requirements entered into calendar.
3.6.1.1	Pool staffing roster maintained and adjusted based on facility-use agreement requirements.
4.2.1.1	Number of kilometres of roadside sprayed.

4.2.1.1	Number of reserves sprayed.
4.2.1.1	Number of promotion and education activities undertaken.
4.2.1.1	Number of inspections.
4.7.2.1	Completion of the parks and gardens capital works program by 30 June 2025.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	750,461	775,220	794,447	814,155
Capital Income	0	0	0	0
Total Income	750,461	775,220	794,447	814,155
Operating Expenditure	6,098,966	6,190,397	6,329,844	6,437,291
Overhead Distribution	618,399	618,399	636,951	652,875
Total Expenditure	6,717,365	6,808,796	6,966,795	7,090,166
Operating Result	(5,966,904)	(6,033,577)	(6,172,347)	(6,276,010)

Capital Expenditure	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Airport - Land Improvements	7,500	0	0	0
Airport - Cones, Gables and Lighting Replacement Program	15,788	0	16,749	0
Swimming Pools - Electric Locking Door - Main Summer Pavilion Entry	9,000	0	0	0
Cemeteries - Road Construction	0	0	444,960	0
Cemeteries - Burial Beam	0	10,094	0	10,554
Kitchener Park Turf & Landscape Project	0	0	72,100	0
Hamilton Park Courts & Clubhouse Upgrade	105,250	154,500	0	0
Town Beautification Program	57,576	56,345	58,035	59,486
Playground Shade Sail Program	57,576	56,345	58,035	59,486
Mullibah Lagoon Trailhead	0	0	0	20,000
Playground Equipment Replacement Program	55,424	54,239	55,866	57,263
Park Furniture Replacement Program	15,014	14,693	15,134	15,512
Pensioners Hill Master Plan	0	0	30,900	0
Athol Gallen Landscape Plan	0	0	0	30,750
CBD Landscape Master Plan	0	154,500	0	0
Total Capital Expenditure	323,128	500,716	751,780	253,051

DEPARTMENT

Water and Wastewater Services

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.5.2.1	Operate the Gunnedah Sewerage Treatment Plant to comply with license conditions.	Monitor the operation of the Gunnedah Sewerage Treatment Plant.
1.5.2.2	Deliver sewerage services across the Shire in accordance with best practice.	Operate, maintain and update the Gunnedah and Curlewis sewerage networks to minimise blockages, overflows, and environmental impact.
1.5.2.3	Deliver water services across the Shire in accordance with best practice.	Collect, store, treat and distribute quality water in line with community needs, availability, and future requirements in the following locations: <ul style="list-style-type: none"> – Curlewis – Gunnedah – Mullaley – Tambar Springs
1.5.2.4	Ensure compliance with the Public Health Act Water Quality Assurance Framework.	Ensure the water quality monitoring program is conducted in accordance with legislative requirements and results in safe drinking water available at all times.
1.5.2.5	Maintain and renew Council's water assets.	Maintenance and renewal of water infrastructure in accordance with the 10-year capital works program and service levels.
1.5.2.6	Maintain and renew Council's sewer assets.	Maintenance and renewal of sewer infrastructure in accordance with the 10-year capital works program and service levels.
1.5.3.4	Investigate strategies to ensure water and sewer infrastructure provides for the growth of Gunnedah Shire.	Deliver and review the water and sewer servicing strategies.
4.3.2.1	Collaborate with Save Water Alliance to deliver educational strategies about water consumption.	Maintain website link with Smart Approved WaterMark.
4.3.3.1	Implement strategies to ensure the Shire's permanent water allocation is retained.	Provide systems and processes for the provision of a permanent water allocation to a sustainable level.

Performance Measures	
Action	Measure
1.5.2.1	Compliance with legislative requirements.
1.5.2.2	Number of odour complaints.
1.5.2.2	Number of effluent samples.
1.5.2.2	Number of sewer overflows to the environment per 100km of mains.
1.5.2.2	Number of sewer main breaks and chokes per 100km of mains.
1.5.2.3	Volume of water pumped weekly.
1.5.2.3	Number of water main breaks.
1.5.2.3	Number of water samples testing chemical levels.
1.5.2.3	Number of samples testing microbiology.
1.5.2.4	Number of failed water sample results.
1.5.2.5	Completion of the water capital works program by 30 June 2025.
1.5.2.6	Completion of the sewer capital works program by 30 June 2025.
1.5.3.4	Strategies reviewed and updated within four years of previous update.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	10,319,763	10,439,413	10,577,877	10,713,693
Capital Income	210,089	216,602	222,407	228,190
Total Income	10,529,853	10,656,015	10,800,284	10,941,883
Operating Expenditure	6,756,344	6,907,876	7,117,118	7,197,660
Overhead Distribution	1,127,696	1,127,696	1,161,527	1,190,565
Total Expenditure	7,884,040	8,035,572	8,278,645	8,388,225
Operating Result	2,645,812	2,620,443	2,521,639	2,553,657

Capital Expenditure	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Water Mains Capital Works Replacement Program	727,458	749,282	771,762	791,055
Water - New Service Connections	13,254	13,651	14,061	14,412
Water - Bore Replacement Program	249,127	0	0	0
Water - Links Road Reservoir Flow Meter	126,300	0	0	0
Water - Apex Road Reservoir Flow Meter	31,575	0	0	0
Water - High Zone Reservoir Flow Meter	105,250	0	0	0
Water Capital Works	190,000	0	0	0
Water - New Reservoir and Pipework Design	0	231,550	0	0
Water - Designated Rising Main Design	0	0	526,250	0
Water - Designated Rising Main to Links Rd Reservoir	0	0	0	5,788,750
Integrated Water Cycle Mgt - Strategic Business Plan	0	42,470	0	0
Curlewis - Extend Main from Old Preston Washery to Preston Rd	0	94,725	0	0
Mullaley - New Gas Chlorine System	263,125	0	0	0
Tambar Springs - New Gas Chlorine Dosing at Reservoir	205,238	0	0	0

Capital Expenditure	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Tambar Springs - Installation of Additional Isolation Valves	73,675	0	73,675	0
Sewerage Treatment Plant Stage 2 - Detailed Design and Construction	526,250	4,736,250	0	0
Sewer Mains Relining	1,490,825	0	1,645,588	0
Sewerage Treatment Plant Stage 2 Upgrade - Scoping Report and Options Assessment	0	37,311	0	0
Sewer - Infrastructure for 100Kw Solar System	0	0	0	442,050
Sewer - RTU Hardware Replacement	190,000	0	0	0
Total Capital Expenditure	4,192,076	5,905,240	3,031,336	7,036,267

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DEPARTMENT

Works

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.5.1.2	Maintain and renew Council's regional road assets.	Deliver works under the regional roads maintenance program.
1.5.1.4	Complete the Roads Maintenance Council Contract works for Transport for NSW.	Delivery of the RMCC road maintenance contract for Transport for NSW.
1.5.1.5	Undertake the bridge maintenance program.	Maintenance and renewal of bridges and culverts in accordance with the 10-year capital works program and service levels.
1.5.1.6	Plan and deliver the kerb and gutter maintenance and renewal programs.	Maintenance and renewal of kerb and gutter in accordance with the 10-year capital works program and service levels.
1.5.1.7	Plan and deliver the rural sealed road maintenance and renewal program.	Maintenance of rural sealed roads in accordance with service levels, including the 2024/25 capital works program: <ul style="list-style-type: none"> • Pavement renewal program • Reseal renewal program • Reconstruction program
1.5.1.8	Plan and deliver the rural unsealed road maintenance and renewal program.	Maintenance of rural unsealed roads in accordance with service levels, including the 2024/25 capital works program: <ul style="list-style-type: none"> • Gravel road resheeting program
1.5.1.9	Plan and deliver the urban streets maintenance and renewal program to ensure car, bicycle and pedestrian safety.	Maintenance and renewal of urban streets to ensure car, bicycle and pedestrian safety. Maintenance and renewal of stormwater drains in accordance with the 10-year capital works program and service levels.
2.2.1.1	Maintain and renew Council's car park assets.	Maintenance and renewal of Council-owned car park assets in accordance with the 10-year capital works program and service levels.
2.2.1.2	Review the car parking strategy for Gunnedah.	Monitor implementation of the car parking strategy.
2.4.2.2	Continue main street beautification.	Undertake maintenance of the main street in accordance with service levels.
3.6.6.1	Deliver the footpaths and bike tracks capital works and maintenance programs.	Maintenance of footpaths and bike tracks in accordance with service levels.

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
4.7.1.1	Facilitate street lighting across the Shire.	Manage street lighting contract arrangements with the aim of securing the best overall financial outcome for Council.
4.7.1.3	Undertake the street cleaning and maintenance program.	Delivery of the street cleaning program in accordance with service levels.

Performance Measures	
Action	Measure
1.5.1.2	Completion of the regional roads capital works program by 30 June 2025.
1.5.1.6	Completion of the kerb and gutter capital works program by 30 June 2025.
1.5.1.7	Completion of the rural sealed road capital works program by 30 June 2025.
1.5.1.8	Completion of the rural unsealed road capital works program by 30 June 2025.
1.5.1.9	Completion of the urban streets capital works program by 30 June 2025.
1.5.1.9	Completion of the stormwater capital works program by 30 June 2025

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	5,390,115	4,923,176	5,040,638	5,159,502
Capital Income	639,663	659,493	58,806	174,799
Total Income	6,029,778	5,582,668	5,099,444	5,334,301
Operating Expenditure	15,123,022	15,301,340	15,350,876	15,905,959
Overhead Distribution	1,296,048	1,296,048	1,334,929	1,368,303
Total Expenditure	16,419,070	16,597,388	16,685,805	17,274,262
Operating Result	(10,389,292)	(11,014,720)	(11,586,362)	(11,939,961)

Capital Expenditure	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Stormwater Renewal Program	103,145	58,710	74,675	123,607
Urban Drainage Strategy	0	200,000	0	0
Kerb and Gutter Renewal Program	403,607	394,983	406,832	417,003
Regional Road Renewal Program	240,905	235,757	242,829	248,900
Rural Sealed Roads - Construction Renewal Program	764,810	748,468	770,922	790,195
Rural Unsealed Roads - Reseal Renewal Program	511,430	500,496	515,511	528,399
Bluevale Road Reconstruction	620,270	607,016	0	0
Rural Unsealed Roads - Resheeting Renewal Program	603,789	590,887	608,614	623,829
Urban Streets - Pavement Renewal Program	306,274	299,727	308,719	316,437
Urban Streets - Reseal Renewal Program	693,520	678,701	699,062	716,538
Urban Streets - Resheeting Renewal Program	53,717	52,569	54,146	55,500
Total Capital Expenditure	4,301,466	4,367,313	3,681,310	3,820,408



DEPARTMENT

Planning and Environmental Services – Management

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
4.2.4.1	Advance the Gunnedah Shire Koala Sanctuary Project.	Oversee construction of the Gunnedah Koala Sanctuary. Ensure an operating model is in place for the Gunnedah Koala Sanctuary following construction.
4.5.1.1	Develop and implement renewable energy options strategy.	Monitor delivery of the renewable energy action plan.
4.5.2.2	Identify alternate energy sources.	Implementation of Council's strategies to improve the local environment.

