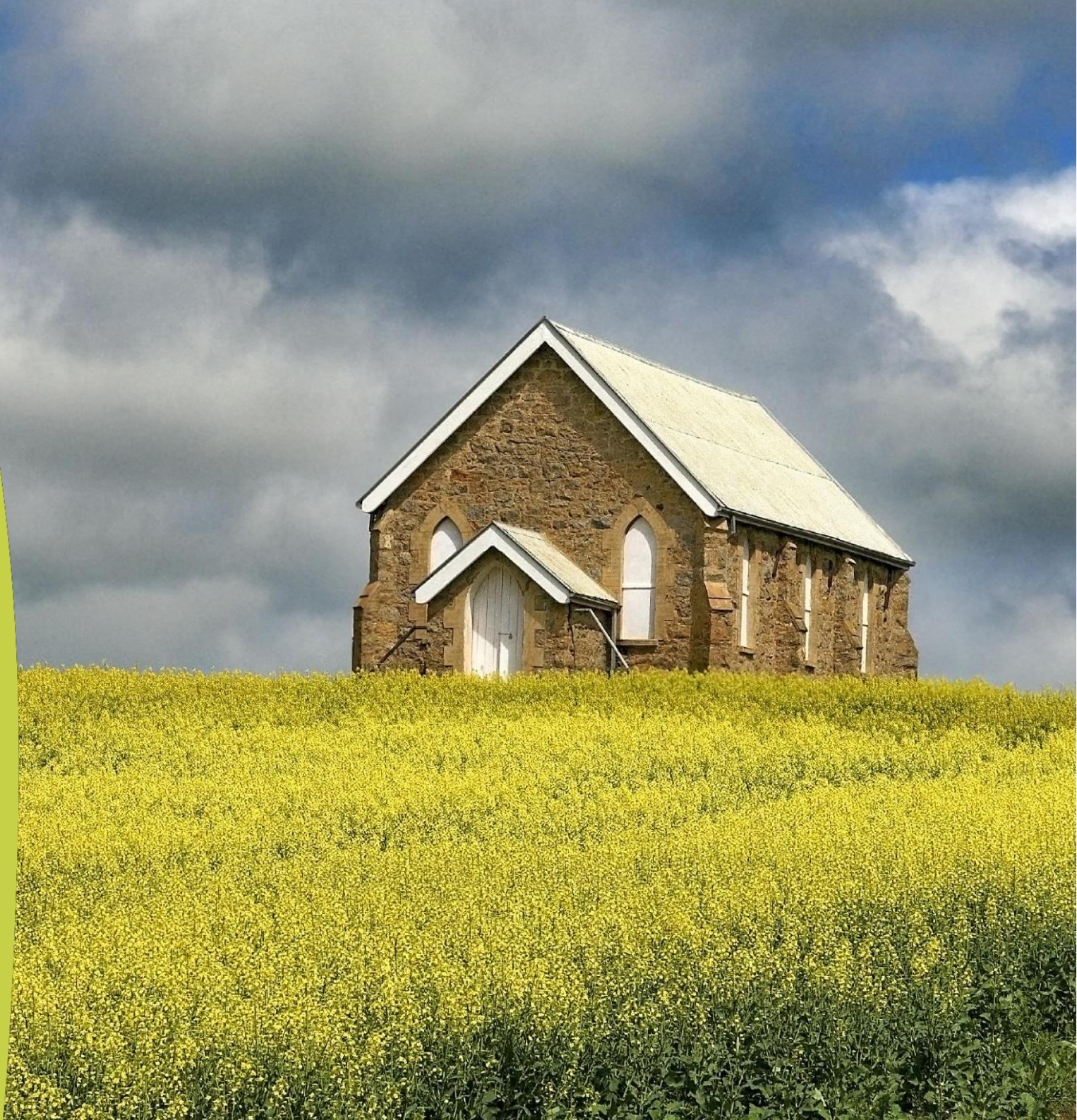




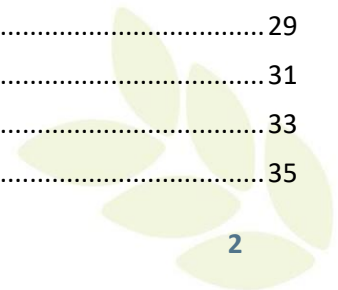
COOTAMUNDRA-
GUNDAGAI REGIONAL
COUNCIL

Draft Operational Plan 2018-19



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Version Control

| Ref | Date | Date effective | Council Resolution | Description |
|------------|---------------|----------------|--------------------|--|
| 0.1 | 10 April 2018 | 1 July 2018 | - | Councillor Workshop for review |
| 1.0 | 22 May 2018 | 1 July 2018 | - | Presented to Council to facilitate Public Exhibition |



Introduction

Cootamundra-Gundagai Regional Council was formed by Proclamation of the NSW Government on 12 May 2016. This is the third Operational Plan of the Council, and it has been prepared on the basis that all of the services of the two former Councils; Cootamundra Shire and Gundagai Shire, be continued.

In Local Government, we have a long history of serving the community, and we are a vital and integral part of the communities we serve. Our role is to provide community services that meet or exceed community expectations.

Council is responsible for providing a wide range of services to the community as well as to build and maintain community assets and infrastructure such as roads, footpaths and water and sewer networks, as well as to enforce various laws.

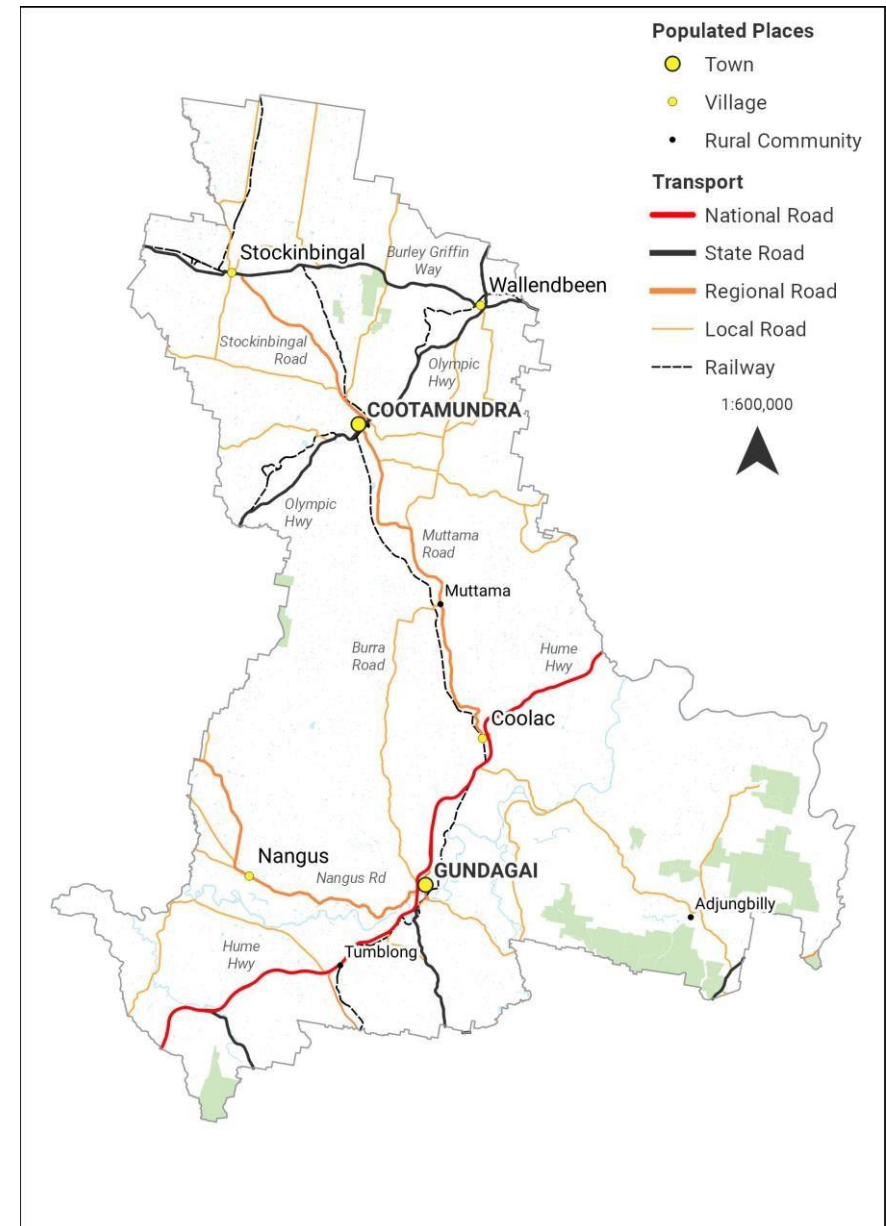
The Operational Plan outlines the activities to be undertaken by Council during the year to provide those services. This plan is broken in to three sections including:

- Budget,
- Revenue Policy and
- Fees and Charges.

Local Government Area

Cootamundra-Gundagai Regional Council encompasses an area of 3,981 square kilometres of the Riverina region in New South Wales. The population is 11,504, and it includes the towns of Cootamundra and Gundagai, as well as the villages of Coolac, Nangus, Stockinbingal and Wallendbeen.

Council employs 165 people to provide services in the area, with offices and depots in the towns of Cootamundra and Gundagai.



Planning Framework

The Integrated Planning and Reporting Framework is one of the central components of local government in NSW.

The Integrated Planning and Reporting Framework recognised that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The differences lie in how each community responds to these needs, and the resulting character of the individual towns and villages. It also recognises that all Council's plans and policies are interconnected.

This framework allows Council to draw its various plans together, to understand how they interact and to get the maximum leverage from its efforts by planning holistically for the future.

The Operational Plan supports our Delivery Program 2018-22. It outlines in more detail the actions that Council will undertake in the 2018-19 year and allocate the resources necessary.

The Operational Plan is based on Council's organisational structure and includes business profiles, budgets, operational objectives and key strategic projects for each of the service units. These activities and projects are linked back to our strategic directions and objectives addressed in Council's Community Strategic Plan.

Also included are Council's annual budget, capital works program and fees and charges, and rating policy.



Financial Overview

Where are we now?

Under the Local Government Act 1993, Council is required to prepare and adopt an annual budget. The budget must be adopted by 30 June each year.

The 2018-19 annual budget presented in this report has been developed through a process of consultation and review with Council and staff. The projects and activities contained within this Operational Plan budget contribute to the achievement of Council's strategic objectives as detailed in the Delivery Program and Operational Plan.

An operating deficit of \$1,872,000 is budgeted for the 2018-19 year. Council is reliant on capital grants and contributions for the renewal of its assets. Council is committed to improving its financial position in order to increase asset maintenance and asset renewal to sustainable levels, in line with the Long Term Financial Plan, and Asset Management Plans.

The annual budget includes total expenditure on asset renewal and upgrades of \$24 million, due to the level of capital grants and contributions that have been announced by the State and Federal Governments.

Future budgets will continue to focus on increasing the level of asset maintenance and reducing the asset backlog to ensure the long term financial sustainability of the organisation.

Improving our financial position

Council is committed to achieving the objectives outlined by the community in the Community Strategic Plan. This includes addressing current goals while planning to meet the requirements for the future. Council is carrying out and will continue to review the following initiatives to maximise the ability to provide services.

Improving efficiency of Council operations

Although operational efficiencies alone are unlikely to provide the level of

additional funding required to achieve financial sustainability, there is scope to improve Council's financial position by undertaking a full review of operations. This includes reviewing the organisational structure, business systems, exploring opportunities for out-sourcing activities and improving project management capabilities. Council has begun a program of service reviews that will extend to all functional areas of Council over the next few years.

Council will develop a system of reporting on efficiency gains and productivity improvements as part of the quarterly budget review process.

Improving asset management

Council is investing in its asset management capability and is developing a comprehensive asset management framework that will improve long term planning, ensuring budgets for asset maintenance and renewal are optimally allocated. Council's current annual depreciation expense is \$8 million, if an efficiency of 1% can be achieved through asset management planning, Council can save \$80,000 per annum.

Review of community expectations and service levels

Council needs to ensure that it is providing services and infrastructure that meets community needs and is within the community's ability to pay.

Increasing state and federal funding

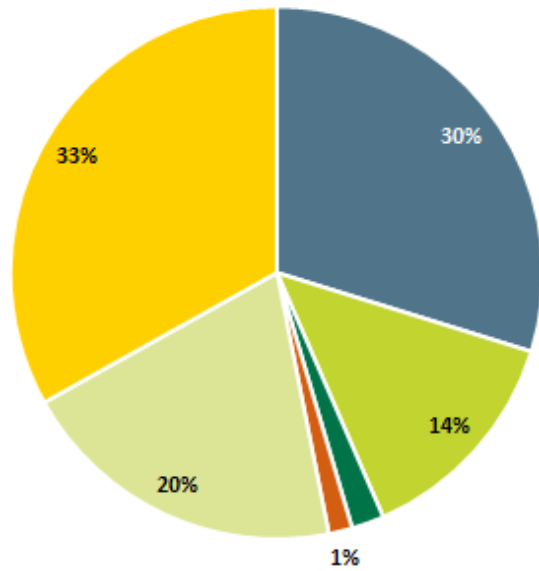
Council needs to continue to aggressively pursue all avenues for State and Federal grants which may improve its position. This includes lobbying local members and government Ministers for additional Operational Funding.

Increasing rates revenue

To maintain services at their expected level, Council has considered an increase in rates is appropriate, and this has formed part of the scenario analysis within Council's long term financial plan. This option will involve community consultation and consideration of affordability.

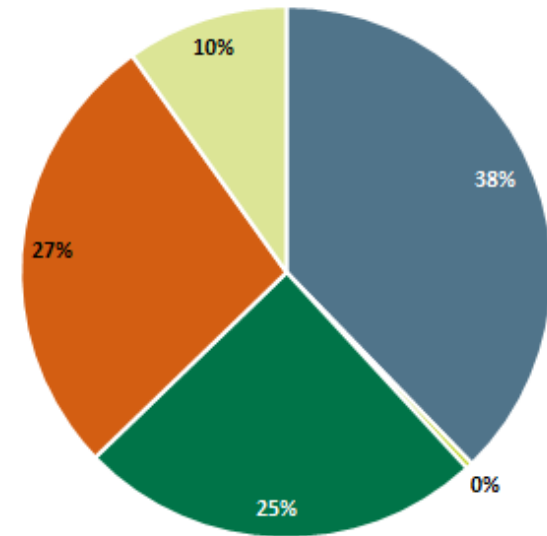


2018-19 Income



- Rates and charges
- Interest
- Grants and contributions - operating
- User charges and fees
- Other revenues
- Grants and contributions - capital

2018-19 Expenses



- Employee costs
- Depreciation
- Borrowing costs
- Other expenses
- Materials and contracts



Budget Analysis

This section of the report analyses the planned operational income and expenditure budget for the 2018-19 year.

All figures are rounded to the nearest thousand.

Operating Position

| | Adopted budget 2017-18 \$'000 | Operational Plan budget 2018-19 \$'000 | Variance \$,000 |
|--|-------------------------------------|--|--------------------|
| Total income (excluding capital grants and contributions) | 27,041 | 27,460 | 419 |
| Total expenses | 28,653 | 29,333 | 680 |
| Operating result | (1,612)¹ | (1,872) | (261) |

Operating result (\$1,872,000 deficit)

The operating result is a measure of annual financial performance. Council is budgeting for an operating deficit - and is reliant on capital funding for its asset renewal.

A number of external factors and internal decisions have impacted on the increased deficit result, with the detail listed on the following pages.

¹ Adjusted operating result as per 2017-18 Operational Plan, page 7.

² The Independent Pricing and Regulatory Tribunal of NSW (IPART) sets the maximum

Operating Income

| | Adopted budget 2017-18 \$'000 | Operational Plan budget 2018-19 \$'000 | Variance \$,000 |
|--|-------------------------------------|--|--------------------|
| Rates and annual charges | 12,332 | 12,247 | (85) |
| User charges and fees | 5,548 | 5,627 | 79 |
| Interest and investment revenue | 690 | 811 | 121 |
| Other revenues | 358 | 539 | 181 |
| Grants and contributions provided for operating purposes | 8,113 | 8,236 | 123 |
| Operating Income | 27,041 | 27,460 | 419 |

Rates and annual charges (\$85,000 decrease)

The 2018-19 budget is based on the general income from rates being reduced by the SRV² amount of \$263,530, and increased by the IPART determined rate peg increase of 2.3%.

The former Gundagai Shire Council was granted a SRV of 12.89% for a period of ten years from 2008-09, with 2017-18 being the final year of the application. The SRV generated \$263,530 per annum to meet existing service levels to ratepayers and maintain existing assets and the former Gundagai Shire Council had been relying on the continuation of the SRV as a permanent adjustment to its rates income.

Council has received notification from the Minister of Local Government advising that, pursuant to Government policy for amalgamated Councils, Council is prevented from applying to IPART for an extension of the existing SRV during the rate path protection period. This Government decision has resulted in the

amount NSW councils can collect in general revenue through an annual 'rate peg' and considers council requests to set higher charges with special rate variations (SRVs).

loss of \$263,530 from Council's base rates.

User charges and fees (\$79,000 increase)

User charges and fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include water consumption charges, waste tipping services, development application fees, building inspections and use of Council facilities. In addition, Council provides a service contract to the Roads and Maritime Authority for the upgrade of the State Roads within the local government area. Council has budgeted to receive \$1.4 million in 2018-19 for state roads contract works.

Council has begun a process of reviewing all fees and charges to ensure services are charged fairly and consistently throughout the local government area. This review needs to be performed in conjunction with a service level review, to ensure service delivery is also consistent.

Compared with the 2017-18 budget, Council has significantly dropped its budget expectations for saleyards income from both the Cootamundra and Gundagai saleyards. The future of these operations will be reviewed over the next several months.

Interest (\$121,000 increase)

Interest income is earned on Council's funds, which are invested in accordance with the Investment Policy. A modest increase in interest on investment is budgeted for the 2018-19 year, with assumptions based on a similar interest rate on earnings, and total cash and investments of \$31.2 million at 1 July 2018. The timing of cash-flow throughout the year will impact on actual interest earned.

Other revenues (\$181,000 increase)

Other revenues relates to a range of items such as property rental / leases, cost recoupment, insurance rebates and other miscellaneous items. Other revenues are expected to increase, due to a reallocation of RFS reimbursements for a proportion of the repair and maintenance expenditure that Council incurs for RFS assets. This revenue has previously been as operating grant income.

Grants and operating contributions (\$123,000 increase)

Operating grants and contributions include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers.

Although Roads to Recovery grants are often expended on capital works, the income is classified as operating grants because Council is allocating the funding to roads maintenance and renewal projects.

Significant grants and contributions budgeted to be received in the 2018-19 year are as follows.

| | |
|---|-------------|
| Financial Assistance Grant | \$5,050,656 |
| Roads to Recovery Program | \$1,567,865 |
| Regional Roads block grant | \$858,840 |
| Pensioner rebates subsidy | \$289,817 |
| Fuel rebates | \$120,000 |
| Local Government Infrastructure Renewal Scheme Subsidy (LIRS) | \$96,189 |
| Hazard Reduction funding | \$72,200 |
| Noxious weeds grants | \$70,093 |
| State library subsidy | \$59,693 |
| Street lighting subsidy | \$42,000 |

Operating Expenses

| | Adopted budget 2017-18 \$'000 | Operational Plan budget 2018-19 \$'000 | Variance \$,000 |
|---------------------------|-------------------------------------|--|--------------------|
| Employee costs | 11,657 | 11,072 | (585) |
| Borrowing costs | 161 | 121 | (40) |
| Materials and contracts | 5,879 | 7,219 | 1,340 |
| Depreciation | 8,104 | 8,031 | (73) |
| Other expenses | 2,852 | 2,890 | 38 |
| Operating Expenses | 28,653 | 29,333 | 680 |

Employee costs (\$585,000 decrease)

Council has allowed for the 2.5% increase in the local government award and a 0.9% cost that is expected to arise from the transition for employees from the salary systems of the two former councils, to the new salary system of Cootamundra-Gundagai Regional Council.

An additional cost for a significant increase in the Council's workers compensation insurance premium will also be incurred. Council has been advised by its insurer that a negative claims experience will increase the premium significantly over the next three years. The increase amounts to 2.4% of the total increase to employee costs.

An organisation restructure will be undertaken which will reduce the overall budget expenditure for wages by approximately \$1M. A review of Fringe Benefits Tax and Overtime will also lead to a reduction in the expenditure for these items.

Borrowing costs (\$40,000 decrease)

Borrowing costs relate to interest charged by financial institutions on borrowed funds. Council has a strategy to borrow funds to fast-track the renewal of ageing infrastructure, where maintenance costs can be reduced. Council is proposing to borrow funds for the replacement of the Cootamundra water mains; with these borrowings scheduled for the 2019-20 financial year.

Borrowing costs in the current year are budgeted to decrease in line with agreed terms.

Materials and contracts (\$1,340,000 increase)

The increase is reflective of a number of one-off projects that are planned for the year, in addition to some ongoing operational costs that are planned to increase more than the local government cost index. Significant items are listed, as follows.

| Description | Ongoing or Project? | \$ Increase in 2018-19 year | External funding? |
|---|---------------------|-----------------------------|------------------------------------|
| Legal expenses are budgeted to increase in order that additional legal opinions and advice can be obtained for planning decisions. | Ongoing | \$45,000 | No |
| LEP development (merger project) | Project | \$230,000 | Yes (merger funding) |
| Rural land use strategy (merger project) | Project | \$140,000 | Yes (merger funding) |
| Cootamundra tourism website | Project | \$10,000 | No |
| Coolac to Tumblong Rail Trail development plan | Project | \$50,000 | Yes (Stronger Country Communities) |
| Newsletter – new budget item for the continuance of the fortnightly Council newsletter that has been a successful initiative over the past 12 months. This project was previously budgeted out of merger funds, and was offset by income received in the previous year. | Ongoing | \$60,000 | No |
| Internal audit – new budget item to begin a program of internal audit in the 2018-19 year, as required by the Local Government Act 1993. | Ongoing | \$30,000 | No |
| Authority system upgrade – Council is due for an upgrade to its Corporate software system. The Civica Authority is scheduled for a major upgrade every three years so that the software can continue to be supported, and so that all major enhancements can be used to benefit the Council's operations. | Project | \$28,500 | No |

| Description | Ongoing or Project? | \$ Increase in 2018-19 year | External funding? |
|--|---------------------|---|---|
| Implement software enhancements including: <ul style="list-style-type: none"> - Electronic timesheets - Integration between Council's document management and corporate software systems - Online approval process for purchasing | Project | \$71,000 | Yes (merger funding) |
| Establish online booking system | Ongoing | \$8,700 first year, \$1,200 following years | No |
| Village maintenance – increase budget for village maintenance operations | Ongoing | \$40,000 plus wages expense | No |
| Gundagai neighbourhood centre painting and veranda roof | Project | \$30,000 | No |
| Mirrabooka painting | Project | \$15,000 | No |
| Gundagai museum electrical upgrade | Project | \$15,000 | No |
| Tree maintenance – increase budget to deal with recommendations expected out of tree audit | Ongoing | \$200,000 | No |
| Park furniture, additional one-off work | Project | \$15,000 | No |
| Yarri Park, replacement of timber logs | Project | \$20,000 | No |
| Irrigation systems, Fisher and Nicholson Parks | Project | \$5,000 | No |
| Set up organics collection in Cootamundra | Ongoing | \$86,715 | No – funded from Cootamundra Waste Annual Charges |

Depreciation (\$73,000 decrease)

During the year, Council recognised a change in accounting treatment of NSW Rural Fire Service assets (buildings and stations.) Where these assets were kept in the local government area, Council formally recognised the depreciation expense in its books, and this has now been corrected.

Depreciation relates to the usage of Council's property, plant and equipment including infrastructure assets such as roads and bridges. Several classes of assets are scheduled for revaluation in the current financial year including:

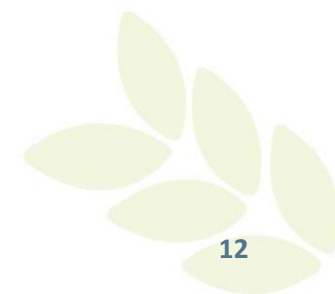
- Roads, bridges and footpaths
- Land and buildings
- Plant and equipment

The revaluation process will include a review of the remaining useful life of the assets, and of the annual depreciation expense. As soon as these reports are complete, Council will be notified of the impact on the annual budget.

Until the revaluation is complete, depreciation expense (for Council assets) is projected to remain fixed from the previous year.

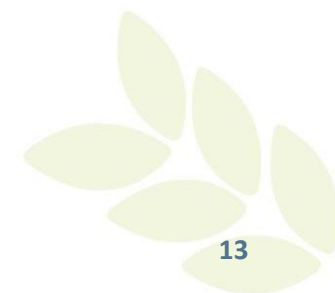
Other operating expenses (\$38,000 increase)

Other operating expenses relate to costs such as the Mayoral and Councillor fees, insurances, electricity, bank fees, computer software licencing, memberships, donations and contributions to State government services, such as the Emergency Services Levy.



Capital Works Program

| 2018/19 | |
|------------------------------------|------------------|
| Works | |
| Regional roads repair | 310,000 |
| Regional roads resealing | 82,314 |
| Rural roads resealing | 644,838 |
| Rural roads culverts and causeways | 30,542 |
| Rural roads rehabilitation | 990,897 |
| Rural roads gravel Resheeting | 160,000 |
| Urban roads resealing | 300,000 |
| Urban roads kerb and gutter | 378,000 |
| Urban roads roads to recovery | - |
| Urban roads rehabilitation | 725,100 |
| Bridges | 120,000 |
| Footpaths | - |
| Stormwater | 205,000 |
| Works total | 3,946,691 |



| | |
|---|------------------|
| Fleet | |
| Plant replacement | 1,337,500 |
| Total | 1,337,500 |
| Properties | |
| Gundagai neighbourhood centre painting | 30,000 |
| Mirrabooka painting | 15,000 |
| Museum electrical works | 15,000 |
| Gundagai River park upgrades | 30,000 |
| Bartley St subdivision | 25,000 |
| Total | 115,000 |
| Sportsgrounds, Gardens and Parks | |
| Park furniture replacement | 15,000 |
| Yarri park timber log replacement | 20,000 |
| Carberry Park - Playground equipment | 37,500 |
| Total | 72,500 |



| | |
|--|----------------|
| Swimming Pools | |
| Gundagai pool irrigation | 10,000 |
| Total | 10,000 |
| Cemeteries | |
| Establish lawn cemeteries Stockinbingal, Nangus, Tumblong, Coolac | 40,000 |
| Total | 40,000 |
| Water | |
| Mains | 31,458 |
| Meters | 18,020 |
| Treatment works | 164,000 |
| Total | 213,478 |
| Sewer | |
| Mains | 638,175 |
| Treatment works | - |
| Total | 638,175 |



| | |
|-------------------------------|------------------|
| Information Technology | |
| Hardware replacement | 35,735 |
| Total | 35,735 |
| Grand Total | 6,409,079 |



Major Projects

| Title | Total cost | 2018/19 expenditure | Funding source (s) | Funding program (s) | Timing | |
|--|------------------|------------------------|-----------------------|---|--------|--------|
| | | | | | Start | Finish |
| WORKS | 6,180,365 | 4,793,011 | | | | |
| Flood damage | 2,380,365 | 1,400,000 | Grant | Natural disaster funding | Jun-17 | Jun-19 |
| Adjungbilly Road | 2,100,000 | 1,800,000 | Grant | Fixing country roads & Roads to Recovery | Mar-18 | Jan-20 |
| Stormwater mitigation upgrade | 1,000,000 | 993,011 | Grant | Stronger Communities | | |
| Footpath renewal | 500,000 | 400,000 | Grant | Stronger Communities | | |
| Rathmills Lanes | 200,000 | 200,000 | Grant | Stronger Communities | | |
| SPORTSGROUNDS, PARKS AND GARDENS | 3,901,802 | 3,746,920 | | | | |
| Gundagai large scale adventure playground | 1,000,000 | 939,016 | Grant | Stronger Communities & Stronger Country Communities | Sep-18 | Jun-19 |
| Department of Education Multi-purpose facilities | 672,864 | 672,864 | Grant | Stronger Communities | Dec-18 | Dec-19 |
| Large scale teen playground - Cootamundra | 499,900 | 499,900 | Grant | Stronger Country Communities | Nov-18 | Jun-19 |
| Lighting - Fisher Park | 250,000 | 250,000 | Grant | Stronger Communities | | |
| Wallendbeen Fitness Infrastructure, Playground and Rage Cage | 216,393 | 161,045 | Grant | Stronger Country Communities | | |

| | | | | | | |
|--|------------------|------------------|---------|------------------------------|--------|--------|
| Netball Courts - Gundagai | 200,000 | 200,000 | Grant | Stronger Communities | May-18 | Dec-18 |
| Change rooms and toilets - Cootamundra Rugby Union Club | 200,000 | 200,000 | Grant | Stronger Communities | Apr-18 | |
| Cootamundra Tennis Club Court resurface | 153,445 | 153,445 | Grant | Stronger Country Communities | | |
| Stockinbingal Playground and BMX Track | 109,200 | 80,650 | Grant | Stronger Country Communities | | |
| Cootamundra AFL Clubrooms | 100,000 | 100,000 | Grant | Stronger Country Communities | | |
| Gundagai Scouts climbing wall | 100,000 | 100,000 | Grant | Stronger Country Communities | | |
| Gundagai RLFC Gym | 100,000 | 100,000 | Grant | Stronger Country Communities | | |
| Wallendbeen Rec ground - toilets | 100,000 | 100,000 | | | | |
| Cootamundra Racecourse Grandstand | 50,000 | 50,000 | Grant | Stronger Country Communities | | |
| Rail Trail Development Plan | 50,000 | 50,000 | Grant | Stronger Country Communities | | |
| Gundagai Services Club Tennis Clubrooms, Squash Courts | 50,000 | 50,000 | Grant | Stronger Country Communities | | |
| Nangus Playground | 50,000 | 40,000 | Grant | Stronger Country Communities | | |
| PROPERTY | 1,740,000 | 1,740,000 | | | | |
| Turners Lane Industrial subdivision | 790,000 | 790,000 | Council | Reserves and land sales | Jul-18 | Jun-19 |
| Visitor information Centre - Gundagai | 300,000 | 300,000 | Grant | Stronger Communities | Dec-18 | Jun-19 |
| Saleyards lighting and electrical - Cootamundra | 300,000 | 300,000 | Grant | Stronger Communities | Jul-18 | Dec-18 |

| | | | | | | |
|---|-------------------|-------------------|---------|----------------------|--------|--------|
| Stephen Ward Rooms and outdoor area - Cootamundra Library | 200,000 | 200,000 | Grant | Stronger Communities | Jul-18 | Dec-18 |
| Public toilet - Gundagai main street | 150,000 | 150,000 | Grant | Stronger Communities | Aug-18 | Dec-18 |
| SWIMMING POOLS | 800,000 | 800,000 | | | | |
| Water Park - Cootamundra | 400,000 | 400,000 | Grant | Stronger Communities | Jun-18 | Oct-18 |
| Tiling and disabled ramp - Gundagai | 300,000 | 300,000 | Grant | Stronger Communities | Jun-18 | Oct-18 |
| Pool shade cloth - Gundagai | 100,000 | 100,000 | Grant | Stronger Communities | Jun-18 | Oct-18 |
| WASTE | 1,400,000 | 1,400,000 | | | | |
| Cootamundra waste facility upgrades | 1,000,000 | 1,000,000 | Council | Waste reserves | | |
| Gundagai waste facility upgrades | 400,000 | 400,000 | Council | Waste reserves | | |
| WATER | 3,247,500 | 3,121,362 | | | | |
| Cootamundra water mains | 2,000,000 | 1,873,862 | Grant | Stronger Communities | May-18 | Dec-19 |
| Nangus water supply feasibility | 647,500 | 647,500 | Grant | Stronger Communities | Jul-18 | Dec-19 |
| Dog on the Tuckerbox connection | 600,000 | 600,000 | Grant | Stronger Communities | Sep-18 | Jun-19 |
| SEWER | 13,500,000 | 10,125,000 | | | | |
| Gundagai sewerage treatment plant | 13,500,000 | 10,125,000 | Grant | Federal and State | Jun-18 | Dec-19 |
| Major projects total | 30,769,667 | 25,726,293 | | | | |

Capital Funding

| | Adopted budget 2017-18 \$'000 | Operational Plan budget 2018-19 \$'000 | Variance \$,000 |
|--|-------------------------------------|--|--------------------|
| Operating result | (1,612) | (1,872) | (260) |
| Capital Revenue | | | |
| Capital Grants and Contributions | 715 | 13,608 | 12,893 |
| Proceeds on sale of assets | 713 | 838 | 125 |
| Adjustment for non cash items | | | |
| Add back depreciation | 8,104 | 8,031 | (73) |
| Funding available for capital expenditure | 7,920 | 20,605 | 12,685 |
| Capital expenses | 11,020 | 30,144 | 19,585 |
| Net loan principal repayments | 450 | 430 | (20) |
| Net funds generated / (used) | (3,550) | (9,969) | (6,419) |

Capital grants and contributions (\$13.6 million)

Capital grants and contributions include all monies received from State, Federal and community sources for the purpose of funding the capital works program. Significant grants and contributions budgeted to be received for the 2018-19 year include the following:

| Capital funding | Operational Plan budget 2018-19 \$'000 | Total capital income budget over life of project \$'000 |
|---|--|--|
| State Funding, Gundagai Sewerage Treatment Plant replacement | \$6,625,000 | \$9,500,000 |
| Federal Funding, Building Better Regions Funding, Gundagai Sewerage Treatment Plant replacement | \$3,500,000 | \$3,500,000 |
| Stronger Country Communities Fund (Round 1) | \$1,514,523 | \$1,778,938 |
| Fixing Country Roads – Adjungbilly Rd | \$1,600,000 | \$1,600,000 |
| Regional Roads Repair Program | \$155,000 | Annual budget allocation |
| Section 94A plan developers contributions | \$61,260 | Annual budget allocation |

Proceeds on sale of assets (\$838,000)

The main source of proceeds from estimated asset sales are the ongoing sale of land over time from a number of land developments. Council develops land to assist with land supply for the growth of the major towns. Council has developed residential subdivisions at Bartley St, Cootamundra and Bourke St, Gundagai, and an industrial subdivision at Turners Lane, Cootamundra. In addition, Council has planned to sell industrial land at Hovell St, Cootamundra, as it upgrades and consolidates its works depot site.