Performance Measures	
Action	Measure
4.2.4.1	Construction of the Gunnedah Koala Sanctuary progressed in accordance with project timeframes and budget.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	354	363	372	381
Capital Income	0	0	0	0
Total Income	354	363	372	381
Operating Expenditure	394,124	405,926	418,082	428,516
Overhead Distribution	(393,396)	(393,396)	(405,198)	(415,328)
Total Expenditure	728	12,530	12,884	13,188
Operating Result	(374)	(12,167)	(12,512)	(12,807)

DEPARTMENT

Building and Strategic Projects

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.5.4.1	Investigate, implement and maintain strategies and deliver contribution plans.	Assess planning proposals to amend the Local Environmental Plan in accordance with relevant legislation and adopted strategies.
2.1.4.1	Develop an Employment Land Strategy for the Shire.	Engage with Council, the community and the Department of Planning, Housing and Infrastructure to develop an Employment Land Strategy.
3.2.1.1	Adopt and implement the Gunnedah Shire Housing Strategy.	Monitor delivery of the actions in the adopted Gunnedah Shire Housing Strategy.
3.4.5.4	Provide environmental health services.	Deliver an inspection regime for food and skin penetration premises.
4.1.2.1	Review the Blackjack Creek Flood Study and Plan.	Review and update the Blackjack Creek Flood Study.

Performance Measures	
Action	Measure
2.1.4.1	Employment Land Strategy endorsed and implemented by December 2025.
3.4.5.4	Inspect all food and skin penetration premises required to be inspected.
4.1.2.1	Blackjack Creek Flood Study developed by 20 March 2025.
3.2.1.1	Complying Development Certificates, Construction Certificates, Building Information Certificates, Occupation Certificates and Section 68 Approvals are assessed and determined in accordance with relevant legislation, codes and standards.
3.4.5.4	Undertake Building Inspections and Plumbing and Drainage Inspections within 48 hours of being requested.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	67,887	69,584	71,324	73,107
Capital Income	0	0	0	0
Total Income	67,887	69,584	71,324	73,107
Operating Expenditure	668,630	692,058	721,470	738,646
Overhead Distribution	180,634	180,634	186,053	190,704
Total Expenditure	849,264	872,692	907,523	929,351
Operating Result	(781,377)	(803,108)	(836,199)	(856,244)

Capital Expenditure	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Bushfire Prone Land Map Preparation	0	0	42,100	0
LEP Land Use Strategy	0	95,790	0	0
Total Capital Expenditure	0	95,790	42,100	0

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DEPARTMENT

Community Safety

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.2.3.2	Help the local emergency management committee review emergency management plans.	Chair Gunnedah Local Emergency Management Committee.
		Review and maintain Gunnedah EMPLAN and Sub-Plans.
		Deliver and maintain functional Emergency Operations Centre (EOC).
		Deliver and activate Emergency Dashboard to Council's web site.
3.4.5.1	Manage the enforcement of local laws.	Investigate and appropriately resolve reported unlawful development.
		Monitor, investigate, and promote public awareness of illegal dumping.
		Provide systems and processes to manage unsafe/excess vegetation and unsafe/excess waste to ensure land and premises remain in a safe and/or healthy condition.
		Provide systems and processes to manage removal and destruction of unattended property in accordance with the Public Spaces (Unattended Property) Act 2022.
3.4.5.2	Provide parking control in the Gunnedah Central Business District and urban areas.	Conduct random parking enforcements of Gunnedah CBD, and school zones.
		Deliver and promote public awareness programs including road safety program for school zone pedestrian safety.
3.4.5.3	Administer the Companion Animals legislation.	Undertake regulatory controls that maintain requirements under the Companion Animals Act and Regulation.
		Upgrade the animal impound facility to new facility.
		Maintenance of the existing animal impound facility.

Performance Measures	
Action	Measure
3.4.5.1	Reduce the amount of reported illegal dumping incidents.
3.4.5.1	Number of Notices and Orders issued.
3.4.5.1	Number of Development Control Orders issued.
3.4.5.1	Unattended property seized including vehicles, livestock, shopping trolleys.
3.4.5.2	Number of parking related fines issued.
3.4.5.3	Animal impound facility upgrade completed by 30 June 2025.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	123,371	73,484	75,321	77,204
Capital Income	1,007,220	0	0	0
Total Income	1,130,591	73,484	75,321	77,204
Operating Expenditure	544,319	543,817	558,866	571,616
Overhead Distribution	216,093	216,093	222,576	228,140
Total Expenditure	760,412	759,910	781,442	799,756
Operating Result	370,179	(686,425)	(706,121)	(722,552)

Capital Expenditure	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Animal Impound Facility	1,507,220	0	0	0
Total Capital Expenditure	1,507,220	0	0	0

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DEPARTMENT

Development Assessment

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.3.3.1	Make submissions for funding on major applications.	Request planning agreements in relation to major project applications.
3.4.3.2	Assess development applications against "The Protocol for the Review of Development Applications between NSW Police and Gunnedah Shire Council".	Refer applications identified in the protocol to NSW Police.
4.1.2.2	Implement Council's Development Control Plan.	Development applications considered in accordance with the provisions of the Local Environmental Plan 2012 and Development Control Plans.
4.2.2.1	Implement State and Federal government requirements for wildlife habitat and natural landscapes.	Development applications incorporating the inclusion of suitable koala habitat, where appropriate, through conditions of consent.
4.2.3.1	Assess developments against NSW legislation and Gunnedah bushfire mapping.	Undertake development assessment against NSW legislation and Gunnedah Shire bushfire mapping.
4.4.1.1	Implement controls to protect heritage structures.	Development applications considered incorporating appropriate conditions of consent for preservation of heritage items.

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

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	1,565,364	809,818	818,817	826,334
Capital Income	310,014	319,624	328,190	336,723
Total Income	1,875,378	1,129,442	1,147,007	1,163,057
Operating Expenditure	628,195	662,690	681,906	688,134
Overhead Distribution	159,123	159,123	163,897	167,994
Total Expenditure	787,318	821,813	845,803	856,128
Operating Result	1,088,060	307,630	301,204	306,930

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DEPARTMENT

Economy and Growth

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
1.1.1.1	Help increase volunteer participation for young people via Youth Interagency.	Collaborate with local groups and organisations to develop youth programs and activities.
1.1.2.1	Promote and deliver the Australia Day Awards program.	Coordinate activities and events celebrating Australia Day.
1.1.3.1	Identify grant opportunities for community organisations and	Identify and disseminate information on grant funding opportunities to increase access to community and

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
	administer the Section 356 Community and Sports Small Grants Program.	cultural activities and programs for residents.
		Implement the Section 356 Small Grants Policy for the provision of financial assistance to community and sporting groups.
1.1.4.1	Work with service groups, village progress associations and hall committees on community projects.	Participate in community interagency meetings.
		Provide in-kind and appropriate financial support to community groups and progress associations.
1.1.5.1	Work with community members on the Gunnedah Shire Council Reconciliation Action Plan.	Conduct meetings with the Gunnedah Shire Council Reconciliation Action Plan Working Group.
1.1.6.1	Engage with multicultural community organisations, including Multicultural Gunnedah, in relation to activities, programs and events.	Engage with multicultural community organisations when requested.
1.5.1.12	Deliver the Gunnedah Regional Saleyards capital works and maintenance program.	Provide systems and processes to minimise equipment failure through the delivery of a structured maintenance program.
		Undertake testing regime required for the Environmental Protection Authority annual return.
2.1.1.1	Implement the Gunnedah Economic Development Strategy.	Implement and monitor the delivery of the Gunnedah Economic Development Strategy.
2.1.2.1	Deliver a range of activities and assist with Small Business Month.	Participate in Gunnedah and District Chamber of Commerce industry meetings and promote key initiatives.
2.1.3.1	Provide support through the Business Partner Program and the business concierge service.	Support the Business Partner Advisory Working Group and associated grant program.
2.1.3.2	Continue to develop Gunnedah Shire economic development marketing and promotional material.	Initiate negotiations with the business community interested in investing in the Gunnedah Shire.
2.2.2.1	Work with the Commonwealth Government to achieve intermodal freight terminal.	Continue to advance the Gunnedah Intermodal Freight Terminal (GIFT).
2.2.2.2	Pursue interest in and funding for the Gunnedah Processing Precinct.	Work with State Government to further the Namoi Regional Jobs Precinct.
2.2.2.4	Leverage opportunities with the Inland Rail Project.	Pursue available funding opportunities for the Gunnedah Intermodal Freight Terminal (GIFT).
2.2.3.1	Research economic opportunities for the airport.	Development of opportunities to improve the economic outcomes from the airport.
2.3.1.1	Advise and support community groups and businesses conducting events that promote local tourism.	Identify opportunities to support or partner with community groups and businesses to expand existing events or bring new events to the Shire.
2.3.1.3	Support the delivery of a diverse range of events across the Shire including AgQuip, NAIDOC Week and the Weeks of Speed.	Plan and support events that will attract tourism and provide cultural or entertainment value to our local community.
		Coordinate Council's participation in AgQuip.
2.3.2.1	Provide information services for visitors and the community.	Market the Gunnedah Shire to potential tourists to encourage growth of the visitor economy.
		Implement systems and processes to identify, manage and report on visitation rates, behaviours and motivators

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
		for travelling, and identify opportunities to attract more visitors.
		Maintain accredited Visitor Information Centre to ensure effective and efficient service delivery to visitors and the community.
		Maintain tourism network links regionally.
2.3.3.1	Develop and support local tourist attractions.	Actively implement the Destination Management Plan actions in consideration of stakeholder identification and funding.
2.5.1.1	Maintain and promote the Live in Gunnedah and Invest in Gunnedah websites.	Update and maintain websites.
2.5.2.1	Continue working with the Skills and Training Working Group.	Support the Economy and Growth Working Group.
2.5.2.2	Coordinate and manage the Gunnedah Community Scholarship Fund.	Administer and promote the Gunnedah Community Scholarship Fund.
3.4.1.1	Collaborate with Crime Prevention Working Group.	Facilitate and support the Crime Prevention Working Group.
3.4.1.3	Deliver the Crime Prevention Plan.	Monitor implementation of the Gunnedah Crime Prevention Plan.
3.5.1.1	Conduct school holiday programs and NSW Youth Week.	Coordinate Youth Week activities and events. Deliver a School Holiday Program.
3.5.2.1	Develop a youth strategy and define Council's role.	Engage with the community to develop a youth strategy.
3.6.3.1	Provide support and coordination of quality cultural services that meet community needs.	Administer Council's 356 Arts and Cultural grants funding program. Identify opportunities to collaborate with local groups and organisations to enhance capacity to deliver arts and cultural programs. Provide in-kind and financial support to the Dorothea Mackellar Memorial Society and the Gunnedah Shire Band via a funding agreement.
3.6.4.1	Increase access and participation in the venues and amenities in the Cultural Precinct.	Manage and allocate resources within the cultural precinct. Research, schedule, implement and promote a weekly cinema program that meets the needs and expectations of cinema customers, and generates income.
3.6.4.2	Develop a business case and funding strategy for the Cultural Precinct Master Plan.	Monitor delivery of the Cultural Precinct Master Plan.
3.6.5.1	Deliver library services across the Shire.	Deliver a comprehensive program of activities and educational events. Deliver a comprehensive range of sustainable library services. Provide access to the internet and information technology to the community.
3.6.7.1	Work with real estate agents to identify new residents so they can be welcomed.	Promote services, opportunities and recreational activities to new residents.
3.7.4.1	Participate in initiatives that aim to support low socio-economic members of the community.	Lobby State and Federal governments for increased allocation of funding for marginalised and low socio-economic groups in the Gunnedah.

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
3.7.4.2	Review the Disability Inclusion Plan.	Monitor the delivery of the Disability Inclusion Plan.
4.4.2.1	Work with Aboriginal groups to recognise and retain Aboriginal heritage and culture.	Collaborate with peak Aboriginal organisations within Gunnedah Shire to support cross-cultural initiatives.

Performance Measures	
Action	Measure
1.1.3.1	Value of financial assistance provided under the S356 community small grants program.
1.1.3.1	Value of financial assistance provided under the S356 sports small grants program.
1.1.4.1	Community financial support recommendations adopted by Council and formal agreements in place where financial support is provided.
1.5.1.12	Number of cattle sold through Gunnedah Regional Saleyards.
1.5.1.12	Value of cattle sold, contributing to beef supply chain.
2.1.3.1	Value of funding provided under the Business Partner Program.
2.3.2.1	Visitor Information Centre visitation is increased.
2.5.2.2	Value of funding provided under the Gunnedah Community Scholarship Fund.
3.6.3.1	Value of financial and assistance provided under the S356 Arts and Cultural Small Grants Program.
3.6.4.1	Movie theatre attendance maintained or increased.
3.6.4.1	Number of venue bookings maintained or increased.
3.6.5.1	Number of library activities.
3.6.5.1	Attendance at library activities.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	1,699,938	1,625,880	1,649,476	1,756,964
Capital Income	10,000,000	0	0	0
Total Income	11,699,938	1,625,880	1,649,476	1,756,964
Operating Expenditure	4,101,583	4,477,796	4,767,544	4,807,082
Overhead Distribution	844,480	844,480	869,814	891,560
Total Expenditure	4,946,063	5,322,276	5,637,358	5,698,642
Operating Result	6,753,875	(3,696,396)	(3,987,882)	(3,941,678)

Capital Expenditure	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Saleyards - EPA Bunded Area	50,000	0	0	0
Saleyards - Small Plant & Equipment	21,050	10,841	22,332	11,445
Saleyards - IT Capex Renewal	0	0	0	68,671
Gunnedah Koala Sanctuary	10,000,000	0	0	0
Tourism Billboard	0	8,055	0	0
Gallery Refurbishment	0	25,235	0	0
Cultural Furniture Replacement	12,367	0	0	0
Town Hall Table & Chairs	0	0	57,732	0
Town Hall Sound & Lighting	0	0	22,332	0
Library Books	19,532	19,114	19,687	20,180
Library - Toilet Refurbishment	20,000	0	0	0
30% Library Subsidy for Projects	0	20,600	21,218	21,748
Economic Development Strategy	0	61,800	0	0
Total Capital Expenditure	10,122,949	145,645	143,301	122,044

DEPARTMENT

Waste Management

What the community told us was important

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

What we plan to do

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2024/25 Tasks
4.6.1.1	Implement the Domestic Waste Capital Works and Maintenance Program.	Ensure all required facility maintenance and procedure documents are completed and maintained. Apply systems and processes to minimise equipment failure.
4.6.1.2	Continue to be compliant and operate the facilities according to legislation, common standards and licence conditions where applicable.	Operate waste transfer stations and landfills in line with current and future needs and environmental standards. Educate the community on best waste management practices. Provide systems and processes to promote recycling and reduce waste going to landfill. Complete Environmental Protection licence annual return.
4.6.2.1	Enforce the contract provisions for waste collection contractors to promote strategies that encourage recycling and reduce waste.	Attend contract meetings and participate in education programs delivered by the Northern Inland Regional Waste Group.

Performance Measures

Action	Measure
4.6.1.1	Completion of the waste capital works program by 30 June 2025.
4.6.1.2	Tonnes of waste delivered to landfill.
4.6.1.2	Number of education programs undertaken.
4.6.1.2	Meet compliance reporting requirements.
4.6.2.1	Number of meetings attended.

Financial Resources	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Operational Income	5,098,521	5,181,709	5,270,072	5,336,828
Capital Income	0	0	0	0
Total Income	5,098,521	5,181,709	5,270,072	5,336,828
Operating Expenditure	3,993,100	4,126,950	4,312,476	4,411,969
Overhead Distribution	361,870	361,870	372,726	382,044
Total Expenditure	4,354,970	4,488,820	4,685,202	4,794,013
Operating Result	743,551	692,889	584,870	542,815

Capital Expenditure	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
Design and Construct Waste Facility Office Building	0	0	473,800	0
Landfill Cell and Leachate Site Works	263,125	0	0	0
Landfill Remediation Works	0	787,582	0	0
Waste Management Strategy & Waste Transfer Study	157,875	0	0	0
Gunnedah Waste Management Facility Intersection Upgrade	720,000	0	0	0
Material Recycling Facility Associated Works	150,000	0	0	0
Total Capital Expenditure	1,291,000	787,582	473,800	0

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FINANCIAL ASSISTANCE PROGRAMS

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

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

In 2024/25, Council is proposing to provide financial assistance under the following financial assistance programs:

Recipient/Program	Description	Commitment	Amount \$
Business Partner Program		Annual allocation	40,000
Dorothea Mackellar Memorial Society	Annual financial contribution	5 Years (1/07/2021-30/06/2026)	17,300
	Civic hire (in-kind support)		1,922
	Building provision (in-kind support)		22,660
Facility Hiring Support Fund	Provision for once off requests	Annual allocation	5,000
	Riding for Disabled Association Gunnedah – waiver of Showground license fees	5 Years (01/07/2022 – 30/06/2027)	535
	Gunnedah RSL Sub-Branch – waiver of fees to support: <ul style="list-style-type: none"> • Vietnam Veterans Day • Remembrance Day • ANZAC Day (Gunnedah & Curlewis) 	Annual allocation	6,559.40 + CPI
	Gunnedah Ministers Fraternal – Carols in the Park	3 Years (19/11/2023 – 18/11/2026)	1,256 + CPI
Gunnedah Chamber of Commerce	Christmas Fair road closure (in-kind support)	Annual allocation	6,000
Gunnedah Community Scholarship Fund	Annual contribution	Annual allocation	7,000
Gunnedah Homes for the Aged Association	Yallambee Aged Care Home water subsidy	3 Years (01/07/2023-30/06/2026)	1,600
Gunnedah Rural Museum	Annual operational subsidy	3 Years (01/12/2022-30/11/2025)	5,000
	Annual building and contents insurance subsidy		3,000
Gunnedah Shire Band	Annual operational subsidy	5 Years (1/07/2021-30/06/2026)	5,065.47 + rate peg
	Annual maintenance allocation		5,065.47 + rate peg

Recipient/Program	Description	Commitment	Amount \$
Medical Professionals Accommodation Support	Council Policy	As per policy	10,000
Minor Donations	Once off donations to community groups to support eligible events	Annual allocation	2,000
NAIDOC Week	Sponsorship – Community Fun Day	Annual allocation	2,250
	Koori Kids School Initiatives		450
Not-for-profit charities (orphaned waste)	Exemption for landfill gate fees as per Council Policy: <i>Waste Management - Exemption from charges for not-for-profit charities (orphaned waste)</i>	Annual allocation	1,200 per applicant
Section 356 Small Grants Program	Access Incentive	Annual allocation	10,000
	Community and Sports Grants		40,184
	Arts and Cultural Grants		17,272
Sister Cities and Friendly Relationships Program	Annual grant program	Annual allocation	20,000
Village Progress Associations <ul style="list-style-type: none"> – Breeza Progress Association – Carroll Progress Association – Emerald Hill Progress Association – Kelvin Hall Incorporated – Mullaley Gymkhana Association Incorporated – Pialloway Progress Association – Tambar Springs Progress Association – Willala Hall Committee 	Public Liability Insurance Reimbursements	Annual allocation	12,000

In addition to the above financial assistance, Council will also contribute around \$147,000 to the 2024/25 pensioner rebate program in accordance with NSW Government requirements.

SERVICE REVIEWS

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

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

In the 2023/24 financial year, Council has undertaken service reviews on the areas of Parks and Gardens and Unsealed Roads.

Council is in the process of establishing a service review framework to assist with identifying priority service review areas. Once this occurs, the service review program for 2024/25 will be determined in accordance with the framework. Council aims to carry out at least two large service reviews each financial year.

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

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2024/25 BUDGET

Introduction

In determining the 2024/25 budget, Council has considered the Principles of Sound Financial Management as outlined under Section 8B of the *Local Government Act 1993* (the Act). Section 8B of the Act provides that Council spending should be responsible and sustainable, aligning general revenue and expenses.

The development of the 2024/25 budget has occurred in challenging circumstances. High inflation cost impacts, increased cost shifting from other levels of government and increased compliance costs have all impacted to increase ongoing operational expenses above inflation.

The budget also provides for a 5.60% increase in ordinary rates yield for the 2024/25 year, in line with the rate cap determined by the NSW Independent Pricing and Regulatory Tribunal (IPART).

Financial Overview

Operating Result

The operating result is the net result after operating expenses are deducted from total income or revenue (excluding all capital amounts). An operating deficit occurs when total expenses are greater than operating revenue and an operating surplus occurs when total expenses are less than operating revenue. Councils are encouraged to budget for a breakeven result or an operating surplus.

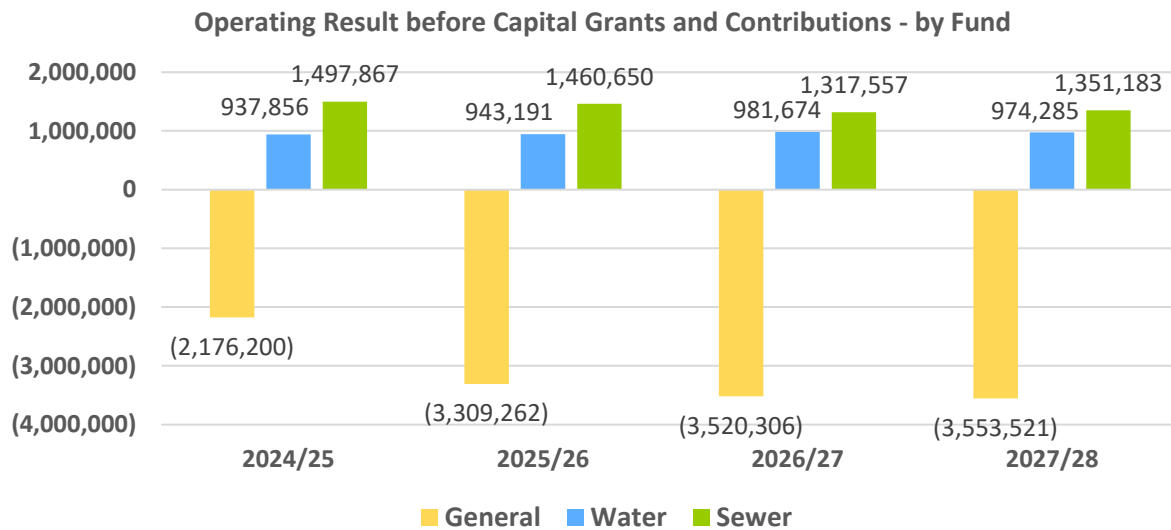
In the table below is a breakdown of the Consolidated operating result categorised by fund: General, Water and Sewer. This breakdown enhances clarity in assessing each fund's performance. The results shown in (brackets) below represent operating deficits.