In addition, Council has budgeted for proceeds \$383,250 from the sale of plant as part of its plant renewal program.

Net funds generated / (used) (\$10 million)

Council is generating a deficit operating result, meaning that it doesn't generate funding from its operating activities to cover the full cost of asset renewal, and is reliant on capital grants and contributions from other levels of government.

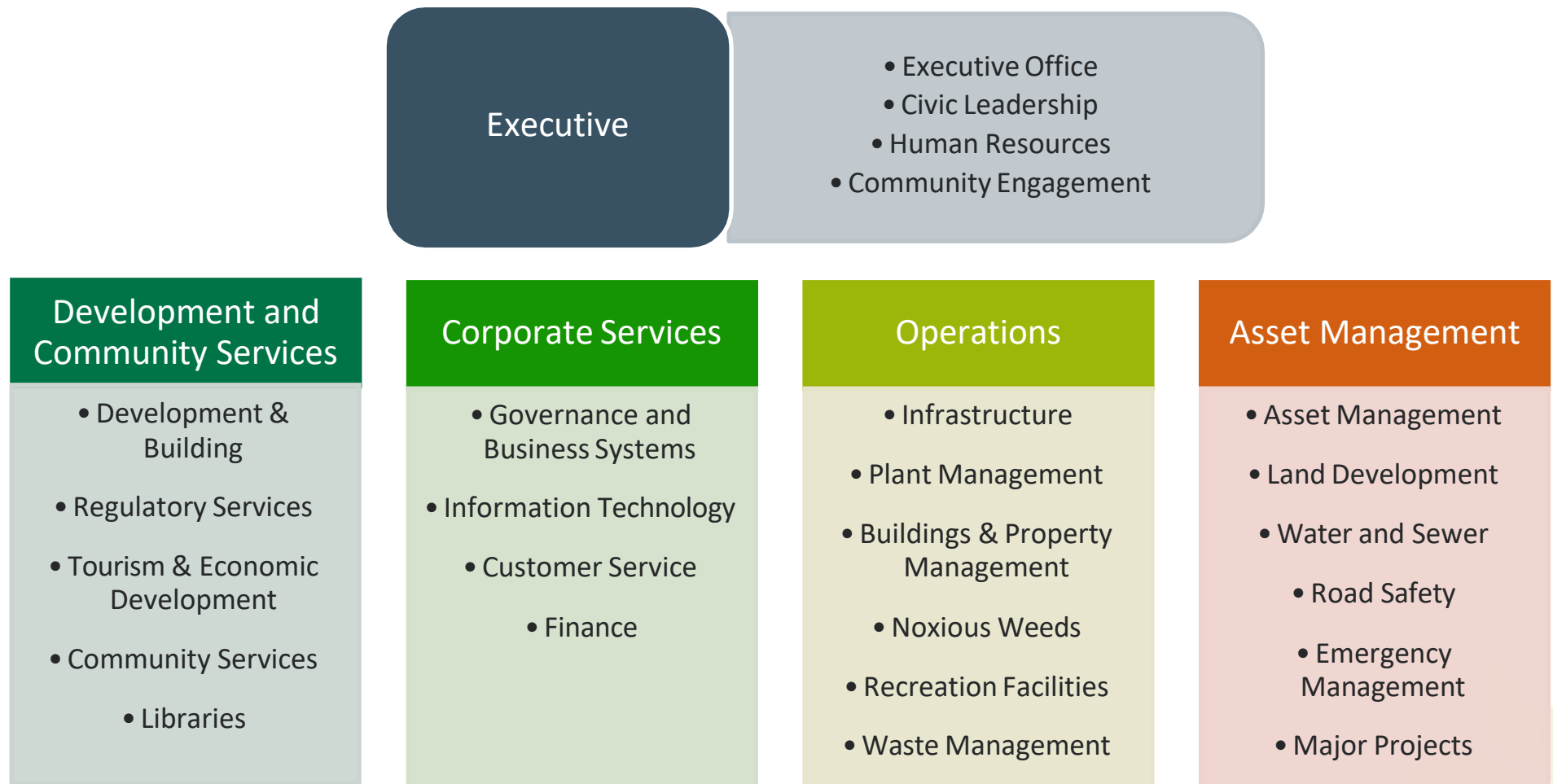
Council is utilising the funds it received from the NSW State Government to

complete the capital works it is undertaking. These funds were received in the previous financial year and as such do not appear as income this year. The funds have been invested over the past twelve months earning interest.



Functional Structure

The Operational Plan is aligned to Council's organisational structure, which consists of the Executive Office and four Directorates; Development and Community Services, Corporate Services, Operations and Asset Management. The organisational structure is all the people, positions, procedures, processes, culture and technology that comprise our organisation. Council is responsible for a wide range of services that are broadly summarised into the following functional structure, displaying the Executive Office and four Directorates with responsibility for each service unit.



Executive

2018-19 budget

| | \$'000 |
|-----------------------------|----------------|
| Income by function | |
| Executive Office | - |
| Civic Leadership | 1 |
| Human Resources | 75 |
| Community Engagement | - |
| Program Office | - |
| Total Income | 76 |
| Expenses by function | |
| Executive Office | (18) |
| Civic Leadership | 218 |
| Human Resources | 1,092 |
| Community Engagement | 153 |
| Program Office | 232 |
| Total Expenses | 1,677 |
| Net Operating Result | (1,601) |

2018-19 budget

| | \$'000 |
|---|----------------|
| Income by type | |
| Other revenues | 75 |
| Operating grants and contributions | 1 |
| Total Income | 76 |
| Expenses by type | |
| Employee benefits and on-costs | 737 |
| Materials and contracts | 340 |
| Depreciation and amortisation | 6 |
| Other expenses | 594 |
| Total Expenses | 1,677 |
| Net Operating Result | (1,601) |
| Total employees (equivalent full time) | 11.8 |



Executive Office

To lead the organisation from the ground up in the delivery of services to meet community expectations.

Service Unit Profile

The Executive Office provides the elected Council and Executive Management Team with information and tools for considered decision-making. It provides effective day-to-day management and leadership of the organisation.

Key Objectives

- The processes and systems in place empower the elected Council to be collaborative, transparent and accountable.
- Develop and encourage the capacity of our current and future leaders by providing support, training and development opportunities.
- The elected Council have all relevant information including strategic advice, business papers, management reports and reports on significant issues (financial, industrial and litigation), ensuring that they can make informed decisions and perform all governance and civic duties.
- The Council has built a culture, and active staff commitment, to continuous improvement and change.
- The targets identified in the Implementation Plan are achieved.
- The works, services, projects and activities identified in the Operational Plan are achieved.
- All staff have access to information on the organisation's progress towards delivery of major projects, scheduled operational works and organisational goals.
- Recording and archiving of Council's records.

Projects

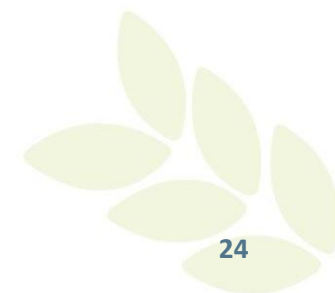
Implementation of InfoCouncil for Business Papers

Deploy InfoCouncil – an online software package – to assist staff with the timely and efficient creation and distribution of Council meeting agendas and minutes.

Operational Plan Part 1 1.0

Key Performance Measures

- Councillors are adequately supported in their role as elected representatives.
- Training and development opportunities are afforded to the elected Council.
- All staff are made aware of progress towards targets, projects and operational activities.
- Increased efficiencies in creation of Council Business Papers.



Civic Leadership

Service Unit Profile

The elected Council set the overall direction and long term goals for the local government area in line with community aspirations. They provide community leadership to create a strong local democracy with an actively engaged community and effective local and regional partnerships.

The elected Council ensures that Council is accountable to the community, and that opportunities are created to listen to community members, and that Council decisions, plans, results and actions are communicated openly.

Key Objectives

- Decision-making is improved by engaging stakeholders and seeking community involvement, including through community listening sessions.
- Councillors support and advocate for the needs of our community.
- Councillors are accessible to community members and take advantage of opportunities to meet with community members and groups.
- There is active citizen engagement in local planning and decision-making processes and a shared responsibility for achieving our goals.
- Integrated, sustainable long term planning for the Cootamundra-Gundagai region is in place.
- Quality council services are adequately resourced, with capacity to maintain community infrastructure.
- Strengthen coordination among Commonwealth and State governments and their agencies and other service providers.
- Promote the objectives of the Community Strategic Plan and work in partnership with a range of stakeholders to deliver the community's priorities.



Human Resources

The Human Resources team provides work health and safety, payroll and human resources advice and services to the organisation and facilitates the development of a skilled and engaged workforce that is focussed on delivering exceptional service to our community.

Service Unit Profile

The Human Resources team:

- Recruits staff.
- Provides work health and safety advice, policies, procedures, return-to-work support to injured workers and conducts workplace investigations when required.
- Provides payroll services.
- Identifies and develops learning and development strategies that enhance the skills of our staff.
- Provides workplace relations advice and support to management and staff.
- Develops human resources policies and procedures to support organisational goals and compliance to legislative requirements.
- Undertakes community-based risk assessments.
- Identifies and implements change management and engagement strategies that support cultural change and the achievement of organisational efficiencies.
- Implements initiatives to enhance staff communication, reward staff performance and engender a 'can do' customer service focussed culture.

Key Objectives

- To provide professional and efficient human resources advice and services to all stakeholders at all times.
- To reduce work health and safety incidents and insurance premium costs for the organisation.
- To ensure that only the best candidates are recruited to the organisation.

- Deliver learning and development and training initiatives that add value to participants and the organisation.
- To have an engaged, skilled and motivated workforce.

Projects

Implement a Staff Wellbeing Program

Working with Department of Health, the Human Resources team will implement a program incorporating a series of events, promotions and educational activities designed to enhance the health and wellbeing of staff.

Develop a Leadership Development Program

Following on from the Leadership Development Program delivered for Directors and Managers a coaching and mentoring program will be introduced. Also a Leadership Development Program will be delivered to Team Leaders and key staff.

Review and Enhance Recruitment Practices

A review of organisational recruitment processes and procedures seeks to increase efficiencies, consistency and equity by streamlining activities across the organisation.

Key Performance Measures

- The number of workplace incidents reported and the cost of Workers Compensation Insurance premiums.
- Staff turnover.
- The number of workplace grievances and disputes lodged by staff.
- Feedback from staff on organisational culture via employee surveys.
- The number of training programs delivered and the feedback from participants on the quality of training.
- The number of initiatives introduced to enhance staff wellbeing.
- Employees being paid on time.

Community Engagement

Every person in our community is engaged with Council, on their platform of choice.

Service Unit Profile

The community engagement team supports the entire organisation to effectively communicate with customers and stakeholders. This is achieved by:

- Informing the community of Council's decisions and activities using a diverse range of traditional and digital channels including media, social media, advertising, signage and publications.
- Providing the community with progress towards the achievement of corporate plans and community priorities.
- Providing a range of opportunities for the community to engage with Council, including organising and facilitating a Council presence at targeted community events.
- Assist with the administration, organisation and promotion of community-run events as required.
- Providing a high level of internal customer service to support the promotion of communication and engagement policies and procedures, including the Council's Style Guide, throughout the organisation.

Key Objectives

- Community and stakeholder engagement activities are integrated with Council's Delivery Program and Operational Planning, and are targeted toward achieving Council objectives.
- The content of Council's communication is professional, easy to understand, and is provided through a range of channels and has a broad reach.
- Council's website and social media tools function as a strong customer service channel and dissemination tool for timely and accurate information to the community.

Projects

Website development

Continue to improve the customer experience online, by increasing services available on Council's website.

Increase scope of social media

Continue to develop avenues for community engagement, feedback and the delivery of Council news via online social media platforms.

Major Projects Engagement Strategy

Develop an Engagement Strategy which ensures all members of the community are informed, and can provide feedback, on major projects undertaken throughout the year.

Key Performance Measures

- Delivery of a fortnightly newsletter.
- A range of media publications and advertisements are co-ordinated, and meet legislative requirements and community expectations.
- Website analytics demonstrate an increase in the use of online services.
- Online social media trends on the increase.
- Community satisfaction surveys.
- Increased community participation across a range of platforms.
- Our community celebrates successes together.

Development and Community Services

The Development and Community Services Directorate works in partnership with industry and our community to deliver positive growth, prosperity and improved living standards. The key service units are Development and Building, Regulatory Services, Tourism and Economic Development, Community Services and Libraries.

2018-19 budget

| | \$'000 |
|----------------------------------|---------|
| Income by function | |
| Development and Building | 314 |
| Regulatory Services | 323 |
| Tourism and Economic Development | 143 |
| Community Services | - |
| Libraries | 76 |
| Total Income | 857 |
| Expenses by function | |
| Development and Building | 1,245 |
| Regulatory Services | 830 |
| Tourism and Economic Development | 680 |
| Community Services | 28 |
| Libraries | 629 |
| Total Expenses | 3,411 |
| Net Operating Result | (2,555) |

and Libraries.

2018-19 budget

| | \$'000 |
|---|---------|
| Income by type | |
| User charges and fees | 666 |
| Other revenues | 15 |
| Operating grants and contributions | 65 |
| Capital grants and contributions | 111 |
| Total Income | 857 |
| Expenses by type | |
| Employee benefits and on-costs | 2,075 |
| Materials and contracts | 1,037 |
| Depreciation and amortisation | 27 |
| Other expenses | 272 |
| Total Expenses | 3,411 |
| Net Operating Result | (2,555) |
| Total employees (equivalent full time) | 23.4 |

Development and Building

Partner with the community and industry to deliver consistent, equitable and positive development outcomes and services.

Service Unit Profile

The development and building team are an integral member of the local development and construction industry and help to facilitate positive development and building outcomes. This is achieved by:

- Providing consistent, transparent and equitable advice to customers.
- Ensuring that current and future land use needs are identified, addressed and managed.
- Ensuring that compliance with relevant Planning Legislation, Environmental Planning Instruments and Development Control Plans are applied to all development equally and consistently.
- Ensuring that any “road blocks” to development are identified and addressed where possible.

Key Objectives

Develop and foster partnerships

- Establish a rapport with local community and industry groups as a helpful and efficient source of information relating to development and building ideas and projects.
- Engage interested parties in identifying and addressing current and future land use needs through strategic planning and Local Environmental Plan development.
- Collaborate with other agencies to advocate for a range of programs which encourage the protection and sustainability of our natural environment.
- Promote Council as a “can-do” and “open-for-business” organisation to help encourage growth in development and construction locally.
- Undertake focused information campaigns to educate community and industry groups as to possible growth opportunities and improved development efficiencies.

Deliver consistent and equitable service

- Ensure that all Development Applications are assessed well within statutory time limits.
- Reliably undertake building inspection services within expected timeframes.
- Decision-making takes into account a range of factors, including social, environmental, economic and heritage significance.
- Ensure all staff provide a high level of accurate, equitable and consistent advice to all customers.

Projects

Rural Land Use Strategy

Continue to engage with interested land owners and industry groups to establish a future land use strategy for rural land which identifies and addresses future land use needs. During 2018/19 Council will complete the Rural Land Use Strategy as a background document to the new Local Environmental Plan.

Draft new comprehensive Local Environmental Plan

Planning staff will engage with the entire community to develop and draft a new comprehensive Local Environmental Plan for the Cootamundra-Gundagai Regional Council that addresses current and future land use needs.

Draft new Development Control Plan

Planning staff will engage with the entire community to develop and draft a new comprehensive Development Control Plan for the Cootamundra-Gundagai Regional Council that identifies and develops positive planning and development outcomes to meet future needs.

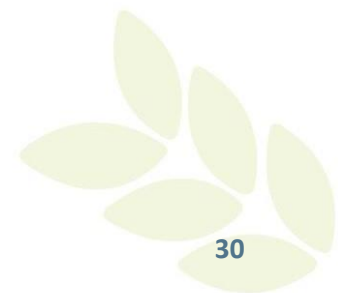
Develop Strategic Management Plan for WWII Inland Aircraft Fuel Depot

Continue to work with the NSW Heritage Council in seeking approval to undertake work in developing the heritage site as a public facility.

Key Performance Measures

- DA assessment times maintained.

- Inspections undertaken as requested.
- Planning documents drafted and adopted.



Regulatory Services

Highly recognised and identified as being helpful and professional in all public dealings while delivering consistent quality service and facilities focused on continued improvement.

Service Unit Profile

The Regulatory Services team are a highly visible, community focused section of the Council that is responsible for the maintenance of high quality community facilities such as cemeteries and public amenities and deliver targeted education and regulatory compliance. This is achieved by:

- Regularly undertaking targeted education and awareness campaigns on a range of regulatory matters involving companion animals, illegal dumping, noise, environmental/health and car parking.
- Maintaining highest quality Council pounds, promoting best practice animal welfare and responsible pet ownership.
- Ensuring that community focused policies, procedures legislation are consistently enforced through good governance practices.
- Ensuring that public amenities and cemeteries are maintained to the highest possible standard for the satisfaction of all users.

Key Objectives

Regulatory Compliance

- Continually identify local areas of community concern and undertake targeted awareness and education campaigns aimed at improvement and followed up by consistent enforcement where necessary.
- Provide local events and promotions to increase levels of statutory compliance across the Council area.
- Establish and maintain key partnerships with local and other interest groups to encourage responsible pet ownership and animal welfare best practises through community promotion.
- Promote safe food handling and environmental/public health practises.
- Respond to community complaints in a timely, consistent and helpful manner.

Public Amenities and Cemetery Operations

- Consistently deliver highly maintained, clean and serviced public toilet amenities throughout the Council area.
- Provide highest quality facilities, services and grounds for all public cemeteries consistent with community expectations.
- Maintain highest levels of professional service to the funeral industry and families during high stress, emotional times.
- Work to improve access, facilities and information to all cemetery users in line with community needs.
- Investigate and provide additional services to meet the needs of the community and ensure services are financially sustainable into the future.

Projects

Cemetery mapping and records management

Council will continue to undertake mapping of all cemeteries in the local government area to assist with plot identification and future planning. Records will be updated to increase efficiency of cemetery operations and will be made available for online public viewing.

Develop a Cemetery Services Strategic Plan

In consultation with the community, Council will develop a Cemetery Services Strategic Plan to understand our future needs and to develop priorities in the maintenance and operations of all Council cemeteries.

Undertake Companion Animal Audit

Educate the community on responsible pet ownership and increase companion animal registrations.

Food Safety Education Scheme

Promote the benefits of food safety to our community and educate operators on food safety practices.

Key Performance Measures

- Response times to complaints are maintained.
- Decrease in unregistered animals and complaints.

- Ensure all public/environmental health outcomes are met.
- Decrease in complaints about public amenities.
- Improved public access to cemetery information.
- Improved efficiencies and financial sustainability.



Tourism and Economic Development

Council has a well-renowned visitor offering and is a place people are drawn to for business, lifestyle and recreation.

Service Unit Profile

The tourism and economic development team aims to facilitate tourism and economic development within the community through the key principles of partnership, service and innovation. A resilient and socially responsible economy requires particular attention to the triple bottom line philosophy, integrating social, environmental and financial impacts when delivering economic development initiatives. In order to achieve this the team aims to:

- Focus resources where a competitive advantage (cost, difference or focus) exists to maximise return.
- Support local business with promotion and training.
- Encourage a positive business culture by creating partnerships.
- Apply consistent effort on key priorities to encourage and identify investment opportunities.
- Actively support and promote a proactive planning environment which facilitates sustainable and socially responsible business development.
- Continue the strong focus on lobbying for new infrastructure and infrastructure renewal.
- Promote and support a range of activities, programs and community groups which improve visitor experience.

Key Objectives

- Provide facilities and services within our towns and villages that make them attractive places to live and conduct business.
- Work with regional and broader business and industry to develop and service our visitor economy as a key contributor to local economic sustainability.
- Engage with Federal and State Government in supporting local business and local infrastructure.
- Facilitate, advocate and work with business, government, community,

key stakeholders and groups to enhance our local economy.

Projects

Tourism & Economic Development Strategy

Council have undertaken some initial work on the Economic Development Strategy including some community consultation. Council will now work to create a comprehensive Tourism & Economic Development Strategy covering the whole local government area.

Gundagai Visitor Information Centre Redevelopment

The redevelopment of the Gundagai Visitor Centre will include removal of the internal visitor toilets, building a theatrette space and upgrading the premises to enable greater accessibility for visitors.

Cootamundra Tourism Website & Event Newsletters

Using the established models developed in Gundagai, Council will work to develop a standalone Cootamundra tourism website and both hard copy and email event newsletters.

New Residents Pack

Council will develop a new resident's folder with general information on the Council area and services, which is able to be supplemented with additional information on the relevant preferred residential locality.

Develop integrated Calendar of Events

Create and maintain a Calendar of Events of activities, programs and community events across the local government area and promote them to encourage community and visitor participation.

Implementation of the Gundagai Gaol Masterplan

Begin implementation of the recommendations of the Gundagai Gaol Masterplan.

Main Street interpretative signage at Gundagai

Increase visitor and community awareness of sites of historical interest along

Sheridan Street, Gundagai through the installation of interpretive signs.

Placemaking Plan

Placemaking is a multi-pronged approach to the planning, design and management of public spaces. Placemaking draws on a local community's assets, inspiration and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being. The intention of the CGRC Placemaking Plan is to document a culture for our newly created Council area by giving an aspirational goal of the kind of place we want to live and creating action plans for the different aspects that need to change in order to realise that goal.

Key Performance Measures

- Growth in the number of businesses operating locally.
- Sustained growth in the size of the local economy including the visitor economy.
- Increased investment in infrastructure.
- Increased population.
- Increased community participation in tourism and economic development committees and/or groups.



Community Services

Attract, support and develop the community services and agencies required to meet the emerging growth needs of the region.

Service Unit Profile

In conjunction with other service providers in the community, Council ensures that the needs of individuals within our community are met in a respectful, dignified and inclusive manner. Council works with service providers and community groups to ensure that barriers to service provision and inclusion are overcome, and to communicate the availability of services to the community.

Some of the services Council works to provide and advocate for include:

- Older persons – Mirrabooka, home and support services, Seniors Week activities, community transport, residential aged care and assisted living units.
- People with disabilities – Disability Inclusion Action Plan, Valmar Support Services and Elouera Association services.
- Community directory – available online.
- Family and children's services – schools, family day-care and childcare centres, Out Of School Hours (OOSH) care, preschools and playgroups.
- Young people – Gundagai Youth Council and Youth Week activities.
- Health services – including hospitals, general practices, allied and mental services and visiting specialists.

Key Objectives

- Promote and improve the health and wellbeing of all residents.
- Encourage active ageing by optimising opportunities for health, participation and security to enhance the quality of life as people age.
- People with disabilities have access to participate in a wide range of events, activities and facilities.
- Engaged young people.
- Place activation: the development of community hubs as service centres and places of social interaction.
- Meet the needs of residents in all life stages and financial circumstances

by planning for and encouraging a balance of affordable housing options.

Projects

Disability Inclusion Action Plan

Implementation and continuous review of Council's Disability Inclusion Action Plan to ensure that the document challenges Council to better meet the needs of the community, and that outcomes are measured through Council's reporting platforms.

Youth Strategy

Development of programs and services to better meet the needs of young people within our community.

Gundagai Recreation Masterplan

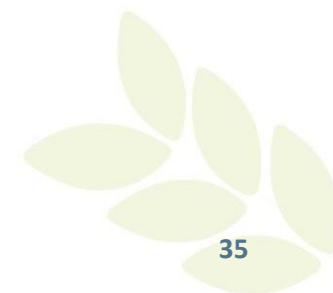
To incorporate the Gundagai Netball Courts, Memorial Pool, gymnasium and Club's sporting facilities, as well as the current Youth Space, in the development of a concept plan that maximises utilisation and functionality of all spaces, including looking at workable operating models.

Youth Week and Seniors Week

Council will develop a program of events to encourage community celebration of Youth Week (April 2019) and Seniors Week (April 2019).

Key Performance Measures

- Implementation of action plans.
- Creation of masterplan and strategy documents.
- Community satisfaction survey.



Libraries

The community engages with library programs in a way that enriches their lives and makes them feel connected, strengthening the social fabric.

Service Unit Profile

A wide range of collections, services and programs is offered by the Library team. The Library is inclusive, offering services to all members of the community, including customers with special needs and those from culturally and linguistically diverse backgrounds. In conjunction with Riverina Regional Library, the library aims to provide:

- Current and relevant collections in a variety of formats – print, audio-visual, digital.
- Family history, and other local collections to suit community requirements.
- Education and training in the use of information technology and other library resources.
- Book clubs, programs and activities for different age and cultural groups in the community, including storytelling and activities for children.
- Outreach services appropriate for community needs.
- Displays to support programs and special events.
- Valued and welcoming spaces for the community.

Key Objectives

In accordance with the Australian Library and Information Association (ALIA) Standards and Guidelines for Australian Public Libraries, the team aims to provide quality library services that:

- Are accessible, equitable, cost effective and efficient.
- Meet the information, recreation and cultural needs of the community.
- Support lifelong learning.

Projects

Gundagai Youth Radio

A transitional youth program using youth community radio as the catalyst to engage, involve and empower young people.

Gundagai Library Outdoor Reading

Creation of a new outdoor reading space adjoining the Gundagai Library.

Stephen Ward Rooms Outdoor Space

Creation of a new outdoor space adjoining the Stephen Ward Rooms (Cootamundra Library) which will enable room users to have access to an indoor/outdoor meeting space.

Libraries Makeover – Improve productivity of space

Based on recommendations made by a specialist library designer in April 2018, both Council librarians will formulate a plan for implementing changes in regards to:

- Maximising productivity of space.
- Specific signage solutions.
- Improving shelving and interior décor.
- General layout and management of traffic flow.

Key Performance Measures

- Budget and expenditure information.
- Membership numbers.
- Circulation data (loans, returns, reserves).
- Items read or consulted within libraries but not borrowed.
- Computer and Internet use.
- Interlibrary loans.
- Program and event attendance.
- User satisfaction surveys.

Corporate Services

The Corporate Services Directorate provides Council-wide systems and processes that support the entire organisation to be the best it can be. The key service units are Governance and Business Systems, Information Technology, Customer Service, and Finance Management.

2018-19 budget

| | \$'000 |
|---------------------------------------|---------------|
| Income by function | |
| Governance and Business Systems | - |
| Information Technology | - |
| Customer Service | 12 |
| Finance | 12,499 |
| Internal Allocation of Overhead Costs | (111) |
| Total Income | 12,400 |
| Expenses by function | |
| Governance and Business Systems | 38 |
| Information Technology | 853 |
| Customer Service | 347 |
| Finance | 835 |
| Internal Allocation of Overhead Costs | (2,263) |
| Total Expenses | (190) |
| Net Operating Result | 12,590 |

2018-19 budget

| | \$'000 |
|---|---------------|
| Income by type | |
| Rates and annual charges | 6,640 |
| User charges and fees | (71) |
| Interest and investment revenue | 595 |
| Other revenues | 71 |
| Operating grants and contributions | 5,165 |
| Total Income | 12,400 |
| Expenses by type | |
| Employee benefits and on-costs | 922 |
| Materials and contracts | (1,714) |
| Depreciation and amortisation | 158 |
| Other expenses | 444 |
| Total Expenses | (190) |
| Net Operating Result | 12,590 |
| Total employees (equivalent full time) | 21.0 |

Governance and Business Systems

Our organisation demonstrates best practice in decision-making, compliance and productivity.

Service Unit Profile

The governance and business systems team supports the rest of the organisation to be compliant within governance frameworks, demonstrate transparency and accountability, and to operate efficiently. This is achieved by:

- Developing an Integrated Planning and Reporting framework which supports the achievement of community priorities.
- Establishing, promoting and administering governance frameworks to ensure organisational compliance.
- Integrating systems and processes to connect the organisation and empower staff to work together.

Key Objectives

Corporate Planning and Reporting

- Council's Integrated Planning and Reporting framework is informed by community expectations and drives organisational activities.
- Performance is measured, tracked and reported on.
- Plans are regularly monitored, reviewed and updated to ensure consistency with community needs and changing expectations.
- All staff can identify the link between their role and the corporate plans.

Governance

- The organisation is supported to meet its compliance and reporting requirements
- Manage risk

Business Systems

- Well-performing business tools, technologies and systems support staff and elected officials to achieve organisational objectives.

Operational Plan Part 1 1.0

Projects

Integrated Planning and Reporting: Monitoring and Progress Reports

The Community Strategic Plan was endorsed in April 2018. The progress towards achieving the objectives of our community, and projects contained within this Operational Plan will be monitored, and we will report back to the community on how we are tracking. Progress reports will be made available quarterly, as well as at the end of the financial year in Council's Annual Report.

A new online tool will be delivered to all service unit managers so that our teams' progress towards operational projects can be easily monitored internally. Live tracking towards targets will allow for up-to-date information sharing across the management team and will provide an effective tool for reporting progress to the community.

Develop a Policy Register

Based on priority need, we will review the policies of the former Council areas and adopt new Council policies to ensure consistency in decision-making. The policies will be catalogued in a Policy Register to ensure all staff have easy access and to ensure review schedules are in place in accordance with legislative and organisational requirements.

Audit, Risk and Improvement Committee

Establish a new Committee that reports on the Council's strategic risks, and that establishes internal improvement programs.

Staff Intranet Development

Provide ongoing improvements to the staff intranet to facilitate internal communication and document sharing across service units, so that all organisational and task-related information is available.

Key Performance Measures

- Policy review and compliance.
- Progress towards outcomes is measured, tracked and reported on.
- Increased staff use of Intranet.
- Development of Audit, Risk and Improvement Committee.

Information Technology

Our staff and our community have instant access to organisational information and systems, wherever they are.

Service Unit Profile

The Information Technology team increases productivity and efficiencies by providing stable, cost effective, consistent and reliable information technology and communications business tools.

Key Objectives

- Information Technology and Communications infrastructure is robust, innovative and supports organisational needs.
- Our systems are pro-actively managed and undergo continual improvements.
- Staff are empowered to make use of technologies to work efficiently and productively.
- All staff are trained to use Council's technical systems.
- We meet community expectations for e-services and online processes.

Projects

Corporate Software System Consolidation

Following on from the migration of the former CSC and GSC data into one system, further system enhancements will be developed, including:

- Integration between Civica Authority (finance system) and Magiq Documents (electronic document records management system).
- Implementation of a new Contracts Register, Online Requisitions and Electronic Timesheets.

Information Technology and Communications Staff Training Program

After the completion of an organisation-wide needs analysis, a comprehensive training program will be delivered to all staff to ensure increased skills, knowledge, confidence and capacity of all staff in their use of IT&C systems.

IT Infrastructure Audit and Disaster Recovery Plan

The team will deliver a consolidated asset register and network diagram of all IT&C equipment to document and manage infrastructure lifecycles. A disaster recovery plan will be created to increase redundancy and mitigate risk of organisational impact in case of an emergency or unplanned disruption to services.

Review of Business Systems and E-Services

An analysis of our online services will be undertaken in conjunction with the Community Engagement service unit, with the goal of delivering future improvements to the functionality of Council's website.

Implementation of customer service requests and document management on mobile devices

Increase mobility and efficiency of staff working outside of the administration buildings by providing more staff with mobile devices. Customer service request and document management software will be deployed on these devices to grant staff instant access to information, wherever they are.

Staff Intranet Development

Provide ongoing improvements to the staff intranet to facilitate internal communication and document sharing across service units.

Public wi-fi in Public Spaces

Offer free public wi-fi internet access in key public spaces across the local government area to increase accessibility to online services and communication.

Key Performance Measures

- IT&C redundancy plans are in place and are enacted if the need arises.
- Staff have access to equipment and systems which allow them to do their job from wherever they are.
- Uniformity and consistency in ITC systems and processes across all sites.
- Increased staff confidence and ability in the use of technology and communication equipment.

Customer Service

Our entire organisation works together to deliver exceptional customer service.

Service Unit Profile

The customer service team provides opportunities for the community to communicate and do business with the organisation. This is achieved by:

- providing a first point of contact for customers.
- working with all service units to identify, plan and implement timely resolutions to a broad range of customer requests.

Key Objectives

Customer service excellence

- Continually improve Council's customer service focus through process improvement.
- Meet and exceed the Customer Service Charter principles and response times.
- Promote an organisation-wide customer centric culture that is committed to minimising customer effort.

Projects

Develop and implement a new Customer Service Charter

All Council staff have been invited to participate in the development of a set of Customer Service Principles. These will be published on Council's website, and printed as a Council brochure, and will include agreed response times for all Customer Service requests.

The Customer Service team will provide training and support to the whole organisation so that new expectations and processes are understood and to achieve consistency across the organisation. Reporting mechanisms will be introduced to allow for quick and easy monitoring, and we will share these results with our staff and the community.

Review all of Council's forms, including online forms

Review and update all of Council's forms to ensure an efficient, effective and consistent means of collecting and processing customer information and requests across the organisation.

Develop online booking system for Council facilities

Design and deliver an online booking and payment system for Council facilities.

Key Performance Measures

- Response times to requests for service.
- Customer satisfaction survey.



Finance

We achieve best value for money for our community from every single transaction.

Service Unit Profile

The Finance Team provides the systems and tools that record and analyse financial information, providing service unit managers with everything required to confidently set and manage Council budgets.

This unit manages all the financial records of Council, and ensures that all transactions are properly accounted for. This is achieved by:

- Putting systems in place to ensure that all financial assets are protected, and all funds are invested in a prudent and appropriate manner.
- Providing professional advice about the setting of rates and charges.
- Making payments to suppliers on time, and working with ratepayers and debtors to ensure that money owed to Council is received on time.

Key Objectives

Financial Administration

- All financial transactions are processed efficiently.

Long Term Financial Planning

- Information and financial planning tools are provided to all decision-makers so that they are informed about the long term financial consequences of their decisions.
- Budget systems are in place that enable all Managers to set and manage their budgets.
- Long term financial planning enables the organisation to be proactive - responding to unforeseen opportunities and risks.

Procurement

- Oversight of organisation-wide procurement has been established and clearly assigned to achieve best value.

Financial Reporting

- Financial performance reporting is accessible by the broader community.
- Statutory financial reporting requirements are met.

Projects

Develop an Integrated Budgeting Process

A new financial reporting system will be implemented for all staff with budgeting responsibilities. It will provide staff with immediate access to live financial data, including comparison between budget vs actual.

The Finance team will provide training and support so that financial reports and dashboards are set up, allowing for quick and easy analysis of information.

Budgeting processes will be established so that staff can monitor their budget areas regularly, and will report to the Finance Manager on budget variances, as they occur. Managers will also use the new financial reporting system to build budgets for the next year's budgeting cycle.

Procurement Process Assessment and Improvement

Based on the outcomes of a comprehensive assessment of current procurement processes undertaken by LG Procurement, Council will begin to implement a series of strategic reforms. This will improve the efficiency of Council's procurement operations, assure legislative compliance and mitigate financial risk.

Review of Banking Services

Council will undertake a needs analysis to determine the best banking services which meet the needs of our community, provide value for money and deliver administration efficiencies. This will include the consolidation of bank accounts, reviewing payment gateway services offered to the community and taking advantage of technological advancements.

Authority Financial Data Migration Project – Stage 2

Following on from the migration of financial data at the end of 2017/18 into one consolidated system, stage 2 will commence in 2018/19. Stage 2 enhancements include integration with records management and mapping, online

requisitioning, electronic timesheets and the development of online services for our customers via an electronic payment gateway. This will provide operational enhancement, improving the efficiency, effectiveness and capacity of the finance team, while also delivering online payment services to our customers.

Consolidation of Rating Structure

Work will be undertaken to consolidate the former Cootamundra and Gundagai Shire Council's rating structures. This will include an audit of land categorisation, modelling options with the goal to create a consolidated fair and equitable rating structure and a review of land-based services.

Key Performance Measures

- Achievement of long-term financial sustainability, with a balanced budget to ensure full accountability and operational efficiency.
- Budgetary tools are available to staff to support informed decision-making.
- Increased services offered to the community to make financial dealings with council more convenient and efficient.
- Procurement policies and procedures are adhered to, providing savings through more informed purchasing decision-making.
- Financial reports are made available to the community.
- Statutory reporting requirements are met.



Operations

The Operations Directorate delivers a range of infrastructure and facility services to meet the current and future needs of our community. The key service units are Infrastructure, Plant Management, Buildings and Property Management, Noxious Weeds, Recreation Facilities and Waste Management.

2018-19 budget

| | \$'000 |
|-----------------------------------|----------------|
| Income by function | |
| Infrastructure | 6,149 |
| Plant Management | 359 |
| Buildings and Property Management | 347 |
| Noxious Weeds | 73 |
| Recreation Facilities | 1,690 |
| Waste Management | 2,266 |
| Total Income | 10,884 |
| Expenses by function | |
| Infrastructure | 9,845 |
| Plant Management | 322 |
| Buildings and Property Management | 1,758 |
| Noxious Weeds | 256 |
| Recreation Facilities | 2,247 |
| Waste Management | 2,238 |
| Total Expenses | 16,665 |
| Net Operating Result | (5,781) |

2018-19 budget

| | \$'000 |
|---|----------------|
| Income by type | |
| Rates and annual charges | 2,321 |
| User charges and fees | 2,275 |
| Interest and investment revenue | 2 |
| Other revenues | 176 |
| Operating grants and contributions | 2,762 |
| Capital grants and contributions | 3,349 |
| Total Income | 10,884 |
| Expenses by type | |
| Employee benefits and on-costs | 5,746 |
| Borrowing costs | 39 |
| Materials and contracts | 3,655 |
| Depreciation and amortisation | 6,703 |
| Other expenses | 522 |
| Total Expenses | 16,665 |
| Net Operating Result | (5,781) |
| Total employees (equivalent full time) | 93.7 |

Infrastructure

The major objective of Council's Infrastructure team is to provide the highest standard of maintenance and construction services for roads, drains, parks and reserves within Cootamundra-Gundagai Regional Council through the use of leading edge technology and developing a motivated and skilled labour force.

Service Unit Profile

The Operations team is a multi-functional branch which has the staff and equipment to perform both maintenance and construction tasks for Council's various infrastructure needs including roads, stormwater, quarries, footpaths and bridges.

This is achieved by:

- Identification of priorities in accordance with community expectations and asset management plans.
- Working efficiently to deliver cost effective and timely responses to maintenance requirements.
- Innovative solutions utilising best practice and new techniques.
- Working with Roads and Maritime Services (RMS) to deliver a works program for Road Maintenance Council Contracts (RMCC).

Key Objectives

- Maintain our assets for their current purpose and for future generations.
- Provide, maintain and renew transport infrastructure.
- Advocate for improved transport links.
- Support improved accessibility.
- Work with other agencies to achieve integrated outcomes.

Projects

Adjungbilly Road Heavy Vehicle Access Project

Undertake road widening and curve realignment to improve heavy vehicle access to Adjungbilly Road.

Annual Road Maintenance Program

Undertake annual resealing program for sealed shire, regional and state roads to maintain pavement life and condition.

Footpath Renewal and Extension Program

Undertake Council's annual footpath renewal and improvement program, including a footpath extension at Nangus Village.

Stormwater Infrastructure

Commence upgrade of stormwater infrastructure in accordance with the priorities identified in the Stormwater Priority Assessment Report.

Floodplain Risk Management Plan

The development of the Floodplain Risk Management Plan assists Council in the evaluation of options to manage the risks associated with development in the Murrumbidgee floodplain within the township of Gundagai. The final report is expected to be completed by contractors by December 2018.

Key Performance Measures

- Completion of customer service requests in accordance with Council's customer service charter.
- Programmed activities are undertaken in accordance with identified priorities.
- Major projects are delivered on time, within budget and to acceptable standards.
- Customer satisfaction surveys.

Plant Management

Council's fleet of light vehicles and heavy plant is maintained through the use of innovative management practices to assist in the efficient, cost effective and timely delivery of services to the community.

Service Unit Profile

Our Plant Management team assists Council in the provision of its day-to-day services by ensuring a well-maintained fleet that is fit for purpose and able to meet the future needs of Council in a cost effective and efficient manner.

This is achieved by:

- Plant purchasing decisions made based on:
 - Whole-of-life cost to the organisation, including productivity, fuel efficiency, maintenance costs and resale value,
 - Suitability for the task, and
 - Innovation.
- Routine maintenance standards are maintained in accordance with manufacturer's requirements.
- Well-resourced workshop facilities able to respond to operational needs.
- Monitoring utilisation, and where necessary investigate alternative delivery options.
- Use of hired equipment where necessary to supplement our fleet.

Key Objectives

- Deliver a cost effective and efficient plant fleet which meets the operational needs of Council.
- Develop plant replacement program to ensure whole-of-life costs are minimised.
- Ensure longevity of plant equipment by undertaking routine maintenance.
- Achieve maximum utilisation of plant equipment purchases and hiring.

Projects

Plant replacement project

Undertake plant replacement in accordance with identified fleet management priorities. During 2018/19, this will include the following major equipment purchases:

- 20 tonne excavator
- Grader
- Yard loader

Key Performance Measures

- Budget is monitored, and procurement and tendering guidelines are met.
- Replacement of major equipment identified in program is undertaken.
- Plant equipment is serviced in accordance with manufacturer's guidelines.



Buildings and Property Management

To provide and maintain a range of community facilities which meet the current and changing needs of our community.

Service Unit Profile

The Buildings and Property Management service unit operates, maintains and improves the functionality of Council buildings and facilities in accordance with asset management plans and community expectations. These facilities include Council's saleyard, halls, aerodrome, public toilets and works depots.

This is achieved by:

- Ensuring a range of community facilities are kept safe and accessible.
- Adequately maintaining community facilities to meet usage needs.
- Working in partnership with a range of key stakeholders and interest groups.
- Reviewing Council's facilities to enable the introduction of sound maintenance programs, which will ensure adequate maintenance and funding to meet future needs.

Key Objectives

- The delivery of maintenance programs.
- Ensuring community members are safe when using and visiting Council facilities.
- A deduction in Council's footprint by identifying and implementing environmental and sustainability measures (for example introducing solar power or water saving initiatives).

Projects

Lighting upgrade at Cootamundra's Saleyard Facility

An enhancement of lighting at the Cootamundra Saleyards will reduce the operating cost and increasing work health and safety for staff and visitors. Increased amenity at this site will positively affect site's impact on the local economy.

Improvements at Council's Works Depot

Develop a works program to rationalise Council's works depots, with the goal to improving site and workplace efficiencies.

Improvements at Gundagai's Mirrabooka Neighbourhood Centre

Undertake work to improve the aesthetic of Gundagai's Mirrabooka Neighbourhood Centre.

Key Performance Measures

- Community satisfaction surveys.
- Increased safety through a reduced number of incidents reported.
- Stabilisation or reduction in energy and utilities.



Noxious Weeds

Our organisation encourages and protects our regional agricultural industry viability through the management and control of noxious weeds within the region.

Service Unit Profile

Our Noxious Weeds team protects and enhances the unique biodiversity throughout the region through the control of noxious and other problem weed incursions. This in turn enhances and contributes to the economic viability of the local agricultural industry.

Key Objectives

- Implementation of weeds components and the underlying principles of the NSW Biosecurity Act 2015 and the NSW Invasive Species Plan 2015-22.
- To deliver innovative and effective weed management initiatives that consider risk, land management practices in collaboration with our community and land owners.
- Contain, reduce or eliminate noxious weeds in the local government area.
- Deliver a range of programs and initiatives to educate landholders on recommended noxious weeds and pest management practices.

Projects

Undertake Weed Control Program

Prioritise target weed specie declarations and develop weed treatment policies, control practices and the promotion of material to landholders.

Key Performance Measures

- Compliance with the NSW Biosecurity Act 2015
- Hold or reduce levels of known invasive weed species
- Landholder satisfaction



Recreation Facilities

Our organisation encourages and promotes healthy active lifestyle opportunities for the community through the provision and maintenance of high quality, well planned and sustainable facilities.

Service Unit Profile

Our Operations Team is tasked with the management and maintenance of Council's various recreational needs including parks, street trees, playgrounds, sporting fields, walking and cycling tracks and swimming pools.

This is achieved by:

- Identification of priorities in accordance with community expectations, risk assessments and asset management plans.
- Provision of innovative, engaging and inclusive recreation facilities.
- Working in partnership with sporting groups, community groups and health service providers.
- Ensuring environmental sustainability by continually reviewing the impact of recreation facilities on the natural environment, including the use of reuse water on Council parks and gardens where practicable.

Key Objectives

- Maintain our recreation facilities to ensure they meet the changing needs of our community.
- Provide, maintain and renew recreation infrastructure.
- Promote our facilities and healthy lifestyle programs, encouraging use and attendance.
- Support improved accessibility.
- Work with other agencies to achieve integrated outcomes.
- Attract regional sporting events to our local government area.

Projects

Recreation Strategy

Review the recreation needs of the region, focussing on equitable access to facilities and encouraging healthy lifestyle activities.

Gundagai's Large Scale Adventure Playground

The installation of a large scale adventure playground in Gundagai will attract locals and tourists, encouraging active play and social inclusion.

Jubilee Park, Cootamundra

The installation of regional playground at Cootamundra's Jubilee Park will encourage active play and the community and visitor use of Jubilee Park as a recreation facility.

Aquatic Centre Improvements

The implementation of a water park at Cootamundra and the installation of new tiling and a disabled access ramp at Gundagai will improve accessibility and use of the aquatic facilities. Shade structures to be erected at both the Cootamundra and Gundagai sites will improve visitor amenity throughout the year.

Fisher Park Lighting Upgrades

The replacement of outdated and inefficient lighting at Cootamundra's Fisher Park will better meet the needs of our community, including cricket and rugby clubs and the hosting of community events.

Country Club Oval Clubhouse Amenities

The construction of newly combined rugby union clubhouse and public facility amenities building will replace outdated and inadequate facilities at the Country Club Oval.

Gundagai Netball Courts

Improvements to lighting and site amenities will enable the more efficient and amiable use of the Gundagai Netball Courts.

Key Performance Measures

- Increased participation in healthy lifestyle activities.
- Positive perception from visiting teams to our sporting facilities.
- Community satisfaction with accessibility, range and quality of recreation facilities and activities on offer.
- Major projects are delivered on time, within budget and to acceptable standards of completion.



Waste Management

Our organisation supports and encourages sustainable choices through the reduction of waste, with an emphasis on resource recovery and waste minimisation to reduce our impact on the natural environment.

Service Unit Profile

Our Waste Management team assists the community through the provisions of services which encourage the disposal of waste products in an efficient and socially responsible manner.

This is achieved by:

- Provision of regular kerbside collection of general, recycling and greenwaste.
- Management of Council landfills and transfer stations.
- Making recycling and resource re-use easily available to the community.
- Provision of bulk composting of greenwaste for re-use on Council facilities.
- Provision of a DrumMuster and e-waste deposit at the Cootamundra and Gundagai facilities.
- Working in partnership with REROC, South West Regional Waste Management Group, industry bodies, regulators and the community.
- Educating the community on environmentally sustainable activities.

Key Objectives

- Minimisation of environmental footprint.
- Minimisation of solid waste going into landfill through recycling and re-use.
- Re-use of composted greenwaste at Council facilities.
- Work with other agencies including the Environment Protection Authority (EPA), REROC and South West Regional Waste Management Group to achieve integrated outcomes.

Projects

Waste Strategy

We will undertake community consultation and review the existing waste services with the view to improve the efficiency and effectiveness of these operations and to deliver an equitable waste service for all residents.

Implementation of the Cootamundra Regional Organics Project (CROP)

To bring the Cootamundra region's curb-side waste service in-line with Gundagai's, we will introduce the collection of food and organic waste to residences in Cootamundra, Stockinbingal and Wallendbeen.

Construction of a Re-Use Shop at Cootamundra's Waste Depot

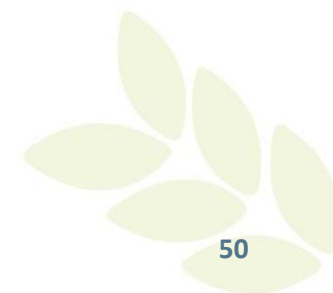
The construction of a Re-Use Shop at Cootamundra's Waste Depot will reduce the volume of waste going to landfill while encouraging re-use and recycling practices.

Improvements at Gundagai's Waste Depot

Improvements to Gundagai's waste depot will improve access and waste delivery systems, resulting in improved site safety, general accessibility and working conditions.

Key Performance Measures

- Reduction of volume of waste going to landfill.
- Increased rates of recycling and greenwaste.
- Community satisfaction surveys.
- Improved safety and aesthetics to Council waste delivery areas and facilities.



Asset Management

The Assets Management Directorate provides long term resourcing strategies to support the financial sustainability of Council; and to provide for the future infrastructure needs of the community.

2018-19 budget

| | \$'000 |
|-----------------------------|---------------|
| Income by function | |
| Asset Management | - |
| Land Development | 50 |
| Water and Sewer | 16,520 |
| Road Safety | - |
| Emergency Management | 267 |
| Major Projects | 65 |
| Total Income | 16,902 |
| Expenses by function | |
| Asset Management | 768 |
| Land Development | 50 |
| Water and Sewer | 6,134 |
| Road Safety | 35 |
| Emergency Management | 700 |
| Major Projects | 82 |
| Total Expenses | 7,769 |
| Net Operating Result | 9,133 |

2018-19 budget

| | \$'000 |
|---|---------------|
| Income by type | |
| Rates and annual charges | 3,287 |
| User charges and fees | 2,757 |
| Interest and investment revenue | 215 |
| Other revenues | 202 |
| Operating grants and contributions | 243 |
| Capital grants and contributions | 10,149 |
| Net gain from the disposal of assets | 50 |
| Total Income | 16,902 |
| Expenses by type | |
| Employee benefits and on-costs | 1,593 |
| Borrowing costs | 82 |
| Materials and contracts | 3,901 |
| Depreciation and amortisation | 1,138 |
| Other expenses | 1,057 |
| Net loss from the disposal of assets | - |
| Total Expenses | 7,769 |
| Net Operating Result | 9,133 |
| Total employees (equivalent full time) | 16.8 |

Asset Management

Our Council is financially sustainable based on the implementation of our smart asset management strategies.

Service Unit Profile

Responsible for the asset management of Council's infrastructure including roads, bridges, footpaths, stormwater, water, sewer, buildings, parks and recreation, and waste assets.

Provide for an evidenced-based asset management regime which in turn generates a logical, structured and defensible decision-making program, particularly in the area of budget allocations.

Key Objectives

Develop and utilise a sound Asset Management framework and practices to support robust decision-making for Council owned infrastructure.

Manage Geographic Information Systems (GIS) and Asset Mapping to enhance the business and customer experience.

Preparation of forward works programs across all asset classes.

We co-ordinate grant funding applications that will contribute to community and asset objectives.

Project Management of Council and grant-funded infrastructure capital works projects and programs.

Co-ordination of survey and design services necessary to deliver programs and projects.

Work with key stakeholders including State and Federal departments to ensure public transport networks meet our community's changing needs.

Projects

Asset Management Framework

Asset management framework development is underway, with new management plans across all asset classes being developed in readiness for the 2018/19 budget. Ongoing consultation and refinement of asset management plans will occur throughout 2018/19.

Mapping Systems

Integration of mapping systems with Council's corporate systems, and continued enhancement.

Key Performance Measures

Returning sub-standard assets beyond intervention levels to new condition or adopted levels of service.



Land Development

We innovate and facilitate as necessary to ensure land development opportunities are available to a growing economy.

Service Unit Profile

Provide appropriately serviced land to meet market demand as presented, including new subdivision and industrial release areas.

Responsible for processing all subdivision and development applications (DAs), regarding engineering matters.

Delivery of Section 94 (S94) capital works.

Key Objectives

All applications are checked to ensure that they meet Council's design specifications and all new works are inspected to ensure that these standards are achieved.

The S94 contributions collected from developers (for example from new subdivisions) are then used to provide infrastructure, such as playing fields, major drainage systems and community facilities like childcare centres and recreational facilities. A priority works program is in place to meet the demands as new areas are built or redeveloped. Delivery is managed by project engineers, who ensure that each project represents value for money.

Projects

Bourke Estate Residential Subdivision, Gundagai

Marketing and promotion of Council's residential subdivision.

Claron Estate Residential Subdivision, Cootamundra

Marketing and promotion of Council's Stage 1 residential subdivision. Advancement of planning for Stage 2 release dependent on sales volumes achieved during Stage 1.

Sub-division of industrial land at Turner's Lane, Cootamundra

Preparation of construction plans for essential infrastructure for Council's industrial subdivision.

Develop new Section 94, Section 94A Development Contribution Plans and Section 64 Headworks Charges

Develop a suite of Developer Contribution Plans to fund future infrastructure expansion.

Key Performance Measures

Provision of fully serviced lots of both residential and industrial areas for immediate occupation.



Water and Sewer

Water and sewer services are provided seamlessly to the community. Proactive maintenance schemes are funded, and a minimal amount of reactive maintenance is needed into the future.

Service Unit Profile

Provide, maintain and operate a water supply system that meets the needs of the community and allows for the management of demand and drought in an environmentally responsive manner.

Provide, maintain and operate a sewer disposal system and treatment works that meet the needs of the community.

Key Objectives

Works towards achieving best practice framework requirements by the regulator. Implement an Integrated Water Cycle Management (IWCM) Plan, long term asset and business plans for both water and sewer.

Monitor and review fee structures.

Encourage the best use of treated water through water saving and reuse measures.

Projects

Integrated Water Cycle Management (IWCM) Plan

Work with Public Works Advisory to implement an IWCM across the local government area.

Replace the Gundagai Sewer Treatment Plant (\$13.5M)

Work with NSW Public Works Advisory to undertake the concept and detailed designs of a new sewer treatment plant in Gundagai. Prepare tender and begin construction program.

Replace Cootamundra Water Mains (\$2M)

Deliver a contract for old cast iron water mains replacements as part of the Stronger Communities Fund by 2019.

Plan for extension of the mains replacement program to include all currently identified infrastructure replacement needs.

Reline Sewer Mains

Deliver a contract for sewer relining as a proactive maintenance and renewal program.

Extension of water supply to the Dog on the Tuckerbox Site

Deliver infrastructure for extension of water supply.

Key Performance Measures

- Water and sewer treatment monitoring results.
- Community satisfaction levels.



Road Safety

Make a positive impact in reducing road trauma on its impacts on the community.

Service Unit Profile

The Road Safety service unit is responsible for delivering a range of activities to improve overall road safety and accessibility. This is achieved by working in collaboration with a range of agencies, providing education programs, and undertaking safety audits.

Throughout the year the RSO is required to submit a monthly milestone report to RMS detailing the progress of each funded Local Government Road Safety project. At the conclusion of each project the RSO is required to submit a Final Evaluation report to RMS which lists the outcomes reached.

Projects

Catch the Snake Gully Bus

A proactive initiative based on the safer people principles of avoiding the drink drive option whilst attending a local annual Snake Gully Cup racing weekend event by encouraging and promoting the alternate bus transport service available to race goers on both days of the race meeting as well as educating race goers of the 'day after' associated risks towards driving.

Make Your Swag Your Plan B

A proactive initiative that runs over the lead up to and during the Festive Christmas/New Year period that aims to curb the drink driving culture across the Cootamundra and Gundagai communities by reinforcing the Plan B message for patrons to avoid driving after a night out. A joint initiative between Council, the Local Liquor Accords and the NSW Police is primarily based on encouraging patrons to have a Plan B and get home safely. The promotion of the camping 'swag' as a prize in a free competition has a twofold approach. Firstly to raise discussion amongst the community towards planning ahead their transport options and to identify the entrant's mindset towards being safe and getting home safely. The campaign ultimately discourages drink driving and raises

awareness regarding the responsible and positive alternatives to getting home safely.

Safer Speeds and travel on Alternate Routes –Brungle and Grahamstown Roads

Due to the traffic delays caused by the reconstruction of the Gocup Road the former Tumut and Gundagai Shire Councils identified an increase in daily vehicle movements on the alternate routes of the Brungle and Grahamstown Roads. As both these mentioned roads are identified as lower classified roads on Councils road hierarchy, both former Councils recognised the need to adopt a proactive approach aimed at lowering the incidence of speed related crashes and to raise awareness of safer travel and road user behaviour for motorists using both of these travel routes during the reconstruction stages on the Gocup Road.

Safer Speeds across both Councils

A safer speeds and speed reduction campaign run over the peak holiday periods (which coincides with the identified peak crash periods) by combining a public education awareness campaign together with the use of Variable Message signs and Police enforcement that targets motorists travelling on identified high volume roads across the Council area.

Graduated Licensing Workshops

The delivery of the Graduated Licensing Scheme (GLS) workshop/s aims to educate parents/supervisors of learner drivers about the new licensing scheme and providing them with the teaching strategies needed to assist them in guiding learner drivers to understand the principles of safer driving behaviours, safer speeds and safer travel.

Key Performance Measures

Data collected and reported on includes: recent crash data, traffic count data (collected from Council/RMS traffic counters), as well as information collected from Council, the NSW Centre for Road Safety, local licensed venues, social media sites and intelligence obtained from the local NSW Police which measure the outcomes of each respective project.

Emergency Management

We are prepared for emergency and recovery responses for any pending disasters that may occur in the local government area.

Service Unit Profile

Coordinate the establishment of the Local Emergency Management Committee (LEMC), and Local Rescue Committee, with a view to providing a timely and appropriate responses in emergency situations.

Key Objectives

Comply with the requirements of the State Emergency and Rescue Management Act 1989.

Provide the position of Local Emergency Management Officer (LEMO) within the local government area.

Provide appropriately facilities and resources to the LEMC.

A LEMC is responsible for preparation and review of plans in relation to the prevention of, preparation for, response to, and recovery from, emergencies.

Projects

Respond to Gundagai Floodplain Risk Management Study

Consider the findings of the Floodplain Risk Management Study and recommend appropriate, evidence based risk mitigation strategies for impact minimisation.

Cootamundra Flood Study

Undertake a flood study of the Cootamundra township.

Key Performance Measures

- LEMC to meet as per its Charter
- Continuously review plans



Major Projects

We deliver the big ticket items that stimulates pride and economic development within the community.

Service Unit Profile

To oversight and undertake various major projects, and provide technical expertise where appropriate, in respect to the delivery of these projects.

Key Objectives

Special Projects that are identified to deliver key outcomes for the Council and Community, are resourced appropriately for successful delivery. Secondments of staff from within the organisation will be made available, as required, to undertake special projects or tasks.

Delivery is managed by project professionals, who ensure that each project represents value for money.

We promote and celebrate the achievements of Council and the local community with use of a media officer associated with project updates.

Significant Projects

Gundagai Sewer Treatment Plant (STP) Replacement Project (\$13.5M)

The current sewer treatment plant and associated structures are old and have exceeded both physical and design capacities and are in need of urgent replacement. Council has secured federal and state funding and has engaged the services of NSW Public Works Advisory to undertake the concept and detailed designs. Prepare tender and begin construction program.

Merger Implementation Fund Program (\$5 million)

Cootamundra-Gundagai Regional Council was provided \$5 million from the NSW State Government to meet the costs of merging the former Cootamundra and Gundagai Shire Councils.

Stronger Communities Fund (SCF) Program (\$10 million)

Cootamundra-Gundagai Regional Council (CGRC) was provided \$10 million from the NSW State Government to kick-start the delivery of priority infrastructure and services for the local community, following the merger of the former Council's in 2016.

This Stronger Communities Fund (SCF) consists of two programs:

1. Community Grant Program, allocating up to \$1 million in grants of up to \$50,000 to incorporated not-for-profit community groups, for projects that build more vibrant, sustainable and inclusive local communities. These projects are being delivered by individual groups within the community, with Council facilitating the project oversight and expenditure of funds.
2. Major Projects Program, allocating \$9 million funding to larger scale priority infrastructure and services projects that deliver long term economic and social benefits to communities. These projects are listed in the table on page 59 and must be acquitted by December 2019.

Stronger Country Communities Fund (SCCF) Program

Council has received funds under the Stronger Country Communities Fund, which seeks to invest in infrastructure projects in regional NSW communities to improve the lives of residents and enhance the attractiveness of these areas as vibrant places to live and work.

There have been two rounds of Stronger Country Communities Fund (SCCF) funding:

- Round 1 – \$1.8 million
- Round 2 – \$2.8 million

Details of the projects receiving funding under the SCCF program (round 1) are listed in the table on page 59.