Operating Result before Capital Grants and Contributions - by Fund 2024/25 – 2027/28				
Fund	Budget	Projected Years		
	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$
General	(2,176,200)	(3,309,262)	(3,520,306)	(3,553,521)
Water	937,856	943,191	981,674	974,285
Sewer	1,497,867	1,460,650	1,317,557	1,351,183
Total	259,523	(905,421)	(1,221,075)	(1,228,053)

This analysis is important as funding generated by Water and Sewer activities are restricted by law for the purpose the funds have been raised for. This means that Council cannot use these funds for any other purpose.

The General fund represents funding for all of Council's services other than Water and Sewer. This includes roads, buildings, parks, sporting grounds, swimming pools, footpaths, stormwater and many other services, which are supported by infrastructure that Council must maintain and renew.

The graph below shows that the General fund is recording large operating deficits once operating surpluses relating to Water and Sewer funds are excluded from the Consolidated operating result.



The General fund operating deficit can be analysed in more detail in the table below, by excluding the Domestic Waste Management (DWM) operating result. Similar to Water and Sewer, funding generated by DWM activities are restricted for the purpose the funds have been raised for i.e. waste management activities. This exclusion highlights a greater underlying deficit in the General fund.

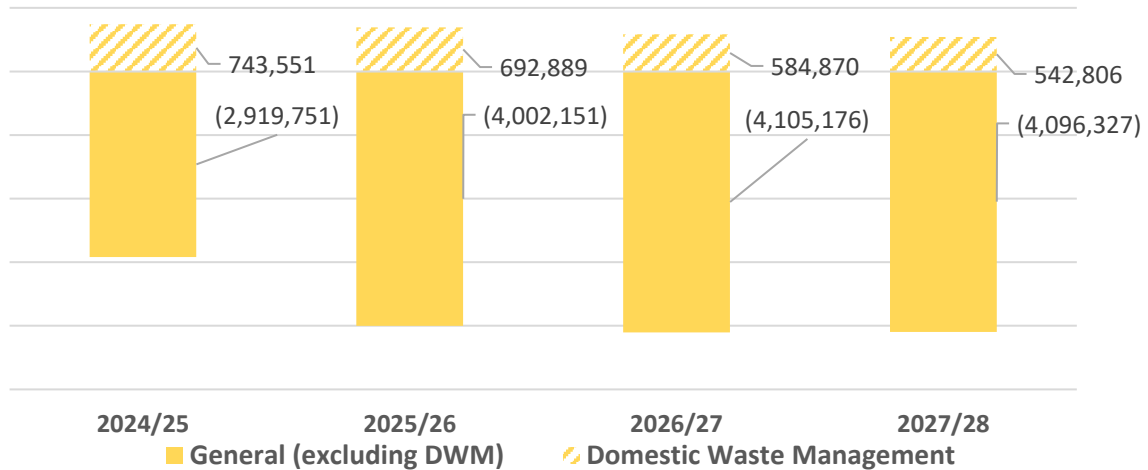
Underlying General Fund Operating Result before Capital Grants and Contributions - DWM Eliminated 2024/25 – 2027/28				
	Budget	Projected Years		
	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$
General (excluding DWM)	(2,919,751)	(4,002,151)	(4,105,176)	(4,096,327)
Domestic Waste Management	743,551	692,889	584,870	542,806
Total General	(2,176,200)	(3,309,262)	(3,520,306)	(3,553,521)

A break-even operating result indicates that a council can fund asset maintenance and renewals required by the consumption of assets i.e. as measured by depreciation. Sustained operating deficits are not financially sustainable and indicate that Council is not able to generate sufficient funding to undertake adequate investment in the maintenance and renewal of infrastructure.

This is important as Council is responsible for a vast network of infrastructure assets and maintenance and renewal of the infrastructure is necessary to ensure that it remains in a fit-for-purpose condition for use by the community. Under investment in asset maintenance and renewal will lead to a greater financial liability being incurred that future generations of ratepayers will need to pay for.

The graph below illustrates the breakdown of the total General Fund deficit between DWM and other business units.

Underlying General Fund Operating Result before Capital Grants and Contributions - DWM Eliminated



Cash Result

Another important result for Council is the cash position of each fund. As can be seen from the table below, Council's unrestricted cash position is forecast to deteriorate to a cash deficit by 2026/27.

Cash Balances 2024/25 – 2027/28				
	Budget	Projected Years		
	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$
Externally Restricted Cash	44,873,707	44,537,832	47,544,162	47,987,899
Internally Restricted Cash	24,133,453	24,661,798	25,131,931	25,432,897
Unrestricted Cash	1,352,710	327,994	(459,302)	(722,699)
Total General	70,359,870	69,527,624	72,216,791	72,698,097

Unrestricted Cash

Unrestricted cash represents the residual funds once allocations have been made to external and internal reserves. These are funds which are available to be used to cover unforeseen budget shock, where expenses are not provided for in the annual budget and not covered by the external and internal restricted reserves. An example of this would be a natural disaster. These funds are also available to:

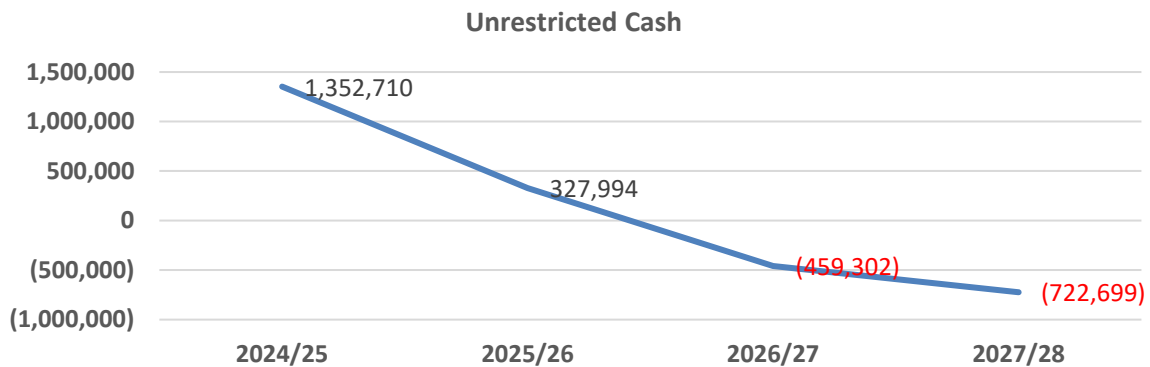
- boost Council's financial liquidity in paying suppliers, providing services and retaining staff;
- meet short term cash flow requirements to fund capital works projects; and
- support Council's long-term financial sustainability.

Council is forecasting an unrestricted cash position of around \$1.4 million by 30 June 2025. This would only cover Council’s operational expenses for approximately 2 weeks if a situation occurred where Council was unable to receive payments.

A negative unrestricted cash balance means that Council cannot afford to fully fund the allocations to be made to external and internal reserves.

The projected reduction of unrestricted cash is due to an unsustainable level of forecast expenditure. This forecast outcome will require intervention in the short term to either reduce the level of forecast expenditure or increase revenue, or a combination of both.

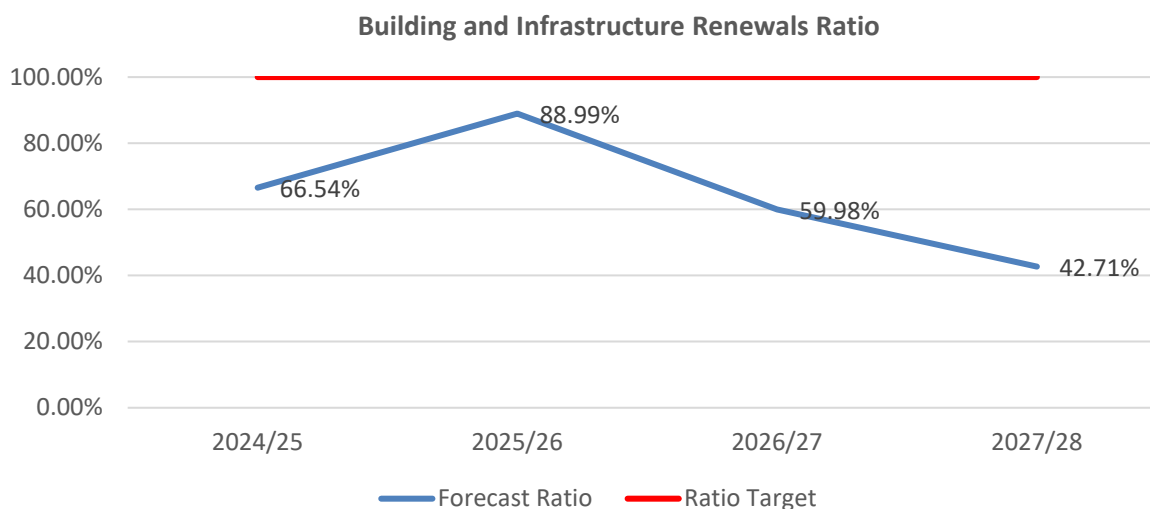
The graph below illustrates the deterioration in the unrestricted cash position.



Infrastructure Renewal

As part of the annual reporting compliance process, Council is required to report a Building and Infrastructure Renewals Ratio. This ratio is an assessment of the rate that these assets are being renewed relative to the rate at which they are depreciating. It is important to note that “renewals” represent the replacement and/or refurbishment of existing assets to an equivalent capacity as opposed to the acquisition of new assets.

The Building and Infrastructure Renewals Ratio is calculated by dividing the estimated spend on asset renewals by depreciation. A result of greater than 100% is considered satisfactory and the renewal ratio may fluctuate based on council priorities. Council is forecasting the Building and Infrastructure Renewals Ratio outcomes below, which demonstrates a consistent under investment in the renewal of infrastructure.



Financial Results

In accordance with section 404(1) of the Act, Council provides the following consolidated set of financial statements for the financial year ending 30 June 2025, and forward projections for the next three financial years ending 30 June 2028. These estimates are prepared in conformity with the Australian Accounting Standards and the Office of Local Government – Code of Accounting Practice.