Key Performance Measures

Delivery of projects on time, within budget, and to acceptable quality.

| Project Description | Funding Source | Budget | Service Unit Responsible | Progress Expected During 2018/19 | Completion Due |
|--|---|-------------------------------------|---------------------------------|---|-----------------------|
| Cootamundra Water Main Replacement Program | Stronger Communities Fund | \$2,000,000 | Water and Sewer | Construction commencing July 2018 | December 2019 |
| Stormwater Mitigation Upgrade | Stronger Communities Fund | \$1,000,000 | Asset Management | Construction commencing July 2018 | December 2019 |
| Gundagai Large Scale Adventure Playground | Stronger Communities Fund & Stronger Country Communities Fund (Round 1) | \$700,000 (SCF) \$300,000 (SCCF) | Asset Management | Construction commencing late 2018 | December 2019 |
| Investment into Department of Education Multi-Purpose Facilities | Stronger Communities Fund | \$700,000 | Asset Management | Dependent on Department of Education contribution | December 2019 |
| Water Supply to Nangus Village | Stronger Communities Fund | \$647,500 | Water and Sewer | Dependent on State government funding | December 2019 |
| Water Supply to Dog on the Tuckerbox site | Stronger Communities Fund | \$600,000 | Water and Sewer | Construction commencing late 2018 | December 2019 |
| Footpath Renewal Program | Stronger Communities Fund | \$500,000 | Asset Management | On-going throughout 2018/19 | December 2019 |
| Cootamundra Pool Water Park | Stronger Communities Fund | \$400,000 | Recreation Facilities | Construction commencing during Winter season | December 2019 |
| Gundagai Pool Tiling and Disabled Ramp | Stronger Communities Fund | \$300,000 | Recreation Facilities | Construction commencing during Winter season | December 2019 |
| Cootamundra Saleyards Lighting and Electrical Upgrade | Stronger Communities Fund | \$300,000 | Buildings & Property Management | Construction commencing mid-2018 | December 2019 |
| Gundagai Visitor Information Centre Redevelopment | Stronger Communities Fund | \$300,000 | Buildings & Property Management | Construction commencing late 2018 | December 2019 |

| | | | | | |
|--|---|-----------|---------------------------------|--|---------------|
| Fisher Park, Cootamundra Lighting Program | Stronger Communities Fund | \$250,000 | Recreation Facilities | Construction commencing late 2018 | December 2019 |
| Gundagai Netball Courts | Stronger Communities Fund | \$200,000 | Asset Management | Construction commencing July 2018 | December 2019 |
| Cootamundra Library / Stephen Ward Rooms Outdoor area | Stronger Communities Fund | \$200,000 | Buildings & Property Management | Construction commencing early 2019 | December 2019 |
| Cootamundra Rugby Union Club Upgrade | Stronger Communities Fund | \$200,000 | Recreation Facilities | Construction continuing; to be completed by end 2018 | December 2019 |
| Adjungbilly Road Hill Upgrade | Stronger Communities Fund | \$200,000 | Infrastructure | Construction commencing late 2018 | December 2019 |
| Rathmells Lane, Cootamundra, Bitumen Seal | Stronger Communities Fund | \$200,000 | Infrastructure | Construction commencing mid-2018 | December 2019 |
| Gundagai Main Street Public Toilet | Stronger Communities Fund | \$150,000 | Asset Management | Construction commencing late 2018 | December 2019 |
| Cootamundra Pool Shade Cloth | Stronger Communities Fund | \$100,000 | Recreation Facilities | To be completed by mid-2018 | December 2019 |
| Large-scale teen playground at Jubilee Park, Cootamundra | Stronger Country Communities Fund (Round 1) | \$500,000 | Asset Management | Construction commencing early 2019 | December 2019 |
| Updated play and fitness equipment at Nangus, Stockinbingal and Wallendbeen villages | Stronger Country Communities Fund (Round 1) | \$375,000 | Asset Management | Community consultation and design work commencing mid-2018 | December 2019 |
| Upgrade to community fitness infrastructure in Gundagai and Cootamundra | Stronger Country Communities Fund (Round 1) | \$600,000 | Asset Management | Community consultation and design work commencing mid-2018 | December 2019 |

Alignment of service units to community priorities

| Key Directions | A vibrant and supportive community: all members of our community are valued | | | A prosperous and resilient economy: we are innovative and 'open for business' | | | | Sustainable natural and built environments: we connect with the places and spaces around us | | Good governance: an actively engaged community and strong leadership team | | |
|--------------------------------|---|--|---|---|--|--|---|---|---|--|---|--|
| Objectives | 1.1 Our Community is inclusive and connected | 1.2 Public spaces provide for a diversity of activity and strengthen our social connections | 1.3 Our community members are healthy and safe | 2.1 The local economy is strong and diverse | 2.2 Strategic land-use planning is co-ordinated and needs-based | 2.3 Tourism opportunities are actively promoted | 2.4 Our local workforce is skilled and workplace ready | 3.1 The natural environment is valued and protected | 3.2 Our built environments support and enhance liveability | 4.1 Decision-making is based on collaborative, transparent and accountable leadership | 4.2 Active participation and engagement in local decision-making | 4.3 Cootamundra-Gundagai Regional Council is a premier local government Council |
| Service Units | | | | | | | | | | | | |
| Executive Office | | | | | | | | | | ✓ | | ✓ |
| Civic Leadership | | | | | | | | | | | ✓ | ✓ |
| Human Resources | | | | | | | ✓ | | | | | ✓ |
| Community Engagement | ✓ | | | | | ✓ | | | | ✓ | ✓ | ✓ |
| Development and Building | | | | ✓ | ✓ | | | ✓ | ✓ | ✓ | | |
| Regulatory Services | | | ✓ | | | | | ✓ | | | | |
| Tourism & Economic Development | ✓ | ✓ | | ✓ | | ✓ | | ✓ | | | | |
| Community Services | ✓ | | ✓ | | | | ✓ | | | ✓ | | |
| Libraries | ✓ | ✓ | | | | | | | | | | |
| Governance & Business Systems | | | | | | | | | | ✓ | ✓ | ✓ |

| Key Directions | A vibrant and supportive community: all members of our community are valued | | | A prosperous and resilient economy: we are innovative and 'open for business' | | | Sustainable natural and built environments: we connect with the places and spaces around us | | | Good governance: an actively engaged community and strong leadership team | | |
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| Service Units | | | | | | | | | | | | |
| Information Technology | | | | ✓ | | | | | | | | ✓ |
| Customer Service | | ✓ | | | | | | | | | | ✓ |
| Finance | | | | | | | | | | | | ✓ |
| Infrastructure | | ✓ | | | | | | ✓ | ✓ | | | |
| Plant Management | | | | | | | | | | | | ✓ |
| Buildings & Property Management | | ✓ | | ✓ | | | | ✓ | ✓ | | | ✓ |
| Noxious Weeds | | | | | | | | ✓ | | | | |
| Recreation Facilities | | ✓ | ✓ | | | | | ✓ | | | | |
| Waste Management | | | | | | | | ✓ | ✓ | | | |
| Asset Management | | | | | | | | | ✓ | | | ✓ |
| Land Development | | | | | ✓ | | | | | | | |
| Water and Sewer | | | | | | ✓ | | ✓ | ✓ | | | |
| Road Safety | | | ✓ | | | | | | ✓ | | | |
| Emergency Management | | | ✓ | | | | | | | | | |
| Major Projects | | ✓ | | ✓ | | | | | | | | ✓ |





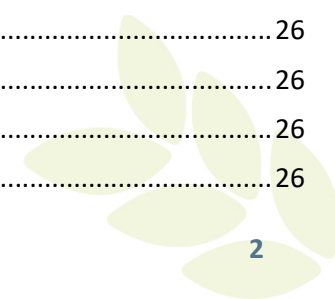
COOTAMUNDRA-
GUNDAGAI REGIONAL
COUNCIL

Draft Revenue Policy 2018-19



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Version Control

| Ref | Date | Date effective | Council Resolution | Description |
|------------|-------------|----------------|--------------------|-------------------------------|
| 1.0 | 22 May 2018 | 1 July 2018 | | Adopted for public exhibition |
| | | | | |
| | | | | |



Introduction

Council's Revenue Policy goal is to effectively and equitably manage revenue raising, service level and asset management decisions and to ensure ongoing financial sustainability.

The Long Term Financial Plan seeks to:

- be under-pinned by a sound financial strategy that will ensure Council's financial sustainability is protected and improved,
- accommodate asset maintenance and asset renewal and replacement activity and be fully integrated with Council's Asset Management Plans, and
- accommodate service levels proposed in Council's Delivery Program and Operational Plan.

Council's financial strategies to meet these goals are:

- to explore all cost effective opportunities to maximise Council's revenue base.
- to ensure ratepayer's value for money by providing effective and efficient service.
- to generate revenue in an equitable manner over time and ensure that there is capacity to finance peaks in asset renewal costs and other outlays when necessary.
- to build up cash reserves over the ten year planning period to enable infrastructure renewals as projected in Council's Asset Management Plans.

Rates

Rating Principles

The objective of this Revenue Policy is to ensure that rates are levied in a fair and equitable manner so as to provide sufficient funds to carry out the general services which benefit all the ratepayers of the area. Council aims to set rates and charges at a level that provides a sustainable income but does not impose undue hardship on property owners. Council is committed to a rates and charges

process that is ethical, transparent, open, accountable and compliant with legal obligations (including the NSW Local Government Act 1993 and the Local Government (General) Regulation 2005 (NSW)). Council rates administration will be honest, diligent and applied consistently and fairly across all properties.

In accordance with the NSW Local Government Act 1993, Council will adopt four categories of ordinary rate, being residential, farmland, business and mining. An ordinary rate will be applied to each parcel of rateable land within the local government area. The ordinary rate applicable for each assessment will be determined on the property's categorisation which is dependent on dominant use.

Rate Pegging

The Independent Pricing and Regulatory Tribunal (IPART) determines the rate peg, or allowable annual increase, that applies to local government rate income. On 29 November 2016, IPART announced the rate peg to apply in the 2018-19 financial year will be 2.3%. The amount applies to general rate income in total, and not to individual ratepayers' rates. Council proposes to increase rating income by 2.3% in accordance with the maximum allowable increase.

Valuations

Cootamundra-Gundagai Regional Council's land values were updated by the NSW Valuer General (VG) in February 2018.

The VG provides property valuations to local government authorities on a cyclical basis, in accordance with the NSW Valuation Act 1916. For the purposes of the 2018-19 rating year, the Base Date for land values is 1 July 2016.

Supplementary notices of valuation are also issued by the VG outside the usual three to four year valuation cycle because of changes to property that are recorded on the Register of Land Values. Council is advised of changes to land values and makes any resulting adjustments to rates. Existing valuations may be reviewed by the VG for the following reasons:

- newly created parcels of land in subdivisions
- the transfer of part of land which is included in an existing valuation
- the amalgamation of parcels of land into a single valuation

- changes to zoning.

The VG has issued a large number of supplementary notices in recent months, and these changes will continue to affect the Council's rates and property database as they are issued up to 30 June 2018.

Amalgamation of Rating Structures

The NSW Government's policy is that there is a 4-year rate path freeze for any newly created council. The Local Government Amendment (Rates—Merged Council Areas) Bill 2017 was passed through parliament in March 2017, and ensures that the two rating structures adopted by the former Cootamundra and Gundagai Shires as at 12 May 2017, will continue to apply for 4 years.

The ratio of rates collected from each of the former Local Government Areas will be retained for 4 years.

The ratio of rates collected from each of the rating categories and sub-categories adopted by the former Councils, will be retained for 4 years.

The special rate variation previously approved for the former Gundagai Shire Council will continue to apply to the Gundagai area.

The rate pegging increase announced by IPART will be applied.

The NSW Government has advised that newly elected councils will review the rate structure during their first term.

Rating Structures

Council aims to derive revenue from ordinary rates for each rating category as below. The rating structure uses ad valorem (multiplied by the land value of the property as determined by the Valuer General) with a minimum amount or base amount.

For the Cootamundra area, the categories of residential and business are further divided into subcategories based on geographical areas.

For the Gundagai area, an additional special rate is levied on properties in the Town Improvement District (TID), and used to cover:

- contributions toward NSW Fire Brigade services for the township

- costs associated with servicing a special TV translator to provide coverage in black spot areas around the township
- costs associated with kerb and guttering, stormwater drainage and footpath reconstruction
- street lighting costs.

Gundagai Town Improvement District Special Rate

The Town Improvement District (TID) special rate dates back to 1924 when the former Gundagai Shire Council was formed by the amalgamation of Gundagai Municipal Council and Adjungbilly Shire Council. It is assessed on properties in the town of Gundagai, and consists of an ad valorem amount that is subject to a minimum rate.

Currently the TID special rate applies to 1,063 ratepayers, 81% of whom pay the minimum rate.

The TID Special Rates revenue is used to fund services within the Gundagai town area. This includes contributions to the emergency services levy for services to the township by Fire and Rescue NSW, servicing costs of a TV translator providing coverage for black spot areas around the township, kerb and guttering, stormwater drainage, footpath reconstruction and street lighting.

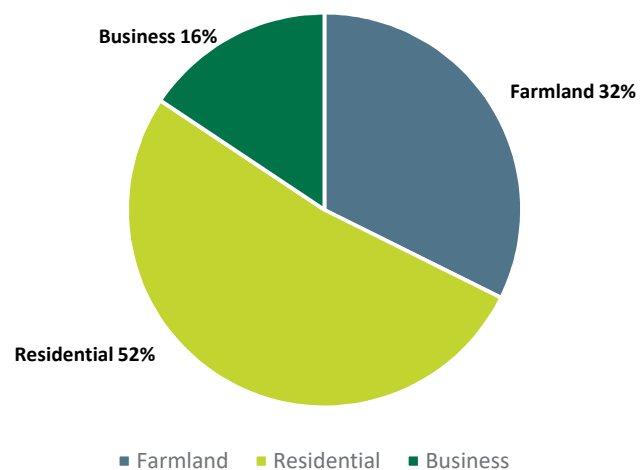
Special Rate Variations

The former Gundagai Shire Council has applied for two special rate variations that are currently impacting Council's total permissible rates income.

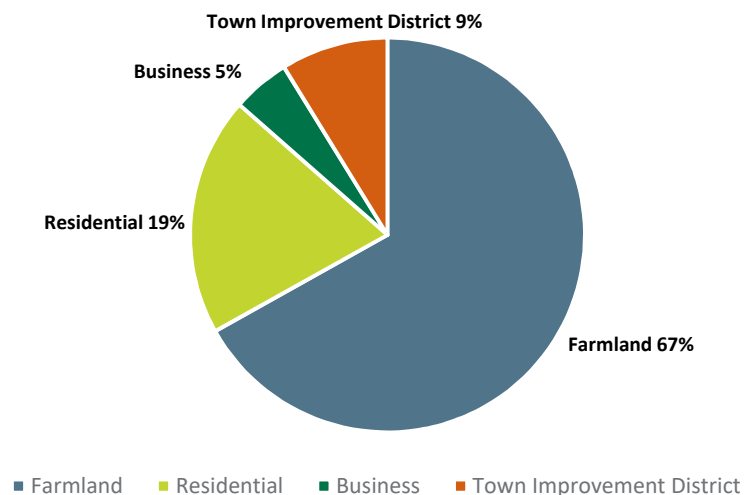
2014-15 special variation for main street upgrade of 12.82%

In June 2014, the Independent Pricing and Regulatory Tribunal approved a special rates variation of 15.12% for ratepayers of the former Gundagai Shire Council. This increase included the rate peg of 2.3% that was available to all Councils, plus an additional 12.82% that was raised specifically for the purposes of the Gundagai main street upgrade. The increase will be retained in the Council's general income base for 10 years, and from 1 July 2024, Council's general income will be reduced to what it would have been without the special variation.

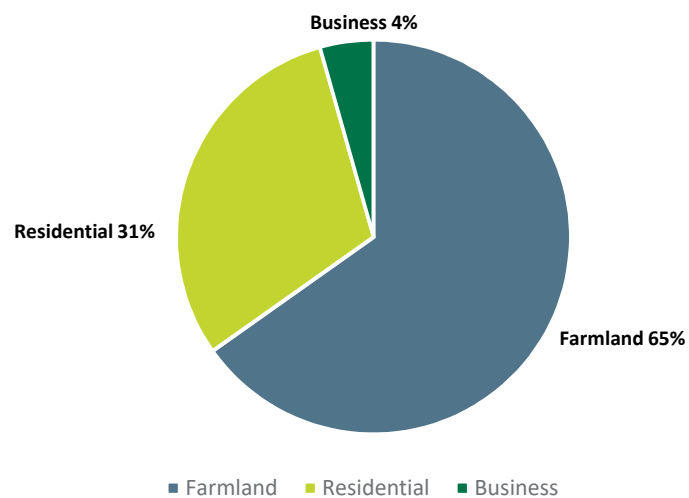
Cootamundra Area Target Rate Revenue



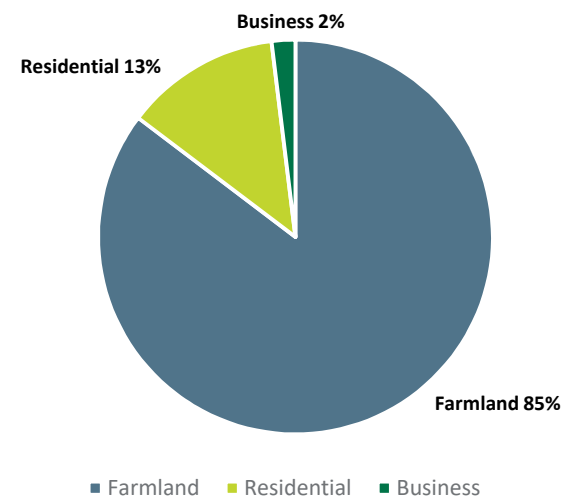
Gundagai Area Target Rate Revenue



Cootamundra Area Rateable Land Values



Gundagai Area Rateable Land Values



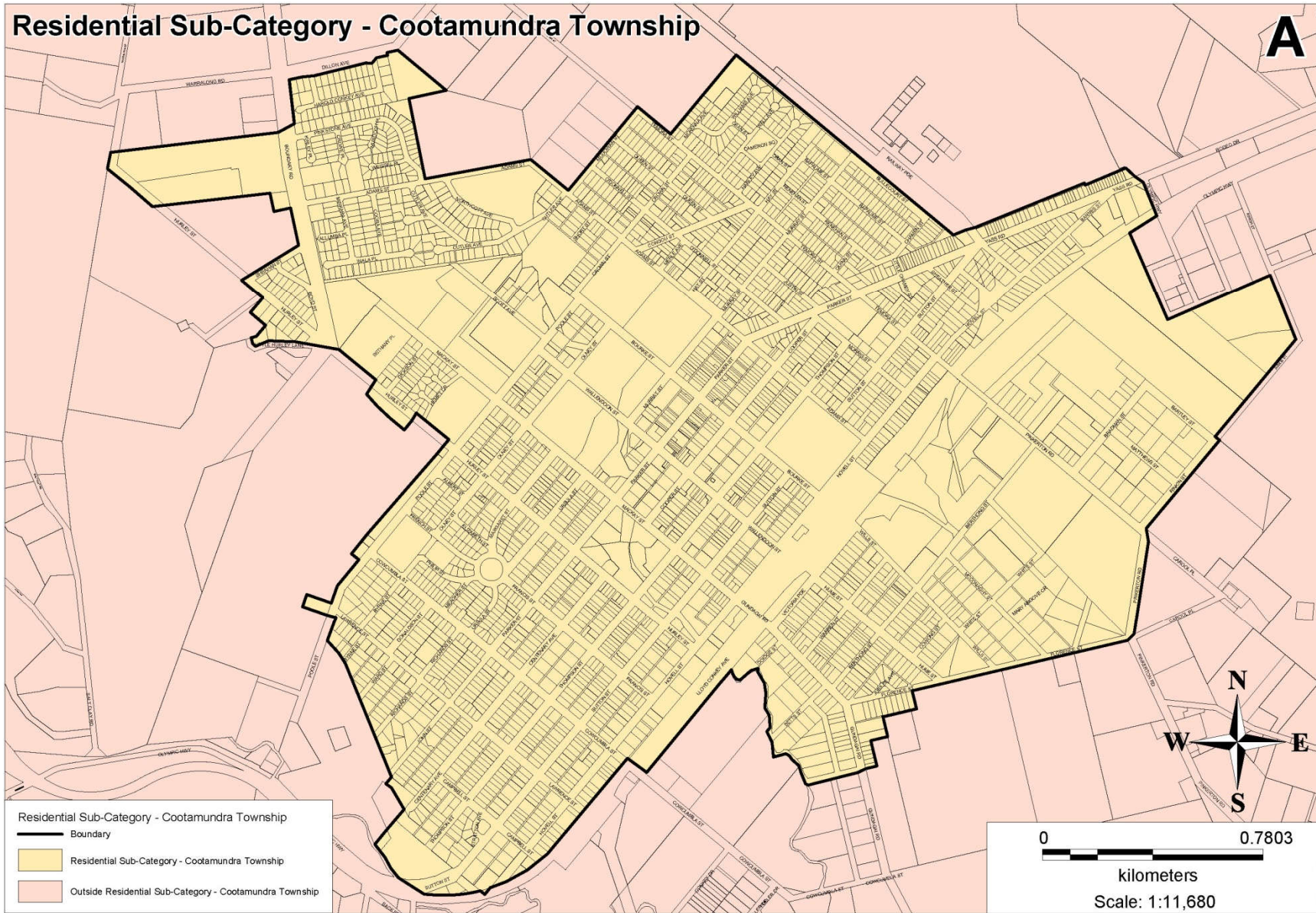
Cootamundra Area Rating Categories

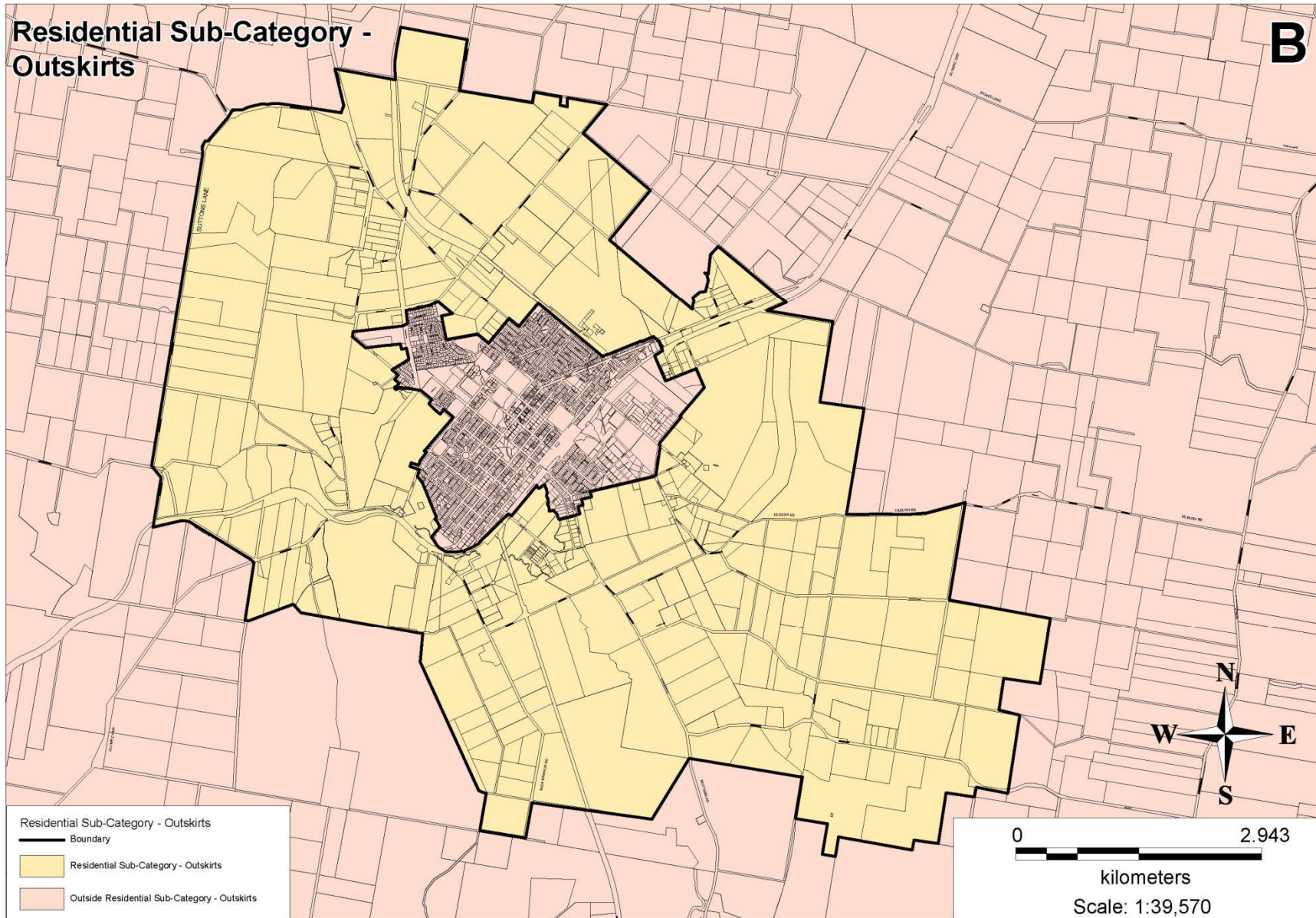
| Rating Category (s514-518) | Name of sub-category | Map ref | Number of Assessments | Ad Valorem Rate | Base Amount \$ | Base Amount % | Minimum \$ | Number on Minimum | Land Value | 2018/19 Estimated Income | % Yield |
|----------------------------|----------------------|--------------|-----------------------|-----------------|----------------|---------------|------------|-------------------|----------------------|--------------------------|---------|
| Farmland | | | 421 | 0.3100 | | | \$420.00 | 37 | \$442,451,700 | \$1,381,567 | 32.3% |
| Residential | Village | C & D | 217 | 0.6100 | \$177.00 | 48.67% | | | \$6,640,300 | \$78,915 | 1.8% |
| Residential | Coota Town | A | 2,635 | 1.2340 | | | \$420.00 | 182 | \$154,692,780 | \$1,926,205 | 45.1% |
| Residential | Coota Outskirts | B | 248 | 0.3270 | \$177.00 | 29.12% | | | \$32,679,590 | \$150,758 | 3.5% |
| Residential | [all other] | | 132 | 0.2920 | \$177.00 | 34.83% | | | \$14,973,370 | \$67,086 | 1.6% |
| Business | Coota Non CBD | F | 57 | 1.6950 | | | \$452.00 | 7 | \$4,765,750 | \$82,724 | 1.9% |
| Business | Coota CBD | E | 142 | 3.2430 | | | \$452.00 | 1 | \$12,000 | \$403,382 | 9.4% |
| Business | Industrial Aerodrome | G (& K) | 21 | 1.6450 | | | \$452.00 | - | \$2,070,800 | \$34,065 | 0.8% |
| Business | Industrial Barnes St | H (& K) | 6 | 1.6450 | | | \$452.00 | - | \$405,600 | \$6,672 | 0.2% |
| Business | Industrial East | I (& K) | 9 | 1.6450 | | | \$452.00 | 3 | \$890,240 | \$15,526 | 0.4% |
| Business | Industrial South | J (& K) | 74 | 1.6450 | | | \$452.00 | 4 | \$5,995,700 | \$99,600 | 2.3% |
| Business | [all other] | | 49 | 0.3200 | \$228.00 | 42.73% | | | \$4,678,910 | \$26,145 | 0.6% |
| Mining | | | - | 0.3100 | | | \$420.00 | | | - | |
| | | Total | 4,011 | | | | | Total | \$682,681,340 | \$4,272,644 | |

Gundagai Area Rating Categories

| Rating Category (s514-518) | Name of sub-category | Map ref | Number of Assessments | Ad Valorem Rate | Minimum \$ | Number on Minimum | Land Value | 2018/19 Estimated Income | % Yield |
|----------------------------------|----------------------|---------|-----------------------|-----------------|------------|-------------------|----------------------|--------------------------|---------|
| Farmland | | L | 871 | 0.4130 | \$325.00 | 136 | \$482,612,135 | \$2,018,672 | 66.9% |
| Residential | | M | 1388 | 0.6400 | \$325.00 | 823 | \$71,942,903 | \$591,026 | 19.6% |
| Business | | N | 173 | 1.1300 | \$525.00 | 72 | \$11,057,609 | \$142,361 | 4.7% |
| Mining | | | - | 0.4130 | \$325.00 | - | - | - | |
| | | | 2,432 | | | Subtotal | \$565,612,647 | \$2,752,059 | |
| Special Rate (s495) | | | | | | | | | 8.8% |
| Town Improvement District | | | 1,063 | 0.3500 | \$219.00 | 858 | \$52,331,604 | \$265,491 | |
| | | | | | | Total | | \$3,017,551 | |