Projected Income Statement 2024/25 – 2027/28				
	Budget	Projected Years		
	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$
Revenue				
Rates and Annual Charges	22,927,980	23,610,305	24,313,057	24,937,734
User Charges and Fees	11,706,343	11,971,607	12,291,706	12,664,871
Other Revenues	933,257	948,465	963,156	978,781
Operating Grants and Contributions	17,789,373	16,815,754	17,246,210	17,663,404
Capital Grants and Contributions	12,166,986	1,195,719	609,403	739,712
Interest and Investment Revenue	2,877,623	2,551,565	2,245,733	1,927,012
Total Revenue	68,401,562	57,093,416	57,669,264	58,911,514
Operating Expenses				
Employee Costs	23,034,834	23,701,699	24,260,720	24,867,238
Borrowing Costs	827,993	796,298	722,191	682,901
Materials and Services	16,386,871	16,650,610	17,304,516	17,941,408
Depreciation and Amortisation	15,132,828	15,078,500	15,404,937	15,314,152
Other Expenses	592,528	576,011	588,572	594,156
Total Operating Expenses	55,975,053	56,803,118	58,280,936	59,399,856
Operating Result	12,426,509	290,298	(611,671)	(488,342)
Operating Result before Capital Grants and Contributions	259,523	(905,421)	(1,221,075)	(1,228,053)

Projected Balance Sheet 2024/25 – 2027/28				
	Budget	Projected Years		
	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$
Assets				
<u>Current Assets</u>				
Cash and Cash Equivalents	5,340,099	5,797,538	6,600,000	6,100,000
Investments	36,693,164	35,403,479	37,255,316	37,129,622
Receivables	7,574,759	6,847,221	6,999,074	7,193,946
Inventories	1,191,514	1,212,873	1,254,945	1,296,332
Contract assets	4,591,500	4,591,500	4,591,500	4,591,500
Other	491,825	498,599	516,185	533,521
Total Current Assets	55,882,861	54,351,210	57,217,020	56,844,921

	Budget	Projected Years		
	2024/25	2025/26	2024/25	2025/26
	\$	\$	\$	\$
<u>Non-current Assets</u>				
Investments	28,326,607	28,326,607	28,361,475	29,468,475
Receivables	9,357	6,418	3,303	0
Contract Assets	468,500	468,500	468,500	468,500
Infrastructure, Property, Plant and Equipment	653,244,549	652,090,431	648,179,651	647,522,775
Right of use assets	696,000	821,805	866,454	866,454
Non-current assets classified as "held for sale"	121,000	121,000	121,000	121,000
Total Non-current Assets	682,866,012	681,834,760	678,000,383	678,447,204
Total Assets	738,748,874	736,185,971	735,217,403	735,292,125
Liabilities				
<u>Current Liabilities</u>				
Payables	8,143,668	6,418,894	6,691,556	7,721,987
Contract Liabilities	5,000,000	5,092,255	5,046,746	5,201,661
Lease Liabilities	86,271	90,953	96,080	97,435
Borrowings	838,814	883,269	887,626	902,535
Provisions	3,096,254	3,177,145	3,262,081	3,351,264
Liabilities associated with assets classified as "held for sale"	7,000	7,000	7,000	7,000
Total Current Liabilities	17,172,007	15,669,515	15,991,090	17,281,882
<u>Non-current Liabilities</u>				
Lease liabilities	415,372	450,224	398,793	301,358
Borrowings	10,749,837	9,866,569	8,978,943	8,076,408
Employee benefit provisions	2,695,570	2,766,245	2,840,453	2,918,372
Other provisions	5,037,521	4,464,553	4,650,931	4,845,253
Total Non-current Liabilities	18,898,300	17,547,591	16,869,120	16,141,391
Total Liabilities	36,070,307	33,217,106	32,860,210	33,423,273
Net Assets	702,678,567	702,968,864	702,357,193	701,868,852
Retained Earnings	351,390,567	351,680,865	351,069,193	350,580,852
Revaluation Reserves	351,288,000	351,288,000	351,288,000	351,288,000
Total Equity	702,678,567	702,968,865	702,357,193	701,868,852

Projected Statement of Cashflows 2024/25 – 2027/28				
	Budget	Projected Years		
	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$
Cash Flows from Operating Activities				
<u>Receipts:</u>				
Rates and Annual Charges	22,739,955	23,422,081	24,120,134	24,739,804
User Charges and Fees	13,093,891	13,599,118	13,941,995	14,339,673
Interest and Investment Revenue Received	2,887,978	2,536,751	2,214,300	1,919,931
Grants and Contributions	30,955,056	18,973,346	18,007,860	18,720,138
Other	1,208,907	1,183,889	1,034,785	1,041,500
<u>Payments:</u>				
Employee Benefits and On-costs	(15,508,867)	(16,033,475)	(16,402,980)	(16,807,368)
Materials and Contracts	(24,728,085)	(25,314,774)	(26,157,149)	(27,018,293)
Borrowing Costs	(623,152)	(582,798)	(536,986)	(489,757)
Other	(2,290,722)	(3,104,269)	(2,372,771)	(2,422,961)
Net Cash provided (or used in) Operating Activities	27,734,961	14,679,870	13,849,186	14,022,668
Cash Flows from Investing Activities				
<u>Receipts:</u>				
Sale of Investment Securities	569,787	2,219,946	0	2,582,177
Sale of Infrastructure, Property, Plant and Equipment	644,216	637,841	686,453	691,308
Sale of Disposal Groups	2,615	2,772	2,939	3,115
<u>Payments:</u>				
Purchase of Investment Securities	(216,617)	(930,261)	(1,886,705)	(3,563,483)
Purchase of Infrastructure, Property, Plant and Equipment	(27,612,224)	(15,227,645)	(10,875,190)	(13,252,079)
Net Cash provided (or used in) Investing Activities	(26,612,223)	(13,297,347)	(12,072,502)	(13,538,962)
Cash Flows from Financing Activities				
Repayment of Borrowings	(796,731)	(838,814)	(883,269)	(887,626)
Repayment of Finance Lease Liabilities	(85,908)	(86,271)	(90,953)	(96,080)
Net Cash Flow provided (used in) Financing Activities	(882,639)	(925,085)	(974,222)	(983,706)
Net Increase/(Decrease) in Cash and Cash Equivalents	240,099	457,438	802,462	(500,000)
plus: Cash, Cash Equivalents and Investments - beginning of year	5,100,000	5,340,099	5,797,538	6,600,000
Cash and Cash Equivalents - end of the year	5,340,099	5,797,538	6,600,000	6,100,000
Investments - end of the year	65,019,771	63,730,086	65,616,791	66,598,097
Cash, Cash Equivalents and Investments - end of the year	70,359,870	69,527,624	72,216,791	72,698,097

	Budget	Projected Years		
	2024/25	2025/26	2024/25	2025/26
	\$	\$	\$	\$
<u>Representing:</u>				
External Restrictions	44,873,707	44,537,832	47,544,162	47,987,899
Internal Restrictions	24,133,453	24,661,798	25,131,931	25,432,897
Unrestricted	1,352,710	327,994	(459,302)	(722,699)
Total	70,359,870	69,527,624	72,216,791	72,698,097

Key Performance Indicators

All NSW councils are assessed against the Fit for the Future key performance indicators. Based on the 2024/25 forecast, Council meets the benchmark for three out of five Fit for the Future indicators on a consolidated basis (shown below) apart from the Own Source Operating Revenue Ratio and the Building and Infrastructure Renewal Ratio. The former is caused by the large amount of grant funding forecast to be received from State and Federal governments in 2024/25 and will correct in future years. The latter is caused by an ongoing under investment in infrastructure renewal associated with an inability to fully fund depreciation.

	Benchmark	Budget	Projected Years		
		2024/25	2025/26	2026/27	2027/28
Operating Performance Ratio	>0%	0.46%	-1.62%	-2.14%	-2.11%
Own Source Operating Revenue Ratio	>60%	56.21%	68.45%	69.04%	68.76%
Unrestricted Current Ratio	>1.5x	3.57	4.08	3.94	3.93
Debt Service Cover Ratio	>2.0x	24.96	10.62	10.04	10.35
Building and Infrastructure Renewal Ratio	>100%	66.54%	88.99%	59.98%	42.71%

Operating Performance Ratio

Measures Council's achievement in containing operating expenditure within operating revenue.

Own Source Operating Revenue Ratio

Measures financial flexibility. It indicates the degree of reliance on external funding sources such as grants and contributions.

Unrestricted Current Ratio

Measures the adequacy of working capital and the ability of a council to satisfy its obligations in the short term for the unrestricted activities of Council.

Debt Service Cover Ratio

Measures the availability of operating cash to service debt including interest, principal and lease payments.

Building and Infrastructure Renewal Ratio

Assesses the rate at which assets are being renewed against the rate at which they are depreciating. Renewal is defined as the replacement of existing assets to equivalent capacity or performance capability, as opposed to the acquisition of new assets.



Gunnedah Shire Council

Revenue Policy 2024/25

ADOPTED TBA : | RESOLUTION: TBA

REVENUE POLICY 2024/25

Types of Revenue

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

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

This document provides pricing policies for rates, annual charges for services, and fees for specific services provided by Council in the 2024/25 financial year.

Rates

Rate Peg

The rate peg determines the maximum percentage amount by which a council may increase its general rate income for the year. The rate peg is based on the change in the Local Government Cost Index (LGCI), consideration of a productivity factor and population growth. The Independent Pricing and Regulatory Tribunal (IPART) has determined the rate peg amount for Gunnedah Shire Council at 5.60% for the 2024/25 rating year.

Council's 2023/24 Statement of Compliance Return, in relation to the calculation of the Notional Yield, indicated the Notional Yield was below the Permissible General Income by \$17,765. This amount has been added to the percentage increase as per Section 511 of the *Local Government Act 1993* (the Act). This 'catch-up' amount and the rate peg limit represent a 5.72% increase in rate yield for the 2024/25 financial year.

Land Valuations

Rates are assessed on a rate in the dollar as a product of the land value, which is supplied by the NSW Valuer General. The *Valuation of Land Act 1916* requires the Council to assess the rates on the most recent valuations provided by the Valuer General. A revaluation of Gunnedah Shire Council Local Government Area (LGA) took place in 2022, with a base date of 1 July 2022. These valuations are being used to calculate general rates for the 2023/24, 2024/25 and 2026/27 financial years.

Rating Categories

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

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

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

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

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

- Farmland
- Residential
- Mining
- Business

For 2024/25, Council will levy rates on the following categories and sub-categories.

Farmland

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

Residential

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

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

Mining

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

Business

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

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

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

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

Rating Category	Sub-Category	Number of Assessments	Ad Valorem Rate	Minimum Rate (\$)	Base Rate (\$)	Rate Yield (\$)
Residential	Ordinary	381.00	0.507172	555.00		360,620
	Rural	355.00	0.530625	555.00		438,184
	Gunnedah	3,520.82	1.172652	555.00		4,202,020
	Village	537.00	1.433215	325.00		315,942
Business	Ordinary	92.00	0.970181	321.00		90,146
	Gunnedah	420.18	2.771947	544.00		2,907,114
	Power Generation	2.00	0.970181	321.00		23,178
Farmland		1,142.00	0.214605	555.00		6,105,669
Mining		5.00	2.021464		26,429.00	1,584,789
	Count	6,455.00			TOTAL	16,027,662

Water and Sewerage Charges

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

Water Supply Services

Water Service Availability Charge

In accordance with section 552 of the Act, land that is supplied with water from a water main of the Council and land that is situated within 225 metres of a water main of Council (whether or not actually supplied with water from any water main of the Council) is charged an annual Water Service Availability Charge for each service to the property.

Each Annual Water Service Charge applicable is included in the Annual Rate Notice issued for the financial year.

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

Water Service Availability Charge Service Size Per Connection	2023/24 Access Charge	2024/25 Access Charge	Number of Charges	Yield
Vacant Land and 20mm	\$231.00	\$242.50	4,852	\$1,176,610
25mm	\$360.94	\$378.91	146	\$55,321
32mm	\$591.36	\$620.80	49	\$30,419
40mm	\$924.00	\$970.00	58	\$56,260
50mm	\$1,443.75	\$1,515.63	28	\$42,438
80mm	\$3,696.00	\$3,880.00	15	\$58,200
100mm	\$5,775.00	\$6,062.50	21	\$127,313
150mm	\$12,993.75	\$13,640.63	0	\$0.00
			TOTAL	\$1,546,561

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

The specific pricing calculation method is as follows:

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

BC = Base charge for oversized meter.

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

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

Consumption Charge – Residential

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

	Description	2023/24	2024/25
First Tier	per kilolitre up to 400kL	\$1.76	\$2.10
Second Tier	per kilolitre from 401kl to 800kL	\$2.64	\$3.15
Third Tier	per kilolitre above 800kL	\$3.96	\$4.73

Residential properties include any of the following:

- Parcel of land – Where there are one or more dwellings on the land or a parcel of land on which there is a building under construction that, when completed, will constitute one or more dwellings, including land classified as Farmland as specified by section 515(1) of the Act.
- Strata lot - If it is lawfully occupied a separate dwelling, or suitable for lawful occupation as a separate dwelling.
- Utility lot - If its use is restricted to the owner or occupier of a strata lot.
- Land use entitlement - If it entitles the holder of the land use entitlement to occupy a building, or part of a building, as a separate dwelling eg company title and residential flats.
- Parcel of Vacant land - Zoned or otherwise designated for use for residential or principally for residential purposes.

Stratas

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

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

For example, four strata unit:

First tier	1,600 kLs	@ \$2.10 per kL
Second tier	1,601 kLs to 3,200kLs	@ \$3.15 per kL
Third tier	3,201 kLs and above	@ \$4.73 per kL

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

Consumption Charge – Non-residential/Non-rateable Properties

A charge for Non-residential and Non-rateable Properties will apply at \$2.10 (\$1.76 2023/24) per kilolitre for every kilolitre used.

Non-residential properties are defined as properties not classified as residential, which includes business and commercial undertakings. Non-rateable property refers to a property that is not 'rateable land', as defined in Part 6 of the Act.

Consumption Charge - Sporting/Charitable Organisations

A charge for charitable and sporting organisations will apply at \$1.47 (\$1.23 2023/24) per kilolitre for every kilolitre used.

Consumption Charge Council-owned Sports Fields and Open Space Parks

A charge for Council-owned sports fields and open space parks will apply at \$1.47 (\$1.23 2023/24) per kilolitre for every kilolitre used.

Special Non-residential Subsidised Water Consumption Charge

Upon application, Council will apply a 5% reduction to the water consumption charge, at \$2.00 (\$1.67 2023/24) per kilolitre for every kilolitre used, as a subsidy to non-residential properties not mining in nature, with a minimum of 80 employees, where water consumption reaches 100 megalitres (mL) during the financial year.

Consumption Charge Billing

All water consumption charges are raised quarterly.

Sewerage Services

In accordance with section 552 of the Act, all land is charged an annual sewerage service availability charge except land which is more than 75 metres from a sewer of Council and is not connected to the sewer; or land from which sewage could not be discharged into any sewer of Council.

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

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

Sewer Charge	2023/24 Charge	2024/25 Charge	Number of Charges	Yield
Residential (Single Dwelling, Strata Units and Vacant Land)	\$655.60	\$688.40	3,754	\$2,584,254
Residential Multiple Residential Occupancies upon a single parcel of land (includes Non-Strata Units, Villa's and dwellings within retirement villages) - being 50% of the single residential charge per occupancy.	\$327.80	\$344.20	239	\$82,264
			TOTAL	\$2,666,518

Sewer Charge Non-residential and Non-rateable Properties

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

Non-residential Sewer Charge	2023/24 Charge	2024/25 Charge
Non-residential Sewer Charge		
$B = SDF \times (AC + (CR \times UC))$		
AC – Annual Sewer Access Charge – 20mm	\$251.00	\$263.60
AC – Annual Sewer Access Charge – 25mm	\$392.19	\$411.88
AC – Annual Sewer Access Charge – 32mm	\$642.56	\$674.82
AC – Annual Sewer Access Charge – 40mm	\$1,004.00	\$1,054.40
AC – Annual Sewer Access Charge – 50mm	\$1,568.75	\$1,647.50
AC – Annual Sewer Access Charge – 80mm	\$4,016.00	\$4,217.60
AC – Annual Sewer Access Charge – 100mm	\$6,275.00	\$6,590.00
AC – Annual Sewer Access Charge – 150mm	\$14,118.75	\$14,827.50
SDF – Sewerage Discharge Factor – NSW Department Planning and Environment - Water's regulatory and assurance framework.		
Examples:		
Bakery	0.95	
Bed and Breakfast	0.76	
Hotel	1.00	
Motel – Breakfast only	0.90	
Restaurant	0.95	
Club	0.95	
Takeaway Food	0.95	
Supermarket	0.95	
Hairdressers	0.95	
Others	Vary	
B = Annual non-residential sewerage bill (\$)		
C = Customer's actual water consumption per meter (kL)		
UC = Sewerage usage charge (\$/kL)	\$2.10	\$2.21
MINIMUM NON-RESIDENTIAL CHARGE PER FINANCIAL YEAR (Not less than residential)	\$655.60	\$688.40

Liquid Trade Waste

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

Liquid Trade Waste Annual Fee	2023/24 Charge	2024/25 Charge	Number of Charges	Yield
Liquid Trade Waste Annual Fee Category 1 & 2	\$230.08	\$241.60	81	\$19,570
Liquid Trade Waste Annual Fee Category 3	\$460.16	\$483.20	0	\$0.00

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

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

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

Where:

TW = Total annual trade waste fees and charges

A = Annual trade waste fee (\$241.60) (2023/24 \$230.08)

C = Customer's annual water consumption (kL)

UCTW = Trade waste usage charge (\$2.02/kL) (2023/24 \$1.92/kL)

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

The minimum liquid trade waste bill for 2024/25 will, therefore, be \$241.60 for those assessments with approvals to discharge liquid trade waste to sewer which are not subject to a liquid trade waste discharge factor. Council has set the usage charge for liquid trade waste discharge at \$2.02 per kilolitre for 2024/25.

Consumption Charge Billing

All sewer consumption charges are raised quarterly.

Stormwater Management Service Charge

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

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

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

Stormwater Management Services	2023/24 Charge	2024/25 Charge	Number of Charges	Yield
For occupied land classified as Gunnedah Residential.	\$25.00	\$25.00	3,017	\$75,425
For residential strata lots classified as Gunnedah Residential.	\$12.50	\$12.50	214	\$2,675
For land categorised as Gunnedah Business, the charge is \$25.00, plus an additional \$25.00 for each 350 square metres, or part of 350 square metres by which the area exceeds 350 square metres, up to a maximum charge of \$50.00.	\$25.00	\$25.00	377	\$9,425
For a lot in a strata scheme that is classified as Business, the greater of the following: <ul style="list-style-type: none"> \$5.00 the relevant proportion of the maximum annual charge that would apply to the land subject to the strata scheme if it were a parcel of land subject to the Business charge above. 	\$25.00	\$25.00	6.3	\$158
TOTAL				\$87,683

Waste Management Charges

Domestic Waste Management Charges

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

Domestic waste management	2023/24 Charge	2024/25 Charge	Number of Charges	Yield
Vacant Land	\$13.80	\$13.80	174	\$2,401
Residential properties within green waste collection zone only				
Minimum Standard Residential Premises which includes: <ul style="list-style-type: none"> Weekly 140L MGB (red) Landfill Waste Service; Fortnightly 240L MGB (yellow) Recycling Service; and a Fortnightly 240L MGB (green) Organic Waste Service for properties located within the green waste collection zone.	\$440.00	\$440.00	3,293	\$1,451,120
Upgrades residential properties within green waste collection zone only				
Upgrade - 360L MGB (yellow) Recycling Service which includes: <ul style="list-style-type: none"> Weekly 140L MGB (red) Landfill Waste Service; Fortnightly 360L MGB (yellow) Recycling Service; and a Fortnightly 240L MGB (green) Organic Waste Service. 	\$477.00	\$477.00	2	\$954
Upgrade – 240L MGB (red) Landfill Waste Service which includes: <ul style="list-style-type: none"> Weekly 240L MGB (red) Landfill Waste Service; Fortnightly 240L MGB (yellow) Recycling Service; and a Fortnightly 240L MGB (green) Organic Waste Service. 	\$492.00	\$492.00	111	\$54,612
Upgrade – Large which includes: <ul style="list-style-type: none"> Weekly 240L MGB (red) Landfill Waste Service; Fortnightly 360L MGB 	\$529.00	\$529.00	24	\$12,696

(yellow) Recycling Service; and a				
<ul style="list-style-type: none"> Fortnightly 240L MGB (green) Organic Waste Service. 				

Domestic waste management	2023/24 Charge	2024/25 Charge	Number of Charges	Yield
Residential properties outside green waste collection zone				
Minimum Standard Residential Premises which includes: <ul style="list-style-type: none"> Weekly 140L MGB (red) Landfill Waste Service; and a Fortnightly 240L MGB (yellow) Recycling Service for properties located outside the Green Waste Collection Zone.	\$352.00	\$352.00	1,052	\$370,304
Upgrades residential properties outside green waste collection zone				
Upgrade - 360L MGB (yellow) Recycling Service which includes: <ul style="list-style-type: none"> Weekly 140L MGB (red) Landfill Waste Service; and a Fortnightly 360L MGB (yellow) Recycling Service. 	\$389.00	\$389.00	7	\$2,723
Upgrade - 240L MGB (Red) Landfill Waste Service which includes: <ul style="list-style-type: none"> Weekly 240L MGB (red) Landfill Waste Service; and a Fortnightly 240L MGB (yellow) Recycling Service. 	\$404.00	\$404.00	34	\$13,736
Upgrade - Large which includes: <ul style="list-style-type: none"> Weekly 240L MGB (red) Landfill Waste Service; and a Fortnightly 360L MGB (yellow) Recycling Service. 	\$441.00	\$441.00	11	\$4,851
			TOTAL	\$1,913,397

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

Non-domestic Waste Management Charges

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

Non-domestic waste management services	2023/24 Charge	2024/25 Charge	Number of Charges	Yield
Waste Management Facility fee - this charge recognises that all rateable properties potentially produce waste and should contribute to the costs of running Council's Waste Management Facilities.	\$86.90	\$86.90	6,446	\$560,157
Non-Rateable Residential Properties - removal of garbage from non-rateable residential properties by way of a: <ul style="list-style-type: none"> Weekly 240L MGB (red) Landfill Waste Service. 	\$440.00	\$440.00	148	\$65,120
Non-residential Properties (Commercial) - removal of waste and recycling material from non-residential properties by way of a: <ul style="list-style-type: none"> Weekly 240L MGB (red) Landfill Waste Service; and a Fortnightly 240L MGB (yellow) Recycling Service. 	\$518.00	\$518.00	421	\$218,078
Upgrade Non-residential Properties (Commercial) – Removal of waste and recycling materials from non-residential properties by way of a: <ul style="list-style-type: none"> Weekly 240L MGB (red) Landfill Waste Service, and a Fortnightly 360L MGB (yellow) Recycling Service. 	\$559.00	\$559.00	4	\$2,236
Educational Institutions Recycling - removal of recyclables from educational institutions by way of a: <ul style="list-style-type: none"> Fortnightly 240L MGB (yellow) Recycling Service. 	\$166.00	\$166.00	35	\$5,810
Additional Fortnightly 240L MGB (green) Organic Waste Service - from residential properties located in the green waste zone.	\$96.00	\$96.00	147	\$14,112

Non-domestic waste management services	2023/24 Charge	2024/25 Charge	Number of Charges	Yield
Additional Fortnightly 240L MGB (yellow) Recycling Service.	\$96.00	\$96.00	13	\$1,248
Additional Fortnightly 360L MGB (yellow) Recycling Service.	\$109.00	\$109.00	1	\$109
			TOTAL	\$866,870

Other Matters

Pensioner rebate

Eligible pensioners are entitled to a rate reduction rebate (pro-rata based on full quarters) as follows:

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

The eligible pensioner must be:

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

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

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

Pensioner rebates will also be cancelled proportionate to the number of full financial quarters remaining upon the transfer of ownership of a property from an eligible pensioner.