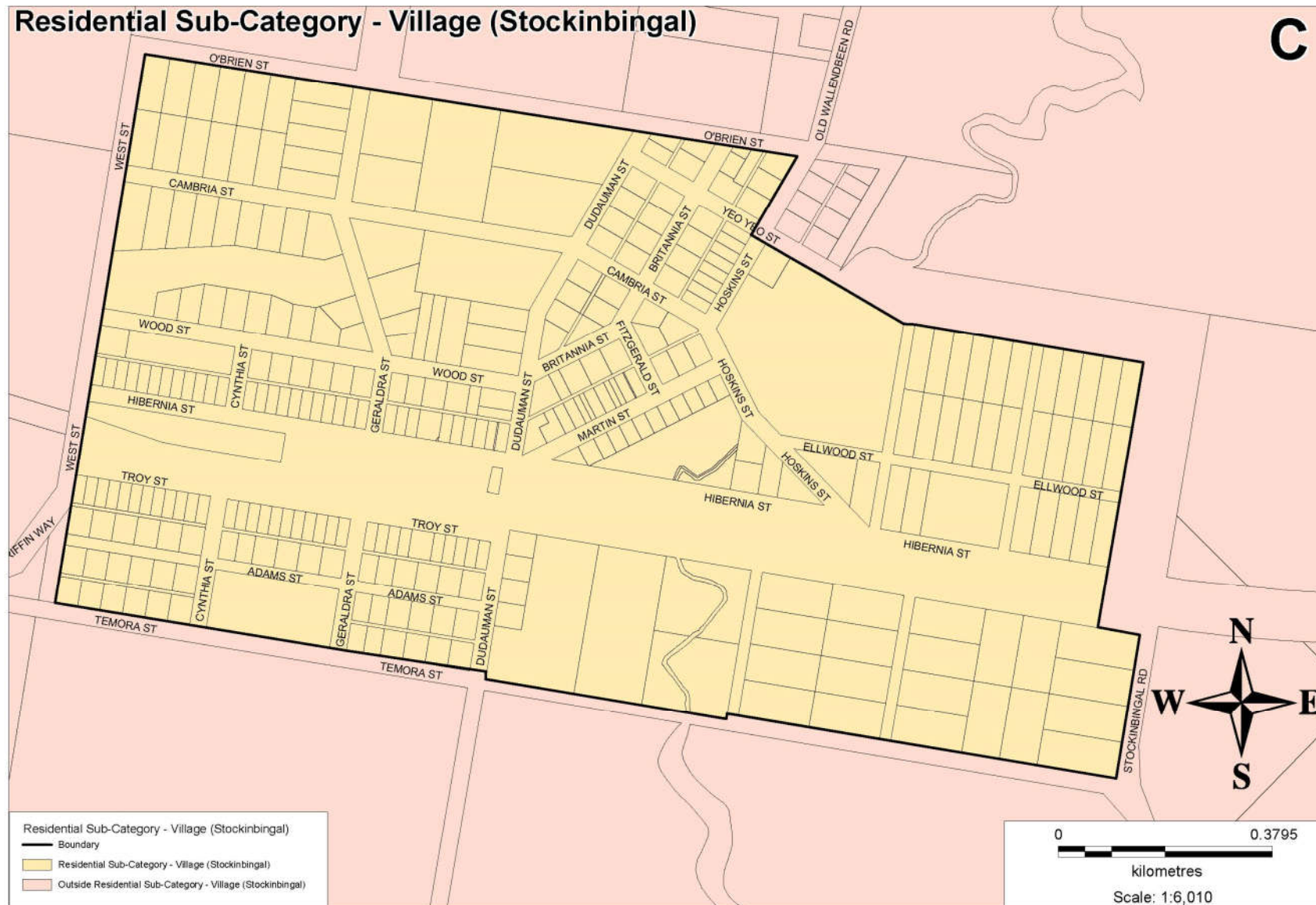


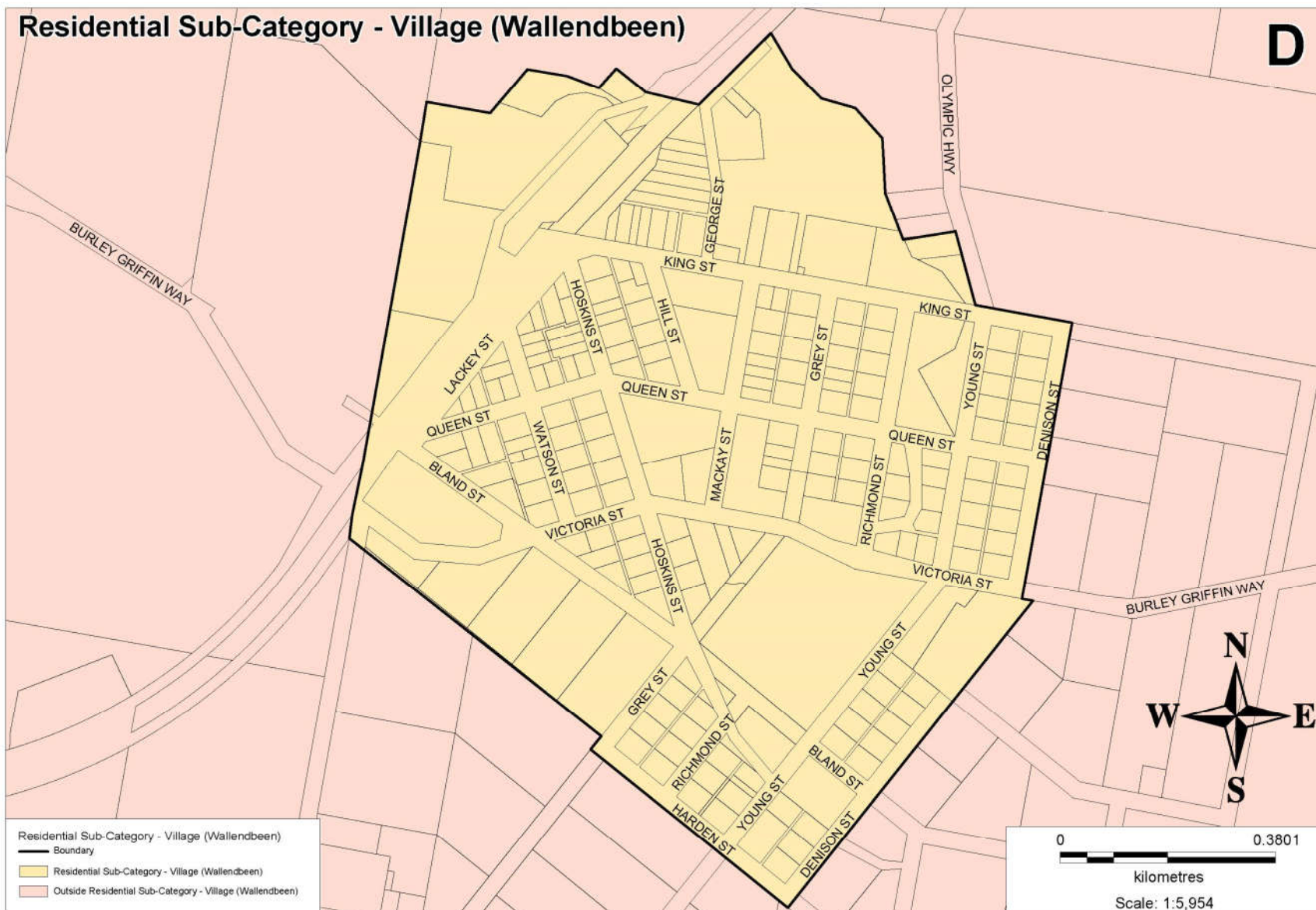


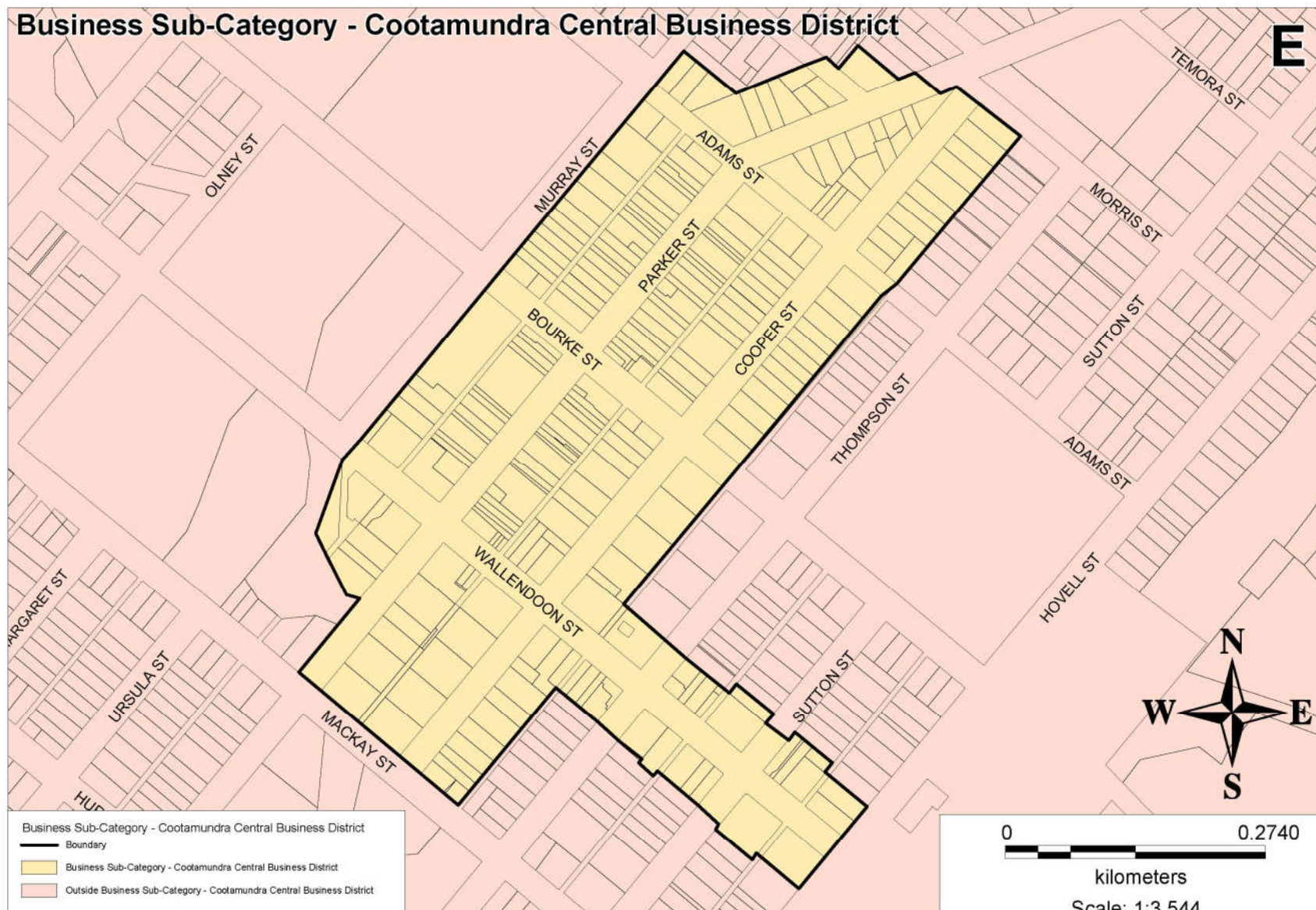


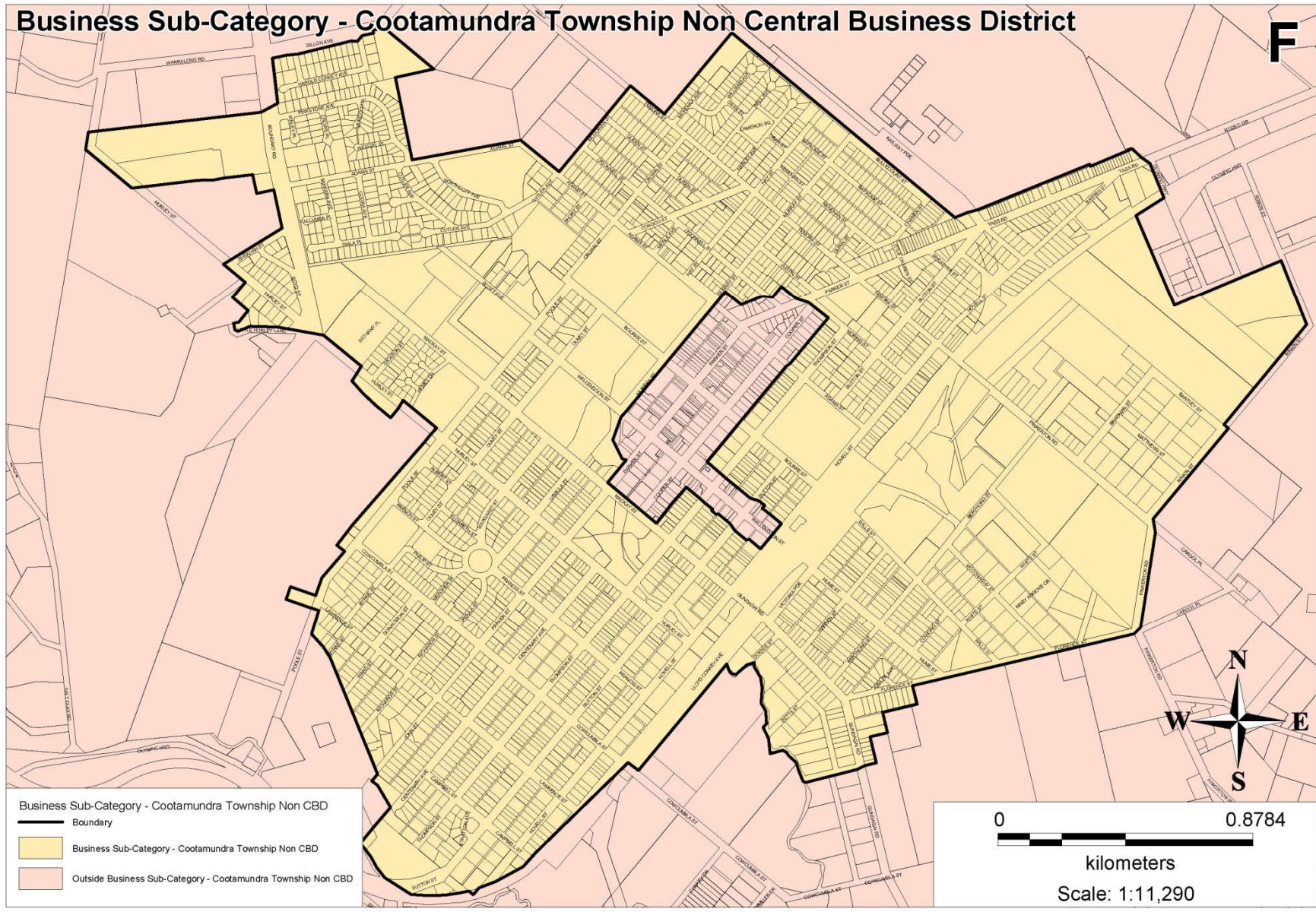
Residential Sub-Category - Village (Stockinbingal)

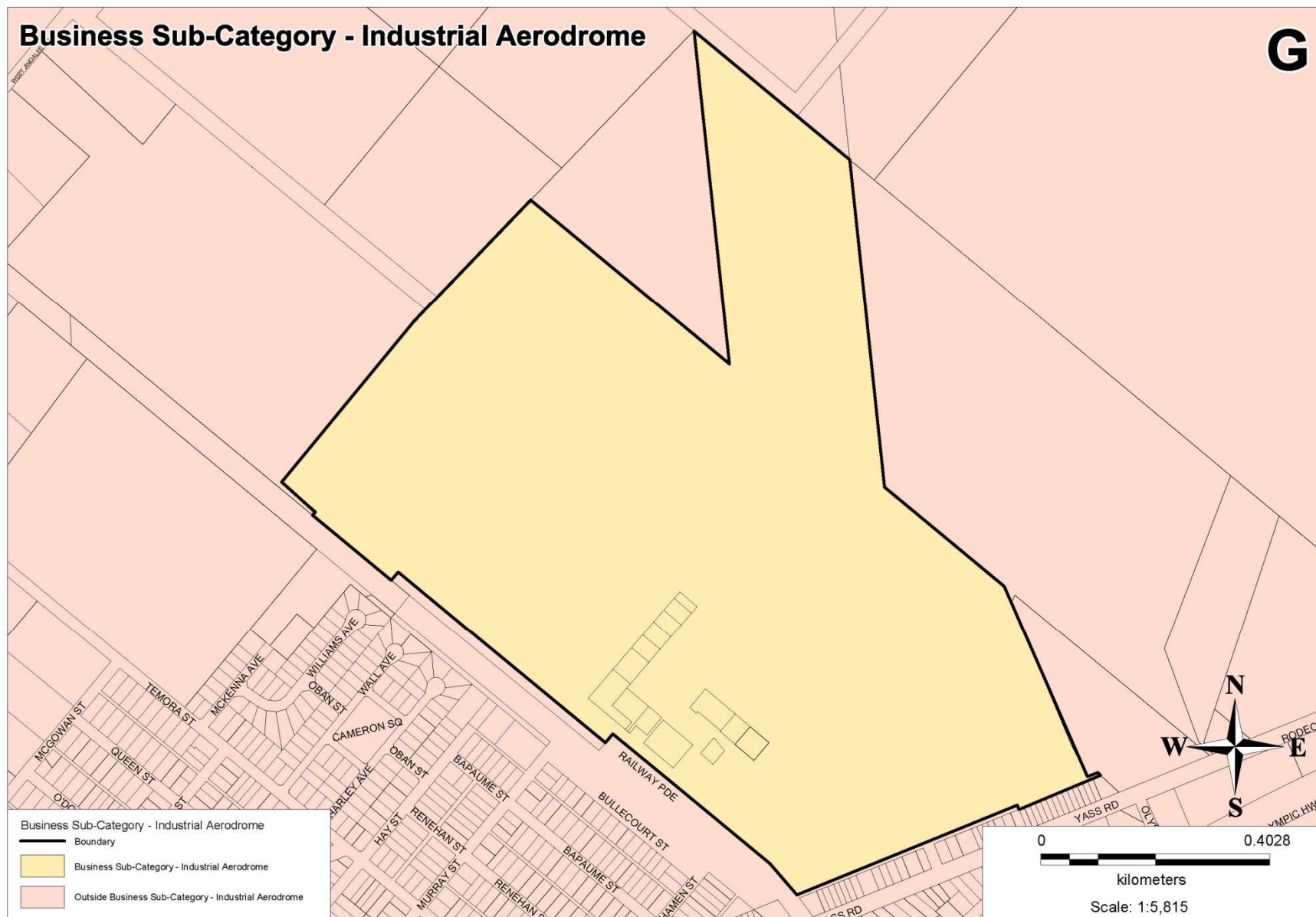
C

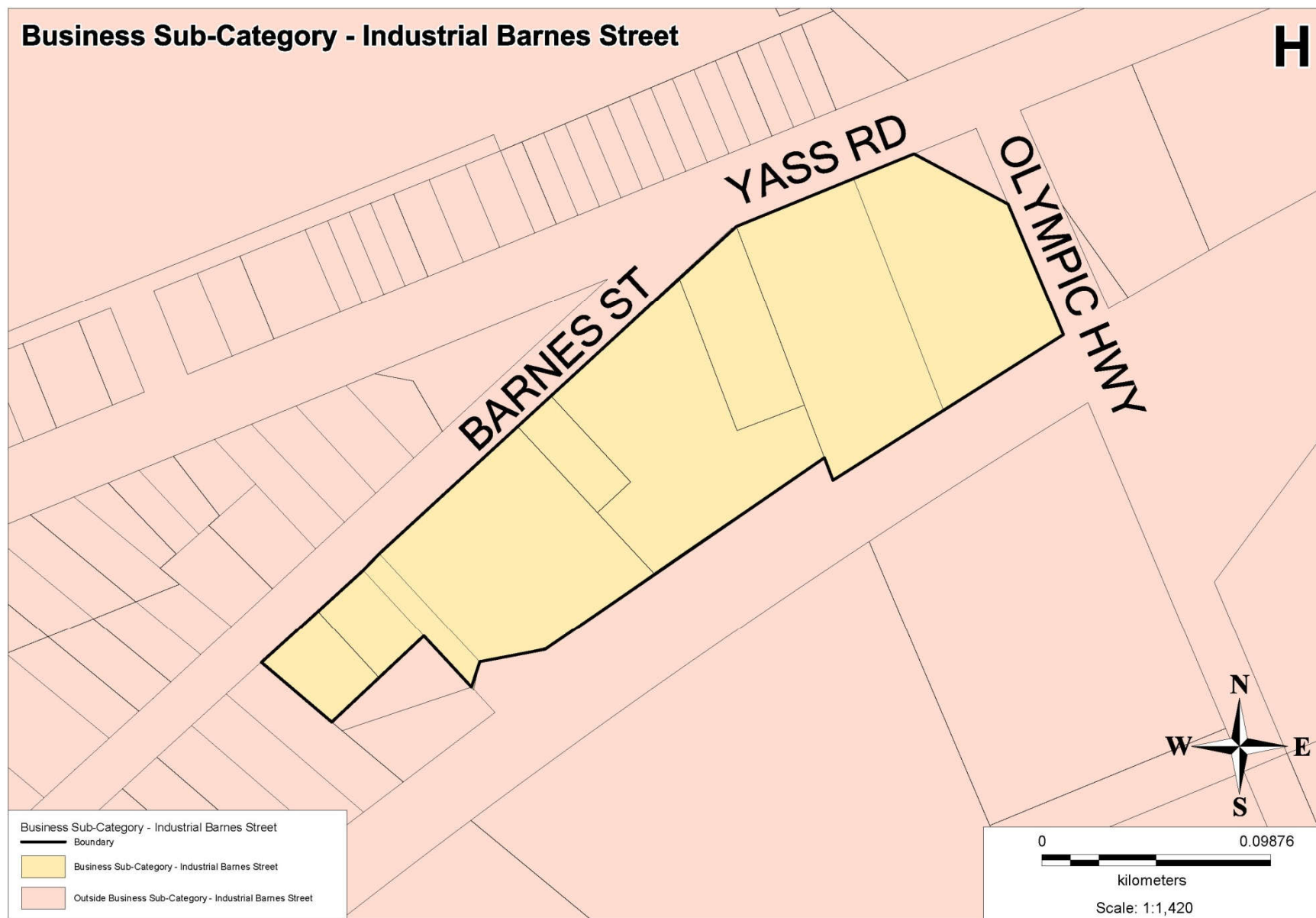


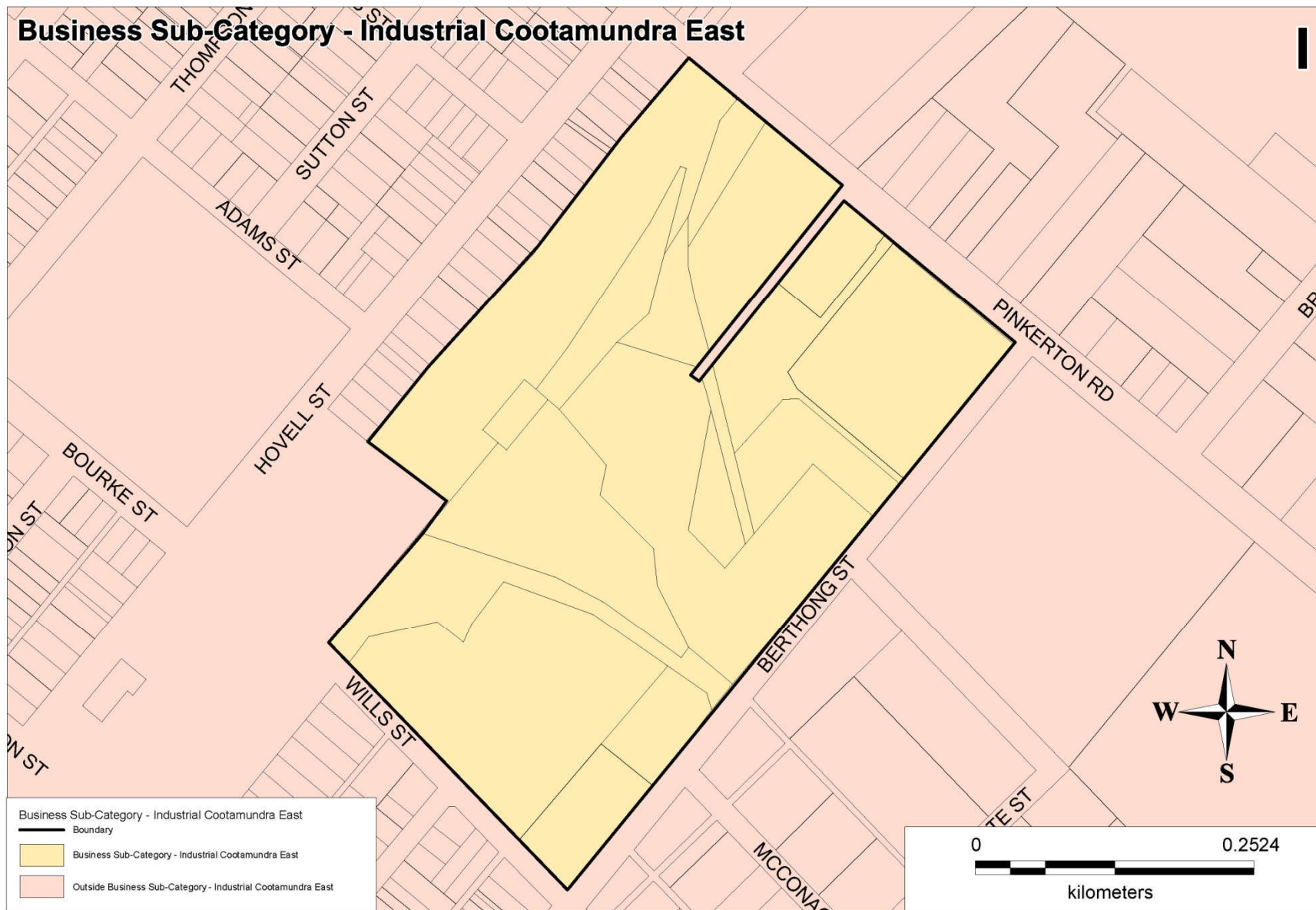


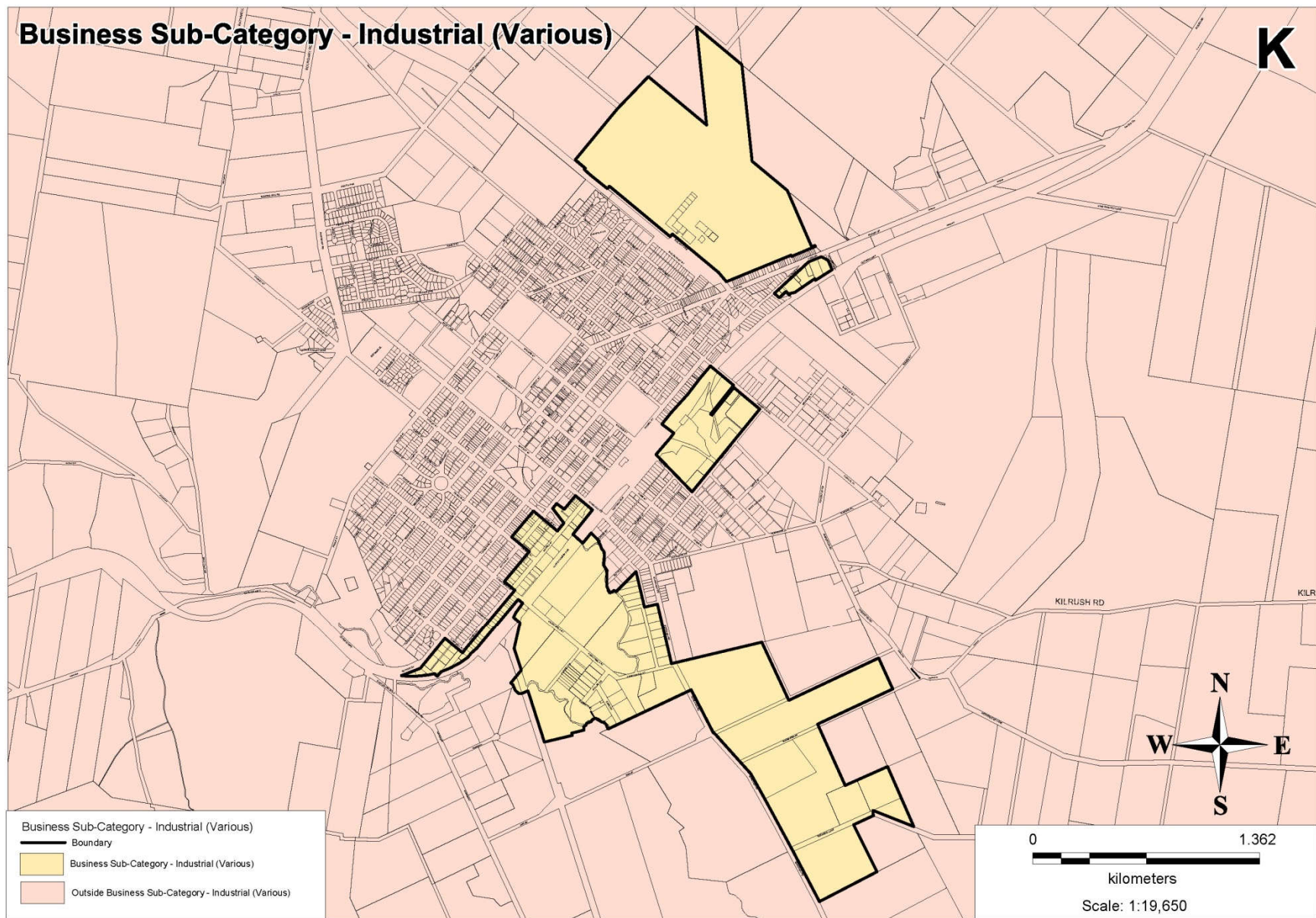






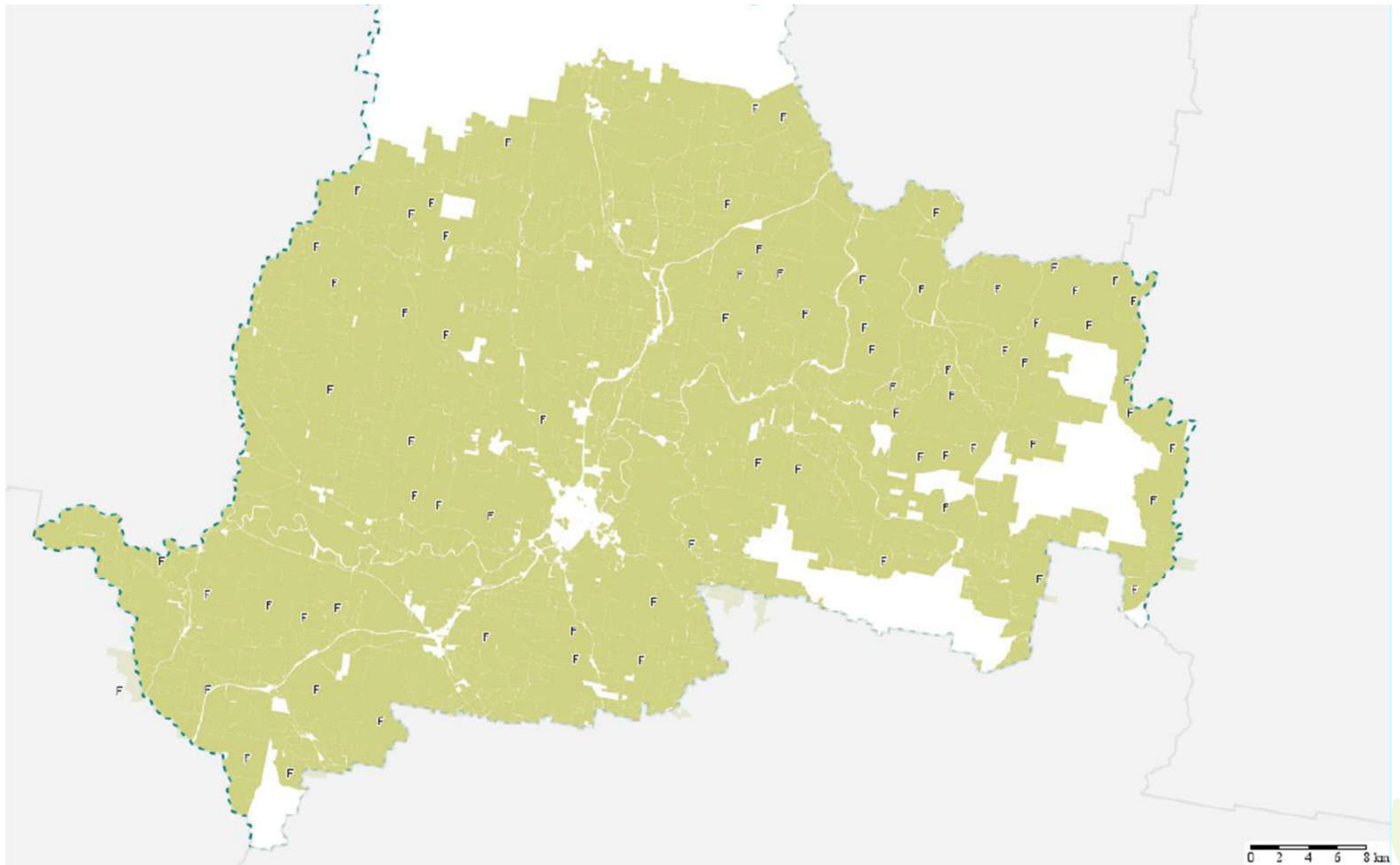






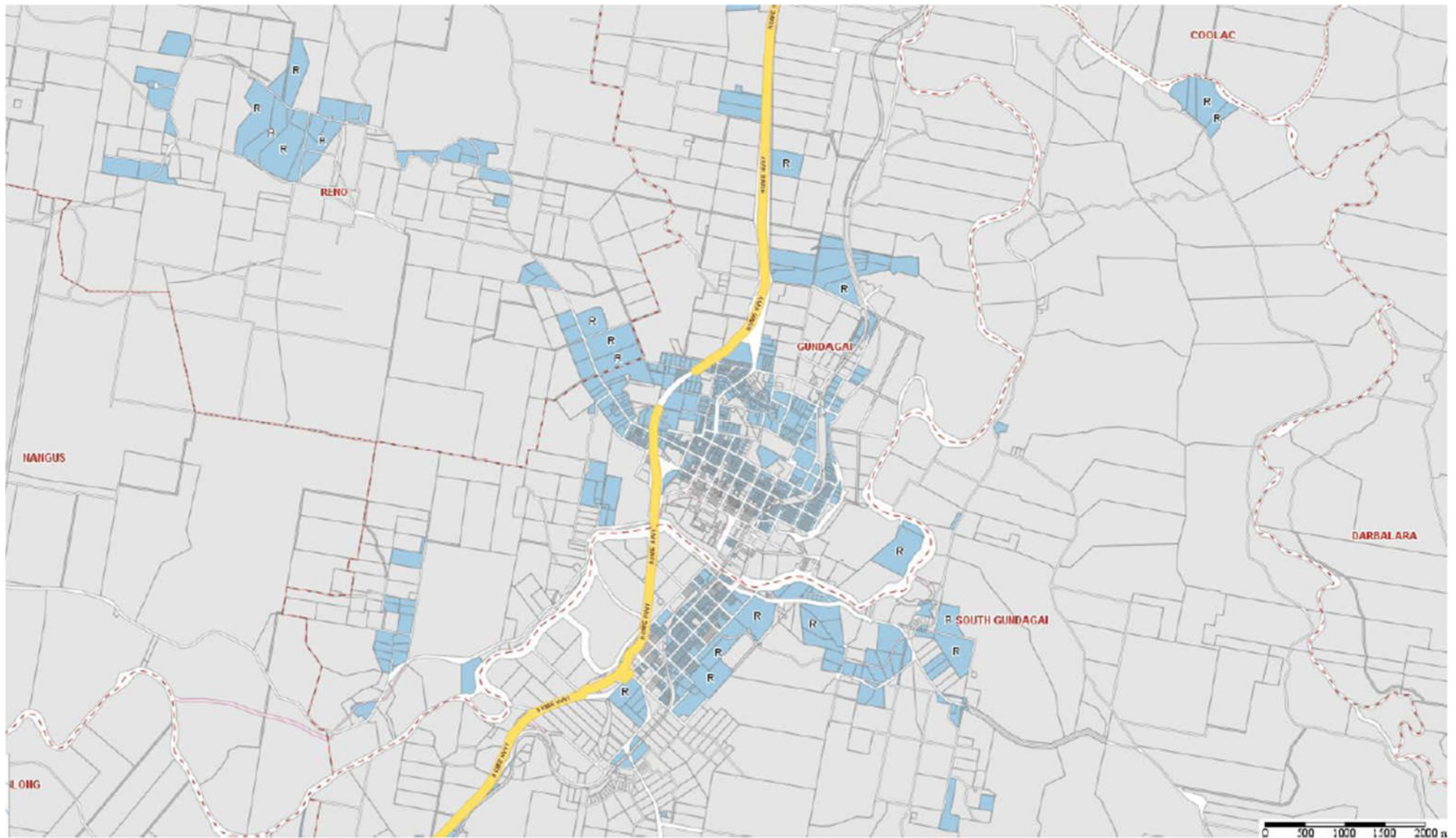
Farmland

L



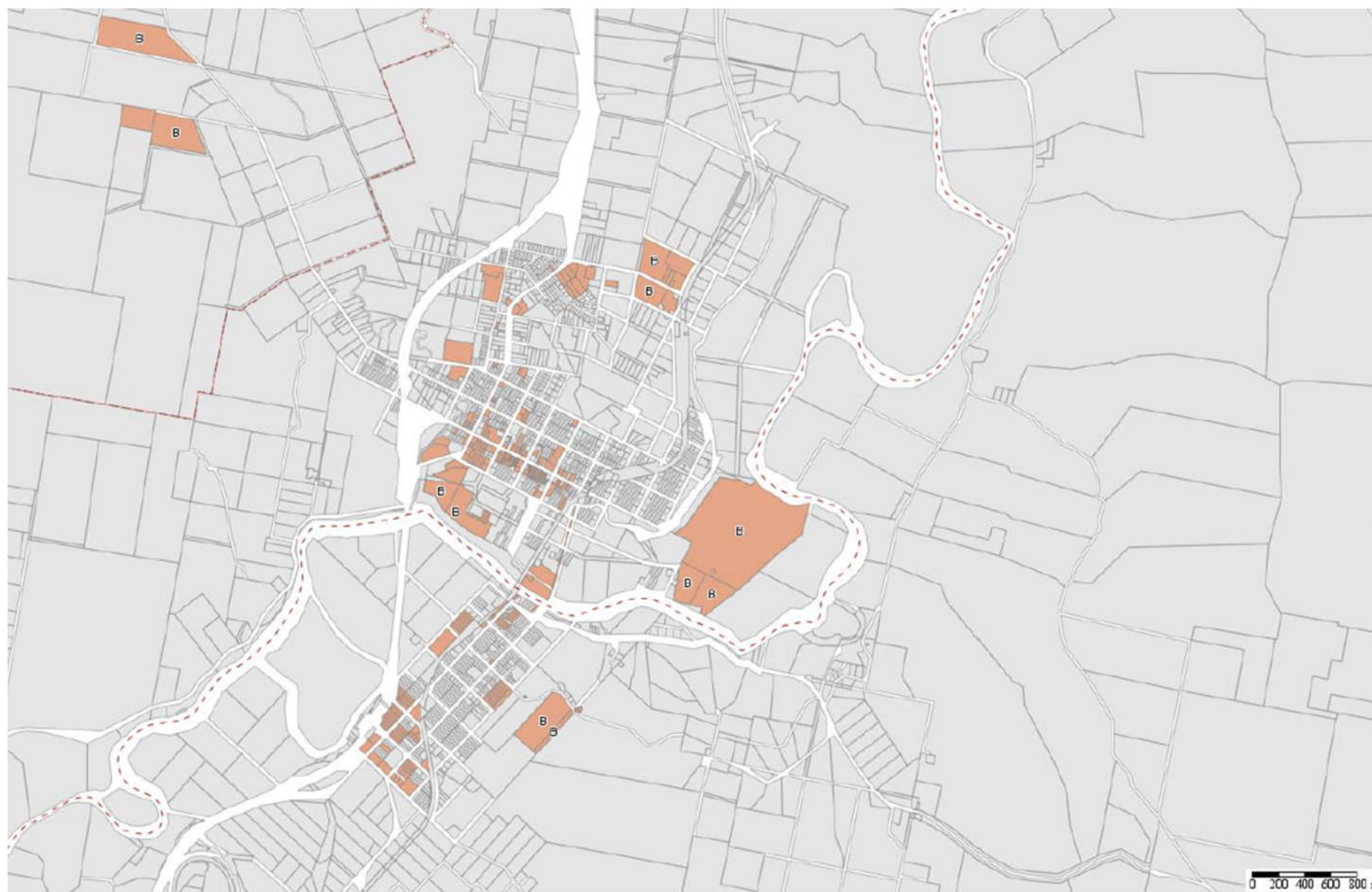
Residential

M



Business

N



Pensioner Rebates

Council provides a pension rebate for eligible pensioners. Owners who become eligible pensioners during the year are entitled to a pro-rata rebate of their rates, calculated on a quarterly basis. Rebates are also reversed on a quarterly basis when owners become ineligible for the rebate. In the event that an eligible pensioner has not claimed the rebate previously, Council will grant the rebate for the current year only.

Charges

Council proposes to levy annual and service charges for the following:

- Domestic Waste Management Charges (Section 496 LGA)
- Waste Management Outskirts Charge (Section 501 LGA)
- Non-Residential Waste Management Charges (Section 501 LGA)
- Residential Stormwater Management Charge (Section 496A LGA, Local Government General Regulation 2005)
- Residential Strata Stormwater Management Charge (Section 496A LGA, Local Government General Regulation 2005)
- Business Stormwater Management Charge (Section 496A LGA, Local Government General Regulation 2005)
- Water Access Charges (Section 501 LGA)
- Sewer Access Charges (Section 501 LGA)
- Water Consumption Charges (Section 502 LGA)
- Sewer Usage Charges (Section 502 LGA)

Charges are raised to recover the cost of providing a service except where such a cost may be unreasonable or limited by regulations.

Pro-rata Service Charge

The levying of service charges will be calculated pro-rata for the time that the service was made available. In instances where a historical service charge

adjustment is required, this will be limited to the reimbursement or refund (or levy) of one previous financial year (in addition to the current financial year, where applicable).

Waste Management Charges

Waste Management charges are based on the waste management charges of the former Cootamundra and Gundagai Shire Council charges, plus 3%.

| Charge Description | Amount | Estimated Yield |
|---|--------|-----------------|
| Cootamundra Area | | |
| Domestic Waste Collection Charge 3 bin collection service – Annual Charge (including Cootamundra, Villages and Outskirts) | \$394 | \$1,247,798 |
| Domestic Waste Vacant Charge Annual Charge (including Cootamundra, Villages and Outskirts) | \$22 | \$1,804 |
| Non-residential Waste Collection Charge Annual Charge calculated per service per week (including Cootamundra, Villages and outskirts) | \$7.50 | \$214,725 |
| Non-residential Green Waste Collection Charge Annual Charge calculated per service (including Cootamundra, Villages and outskirts) | \$97 | \$1,067 |
| Gundagai Area | | |
| Domestic Waste Collection Charge 2 bin collection service – Annual Charge | \$419 | \$507,409 |
| Domestic Organic Waste Collection Charge Annual Charge | \$56 | \$49,224 |

| Charge Description | Amount | Estimated Yield |
|---|--------|-----------------|
| Domestic Waste Vacant Charge Annual Charge | \$22 | \$2,486 |
| Non-residential Waste Collection Charge Annual Charge | \$419 | \$29,330 |
| Rural Waste Charge Annual Charge | \$60 | \$77,520 |

Stormwater Management Charge

Council levies an annual Stormwater Management Charge to both residential and business properties, subject to exemptions provided for under the Local Government Act 1993. All funds raised are applied to stormwater management improvements.

| Charge Description | Amount | Estimated Yield |
|------------------------------|--------|-----------------|
| Stormwater Management Charge | \$25 | \$109,701 |

Water Access Charges

The following water availability charges will be levied in accordance with the number and size of water service meters connected to the property. Where a property is not connected to the water supply, but access is available, a vacant charge shall apply.

For the purposes of water and sewer, vacant charges are charges applicable to properties with no connected service.

Water Access and usage charges are based on the charges and planned increases adopted by the two former Councils. An increase of 5% has been applied across the Cootamundra-Regional Council area. The two water networks are each a distinct set of infrastructure and the Council raises income to ensure that the infrastructure is renewed and maintained. Water rates in the Gundagai area are

comparatively low, and the former Gundagai Shire Council recognised the need to apply a larger increase, in order to ensure the infrastructure renewal targets can be achieved.

| Charge Description | Amount | Estimated Yield |
|--|--|-----------------|
| Cootamundra Area | | |
| Vacant Residential Annual Charge | \$353 | \$13,767 |
| Vacant Non-Residential Annual Charge | \$418 | \$13,376 |
| Vacant Non-Residential Community Annual Charge | \$209 | \$0 |
| Residential | Refer to detail in fees and charges document | \$987,518 |
| Residential Strata | | \$34,241 |
| Non-Residential | | \$201,894 |
| Non-Residential Community | | \$39,292 |
| Gundagai Area | | |
| Vacant Residential Annual Charge | \$219 | \$7,884 |
| Vacant Non-Residential Annual Charge | \$219 | \$7,665 |
| Residential | Refer to detail in fees and charges document | \$224,037 |
| Non-Residential | | \$69,642 |

Sewer Access Charges

The residential sewer access charge will be levied on all residential properties connected to the sewer system. All other properties will be charged in accordance with the number and size of water service meters connected to the property. Where a property is not connected to the sewer system, but access is available, a vacant charge shall apply.

Sewer access and usage charges are based on the charges of the former Cootamundra and Gundagai Shire Councils. An increase of 5% has been applied across the Cootamundra-Gundagai Regional Council area.

| Charge Description | Amount | Estimated Yield |
|--|--|-----------------|
| Cootamundra Area | | |
| Vacant Residential Annual Charge | \$220 | \$10,340 |
| Vacant Non-Residential Annual Charge | \$220 | \$8,360 |
| Vacant Non-Residential Community Annual Charge | \$110 | \$770.00 |
| Residential Annual Charge | \$441 | \$1,197,315 |
| Non-Residential | Refer to detail in fees and charges document | \$116,865 |
| Non-Residential Community | | \$26,832 |
| Gundagai Area | | |
| Vacant Residential Annual Charge | \$122 | \$4,758 |

| Charge Description | Amount | Estimated Yield |
|--------------------------------------|--|-----------------|
| Vacant Non-Residential Annual Charge | \$122 | \$4,636 |
| Residential Annual Charge | \$777 | \$494,172 |
| Non-Residential | Refer to detail in fees and charges document | \$117,327 |

Water Usage Charges

The NSW Office of Water Best Practice Management of Water Supply and Sewerage Guidelines require Local Water Utilities of less than 4,000 connected properties to recover at least 50% of their revenue from water usage charges.

| Charge Description | Amount |
|--|--------|
| Cootamundra Area | |
| Residential, per kilolitre | \$2.14 |
| Non-Residential, per kilolitre | \$2.35 |
| Non-Residential Community, per kilolitre | \$1.77 |
| Gundagai Area | |
| Residential, per kilolitre | |
| 0-300 kilolitres | \$1.62 |
| 301-500 kilolitres | \$2.19 |
| >500 kilolitres | \$3.76 |
| Non-Residential, per kilolitre | \$2.19 |

Sewer Usage Charges

Sewer usage charges are calculated for all non-residential land connected to the sewerage network by multiplying the charge per kilolitre by the volume of water measured at the water meter(s) connected to the property (based on actual usage per kilolitre) and by the determined Sewerage Discharge Factor (SDF).

| Charge Description | Amount |
|---|--------|
| Cootamundra Area | |
| Non-Residential, per kilolitre, multiplied by the SDF | \$2.50 |
| Non-Residential Community, per kilolitre | \$2.50 |
| Gundagai Area | |
| Non-Residential, per kilolitre | \$3.08 |

Minimum Sewer Charges

There is a minimum total annual charge for combined sewerage access charges and sewerage usage charges for non-residential property, other than non-residential community property.

When the final bill for the financial year is issued, the total sewer access and usage charges are compared to the minimum amount, and, if less than the minimum amount, the additional charge will be added.

| Charge Description | Amount |
|--------------------------------------|--------|
| Cootamundra Area | |
| Minimum Non-Residential Sewer Charge | \$441 |
| Gundagai Area | |
| Minimum Non-Residential Sewer Charge | \$777 |

Payment of Rates and Charges

Payment Arrangements

Council land rates and annual charges are paid in a single instalment or by quarterly instalments. If a payment is made by a single instalment it is due on 31 August, and if it is paid by quarterly instalments it is due by 31 August, 30 November, 28 February and 31 May.

On or before the 31 October, 31 January and 30 April, Council will send reminder notices (separately from rates and charges notice) to each person paying by quarterly instalments (Section 562 NSW Local Government Act 1993).

For the payment of rates and charges, Council accepts payment by BPay, BPoint (telephone and online), cheque, money order, credit card, EFT and cash. Payment by credit card at the office will incur a credit card surcharge of 0.75% on the amount being paid.

Council provide an optional direct debit facility for the payment of rates and charges periodically (weekly, fortnightly, monthly or quarterly on nominated due dates). If a scheduled direct debit is dishonoured, a fee of \$10.00 (in addition to any applicable bank charges) will be added onto the rates assessment.

There will be no discounts for early payment of rates and charges.

Interest on overdue rates and charges

Interest on overdue rates and charges shall be set in accordance with section 566(3) of the NSW Local Government Act 1993, applying the maximum rate of interest payable as determined by the Minister of Local Government. The interest rate on overdue rates and charges for 2018-19 will be 7.5% per annum calculated daily.

A three day grace period will apply so that interest will not be charged on overdue balances paid within three days of the due date. If an overdue balance is not paid within the three day grace period, interest will be charged based on the number of days since the account became overdue.

Debt recovery

Council has a responsibility to recover monies owing to it in a timely, efficient and effective manner to finance its operations and ensure effective cash flow management. Council aims to ensure effective control over debts owed to Council, including overdue rates, fees, charges, and interest, and to establish debt recovery procedures for the efficient collection of receivables and management of outstanding debts, including deferment and alternative payment arrangements in accordance with Council's Debt Recovery Policy.

Hardship Assistance

Council recognises that there are cases of genuine financial hardship requiring respect and compassion in special circumstances. Council's Rates and Charges Financial Hardship Policy has established guidelines for assessment of hardship applications applying the principles of fairness, integrity, appropriate confidentiality, and compliance with relevant statutory requirements.

Copies of notices

The fee to reproduce and supply a copy of a previously issued rates or water and sewer notice will be \$5.00 per notice, payable in advance. A copy of a previously issued notice shall only be supplied to the owner of the property (or their nominated agent) for the period of which the notice is requested.

Proposed Borrowings

Council is not proposing to borrow any additional funds in the 2018-19 financial year.





**COOTAMUNDRA-
GUNDAGAI** REGIONAL
COUNCIL

DRAFT 2018-19 to 2021-22 Long Term Financial Plan

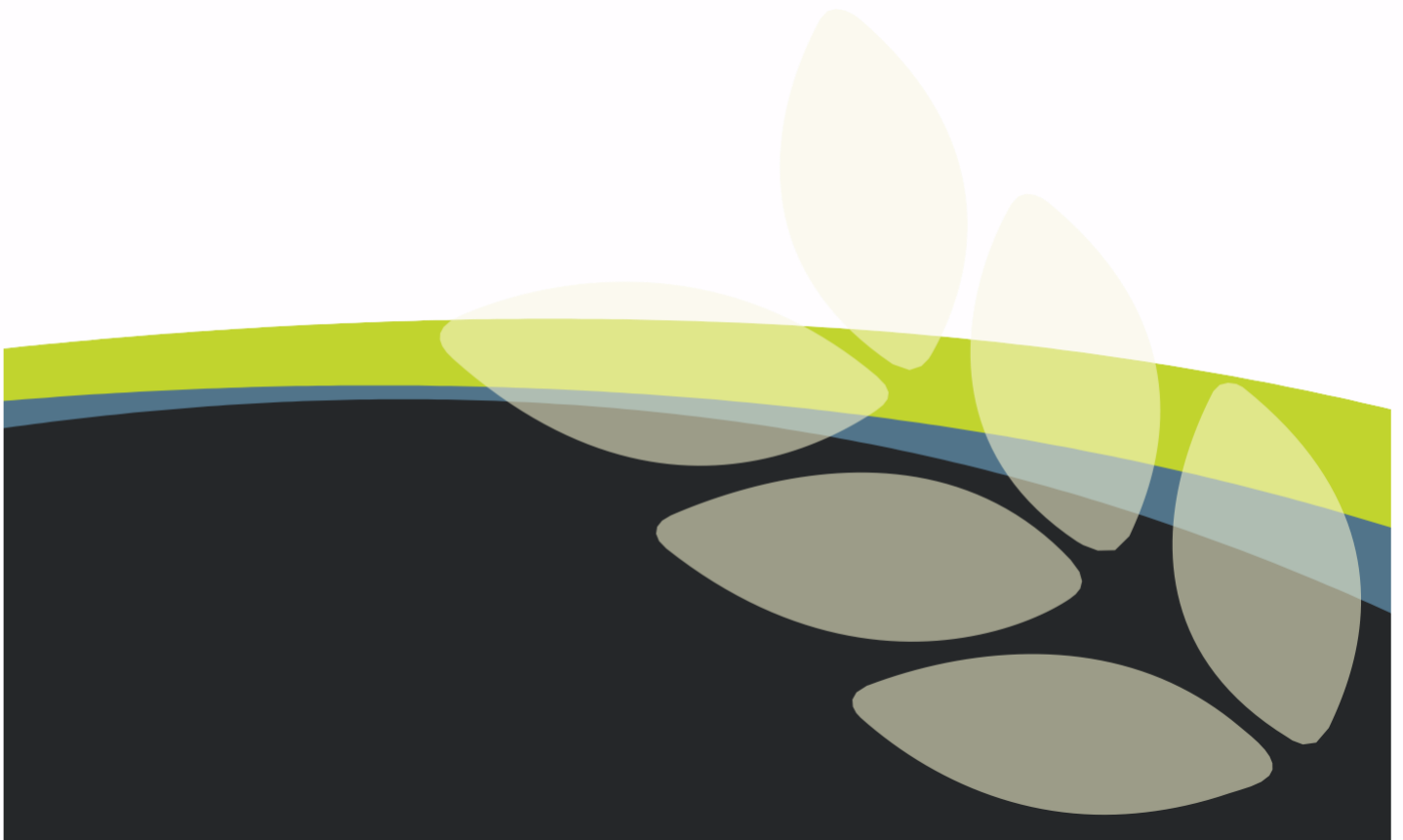


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Version Control

| Ref | Date | Date effective | Council Resolution | Description |
|-----|-------------|----------------|--------------------|--|
| 2.6 | 10 Apr 2018 | 1 July 2018 | n/a | Presented to Council workshop for discussion |
| 2.7 | 22 May 2018 | 1 July 2018 | | Presented to Council to facilitate Public Exhibition |
| | | | | |

Information and Background

About this plan

The Long Term Financial Plan is an important part of Council's strategic planning process. This is the point where community aspirations and goals are tested against financial realities.

The Long Term Financial Plan seeks to answer the questions:

- Can Council survive the pressures of the future?
- What are the opportunities for future income and economic growth?
- Can Council afford what the community wants?
- What income is needed to achieve these outcomes?

The Long Term Financial Plan is a decision making and problem solving tool. The modelling that occurs as part of the plan will help Council to align resources with strategies, providing information that helps Council to capitalise on opportunities and weather unexpected events. It is a dynamic document, reviewed and updated at each of Council's quarterly budget reviews. The Long Term Financial Plan changes as the needs, strategies and financial position of Council change over time.

The output of the long term financial plan is a ten year budget; financial reports over a ten year forward planning period. The current budget information is included in the appendices of this document.

Planning Framework

This Long Term Financial Plan has been prepared in accordance with the Integrated Planning and Reporting Framework¹. The framework allows Council to draw all its plans together, planning holistically for the future. The Community Strategic Plan is the highest level plan that Council prepares, and all other plans and policies support the achievement of the community's vision for the future.



The Long Term Financial Plan forms part of the resourcing strategy, along with Council's Asset Management Plans and Workforce Management Plan. It has a timeframe of 10 years, although it will be reviewed and updated annually as part of the development of the Operational Plan.

All of the activities and capital works detailed in the Delivery Program and Operational Plan have been budgeted for within this Long Term Financial Plan. Council also has Asset Management Plans that aim to predict maintenance and renewal needs of major community infrastructure assets such as roads, bridges, footpaths, stormwater drainage, water and sewerage networks, and community buildings. There is appropriate consistency between this long term financial plan and each of Council's Asset Management Plans, and this ensures that the necessary capital outlays (as per the Asset Management Plans) are included in Council's ten year budget.

The projected income and expenditure statement, balance sheet and cash flow statement have been prepared on an accruals basis and in accordance with Australian Accounting Standards. The accounting policies applied to these budgets are as detailed in Council's General Purpose Financial Statements. Financial amounts are indexed to represent the expected actual dollar amount required in each year.

¹ In accordance with section 403 of the Local Government Act 1993.

Asset Management Planning

Councils provide physical assets to for the community to meet the need for public access to major economic and social facilities and services. A key issue facing local governments throughout Australia is the management and financing of ageing assets that are in need of renewal and replacement.

Infrastructure assets such as roads, drains, bridges, water and sewerage and public buildings present particular challenges as their condition and longevity can be difficult to determine and increasing public demands on quality and standards adds to the complexity. The cost of asset renewal, maintenance and upgrades is large and requires planning for large peaks and troughs in expenditure.

Council is currently developing an asset management strategy, and initial asset management plans for every class of assets. This long term financial plan will be kept current, and updated to include all asset maintenance and renewal, to match the amounts reflected in the asset management plans, as those plans continue to be developed.

Financial Sustainability

Where are we now: our current financial position²

Operating Performance

Cootamundra-Gundagai Regional Council faces a number of challenges in terms of financial sustainability. We are a small regional NSW Council with a population of 11,100, responsible for providing services across an area of 3,990 sq km, and maintaining \$592³ million of community assets.

Both of the former Cootamundra and Gundagai Shire Councils were budgeting net operating losses prior to their amalgamation. Cootamundra-Gundagai Regional Council reported positive operating performance in the last financial year due to one-off adjustments that were mostly related to timing differences. If those one-off events had been eliminated, Council would have made an operating loss of \$1.8 million for the year, a 4.6% loss on operating income.

Financial Position

Council has \$46 million of current assets, predominantly cash and investments, and it has current liabilities of \$5.8 million, mostly being provisions for employee leave. Council has two loans relating to the construction of the Cootamundra indoor pool and the revitalisation of the Gundagai main street. The total amount of the loans is \$3.5 million.

Council's long term assets amount to \$370 million⁴, with the majority of this being the value of roads infrastructure.

Where are we going: constraints and opportunities

Rate pegging

NSW Councils are subject to rate pegging legislation, whereby the amount of revenue councils can raise from ordinary and special rates is limited by a capped percentage increase announced by the Independent Pricing and Regulatory Tribunal each year. For the 2018-19 year, the rate peg has been set at 2.3%.

The rate peg is generally not equivalent to real increases in Council's costs including wage increases, government regulatory charges and electricity. There are provisions for Councils to apply for Special Rate Variations (SRVs) to

² Financial position has been summarised from the most recent audited financial statements, for the year ended 30 June 2017.

³ Gross value of assets as at 30 June 2017.

⁴ Written down value of assets as at 30 June 2017.

increase general rates above the rate peg amount, and most NSW Councils have applied for at least one SRV in the past 6 years.

Rates path freeze

Council is impacted by the Government's decision to freeze the rate paths of the former Cootamundra and Gundagai Shire Councils for four years. As a result, Council cannot apply for a Special Rates Variation (SRV) during that period.

The former Gundagai Shire Council was granted a SRV of 12.89% for a period of ten years from 2008-09, with 2017-18 being the final year of the application. The SRV generated \$263,530 per annum to meet existing service levels to ratepayers and maintain existing assets and the former Gundagai Shire Council had been relying on the continuation of the SRV as a permanent adjustment to its rates income.

Council has received notification from the Minister of Local Government advising that, pursuant to Government policy for amalgamated Councils, Council is prevented from applying to IPART for an extension of the existing SRV during the rate path protection period.

Financial Assistance Grants

Council has been heavily affected by a Federal Government decision to freeze indexation of Financial Assistance Grants for three years to 30 June 2017. This funding represents approximately 20% of Council's annual income, and is vitally important for the provision of Council services. It is estimated that the decision has cost the Cootamundra-Gundagai community \$670,000 in lost income, annually.

Capital Grants

With constraints placed over two major sources of income, the Council faces the necessity to increase income from other sources while finding savings to enable financial sustainability. A greater reliance on capital grants will be necessary for asset renewal to maintain an acceptable level of asset infrastructure.

The NSW Government has announced significant capital grant funding in the short term, including for asset renewals, upgrades and new assets.

Merger Costs and Funds

Council has received \$5 million funding to fund the upfront merger implementation costs. The merger implementation is a complicated and extensive process involving every aspect of Council's operations. The work involved is required to be substantially completed in a short (two year) timeframe, with no disruption to Council's service delivery to the community. The merger funding is being expended over several financial years.

The objective of all merger projects is to implement improved systems and services across the organisation, for the benefit of the community.

Where do we want to be: our plan for the future

Community Vision and Key Directions

The Cootamundra-Gundagai community vision:

A vibrant region attracting people, investment and business through innovation, diversity and community spirit.

The vision for the future is built around four key directions:

- A vibrant and supportive community: all members of our community are valued and connected
- A prosperous and resilient economy: we are innovative and 'open for business'
- Sustainable natural and built environments: we connect with the places and spaces around us
- Good governance: an actively engaged community and strong leadership team

Financial Objectives

In order to live sustainably the Council has to look into the future and provide future generations with a sustainable infrastructure and environment without the burden of excessive debt. A long term financial plan promotes this sustainability by ensuring that decision makers have information about the long term cumulative effects of their decisions.

The aim of the Long Term Financial Plan is to place a structure for financial decision making at a very high level by providing guiding principles for the short, medium and long term.

The objective of the Long Term Financial Plan is to ensure that Council remains financially sustainable into the future. A financially sustainable Council is one whose long term financial performance and position is sustainable where planned long term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services⁵.

The objectives of the Cootamundra-Gundagai Regional Council are:

- to have a sound financial strategy that will ensure Council's financial sustainability is protected and improved,
- to accommodate asset maintenance and asset renewal and replacement activity and be fully integrated with Council's Asset Management Plans, and
- to accommodate service levels proposed in Council's Delivery Program and Operational Plan.

How do we get there: Financial Strategy

This long term financial plan projects financial losses over the longer term, and has a strategy for budget repair. Council is intent on maintaining all current levels of services for 2018-19 and beyond, and in order to achieve this, Council has identified that it will need to increase revenue to match the increasing costs of expenditure.

Council's financial strategies to meet its goals are:

- To explore all cost effective opportunities to maximise Council's revenue base.
- To ensure ratepayer's value for money by providing effective and efficient service.
- To generate revenue in an equitable manner over time and ensure that there is capacity to finance peaks in asset renewal costs and other outlays when necessary.
- To build up cash reserves over the ten year planning period to enable infrastructure renewals as projected in Council's Asset Management Plans.
- To renew essential infrastructure that is at the end of its useful life, and to utilise borrowings if required, taking advantage of fixed term low interest rates.

Budget Repair Strategy

Council is carrying out and will continue to implement the following initiatives to repair the budget.

Improving efficiency of Council operations

There is scope to improve Council's financial position by undertaking a full review of operations. This includes reviewing the organisational structure, business systems, exploring opportunities for out-sourcing activities and improving project management capabilities. Council has begun a program of service reviews that will extend to all functional areas of Council over the next few years.

Productivity improvement targets now need to be set and efficiency gains monitored at quarterly budget reviews to ensure budget repair is tracked and improvements are maintained.

Review of community expectations and service levels

Council needs to ensure that it is providing services and infrastructure that meets community needs and is within the community's ability to pay.

Improving asset management

Council is investing in its asset management capability and is developing a comprehensive asset management framework that will improve long term planning, ensuring budgets for asset maintenance and renewal are optimally allocated. Council's current annual depreciation expense is \$8 million, if an efficiency of 1% can be achieved through asset management planning, Council can save \$80,000 per annum.

⁵ Definition of Financial Sustainability that was endorsed at the National General Assembly of Local Government in Canberra in November 2006.

Increasing rates revenue

To maintain services as their expected level, Council has considered an increase in rates is appropriate in a future year, and this has formed part of the scenario analysis within this long term financial plan. This option will involve further community consultation and consideration of affordability.

Increasing state and federal funding

Council needs to continue to aggressively pursue all avenues for State and Federal grants which may improve its position. This includes lobbying local members and government Ministers for additional Operational Funding.

Capital Works Program

The capital works program is structured to provide significant asset renewal funding to community infrastructure; primarily roads, bridges and footpaths. The works program is developed through analysis of the state of Council's assets, with decisions targeted to reduce total expenditure over the life of the asset by renewing assets at the optimal time.

Cash Reserves

Council has a strategy to build up cash reserves in years when expenditure is lower, for use in years when expenditure is higher. Council ensures that cash reserves are used for their intended purpose by adopting a policy in regards to the use of internally restricted cash.

Borrowings

Council is proposing to borrow funds to fast-track the renewal of the Cootamundra water mains assets that have reached the end of their useful life.

Council has budgeted \$5 million for water mains renewal over the next three years in Cootamundra. This budget is estimated to provide for the replacement of all Cootamundra water mains that are in critical condition. The timeframe of three years has been selected to balance the urgency of the replacement works with the amount of disruption caused in the town with a number of underground infrastructure works being carried out.

The water fund has adequate reserves to cover the estimated cost of the water main renewal. The project budget and progress works will be monitored and a bank loan will be sort if required to complete the urgent mains replacement works on time.

Special Rate Variation

In order to ensure that Council can provide the infrastructure and services expected by the community, Council has modelled a financial scenario that includes a special rate variation to increase the rate base.

Financial Indicators

In preparing and adopting this Long Term Financial Plan, Council has selected the following financial indicators to monitor and assess the success of its financial strategies.

The financial indicators have been selected to address operational liquidity, fiscal responsibility and financial sustainability goals across short, medium and long-term time frames. They address Council's financial *performance* as well as its financial *position*.

Note that the following projected indicators have been modelled on Financial Scenario 2 – budget repair

Key Performance Indicators

Operating performance ratio (%)

Operating performance before capital as a percentage of revenue Forecast

Operating performance before capital as a percentage of revenue Target

| | 2019 \$'000 | 2020 \$'000 | 2021 \$'000 | 2022 \$'000 | 2023 \$'000 | 2024 \$'000 | 2025 \$'000 | 2026 \$'000 | 2027 \$'000 | 2028 \$'000 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Operating performance before capital as a percentage of revenue <u>Forecast</u> | -6.82% | -3.40% | -1.36% | 1.94% | 4.15% | 6.72% | 5.74% | 6.75% | 8.22% | 9.10% |
| Operating performance before capital as a percentage of revenue <u>Target</u> | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| | | | | | | | | | | |

Own source operating revenue ratio (%)

Operating revenue excluding grants and contributions as a percentage of total operating revenue Forecast

Operating revenue excluding grants and contributions as a percentage of total operating revenue Target

| | 2019 \$'000 | 2020 \$'000 | 2021 \$'000 | 2022 \$'000 | 2023 \$'000 | 2024 \$'000 | 2025 \$'000 | 2026 \$'000 | 2027 \$'000 | 2028 \$'000 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Operating revenue excluding grants and contributions as a percentage of total operating revenue <u>Forecast</u> | 70.01% | 69.91% | 70.50% | 71.19% | 71.98% | 72.72% | 72.48% | 72.79% | 73.11% | 73.39% |
| Operating revenue excluding grants and contributions as a percentage of total operating revenue <u>Target</u> | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% | 60.00% |
| | | | | | | | | | | |

Unrestricted current ratio (times)

Coverage of current assets, excluding external restrictions, over current liabilities Forecast

Coverage of current assets, excluding external restrictions, over current liabilities Target

| | 2019 \$'000 | 2020 \$'000 | 2021 \$'000 | 2022 \$'000 | 2023 \$'000 | 2024 \$'000 | 2025 \$'000 | 2026 \$'000 | 2027 \$'000 | 2028 \$'000 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Coverage of current assets, excluding external restrictions, over current liabilities <u>Forecast</u> | 6.17 | 5.72 | 5.59 | 5.98 | 7.04 | 8.54 | 10.04 | 11.95 | 13.06 | 14.01 |
| Coverage of current assets, excluding external restrictions, over current liabilities <u>Target</u> | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 |
| | | | | | | | | | | |

Debt service cover ratio (times)

Coverage of operating result before interest and depreciation over annual debt servicing cost Forecast

Coverage of operating result before interest and depreciation over annual debt servicing cost Target

| | 2019 \$'000 | 2020 \$'000 | 2021 \$'000 | 2022 \$'000 | 2023 \$'000 | 2024 \$'000 | 2025 \$'000 | 2026 \$'000 | 2027 \$'000 | 2028 \$'000 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Coverage of operating result before interest and depreciation over annual debt servicing cost <u>Forecast</u> | 38.67 | 37.76 | 38.77 | 39.14 | 40.04 | 48.21 | 61.73 | 125.78 | na | na |
| Coverage of operating result before interest and depreciation over annual debt servicing cost <u>Target</u> | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | | | | | | | | | | |

Cash expenses cover ratio (months)

Months of expenditure covered by cash balance without additional revenue Forecast

Months of expenditure covered by cash balance without additional revenue Target

| | 2019 \$'000 | 2020 \$'000 | 2021 \$'000 | 2022 \$'000 | 2023 \$'000 | 2024 \$'000 | 2025 \$'000 | 2026 \$'000 | 2027 \$'000 | 2028 \$'000 |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Months of expenditure covered by cash balance without additional revenue <u>Forecast</u> | 12.96 | 12.48 | 10.99 | 12.17 | 12.13 | 13.82 | 15.10 | 16.78 | 17.82 | 19.38 |
| Months of expenditure covered by cash balance without additional revenue <u>Target</u> | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| | | | | | | | | | | |

Building and infrastructure renewals ratio

Building and infrastructure renewal expenditure as a percentage of depreciation Forecast

Building and infrastructure renewal expenditure as a percentage of depreciation Target

| | 2019 \$'000 | 2020 \$'000 | 2021 \$'000 | 2022 \$'000 | 2023 \$'000 | 2024 \$'000 | 2025 \$'000 | 2026 \$'000 | 2027 \$'000 | 2028 \$'000 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Building and infrastructure renewal expenditure as a percentage of depreciation <u>Forecast</u> | 253% | 102% | 93% | 53% | 93% | 67% | 61% | 69% | 102% | 92% |
| Building and infrastructure renewal expenditure as a percentage of depreciation <u>Target</u> | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| | | | | | | | | | | |

Operating performance ratio

The operating performance ratio measures how well council contains operating expenditure within operating revenue (excluding capital grants and contributions.) The benchmark set by the Office of Local Government is greater than zero percent.

The budget repair strategy improves the operating performance of the consolidated Council to a break-even point / minor surplus position over the planning period.

Own source operating revenue

The own source operating revenue ratio measures council's fiscal flexibility and the degree to which it relies on external funding sources for operating expenditure. The benchmark set by the Office of Local Government is greater than 60%.

Over the ten year forward planning range, Council is forecasting to meet the benchmark each year.

Unrestricted current ratio

The unrestricted current ratio is used to assess the adequacy of unrestricted working capital and council's ability to meet short term obligations as they fall due. The benchmark set by the OLG is greater 1.5 times.

Under the budget repair scenario, Council's unrestricted current ratio exceeds the industry benchmark by a large margin over the ten year forward planning range.

Debt service cover ratio

The debt service cover ratio measures the operating cashflow available to pay current debt payments including interest, principal and lease payments. The benchmark set by the OLG is greater than 2.0 times.

Council's debt service ratio exceeds the industry benchmark over the ten year forward planning period, indicating capacity to borrow and service additional debt; where the borrowings are used to decrease other operating expenditure.

Rates and annual charges outstanding ratio

This ratio assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by the OLG is less than 10%.

Council's ratio as at 30 June 2017 was 4.04%, and it will be monitored and reported at each quarterly budget review.

Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional revenue. The benchmark set by the OLG is greater than 3 months.

Under Scenario 2 for budget repair, cash reserves are being built up to enable additional investment in infrastructure renewal over time.

Council Target

| | |
|------------------|---------------|
| Greater than 0% | Good |
| Greater than -3% | Satisfactory |
| less than -3% | Unsustainable |

Council Target

| | |
|---------------|---------------|
| 60% or more | Good |
| 55 to 60% | Satisfactory |
| Less than 55% | Unsustainable |

Council Target

| | |
|-------------|---------------|
| > 2 times | Good |
| > 1.5 times | Satisfactory |
| < 1.5 times | Unsustainable |

Council Target

| | |
|------------|---------------|
| > 10 times | Good |
| > 2 times | Satisfactory |
| < 2 times | Unsustainable |

Council Target

| | |
|------------|---------------|
| > 10 times | Good |
| > 2 times | Satisfactory |
| < 2 times | Unsustainable |

Council Target

| | |
|------------|---------------|
| > 5 months | Good |
| > 3 months | Satisfactory |
| < 3 months | Unsustainable |

Building and infrastructure renewals ratio

The building and infrastructure renewals ratio assesses the rate at which these assets are being renewed against the rate at which they are depreciating. The benchmark set by the OLG is greater than 100%.