There are approximately 826 eligible pensioners in the Gunnedah Shire receiving a pensioner rebate. The net cost of the pensioner rebate to Council after the NSW Government contribution is approximately \$147,000 per annum.

Interest and late payment fee

Section 566(3) of the Act states "the rate of interest is that set by the council but must not exceed the rate specified for the time being by the Minister by notice published in the Gazette". Interest

accrues on rates and charges that remain unpaid after they become due and are payable with interest accruing on a daily basis.

The maximum rate of interest payable on overdue rates and charges for the period 1 July 2024 to 30 June 2025 (inclusive) has been set at 10.50% per annum.

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

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

Hardship Relief

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

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

Fees for Service

Fees and Charges Schedule

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

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

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

A schedule of "Fees and Charges" has been prepared by Council which identifies the type and amount of fee approved by the Council for services provided in the 2024/25 financial year. A full list of Council's fees and charges is attached to this Operational Plan.

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

Changes or additions to Council fees which may be considered during 2024/25 will be advertised for 28 days for public submissions before adoption by Council as provided by Section 610F of the Act.

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

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

- Reinstatement of roads and footpaths;

- Plant hire;
- Plan printing; and
- Town Hall hire

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

- Section 603 Certificates;
- Planning Certificates - Section 10.7(2) & 10.7(5);
- Development Applications;
- Information supplied under the Government Information Public Access Act (GIPA);
- Impounding fees;
- Companion Animal Lifetime Registration; and
- Building application fees.

Pricing Policy for Goods and Services

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

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

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

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

Private Works

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

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

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

Loan Borrowing

No new loan borrowings are proposed to be raised in the 2024/25 financial year.

As at 30 June 2024, Council's loan liability is forecast to be \$12.385 million with a forecasted TCORP Debt Service Cover Ratio of 9.50%.

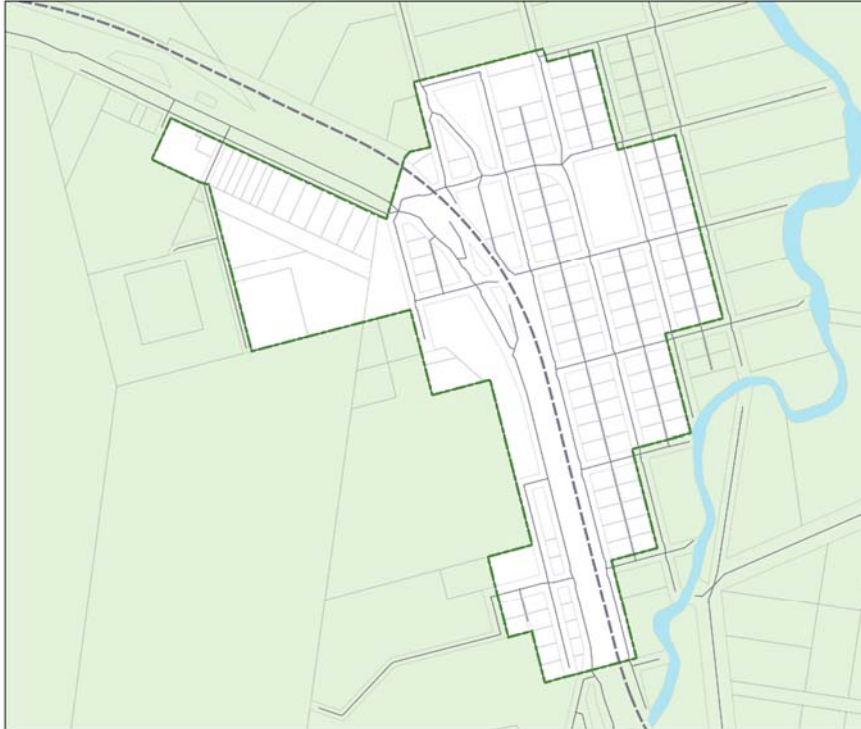

This indicator assesses the degree to which revenues from ordinary activities are committed to the repayment of debt. It is generally higher for councils in growth areas where loans have been required to fund infrastructure such as roads, water and sewerage works. Debt service costs include debt redemption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

DRAFT


APPENDIX A

Rating Maps – Centres of Population


BREEZA CENTRE OF POPULATION

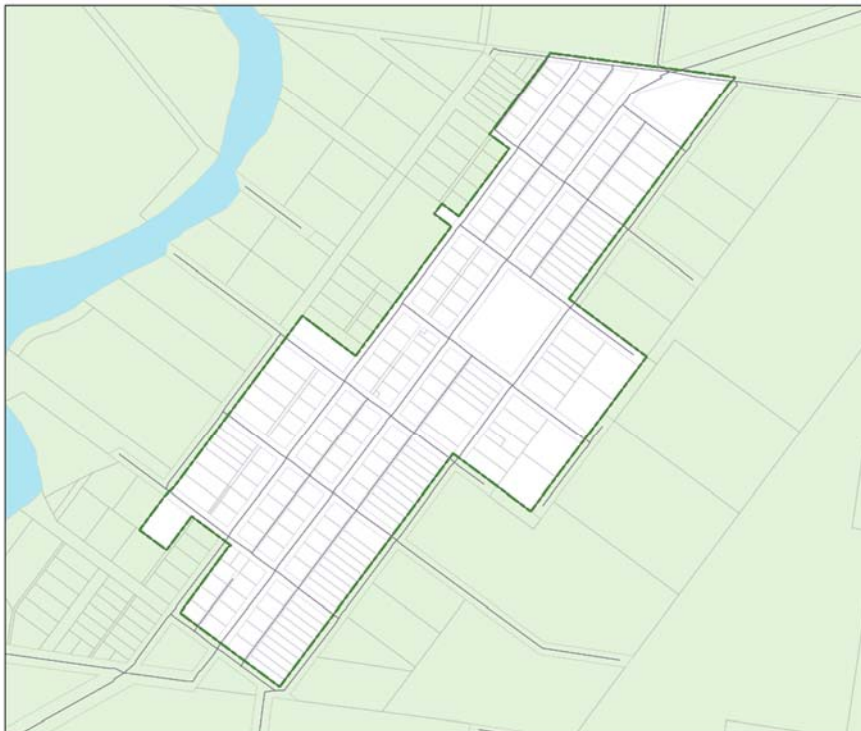

Gunnedah
Shire Council




Projection: GDA2020 / MGA Zone 56
Date: 22 January 2024
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CARROLL CENTRE OF POPULATION

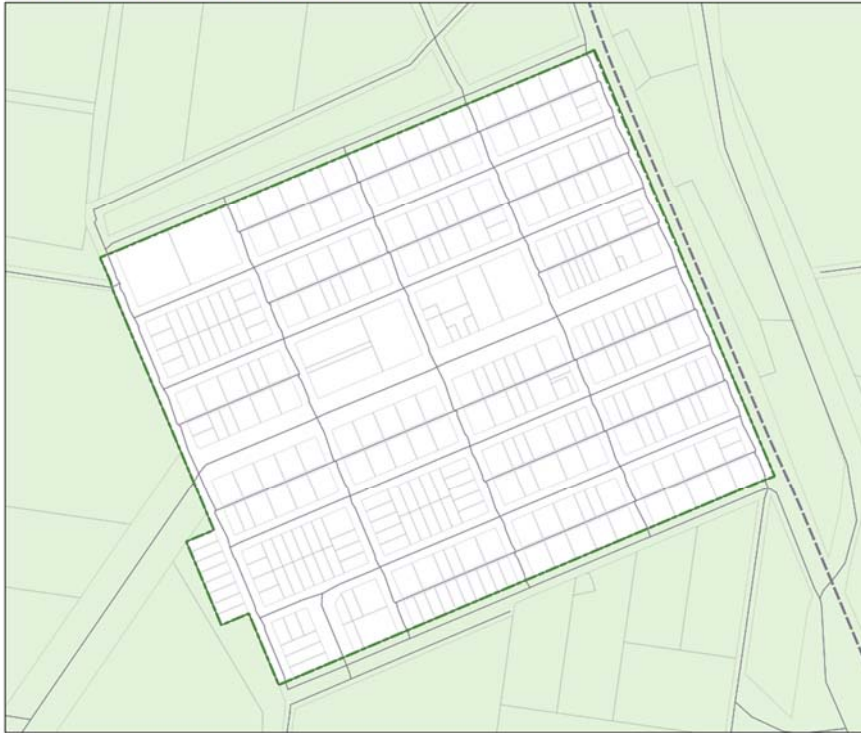
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Shire Council



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CURLEWIS CENTRE OF POPULATION



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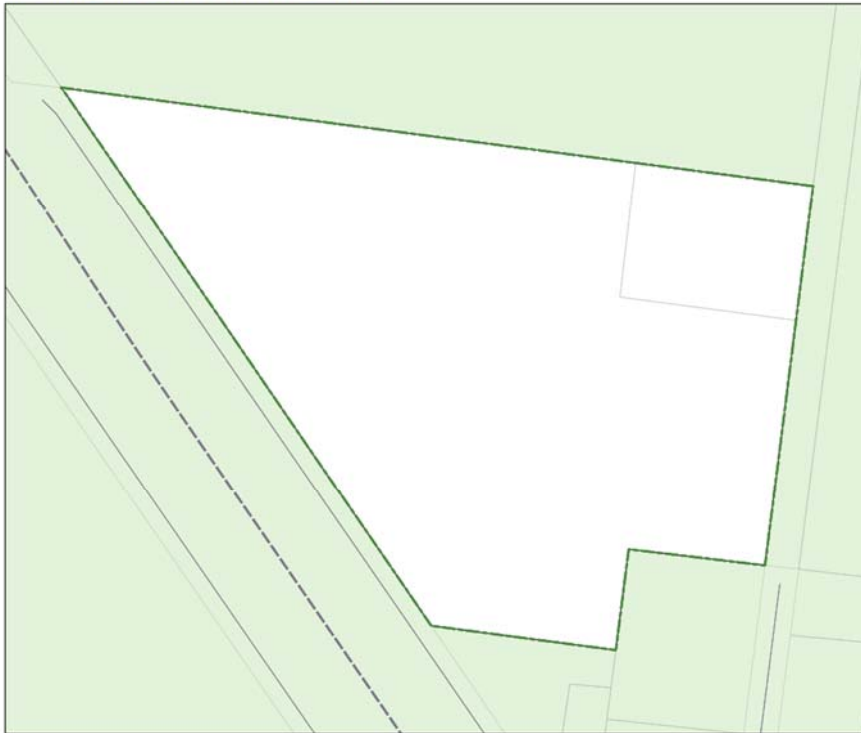
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EMERALD HILL CENTRE OF POPULATION