Scenario 2 for budget repair gradually builds up expenditure for asset renewal to the extent that can be afforded, and it is recognised that further work needs to be done to continue to improve this ratio.

The goal of the long term financial plan is to fully accommodate, in quantum and timing, outlays consistent with activities identified as warranted in its Asset Management Plans and other strategic planning documents.

Council has a high level of long lived assets and significant asset management responsibilities relative to its income base. It may have long periods with modest levels of asset renewal requirements and then other periods when very significant outlays are necessary. Therefore, Council is preparing detailed asset management plans to set out the optimal schedule of proposed asset maintenance, renewal and replacement necessary to achieve the specified service levels while minimising asset life cycle costs.

Council Target

> 100%

Good

> 80%

Satisfactory

< 80%

Unsustainable

Financial Modelling

From the objectives of the Community Strategic Plan *Our Place, Our Future*, Council developed three different long term financial scenarios. Each scenario has been modelled, and financial reports have been produced for a ten year forward planning period, as appendices to this plan. Analysis of these scenarios, including a review of the risks and rewards of each scenario, has led Council to adopt Scenario Two for its Operational and Delivery Program.

The financial models for each scenario are included in the appendix of this long term financial plan.

Scenario 1: Base Case

Budget Overview for scenario 1:

This budget is based on the current operations of the Council, and models the effect of not implementing any special rate variation. In this scenario, Council has cut back on roads infrastructure maintenance and renewal, and by the second year, Council is no longer maintaining the road maintenance and renewal budget contained within its Transport Asset Management Plan and the recommendations of the Maloney Report.

The forecast consolidated operating deficit is \$3.4 million in 2018/19 and \$2.5 million by 2027/28.

Council is reducing its unrestricted general fund cash by significant amounts every year throughout the planning period, and this is unsustainable within 4 years.

Scenario 2: Budget Repair

Budget Overview for scenario 2:

This budget is based on the implementation of critical financial initiatives designed to correct the financial position of Council:

1. Complete an organisational restructure with savings generated from 2019 financial year.
2. Increase revenue by applying for a Special Rates Variation, to be implemented over 4 years from 2020/21. During that period increase general rates by 8.5% per annum, every year for 4 years.

3. Increase renewal budget for roads infrastructure assets by an additional \$650,000 per annum by 2027/28.

The forecast consolidated operating deficit is \$1.872 million in 2018-19 and reaches a surplus position by 2021/22.

Unrestricted cash levels continue to reduce for the first 3 years, and then begin to gradually build.

Planning Assumptions

It is impossible to be precise about forward projects for individual line items, and such information is not necessary for a reliable useful long term financial plan. However, it is necessary to understand the calculation of outcomes for financial indicators in order to identify the drivers of variations in performance between years. The following planning assumptions are constant in all financial modelling scenarios.

Features of the long term financial plan identified as risks and volatile factors include:

Operating Revenue

1. Operating revenue from grants is expected to remain constant over the planning period, this includes estimated annual grant income from major sources as follows. Any government policy decisions to reduce the relative value of these significant operating grants would significantly impact Council's road asset maintenance and renewal program.

| Grant | Average annual income (todays dollars) | Comment |
|----------------------------|--|---|
| Roads to Recovery | \$1.6 million | The current level of funding is allocated to 30 June 2019. |
| Regional Roads Block Grant | \$858,000 | Council maintains and renews 100km of regional roads. |
| Financial Assistance Grant | \$5.1 million | No advice has been received about the possible future impact on amount of grant due to the amalgamation of the two former councils. |

2. Operating revenue from State Roads contracts is expected to remain constant over the planning period Council anticipates receiving \$1.4 million in 2018-19 for state roads contract works. It assumes that it will continue to receive similar levels of work requests throughout the ten year planning period.
3. Investment revenue is projected to fall significantly over the ten year planning period due to projected cash expenditure, while interest rates are expected to remain low. The timing of capital expenditure will affect Council's investment income.

Employee Costs

A restructure will be undertaken in 2018 to meet the requirements under the Local Government Act of an incoming Council. It is anticipated that savings generated from changes will be in the order of \$1M in 2019 and then grow annually through the remainder of the plan.

This plan also builds in savings from Fringe Benefits Tax and overtime which will be the subject of review in 2018. An allowance for vacant positions is also built into the budget starting at 2.5% of wages for the first two years and then dropping to 1% for the remainder of the plan.

In addition, Council has allowed for the 2.5% increase in the local government award and a 0.9% cost that is expected to arise from the transition for employees from the salary systems of the two former councils, to the new salary system of Cootamundra-Gundagai Regional Council.

Depreciation and Asset Renewals

4. It is assumed that the outlay projects for asset renewal and maintenance, will be adequate to maintain assets to a standard that is safe. The Long Term Financial Plan will accommodate outlay projects specified in Council's Asset Management Planning, which continue to be developed to cover all material asset classes. Future revisions of those plans will improve future financial forecasts.

Depreciation expenses have been calculated based on previous actual depreciation. All classes of assets will be revalued over the coming years, including a revaluation for all infrastructure assets that is currently being completed. As this work is completed, the accuracy of depreciation calculations will be improved.

Other Operating Expenses

5. Council has budgeted for a 3% increase in the cost of electricity in the 2018-19 year, and a 5% increase is forecast in the following years. Council has been managing energy costs through monitoring consumption and investing in energy efficient options. However, the outlook for electricity and gas pricing in Australia is a steep increase in the short term and this will impact Council's ongoing Operational Costs.
6. It is assumed that mandated requirements on Council will remain unchanged over the planning period. If there is an increase in Council's legal obligations in future this is likely to subsequently increase Council's annual operating expenses.

Loan Repayments

7. Loan servicing costs including loan repayments and interest expense have been allowed for current loans outstanding for the Gundagai main street development and the Cootamundra indoor pool. The interest expense for both loans is partly subsidised by the NSW Governments through the *Local Infrastructure Renewal Scheme (LIRS)*.

Council has budgeted to receive \$50,000 in section 94A developers contributions from the Cootamundra area. The budgeted income has been applied in the long term financial plan as a source of funding for the repayment of the loan used to construct the indoor swimming pool and amenities. If the income budget is not achieved, other discretionary operating expenditure may need to be reduced.

| Loan | 2018-19 repayment | 2018-19 interest expense | 30 June 19 closing balance | Remaining years |
|-------------------------------|-------------------|--------------------------|----------------------------|-----------------|
| Indoor pool construction | \$147,682 | \$42,921 | \$678,131 | 4 |
| Sheridan Street redevelopment | \$280,643 | \$87,465 | \$1,942,384 | 6 |

Sensitivity Analysis

Long term financial plans are inherently uncertain. They contain a wide range of assumptions about interest rates and potential effect of inflation on revenues and expenditures. Some of these assumptions will have a relatively limited impact if they are wrong. Others can have a major impact on future financial plans. The following table analyses the sensitivity of various assumptions.

| Assumption | Sensitivity | Probability (High / Medium / Low) | Impact |
|----------------------------|---------------------|--------------------------------------|---|
| Annual rate increase | Minus 1% | M | If the average annual rate increase following the SRV falls below 2% then the operating result will be in deficit for the ten year planning period. 1% reduction in rates increase assumption for 4 years from 2025 reduces income by \$426,000 per annum by 2028. |
| Financial Assistance Grant | One off increase 5% | L | Operating surplus increases by \$98,000 in first year, this compounds to an increase in operating surplus of \$167,000 by year 10. |
| | One off decrease 3% | M | Operating surplus decreases by \$294,000 in first year, this compounds to a decrease in operating surplus of \$502,000 by year 10. |
| State Roads Contracts | Plus or minus 10% | M | \$145,000 impact on income and expenses in first year. A significant increase or decrease will affect Council's workforce management and plant management planning. |
| Water consumption | Plus or minus 10% | H | \$79,000 impact on income in first year. |

Plan Improvement and Monitoring

Council continues to review and improve its planning processes, every year. The Long Term Financial Plan improvement program is shown in the following table.

| Task | Timeline |
|--|------------------------|
| Implement linkage between the Council's Corporate Software System to financial modelling to improve detailed data capture of servicing costs. | 2018-19 financial year |
| Develop and refine Asset Management Plans for each material class of assets and accommodate their outlay projects in the Long Term Financial Plan. | Annual review |

| Task | Timeline |
|--|---|
| Report on Council's financial performance and engage with the community to determine the quality of services that can be provided and what the community is prepared to pay. | 2019-20 financial year |
| Review financial strategy on which this plan is based including its financial targets and their rationale. | Comprehensive review and analysis at Council Workshop during 2018-19 financial year and annual review |

Financial Statements

Council has projected budgets for the consolidated financial statements. The financial statements set out the financial performance, financial position and cashflows projected for the next ten years, with the 2017-18 original budget included for comparative purposes. These are the consolidated financial statements which include Council's General Fund, Water Fund and Sewer Fund.

The format of the financial statements is standard across NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and legislative requirements set down by the Office of Local Government.

| | |
|--|--|
| Index of Appendices | |
| Income Statement – Base case <ul style="list-style-type: none">- Consolidated- Water fund- Sewer fund- General fund | |
| Cash flow Statement– Base case <ul style="list-style-type: none">- Consolidated- Water fund- Sewer fund- General fund | |
| Planning Assumptions – Scenario Two | |
| Income Statement – Scenario Two <ul style="list-style-type: none">- Consolidated- Water Fund- Sewer Fund- General Fund | |
| Cash flow Statement – Scenario Two <ul style="list-style-type: none">- Consolidated- Water Fund- Sewer Fund- General Fund | |
| Capital Budget – Scenario Two | |
| Cash Reconciliation – Scenario Two | |
| Cash Reserves – Scenario Two | |

Base case

Consolidated Funds

Budget Income Statement

| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 \$'000 | Delivery Program 2021 \$'000 | Delivery Program 2022 \$'000 | Long Term Financial Plan 2023 \$'000 | Long Term Financial Plan 2024 \$'000 | Long Term Financial Plan 2025 \$'000 | Long Term Financial Plan 2026 \$'000 | Long Term Financial Plan 2027 \$'000 | Long Term Financial Plan 2028 \$'000 |
|---|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--|--|--|--|--|--|
| Income from continuing operations | | | | | | | | | | | |
| Rates and annual charges | 12,332 | 12,247 | 12,571 | 12,918 | 13,277 | 13,639 | 14,087 | 14,051 | 14,499 | 14,961 | 15,438 |
| User charges and fees | 5,548 | 5,627 | 5,841 | 6,088 | 6,348 | 6,598 | 6,858 | 6,959 | 7,191 | 7,432 | 7,681 |
| Interest and investment revenue | 690 | 811 | 672 | 594 | 476 | 616 | 655 | 546 | 522 | 538 | 498 |
| Other revenues | 358 | 539 | 553 | 567 | 581 | 596 | 611 | 627 | 644 | 660 | 678 |
| Grants and contributions provided for operating purposes | 5,694 | 8,236 | 8,432 | 8,633 | 8,786 | 8,941 | 9,104 | 9,275 | 9,452 | 9,640 | 9,833 |
| Grants and contributions provided for capital purposes | 715 | 13,529 | 3,119 | 257 | 262 | 267 | 272 | 272 | 277 | 266 | 272 |
| Joint venture interests | - | - | - | - | - | - | - | - | - | - | - |
| Net gain from the disposal of assets | 50 | 50 | 50 | 50 | 50 | 50 | - | - | - | - | - |
| Total Income | 25,388 | 41,040 | 31,238 | 29,107 | 29,781 | 30,706 | 31,588 | 31,729 | 32,584 | 33,497 | 34,399 |
| Expenses from continuing operations | | | | | | | | | | | |
| Employee benefits and on-costs | 11,657 | 12,542 | 12,477 | 12,752 | 12,916 | 13,262 | 13,616 | 13,938 | 14,311 | 14,693 | 15,086 |
| Borrowing costs | 161 | 121 | 101 | 79 | 58 | 33 | 18 | 4 | - | - | - |
| Materials and contracts | 5,868 | 7,243 | 6,940 | 6,946 | 7,076 | 7,333 | 7,331 | 7,508 | 7,796 | 7,800 | 7,967 |
| Depreciation and amortisation | 8,104 | 8,031 | 8,189 | 8,378 | 8,570 | 8,767 | 8,969 | 9,175 | 9,386 | 9,602 | 9,822 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other expenses | 4,344 | 2,907 | 2,898 | 3,081 | 3,098 | 3,200 | 3,299 | 3,489 | 3,502 | 3,608 | 3,719 |
| Net loss from the disposal of assets | - | - | - | - | - | - | - | - | - | - | - |
| Total Expenses | 30,134 | 30,843 | 30,605 | 31,237 | 31,718 | 32,595 | 33,233 | 34,114 | 34,994 | 35,703 | 36,595 |
| Net Operating Result | (4,747) | 10,197 | 632 | (2,130) | (1,937) | (1,889) | (1,645) | (2,385) | (2,410) | (2,206) | (2,195) |
| Net operating result before grants and contributions provided for capital purposes | (5,512) | (3,382) | (2,536) | (2,437) | (2,249) | (2,206) | (1,917) | (2,657) | (2,687) | (2,472) | (2,467) |

Base case

Water Fund

Budget Income Statement

| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 \$'000 | Delivery Program 2021 \$'000 | Delivery Program 2022 \$'000 | Long Term Financial Plan 2023 \$'000 | Long Term Financial Plan 2024 \$'000 | Long Term Financial Plan 2025 \$'000 | Long Term Financial Plan 2026 \$'000 | Long Term Financial Plan 2027 \$'000 | Long Term Financial Plan 2028 \$'000 |
|---|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--|--|--|--|--|--|
| Income from continuing operations | | | | | | | | | | | |
| Rates and annual charges | 1,396 | 1,421 | 1,485 | 1,553 | 1,626 | 1,693 | 1,763 | 1,821 | 1,880 | 1,942 | 2,006 |
| User charges and fees | 2,019 | 2,087 | 2,205 | 2,333 | 2,471 | 2,593 | 2,723 | 2,817 | 2,914 | 3,015 | 3,119 |
| Interest and investment revenue | 74 | 114 | 157 | 145 | 72 | 129 | 58 | 99 | 139 | 198 | 197 |
| Other revenues | 5 | 5 | 6 | 6 | 6 | 6 | 7 | 7 | 7 | 7 | 8 |
| Grants and contributions provided for operating purposes | 58 | 55 | 56 | 58 | 60 | 61 | 63 | 65 | 67 | 69 | 71 |
| Grants and contributions provided for capital purposes | 5 | 5 | 5 | 8 | 8 | 8 | 8 | 6 | 6 | - | - |
| Net gain from the disposal of assets | - | - | - | - | - | - | - | - | - | - | - |
| Total Income | 3,557 | 3,686 | 3,914 | 4,102 | 4,242 | 4,490 | 4,621 | 4,815 | 5,013 | 5,231 | 5,400 |
| Expenses from continuing operations | | | | | | | | | | | |
| Employee benefits and on-costs | 379 | 387 | 395 | 404 | 412 | 421 | 430 | 439 | 448 | 457 | 467 |
| Borrowing costs | - | - | - | - | - | - | - | - | - | - | - |
| Materials and contracts | 2,315 | 2,428 | 2,491 | 2,564 | 2,621 | 2,689 | 2,759 | 2,831 | 2,905 | 2,981 | 3,060 |
| Depreciation and amortisation | 517 | 517 | 529 | 541 | 553 | 566 | 579 | 592 | 606 | 620 | 634 |
| Other expenses | 137 | (2,925) | 149 | 156 | 164 | 172 | 178 | 186 | 194 | 203 | 212 |
| Net loss from the disposal of assets | - | - | - | - | - | - | - | - | - | - | - |
| Total Expenses | 3,348 | 407 | 3,564 | 3,665 | 3,750 | 3,848 | 3,946 | 4,048 | 4,153 | 4,262 | 4,373 |
| Net Operating Result | 209 | 3,279 | 350 | 438 | 492 | 643 | 676 | 767 | 860 | 970 | 1,027 |
| Net operating result before grants and contributions provided for capital purposes | 204 | 3,274 | 346 | 430 | 484 | 635 | 668 | 761 | 854 | 970 | 1,027 |

Base case

Sewer Fund

Budget Income Statement

| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 \$'000 | Delivery Program 2021 \$'000 | Delivery Program 2022 \$'000 | Long Term Financial Plan 2023 \$'000 | Long Term Financial Plan 2024 \$'000 | Long Term Financial Plan 2025 \$'000 | Long Term Financial Plan 2026 \$'000 | Long Term Financial Plan 2027 \$'000 | Long Term Financial Plan 2028 \$'000 |
|---|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--|--|--|--|--|--|
| Income from continuing operations | | | | | | | | | | | |
| Rates and annual charges | 1,843 | 1,866 | 1,911 | 1,968 | 2,027 | 2,088 | 2,150 | 2,215 | 2,281 | 2,350 | 2,420 |
| User charges and fees | 658 | 670 | 683 | 704 | 725 | 747 | 770 | 793 | 817 | 841 | 867 |
| Interest and investment revenue | 112 | 101 | 127 | 123 | 128 | 163 | 220 | 160 | 166 | 174 | 172 |
| Other revenues | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 2 |
| Grants and contributions provided for operating purposes | 51 | 52 | 54 | 56 | 57 | 59 | 61 | 63 | 64 | 66 | 68 |
| Grants and contributions provided for capital purposes | 8 | 10,133 | 2,883 | 14 | 14 | 14 | 14 | 10 | 10 | - | - |
| Net gain from the disposal of assets | - | - | - | - | - | - | - | - | - | - | - |
| Total Income | 2,673 | 12,823 | 5,659 | 2,866 | 2,952 | 3,072 | 3,216 | 3,241 | 3,340 | 3,433 | 3,529 |
| Expenses from continuing operations | | | | | | | | | | | |
| Employee benefits and on-costs | 431 | 441 | 451 | 460 | 470 | 480 | 490 | 501 | 512 | 522 | 534 |
| Borrowing costs | - | - | - | - | - | - | - | - | - | - | - |
| Materials and contracts | 789 | 1,415 | 1,452 | 1,501 | 1,564 | 1,606 | 1,661 | 1,730 | 1,778 | 1,840 | 1,916 |
| Depreciation and amortisation | 616 | 616 | 630 | 644 | 659 | 674 | 690 | 706 | 722 | 739 | 756 |
| Other expenses | 146 | 150 | 158 | 166 | 174 | 183 | 188 | 198 | 207 | 218 | 228 |
| Net loss from the disposal of assets | - | - | - | - | - | - | - | - | - | - | - |
| Total Expenses | 1,982 | 2,622 | 2,690 | 2,772 | 2,867 | 2,943 | 3,030 | 3,134 | 3,219 | 3,318 | 3,433 |
| Net Operating Result | 691 | 10,201 | 2,969 | 94 | 85 | 129 | 186 | 107 | 122 | 114 | 95 |
| Net operating result before grants and contributions provided for capital purposes | 683 | 68 | 86 | 80 | 72 | 115 | 173 | 97 | 111 | 114 | 95 |

Base case

General Fund

Budget Income Statement

| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 \$'000 | Delivery Program 2021 \$'000 | Delivery Program 2022 \$'000 | Long Term Financial Plan 2023 \$'000 | Long Term Financial Plan 2024 \$'000 | Long Term Financial Plan 2025 \$'000 | Long Term Financial Plan 2026 \$'000 | Long Term Financial Plan 2027 \$'000 | Long Term Financial Plan 2028 \$'000 |
|---|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--|--|--|--|--|--|
| Income from continuing operations | | | | | | | | | | | |
| Rates and annual charges | 9,093 | 8,961 | 9,176 | 9,397 | 9,625 | 9,859 | 10,173 | 10,015 | 10,337 | 10,669 | 11,012 |
| User charges and fees | 2,871 | 2,870 | 2,952 | 3,050 | 3,152 | 3,257 | 3,366 | 3,349 | 3,460 | 3,576 | 3,695 |
| Interest and investment revenue | 503 | 597 | 388 | 325 | 277 | 323 | 377 | 286 | 217 | 166 | 130 |
| Other revenues | 352 | 533 | 546 | 560 | 574 | 588 | 603 | 619 | 635 | 651 | 668 |
| Grants and contributions provided for operating purposes | 5,584 | 8,129 | 8,322 | 8,520 | 8,669 | 8,821 | 8,980 | 9,147 | 9,320 | 9,505 | 9,694 |
| Grants and contributions provided for capital purposes | 703 | 3,391 | 231 | 236 | 241 | 246 | 251 | 256 | 261 | 266 | 272 |
| Joint venture interests | - | - | - | - | - | - | - | - | - | - | - |
| Net gain from the disposal of assets | 50 | 50 | 50 | 50 | 50 | 50 | - | - | - | - | - |
| Total Income | 19,157 | 24,530 | 21,665 | 22,139 | 22,587 | 23,144 | 23,751 | 23,673 | 24,230 | 24,833 | 25,470 |
| Expenses from continuing operations | | | | | | | | | | | |
| Employee benefits and on-costs | 10,846 | 11,713 | 11,631 | 11,888 | 12,034 | 12,361 | 12,696 | 12,998 | 13,351 | 13,713 | 14,086 |
| Borrowing costs | 161 | 121 | 101 | 79 | 58 | 33 | 18 | 4 | - | - | - |
| Materials and contracts | 2,764 | 3,400 | 2,997 | 2,881 | 2,891 | 3,039 | 2,911 | 2,947 | 3,113 | 2,979 | 2,992 |
| Depreciation and amortisation | 6,972 | 6,898 | 7,031 | 7,192 | 7,358 | 7,527 | 7,700 | 7,877 | 8,058 | 8,243 | 8,432 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other expenses | 4,061 | 5,682 | 2,591 | 2,760 | 2,760 | 2,845 | 2,933 | 3,106 | 3,100 | 3,188 | 3,278 |
| Net loss from the disposal of assets | - | - | - | - | - | - | - | - | - | - | - |
| Total Expenses | 24,804 | 27,814 | 24,351 | 24,800 | 25,101 | 25,804 | 26,258 | 26,932 | 27,622 | 28,123 | 28,788 |
| Net Operating Result | (5,646) | (3,283) | (2,687) | (2,662) | (2,513) | (2,661) | (2,507) | (3,259) | (3,391) | (3,290) | (3,318) |
| Net operating result before grants and contributions provided for capital purposes | (6,399) | (6,725) | (2,968) | (2,947) | (2,804) | (2,956) | (2,758) | (3,515) | (3,652) | (3,556) | (3,589) |

Base case

Consolidated Funds

Cash-Flow Statement

Cash flows from operating activities

Receipts:

| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 \$'000 | Delivery Program 2021 \$'000 | Delivery Program 2022 \$'000 | Long Term Financial Plan 2023 \$'000 | Long Term Financial Plan 2024 \$'000 | Long Term Financial Plan 2025 \$'000 | Long Term Financial Plan 2026 \$'000 | Long Term Financial Plan 2027 \$'000 | Long Term Financial Plan 2028 \$'000 |
|--|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--|--|--|--|--|--|
| Rates and annual charges | 12,332 | 12,247 | 12,571 | 12,918 | 13,277 | 13,639 | 14,087 | 14,051 | 14,499 | 14,961 | 15,438 |
| User charges and fees | 5,548 | 5,627 | 5,841 | 6,088 | 6,348 | 6,598 | 6,858 | 6,959 | 7,191 | 7,432 | 7,681 |
| Investment and interest revenue received | 690 | 811 | 672 | 594 | 476 | 616 | 655 | 546 | 522 | 538 | 498 |
| Grants and contributions | 6,409 | 21,765 | 11,550 | 8,890 | 9,048 | 9,208 | 9,376 | 9,547 | 9,729 | 9,906 | 10,105 |
| Other | 358 | 539 | 553 | 567 | 581 | 596 | 611 | 627 | 644 | 660 | 678 |

Payments:

| | | | | | | | | | | | |
|--------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Employee benefits and on-costs | (11,657) | (12,542) | (12,477) | (12,752) | (12,916) | (13,262) | (13,616) | (13,938) | (14,311) | (14,693) | (15,086) |
| Materials and contracts | (5,868) | (7,243) | (6,940) | (6,946) | (7,076) | (7,333) | (7,331) | (7,508) | (7,796) | (7,800) | (7,967) |
| Borrowing costs | (161) | (121) | (101) | (79) | (58) | (33) | (18) | (4) | - | - | - |
| Other | (4,344) | (2,907) | (2,898) | (3,081) | (3,098) | (3,200) | (3,299) | (3,489) | (3,502) | (3,608) | (3,719) |

Net cash provided (or used in) operating activities

| | | | | | | | | | | | |
|--|-------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 3,308 | 18,178 | 8,772 | 6,198 | 6,583 | 6,828 | 7,323 | 6,790 | 6,976 | 7,396 | 7,627 |
|--|-------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|

Cash flows from investing activities

Receipts:

| | | | | | | | | | | | |
|---|-----|-----|-------|-----|-----|-----|-----|-----|-----|-----|-----|
| Sale of infrastructure, property, plant and equipment | 713 | 838 | 1,115 | 812 | 744 | 651 | 397 | 400 | 515 | 525 | 525 |
| Deferred debtors receipts | - | - | - | - | - | - | - | - | - | - | - |

Payments:

| | | | | | | | | | | | |
|---|----------|----------|----------|----------|---------|---------|---------|---------|---------|---------|---------|
| Purchase of property, plant and equipment | (11,020) | (30,075) | (12,073) | (10,474) | (7,117) | (9,618) | (7,036) | (7,401) | (6,961) | (8,886) | (7,525) |
|---|----------|----------|----------|----------|---------|---------|---------|---------|---------|---------|---------|

Net cash provided (or used in) investing activities

| | | | | | | | | | | | |
|--|----------|----------|----------|---------|---------|---------|---------|---------|---------|---------|---------|
| | (10,307) | (29,237) | (10,958) | (9,662) | (6,373) | (8,967) | (6,639) | (7,001) | (6,446) | (8,361) | (7,000) |
|--|----------|----------|----------|---------|---------|---------|---------|---------|---------|---------|---------|

Cash flows from financing activities

Receipts:

| | | | | | | | | | | | |
|-----------|---|---|---|---|---|---|---|---|---|---|---|
| New loans | - | - | - | - | - | - | - | - | - | - | - |
|-----------|---|---|---|---|---|---|---|---|---|---|---|

Payments:

| | | | | | | | | | | | |
|--------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---|---|
| Repayment of borrowings and advances | (450) | (430) | (449) | (470) | (489) | (514) | (444) | (364) | (184) | - | - |
|--------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---|---|

Net cash provided (or used in) investing activities

| | | | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|---|---|
| | (450) | (430) | (449) | (470) | (489) | (514) | (444) | (364) | (184) | - | - |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|---|---|

Net increase / (decrease) in cash

| | | | | | | | | | | | |
|--|---------|----------|---------|---------|-------|---------|-----|-------|-----|-------|-----|
| | (7,449) | (11,490) | (2,635) | (3,934) | (278) | (2,653) | 241 | (575) | 346 | (965) | 627 |
|--|---------|----------|---------|---------|-------|---------|-----|-------|-----|-------|-----|

| | | | | | | | | | | | |
|-----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Cash at the beginning of the year | 41,382 | 33,039 | 21,549 | 18,914 | 14,979 | 14,701 | 12,048 | 12,289 | 11,713 | 12,059 | 11,094 |
|-----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|

| | | | | | | | | | | | |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Cash at the end of the year | 33,932 | 21,549 | 18,914 | 14,979 | 14,701 | 12,048 | 12,289 | 11,713 | 12,059 | 11,094 | 11,721 |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|

Cash-Flow Statement

Cash flows from operating activities

| | Base case | | | | | Water Fund | | | | | |
|--|--------------------------------------|---------------------------------------|-----------------------------|-----------------------------|-----------------------------|--|--|--|--|--|--|
| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 | Delivery Program 2021 | Delivery Program 2022 | Long Term Financial Plan 2023 | Long Term Financial Plan 2024 | Long Term Financial Plan 2025 | Long Term Financial Plan 2026 | Long Term Financial Plan 2027 | Long Term Financial Plan 2028 |
| Cash flows from operating activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Rates and annual charges | 1,396 | 1,421 | 1,485 | 1,553 | 1,626 | 1,693 | 1,763 | 1,821 | 1,880 | 1,942 | 2,006 |
| User charges and fees | 2,019 | 2,087 | 2,205 | 2,333 | 2,471 | 2,593 | 2,723 | 2,817 | 2,914 | 3,015 | 3,119 |
| Investment and interest revenue received | 74 | 114 | 157 | 145 | 72 | 129 | 58 | 99 | 139 | 198 | 197 |
| Grants and contributions | 62 | 59 | 61 | 65 | 67 | 69 | 71 | 71 | 73 | 69 | 71 |
| Other | 5 | 5 | 6 | 6 | 6 | 6 | 7 | 7 | 7 | 7 | 8 |
| Payments: | | | | | | | | | | | |
| Employee benefits and on-costs | (379) | (387) | (395) | (404) | (412) | (421) | (430) | (439) | (448) | (457) | (467) |
| Materials and contracts | (2,315) | (2,428) | (2,491) | (2,564) | (2,621) | (2,689) | (2,759) | (2,831) | (2,905) | (2,981) | (3,060) |
| Borrowing costs | - | - | - | - | - | - | - | - | - | - | - |
| Other | (137) | 2,925 | (149) | (156) | (164) | (172) | (178) | (186) | (194) | (203) | (212) |
| Net cash provided (or used in) operating activities | 726 | 3,796 | 879 | 979 | 1,045 | 1,209 | 1,255 | 1,360 | 1,466 | 1,590 | 1,661 |
| Cash flows from investing activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Sale of infrastructure, property, plant and equipment | - | - | - | - | - | - | - | - | - | - | - |
| Deferred debtors receipts | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Purchase of property, plant and equipment | (64) | (3,280) | (1,299) | (3,421) | (136) | (3,268) | (55) | (434) | (58) | (1,631) | (278) |
| Net cash provided (or used in) investing activities | (64) | (3,280) | (1,299) | (3,421) | (136) | (3,268) | (55) | (434) | (58) | (1,631) | (278) |
| Cash flows from financing activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| New loans | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Repayment of borrowings and advances | - | - | - | - | - | - | - | - | - | - | - |
| Net cash provided (or used in) investing activities | - | - | - | - | - | - | - | - | - | - | - |
| Net increase / (decrease) in cash | 662 | 515 | (420) | (2,443) | 909 | (2,059) | 1,199 | 925 | 1,408 | (41) | 1,383 |
| Cash at the beginning of the year | 4,635 | 4,401 | 4,917 | 4,496 | 2,054 | 2,963 | 903 | 2,103 | 3,028 | 4,436 | 4,395 |
| Cash at the end of the year | 5,296 | 4,917 | 4,496 | 2,054 | 2,963 | 903 | 2,103 | 3,028 | 4,436 | 4,395 | 5,778 |

Base case

Sewer Fund

Cash-Flow Statement

Cash flows from operating activities

| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 | Delivery Program 2021 | Delivery Program 2022 | Long Term Financial Plan 2023 | Long Term Financial Plan 2024 | Long Term Financial Plan 2025 | Long Term Financial Plan 2026 | Long Term Financial Plan 2027 | Long Term Financial Plan 2028 |
|--|--------------------------------------|---------------------------------------|-----------------------------|-----------------------------|-----------------------------|--|--|--|--|--|--|
| Receipts: | | | | | | | | | | | |
| Rates and annual charges | 1,843 | 1,866 | 1,911 | 1,968 | 2,027 | 2,088 | 2,150 | 2,215 | 2,281 | 2,350 | 2,420 |
| User charges and fees | 658 | 670 | 683 | 704 | 725 | 747 | 770 | 793 | 817 | 841 | 867 |
| Investment and interest revenue received | 112 | 101 | 127 | 123 | 128 | 163 | 220 | 160 | 166 | 174 | 172 |
| Grants and contributions | 59 | 10,185 | 2,937 | 69 | 71 | 72 | 74 | 73 | 74 | 66 | 68 |
| Other | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 2 |
| Payments: | | | | | | | | | | | |
| Employee benefits and on-costs | (431) | (441) | (451) | (460) | (470) | (480) | (490) | (501) | (512) | (522) | (534) |
| Materials and contracts | (789) | (1,415) | (1,452) | (1,501) | (1,564) | (1,606) | (1,661) | (1,730) | (1,778) | (1,840) | (1,916) |
| Borrowing costs | - | - | - | - | - | - | - | - | - | - | - |
| Other | (146) | (150) | (158) | (166) | (174) | (183) | (188) | (198) | (207) | (218) | (228) |