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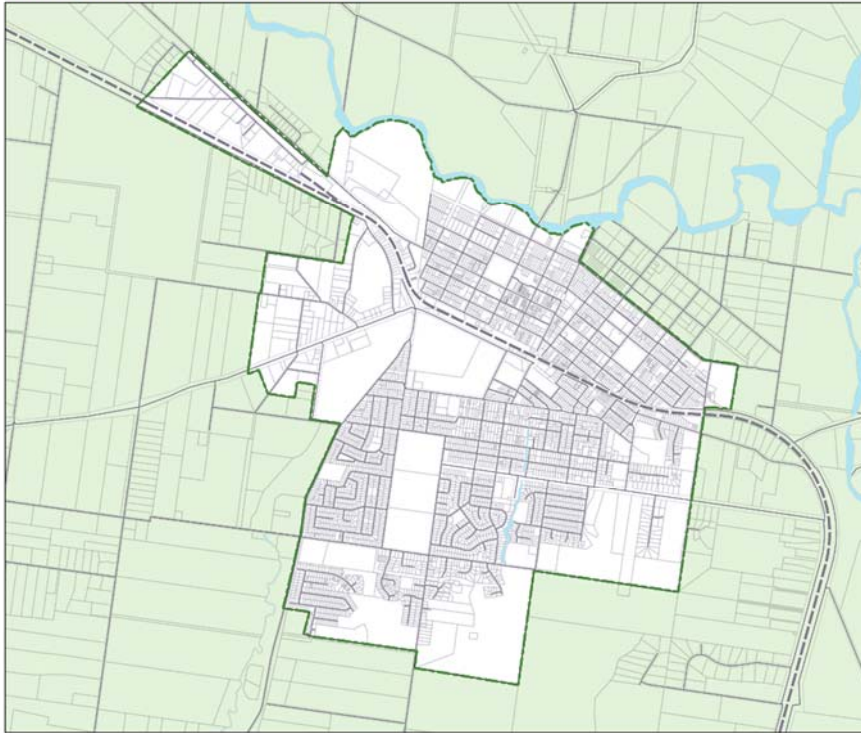

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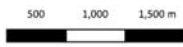

GUNNEDAH CENTRE OF POPULATION

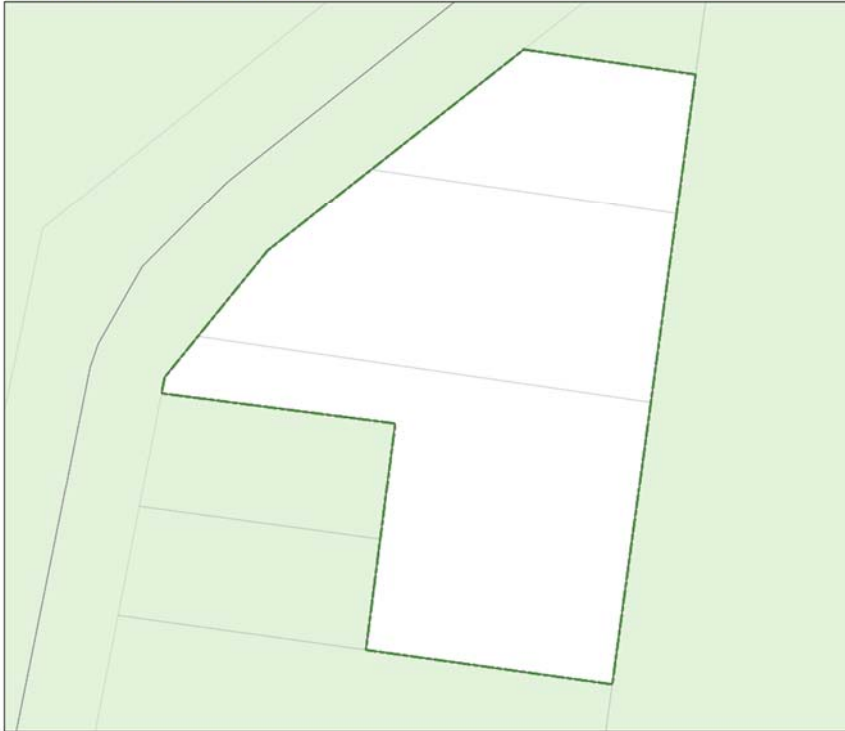
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KELVIN CENTRE OF POPULATION



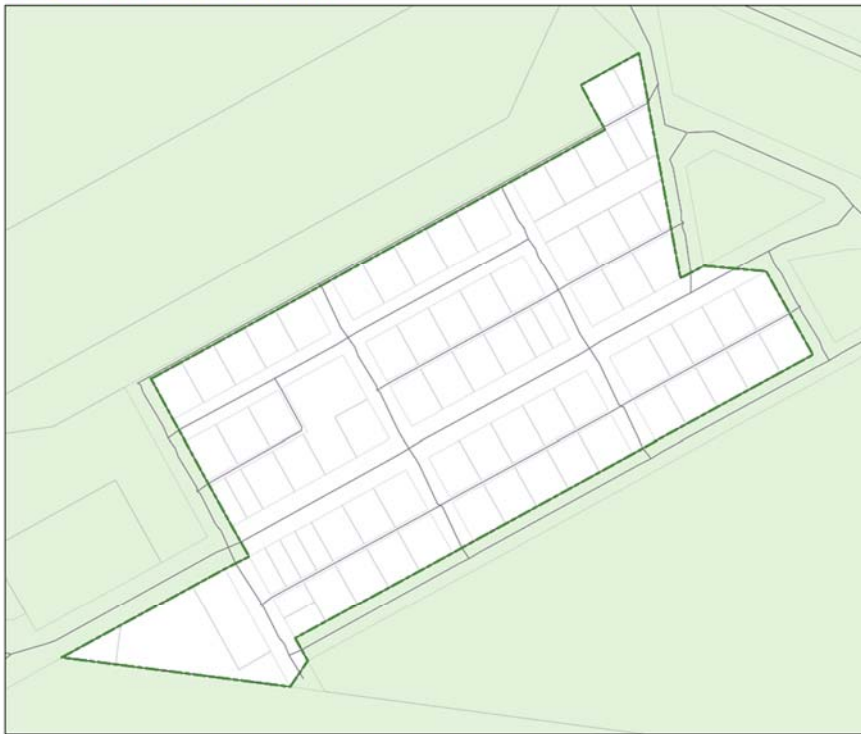

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MULLALEY CENTRE OF POPULATION

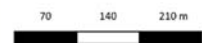


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TAMBAR SPRINGS CENTRE OF POPULATION



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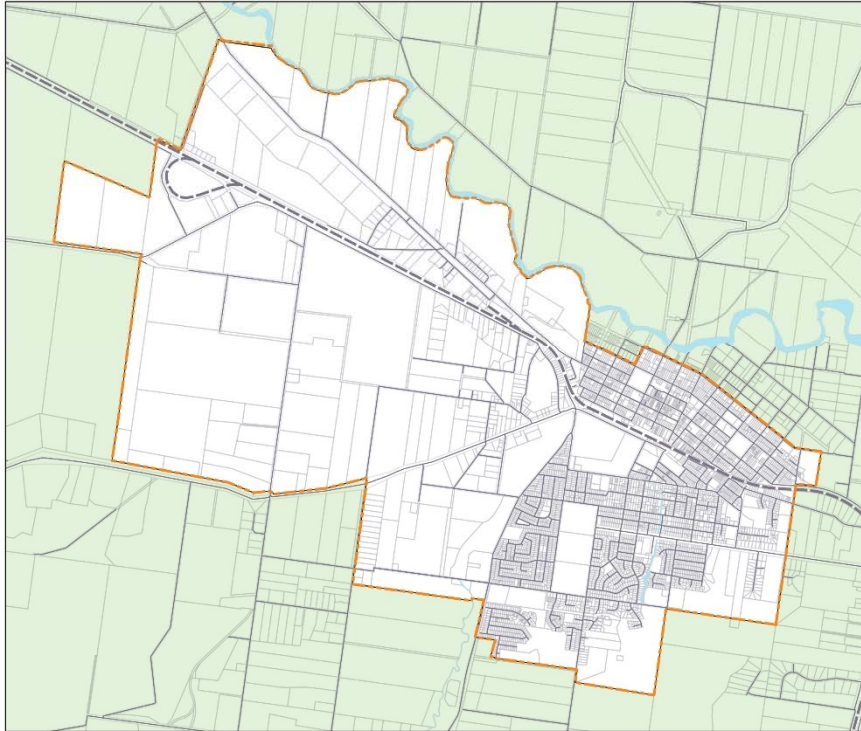
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Rating Maps – Centre of Business

GUNNEDAH CENTRE OF ACTIVITY

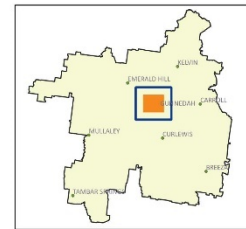
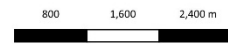


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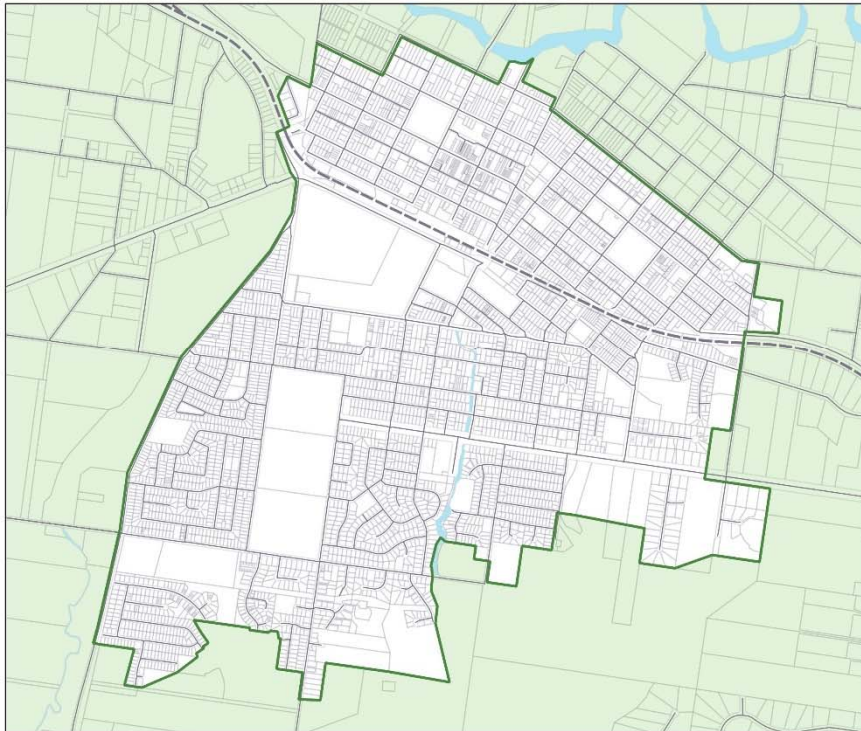
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Rating Maps – Green Waste Collection Zone

GUNNEDAH GREEN WASTE COLLECTION ZONE



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