Net cash provided (or used in) operating activities

Cash flows from investing activities

| | | | | | | | | | | | |
|---|---------|----------|---------|-------|-------|-------|---------|-------|-------|-------|-------|
| Receipts: | | | | | | | | | | | |
| Sale of infrastructure, property, plant and equipment | - | - | - | - | - | - | - | - | - | - | - |
| Deferred debtors receipts | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Purchase of property, plant and equipment | (1,836) | (10,763) | (3,732) | (600) | (885) | (628) | (1,334) | (657) | (672) | (905) | (703) |
| Net cash provided (or used in) investing activities | (1,836) | (10,763) | (3,732) | (600) | (885) | (628) | (1,334) | (657) | (672) | (905) | (703) |

Cash flows from financing activities

| | | | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Receipts: | | | | | | | | | | | |
| New loans | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Repayment of borrowings and advances | - | - | - | - | - | - | - | - | - | - | - |
| Net cash provided (or used in) investing activities | - | - | - | - | - | - | - | - | - | - | - |
| Net increase / (decrease) in cash | (529) | 54 | (133) | 138 | (140) | 176 | (458) | 156 | 171 | (52) | 148 |
| Cash at the beginning of the year | 4,423 | 4,043 | 4,097 | 3,964 | 4,103 | 3,962 | 4,138 | 3,680 | 3,836 | 4,007 | 3,955 |
| Cash at the end of the year | 3,893 | 4,097 | 3,964 | 4,103 | 3,962 | 4,138 | 3,680 | 3,836 | 4,007 | 3,955 | 4,103 |

Cash-Flow Statement

| | Base case | | | | | General Fund | | | | | |
|---|-----------------|------------------|------------------|------------------|------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | Original Budget | Operational Plan | Delivery Program | Delivery Program | Delivery Program | Long Term Financial Plan | Long Term Financial Plan | Long Term Financial Plan | Long Term Financial Plan | Long Term Financial Plan | Long Term Financial Plan |
| Cash-Flow Statement | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
| | \$'000 | \$'000 | | | | | | | | | |
| Cash flows from operating activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Rates and annual charges | 9,093 | 8,961 | 9,176 | 9,397 | 9,625 | 9,859 | 10,173 | 10,015 | 10,337 | 10,669 | 11,012 |
| User charges and fees | 2,871 | 2,870 | 2,952 | 3,050 | 3,152 | 3,257 | 3,366 | 3,349 | 3,460 | 3,576 | 3,695 |
| Investment and interest revenue received | 503 | 597 | 388 | 325 | 277 | 323 | 377 | 286 | 217 | 166 | 130 |
| Grants and contributions | 6,287 | 11,520 | 8,553 | 8,756 | 8,910 | 9,066 | 9,231 | 9,403 | 9,581 | 9,771 | 9,965 |
| Other | 352 | 533 | 546 | 560 | 574 | 588 | 603 | 619 | 635 | 651 | 668 |
| Payments: | | | | | | | | | | | |
| Employee benefits and on-costs | (10,846) | (11,713) | (11,631) | (11,888) | (12,034) | (12,361) | (12,696) | (12,998) | (13,351) | (13,713) | (14,086) |
| Materials and contracts | (2,764) | (3,400) | (2,997) | (2,881) | (2,891) | (3,039) | (2,911) | (2,947) | (3,113) | (2,979) | (2,992) |
| Borrowing costs | (161) | (121) | (101) | (79) | (58) | (33) | (18) | (4) | - | - | - |
| Other | (4,061) | (5,682) | (2,591) | (2,760) | (2,760) | (2,845) | (2,933) | (3,106) | (3,100) | (3,188) | (3,278) |
| Net cash provided (or used in) operating activities | 1,275 | 3,565 | 4,294 | 4,481 | 4,794 | 4,816 | 5,193 | 4,617 | 4,666 | 4,953 | 5,115 |
| Cash flows from investing activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Sale of infrastructure, property, plant and equipment | 713 | 838 | 1,115 | 812 | 744 | 651 | 397 | 400 | 515 | 525 | 525 |
| Deferred debtors receipts | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Purchase of property, plant and equipment | (9,120) | (16,032) | (7,042) | (6,453) | (6,096) | (5,722) | (5,647) | (6,310) | (6,231) | (6,350) | (6,543) |
| Net cash provided (or used in) investing activities | (8,407) | (15,194) | (5,927) | (5,641) | (5,352) | (5,071) | (5,250) | (5,910) | (5,716) | (5,825) | (6,019) |
| Cash flows from financing activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| New loans | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | - | - | - | - | - | - | - | - | - | - | - |
| Repayment of borrowings and advances | (450) | (430) | (449) | (470) | (489) | (514) | (444) | (364) | (184) | - | - |
| Net cash provided (or used in) investing activities | (450) | (430) | (449) | (470) | (489) | (514) | (444) | (364) | (184) | - | - |
| Net increase / (decrease) in cash | (7,581) | (12,059) | (2,082) | (1,630) | (1,047) | (769) | (501) | (1,657) | (1,234) | (872) | (904) |
| Cash at the beginning of the year | 32,324 | 24,594 | 12,535 | 10,453 | 8,823 | 7,776 | 7,007 | 6,506 | 4,849 | 3,615 | 2,743 |
| Cash at the end of the year | 24,743 | 12,535 | 10,453 | 8,823 | 7,776 | 7,007 | 6,506 | 4,849 | 3,615 | 2,743 | 1,839 |

Scenario Two

| Planning Assumptions | | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|----------------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Income | | | | | | | | | | | |
| A | Rates income | 102.30% | 102.00% | 108.50% | 108.50% | 108.50% | 108.50% | 103.00% | 103.00% | 103.00% | 103.00% |
| B | Water access charge - Cootamundra | 102.50% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% |
| C | Water Consumption income - Cootamundra | 103.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% |
| Ag | Water access charge - Gundagai | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% |
| Ah | Water Consumption income - Gundagai | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% |
| D | Fees and charges | 103.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% | 104.00% |
| F | Grant | 102.00% | 102.00% | 102.00% | 102.00% | 102.00% | 102.00% | 102.00% | 102.00% | 102.00% | 102.00% |
| I | Financial Assistance Grant | 103.00% | 103.00% | 103.00% | 102.00% | 102.00% | 102.00% | 102.00% | 102.00% | 102.00% | 102.00% |
| G | State roads contract | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% |
| H | Sewer access charge - Cootamundra | 103.50% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% |
| Ai | Sewer access charge - Gundagai | 100.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% |
| Expenses | | | | | | | | | | | |
| M | Wages | 108.40% | 102.50% | 102.50% | 102.50% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% |
| N | Legal and accounting services | 101.70% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% |
| O | Insurance | 104.10% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% |
| P | Telecommunications, telephone and internet services | 95.20% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% |
| Q | Printing, publishing and advertising | 95.30% | 100.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% |
| R | Motor vehicle parts | 102.90% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% |
| S | Fuel | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% |
| T | Light and power | 103.00% | 105.00% | 105.00% | 105.00% | 105.00% | 103.00% | 105.00% | 105.00% | 105.00% | 105.00% |
| U | State government levies | 102.30% | 102.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% |
| V | Workers compensation premium | 138.00% | 103.00% | 103.00% | 70.61% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% | 103.00% |
| W | Street lighting | 103.00% | 103.00% | 103.00% | 102.00% | 102.00% | 102.00% | 102.00% | 102.00% | 102.00% | 102.00% |
| X | Fixed costs | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |
| Y | All other expenses | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% | 101.00% |
| Z | Depreciation | 100.00% | 102.30% | 102.30% | 102.30% | 102.30% | 102.30% | 102.30% | 102.30% | 102.30% | 102.30% |
| Aa | Construction works | 101.20% | 101.80% | 101.80% | 105.00% | 105.00% | 110.00% | 110.00% | 115.00% | 115.00% | 115.00% |
| Other rates: | | | | | | | | | | | |
| Ab | Average interest rate for investments | 2.38% | 2.60% | 2.60% | 2.75% | 2.80% | 2.90% | 3.00% | 3.00% | 3.00% | 3.00% |
| Ac | Average interest rate for new loans | 3.50% | 3.50% | 4.00% | 4.50% | 5.44% | 5.15% | 5.15% | 5.15% | 5.15% | 5.15% |
| Ad | Superannuation guarantee rate | 9.50% | 9.50% | 9.50% | 10.00% | 10.50% | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% |
| Ae | Local government cost index | 2.30% | 2.30% | 2.30% | 2.30% | 2.30% | 2.30% | 2.30% | 2.30% | 2.30% | 2.30% |
| Af | Population growth | 0.40% | 0.40% | 0.40% | 0.40% | 0.40% | 0.40% | 0.40% | 0.40% | 0.40% | 0.40% |

Explanation of planning assumptions

- A* Based on rate peg for 1st year, then projected increases
- B* Based on projected fee increases
- C* Based on projected fee increases
- D* Based on projected fee increases
- F* Based on conservative grant increase of 2% per annum
- I* Based on projected increase of 3% for several years then conservative grant increase of 2% per annum
- G* Based on projected fee increases
- M* First year based on LG Industrial Award increase of 2.5%, plus 0.9% percentage increase to allow for cost of transition to new salary system, plus 4.8% increase for new employees and wage increases. Following years based on LG Industrial Award increases (2.5% per annum.)
- N* Based on IPART determined Local Government Cost Index (Sept 17)
- O* Based on IPART determined Local Government Cost Index (Sept 17)
- P* Based on IPART determined Local Government Cost Index (Sept 17); negative indexes kept to minimum of 100%
- Q* Based on IPART determined Local Government Cost Index (Sept 17); negative indexes kept to minimum of 100%
- R* Based on IPART determined Local Government Cost Index (Sept 17)
- S* Based on IPART determined Local Government Cost Index (Sept 17)
- T* Based on LGP group tender information.
- U* Based on projected rate peg
- V* Based on projected fee increases
- W* Based on LGP group tender information.
- X* Based on fixed costs
- Y* Based on IPART determined Local Government Cost Index (Sept 17)
- Z* Based on IPART Local Government Cost Index for construction costs. To be reviewed in accordance with asset planning.
- Aa* Based on IPART determined Local Government Cost Index (Sept 17)
- Ab* Based on average interest rates earned for the period July 2017 to February 2018.
- Ac* Based on advice received from bankers.
- Ad* Based on Federal Treasury announcements
- Ae* Actual LGCI announced by IPART for the year ended Sept 2017
- Af* Based on the population forecast prepared by forecast.id. <http://forecast.id.com.au/riverina-cities/population-households-dwellings?WebID=170>

Scenario Two

Consolidated Funds

Budget Income Statement

| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 \$'000 | Delivery Program 2021 \$'000 | Delivery Program 2022 \$'000 | Long Term Financial Plan 2023 \$'000 | Long Term Financial Plan 2024 \$'000 | Long Term Financial Plan 2025 \$'000 | Long Term Financial Plan 2026 \$'000 | Long Term Financial Plan 2027 \$'000 | Long Term Financial Plan 2028 \$'000 |
|---|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--|--|--|--|--|--|
| Income from continuing operations | | | | | | | | | | | |
| Rates and annual charges | 12,332 | 12,247 | 12,594 | 13,412 | 14,252 | 15,184 | 16,185 | 16,078 | 16,601 | 17,140 | 17,698 |
| User charges and fees | 5,548 | 5,627 | 5,817 | 6,074 | 6,347 | 6,608 | 6,883 | 6,998 | 7,246 | 7,503 | 7,770 |
| Interest and investment revenue | 690 | 811 | 625 | 601 | 577 | 651 | 689 | 821 | 909 | 1,022 | 1,089 |
| Other revenues | 358 | 539 | 553 | 567 | 581 | 596 | 611 | 627 | 644 | 660 | 678 |
| Grants and contributions provided for operating purposes | 5,694 | 8,236 | 8,432 | 8,642 | 8,804 | 8,968 | 9,141 | 9,314 | 9,492 | 9,683 | 9,878 |
| Grants and contributions provided for capital purposes | 715 | 13,608 | 3,362 | 672 | 685 | 698 | 711 | 721 | 734 | 733 | 749 |
| Joint venture interests | - | - | - | - | - | - | - | - | - | - | - |
| Net gain from the disposal of assets | 50 | 50 | 50 | 50 | 50 | 50 | - | - | - | - | - |
| Total Income | 25,388 | 41,119 | 31,434 | 30,018 | 31,295 | 32,756 | 34,221 | 34,558 | 35,625 | 36,742 | 37,862 |
| Expenses from continuing operations | | | | | | | | | | | |
| Employee benefits and on-costs | 11,657 | 11,072 | 10,997 | 11,458 | 11,527 | 11,824 | 12,236 | 12,427 | 12,674 | 12,979 | 13,290 |
| Borrowing costs | 161 | 121 | 101 | 79 | 58 | 33 | 18 | 4 | - | - | - |
| Materials and contracts | 5,879 | 7,219 | 6,829 | 6,763 | 6,809 | 6,978 | 6,887 | 6,968 | 7,158 | 7,061 | 7,125 |
| Depreciation and amortisation | 8,104 | 8,031 | 8,189 | 8,378 | 8,570 | 8,767 | 8,969 | 9,175 | 9,386 | 9,602 | 9,822 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other expenses | 4,333 | 2,890 | 2,857 | 3,015 | 3,005 | 3,079 | 3,148 | 3,322 | 3,318 | 3,408 | 3,501 |
| Net loss from the disposal of assets | - | - | - | - | - | - | - | - | - | - | - |
| Total Expenses | 30,134 | 29,333 | 28,973 | 29,693 | 29,968 | 30,681 | 31,258 | 31,897 | 32,537 | 33,050 | 33,738 |
| Net Operating Result | (4,747) | 11,786 | 2,461 | 324 | 1,327 | 2,076 | 2,963 | 2,662 | 3,088 | 3,692 | 4,124 |
| Net operating result before grants and contributions provided for capital purposes | (5,512) | (1,872) | (952) | (398) | 592 | 1,327 | 2,251 | 1,941 | 2,354 | 2,959 | 3,376 |

Scenario Two

Water Fund

Budget Income Statement

| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 \$'000 | Delivery Program 2021 \$'000 | Delivery Program 2022 \$'000 | Long Term Financial Plan 2023 \$'000 | Long Term Financial Plan 2024 \$'000 | Long Term Financial Plan 2025 \$'000 | Long Term Financial Plan 2026 \$'000 | Long Term Financial Plan 2027 \$'000 | Long Term Financial Plan 2028 \$'000 |
|---|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--|--|--|--|--|--|
| Income from continuing operations | | | | | | | | | | | |
| Rates and annual charges | 1,396 | 1,421 | 1,496 | 1,576 | 1,661 | 1,742 | 1,827 | 1,900 | 1,976 | 2,055 | 2,138 |
| User charges and fees | 2,019 | 2,087 | 2,218 | 2,360 | 2,512 | 2,650 | 2,796 | 2,908 | 3,024 | 3,144 | 3,270 |
| Interest and investment revenue | 74 | 114 | 137 | 126 | 60 | 79 | 11 | 33 | 47 | 78 | 66 |
| Other revenues | 5 | 5 | 6 | 6 | 6 | 6 | 7 | 7 | 7 | 7 | 8 |
| Grants and contributions provided for operating purposes | 58 | 55 | 57 | 59 | 61 | 64 | 66 | 69 | 72 | 75 | 78 |
| Grants and contributions provided for capital purposes | 5 | 10 | 21 | 35 | 36 | 36 | 37 | 36 | 36 | 31 | 32 |
| Net gain from the disposal of assets | - | - | - | - | - | - | - | - | - | - | - |
| Total Income | 3,557 | 3,691 | 3,934 | 4,161 | 4,337 | 4,577 | 4,743 | 4,953 | 5,162 | 5,391 | 5,591 |
| Expenses from continuing operations | | | | | | | | | | | |
| Employee benefits and on-costs | 379 | 383 | 387 | 391 | 395 | 399 | 403 | 407 | 411 | 415 | 419 |
| Borrowing costs | - | - | - | - | - | - | - | - | - | - | - |
| Materials and contracts | 2,315 | 2,465 | 2,546 | 2,831 | 3,023 | 3,186 | 3,389 | 3,438 | 3,488 | 3,540 | 3,593 |
| Depreciation and amortisation | 517 | 517 | 529 | 541 | 553 | 566 | 579 | 592 | 606 | 620 | 634 |
| Other expenses | 137 | 142 | 148 | 155 | 162 | 169 | 174 | 182 | 190 | 198 | 207 |
| Net loss from the disposal of assets | - | - | - | - | - | - | - | - | - | - | - |
| Total Expenses | 3,348 | 3,506 | 3,610 | 3,918 | 4,133 | 4,320 | 4,545 | 4,619 | 4,695 | 4,773 | 4,854 |
| Net Operating Result | 209 | 184 | 324 | 243 | 204 | 257 | 198 | 334 | 467 | 618 | 737 |
| Net operating result before grants and contributions provided for capital purposes | 204 | 175 | 304 | 208 | 168 | 221 | 162 | 297 | 431 | 587 | 705 |

Scenario Two

Sewer Fund

Budget Income Statement

| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 \$'000 | Delivery Program 2021 \$'000 | Delivery Program 2022 \$'000 | Long Term Financial Plan 2023 \$'000 | Long Term Financial Plan 2024 \$'000 | Long Term Financial Plan 2025 \$'000 | Long Term Financial Plan 2026 \$'000 | Long Term Financial Plan 2027 \$'000 | Long Term Financial Plan 2028 \$'000 |
|---|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--|--|--|--|--|--|
| Income from continuing operations | | | | | | | | | | | |
| Rates and annual charges | 1,843 | 1,866 | 1,922 | 1,980 | 2,039 | 2,101 | 2,164 | 2,228 | 2,295 | 2,364 | 2,435 |
| User charges and fees | 658 | 670 | 691 | 711 | 733 | 755 | 778 | 801 | 826 | 850 | 876 |
| Interest and investment revenue | 112 | 101 | 111 | 119 | 141 | 148 | 162 | 148 | 147 | 145 | 132 |
| Other revenues | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 2 |
| Grants and contributions provided for operating purposes | 51 | 52 | 54 | 55 | 57 | 59 | 60 | 62 | 64 | 66 | 68 |
| Grants and contributions provided for capital purposes | 8 | 10,139 | 2,902 | 46 | 46 | 47 | 48 | 45 | 46 | 37 | 38 |
| Net gain from the disposal of assets | - | - | - | - | - | - | - | - | - | - | - |
| Total Income | 2,673 | 12,829 | 5,681 | 2,913 | 3,018 | 3,111 | 3,213 | 3,286 | 3,380 | 3,464 | 3,551 |
| Expenses from continuing operations | | | | | | | | | | | |
| Employee benefits and on-costs | 431 | 466 | 477 | 489 | 501 | 516 | 531 | 546 | 562 | 579 | 595 |
| Borrowing costs | - | - | - | - | - | - | - | - | - | - | - |
| Materials and contracts | 789 | 1,395 | 1,003 | 1,133 | 1,274 | 1,465 | 1,736 | 1,776 | 1,794 | 1,825 | 1,869 |
| Depreciation and amortisation | 616 | 616 | 630 | 644 | 659 | 674 | 690 | 706 | 722 | 739 | 756 |
| Other expenses | 146 | 150 | 158 | 166 | 174 | 182 | 188 | 197 | 207 | 217 | 228 |
| Net loss from the disposal of assets | - | - | - | - | - | - | - | - | - | - | - |
| Total Expenses | 1,982 | 2,627 | 2,268 | 2,432 | 2,608 | 2,837 | 3,144 | 3,225 | 3,285 | 3,359 | 3,448 |
| Net Operating Result | 691 | 10,202 | 3,412 | 480 | 409 | 274 | 69 | 61 | 95 | 105 | 103 |
| Net operating result before grants and contributions provided for capital purposes | 683 | 63 | 510 | 435 | 363 | 227 | 21 | 16 | 48 | 67 | 65 |

Scenario Two

General Fund

Budget Income Statement

| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 \$'000 | Delivery Program 2021 \$'000 | Delivery Program 2022 \$'000 | Long Term Financial Plan 2023 \$'000 | Long Term Financial Plan 2024 \$'000 | Long Term Financial Plan 2025 \$'000 | Long Term Financial Plan 2026 \$'000 | Long Term Financial Plan 2027 \$'000 | Long Term Financial Plan 2028 \$'000 |
|---|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--|--|--|--|--|--|
| Income from continuing operations | | | | | | | | | | | |
| Rates and annual charges | 9,093 | 8,961 | 9,176 | 9,856 | 10,552 | 11,342 | 12,195 | 11,950 | 12,329 | 12,721 | 13,126 |
| User charges and fees | 2,871 | 2,870 | 2,908 | 3,003 | 3,101 | 3,204 | 3,309 | 3,289 | 3,397 | 3,508 | 3,624 |
| Interest and investment revenue | 503 | 597 | 378 | 356 | 376 | 424 | 516 | 640 | 714 | 800 | 892 |
| Other revenues | 352 | 533 | 546 | 560 | 574 | 588 | 603 | 619 | 635 | 651 | 668 |
| Grants and contributions provided for operating purposes | 5,584 | 8,129 | 8,322 | 8,528 | 8,685 | 8,846 | 9,014 | 9,182 | 9,356 | 9,542 | 9,732 |
| Grants and contributions provided for capital purposes | 703 | 3,459 | 440 | 592 | 603 | 615 | 627 | 640 | 652 | 664 | 678 |
| Joint venture interests | - | - | - | - | - | - | - | - | - | - | - |
| Net gain from the disposal of assets | 50 | 50 | 50 | 50 | 50 | 50 | - | - | - | - | - |
| Total Income | 19,157 | 24,598 | 21,819 | 22,944 | 23,941 | 25,069 | 26,265 | 26,319 | 27,083 | 27,887 | 28,720 |
| Expenses from continuing operations | | | | | | | | | | | |
| Employee benefits and on-costs | 10,846 | 10,223 | 10,133 | 10,578 | 10,631 | 10,909 | 11,303 | 11,474 | 11,701 | 11,986 | 12,275 |
| Borrowing costs | 161 | 121 | 101 | 79 | 58 | 33 | 18 | 4 | - | - | - |
| Materials and contracts | 2,775 | 3,360 | 3,279 | 2,799 | 2,511 | 2,328 | 1,762 | 1,754 | 1,876 | 1,696 | 1,663 |
| Depreciation and amortisation | 6,972 | 6,898 | 7,031 | 7,192 | 7,358 | 7,527 | 7,700 | 7,877 | 8,058 | 8,243 | 8,432 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other expenses | 4,049 | 2,598 | 2,551 | 2,695 | 2,670 | 2,728 | 2,786 | 2,944 | 2,922 | 2,993 | 3,066 |
| Net loss from the disposal of assets | - | - | - | - | - | - | - | - | - | - | - |
| Total Expenses | 24,804 | 23,199 | 23,095 | 23,343 | 23,227 | 23,524 | 23,569 | 24,053 | 24,557 | 24,918 | 25,436 |
| Net Operating Result | (5,646) | 1,399 | (1,276) | (399) | 713 | 1,544 | 2,696 | 2,267 | 2,526 | 2,969 | 3,284 |
| Net operating result before grants and contributions provided for capital purposes | (6,399) | (2,110) | (1,766) | (1,041) | 60 | 879 | 2,069 | 1,627 | 1,874 | 2,305 | 2,606 |

Scenario Two

Consolidated Funds

Cash-Flow Statement

Cash flows from operating activities

| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 \$'000 | Delivery Program 2021 \$'000 | Delivery Program 2022 \$'000 | Long Term Financial Plan 2023 \$'000 | Long Term Financial Plan 2024 \$'000 | Long Term Financial Plan 2025 \$'000 | Long Term Financial Plan 2026 \$'000 | Long Term Financial Plan 2027 \$'000 | Long Term Financial Plan 2028 \$'000 |
|--|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--|--|--|--|--|--|
| Receipts: | | | | | | | | | | | |
| Rates and annual charges | 12,332 | 12,247 | 12,594 | 13,412 | 14,252 | 15,184 | 16,185 | 16,078 | 16,601 | 17,140 | 17,698 |
| User charges and fees | 5,548 | 5,627 | 5,817 | 6,074 | 6,347 | 6,608 | 6,883 | 6,998 | 7,246 | 7,503 | 7,770 |
| Investment and interest revenue received | 690 | 811 | 625 | 601 | 577 | 651 | 689 | 821 | 909 | 1,022 | 1,089 |
| Grants and contributions | 6,409 | 21,844 | 11,794 | 9,314 | 9,489 | 9,667 | 9,853 | 10,035 | 10,226 | 10,416 | 10,626 |
| Other | 358 | 539 | 553 | 567 | 581 | 596 | 611 | 627 | 644 | 660 | 678 |
| Payments: | | | | | | | | | | | |
| Employee benefits and on-costs | (11,657) | (11,072) | (10,997) | (11,458) | (11,527) | (11,824) | (12,236) | (12,427) | (12,674) | (12,979) | (13,290) |
| Materials and contracts | (5,879) | (7,219) | (6,829) | (6,763) | (6,809) | (6,978) | (6,887) | (6,968) | (7,158) | (7,061) | (7,125) |
| Borrowing costs | (161) | (121) | (101) | (79) | (58) | (33) | (18) | (4) | - | - | - |
| Other | (4,333) | (2,890) | (2,857) | (3,015) | (3,005) | (3,079) | (3,148) | (3,322) | (3,318) | (3,408) | (3,501) |
| Net cash provided (or used in) operating activities | 3,308 | 19,767 | 10,600 | 8,652 | 9,847 | 10,793 | 11,932 | 11,837 | 12,474 | 13,293 | 13,946 |
| Cash flows from investing activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Sale of infrastructure, property, plant and equipment | 713 | 838 | 1,115 | 812 | 744 | 651 | 397 | 400 | 515 | 525 | 525 |
| Deferred debtors receipts | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Purchase of property, plant and equipment | (11,020) | (30,144) | (12,278) | (11,122) | (7,858) | (10,459) | (8,269) | (8,982) | (9,069) | (11,605) | (10,954) |
| Net cash provided (or used in) investing activities | (10,307) | (29,305) | (11,163) | (10,310) | (7,114) | (9,808) | (7,871) | (8,582) | (8,554) | (11,080) | (10,429) |
| Cash flows from financing activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| New loans | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Repayment of borrowings and advances | (450) | (430) | (449) | (470) | (489) | (514) | (444) | (364) | (184) | - | - |
| Net cash provided (or used in) investing activities | (450) | (430) | (449) | (470) | (489) | (514) | (444) | (364) | (184) | - | - |
| Net increase / (decrease) in cash | (7,449) | (9,969) | (1,012) | (2,128) | 2,244 | 471 | 3,616 | 2,890 | 3,736 | 2,213 | 3,518 |
| Cash at the beginning of the year | 41,382 | 33,039 | 23,070 | 22,058 | 19,930 | 22,174 | 22,645 | 26,261 | 29,151 | 32,887 | 35,101 |
| Cash at the end of the year | 33,932 | 23,070 | 22,058 | 19,930 | 22,174 | 22,645 | 26,261 | 29,151 | 32,887 | 35,101 | 38,618 |

Scenario Two

Water Fund

Cash-Flow Statement

Cash flows from operating activities

| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 | Delivery Program 2021 | Delivery Program 2022 | Delivery Program 2023 | Delivery Program 2024 | Delivery Program 2025 | Delivery Program 2026 | Delivery Program 2027 | Delivery Program 2028 |
|--|--------------------------------------|---------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Cash flows from operating activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Rates and annual charges | 1,396 | 1,421 | 1,496 | 1,576 | 1,661 | 1,742 | 1,827 | 1,900 | 1,976 | 2,055 | 2,138 |
| User charges and fees | 2,019 | 2,087 | 2,218 | 2,360 | 2,512 | 2,650 | 2,796 | 2,908 | 3,024 | 3,144 | 3,270 |
| Investment and interest revenue received | 74 | 114 | 137 | 126 | 60 | 79 | 11 | 33 | 47 | 78 | 66 |
| Grants and contributions | 62 | 64 | 77 | 94 | 97 | 99 | 103 | 105 | 108 | 106 | 110 |
| Other | 5 | 5 | 6 | 6 | 6 | 6 | 7 | 7 | 7 | 7 | 8 |
| Payments: | | | | | | | | | | | |
| Employee benefits and on-costs | (379) | (383) | (387) | (391) | (395) | (399) | (403) | (407) | (411) | (415) | (419) |
| Materials and contracts | (2,315) | (2,465) | (2,546) | (2,831) | (3,023) | (3,186) | (3,389) | (3,438) | (3,488) | (3,540) | (3,593) |
| Borrowing costs | - | - | - | - | - | - | - | - | - | - | - |
| Other | (137) | (142) | (148) | (155) | (162) | (169) | (174) | (182) | (190) | (198) | (207) |
| Net cash provided (or used in) operating activities | 726 | 701 | 853 | 784 | 757 | 823 | 777 | 926 | 1,073 | 1,238 | 1,372 |
| Cash flows from investing activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Sale of infrastructure, property, plant and equipment | - | - | - | - | - | - | - | - | - | - | - |
| Deferred debtors receipts | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Purchase of property, plant and equipment | (64) | (3,280) | (1,299) | (3,421) | (137) | (3,271) | (62) | (446) | (79) | (1,662) | (322) |
| Net cash provided (or used in) investing activities | (64) | (3,280) | (1,299) | (3,421) | (137) | (3,271) | (62) | (446) | (79) | (1,662) | (322) |
| Cash flows from financing activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| New loans | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Repayment of borrowings and advances | - | - | - | - | - | - | - | - | - | - | - |
| Net cash provided (or used in) investing activities | - | - | - | - | - | - | - | - | - | - | - |
| Net increase / (decrease) in cash | 662 | (2,579) | (446) | (2,637) | 621 | (2,448) | 715 | 480 | 995 | (424) | 1,050 |
| Cash at the beginning of the year | 4,635 | 4,401 | 1,822 | 1,376 | (1,261) | (640) | (3,088) | (2,372) | (1,892) | (898) | (1,322) |
| Cash at the end of the year | 5,296 | 1,822 | 1,376 | (1,261) | (640) | (3,088) | (2,372) | (1,892) | (898) | (1,322) | (272) |

Scenario Two

Sewer Fund

Cash-Flow Statement

Cash flows from operating activities

| | Original Budget 2018 \$'000 | Operational Plan 2019 \$'000 | Delivery Program 2020 | Delivery Program 2021 | Delivery Program 2022 | Long Term Financial Plan 2023 | Long Term Financial Plan 2024 | Long Term Financial Plan 2025 | Long Term Financial Plan 2026 | Long Term Financial Plan 2027 | Long Term Financial Plan 2028 |
|--|--------------------------------------|---------------------------------------|-----------------------------|-----------------------------|-----------------------------|--|--|--|--|--|--|
| Cash flows from operating activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Rates and annual charges | 1,843 | 1,866 | 1,922 | 1,980 | 2,039 | 2,101 | 2,164 | 2,228 | 2,295 | 2,364 | 2,435 |
| User charges and fees | 658 | 670 | 691 | 711 | 733 | 755 | 778 | 801 | 826 | 850 | 876 |
| Investment and interest revenue received | 112 | 101 | 111 | 119 | 141 | 148 | 162 | 148 | 147 | 145 | 132 |
| Grants and contributions | 59 | 10,191 | 2,956 | 101 | 103 | 106 | 108 | 107 | 110 | 103 | 106 |
| Other | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 2 |
| Payments: | | | | | | | | | | | |
| Employee benefits and on-costs | (431) | (466) | (477) | (489) | (501) | (516) | (531) | (546) | (562) | (579) | (595) |
| Materials and contracts | (789) | (1,395) | (1,003) | (1,133) | (1,274) | (1,465) | (1,736) | (1,776) | (1,794) | (1,825) | (1,869) |
| Borrowing costs | - | - | - | - | - | - | - | - | - | - | - |
| Other | (146) | (150) | (158) | (166) | (174) | (182) | (188) | (197) | (207) | (217) | (228) |
| Net cash provided (or used in) operating activities | 1,307 | 10,818 | 4,042 | 1,125 | 1,068 | 949 | 758 | 767 | 817 | 843 | 859 |
| Cash flows from investing activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Sale of infrastructure, property, plant and equipment | - | - | - | - | - | - | - | - | - | - | - |
| Deferred debtors receipts | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Purchase of property, plant and equipment | (1,836) | (10,763) | (3,729) | (594) | (895) | (655) | (1,412) | (792) | (911) | (1,265) | (1,205) |
| Net cash provided (or used in) investing activities | (1,836) | (10,763) | (3,729) | (594) | (895) | (655) | (1,412) | (792) | (911) | (1,265) | (1,205) |
| Cash flows from financing activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| New loans | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Repayment of borrowings and advances | - | - | - | - | - | - | - | - | - | - | - |
| Net cash provided (or used in) investing activities | - | - | - | - | - | - | - | - | - | - | - |
| Net increase / (decrease) in cash | (529) | 55 | 313 | 531 | 174 | 294 | (653) | (25) | (95) | (422) | (346) |
| Cash at the beginning of the year | 4,423 | 4,043 | 4,098 | 4,411 | 4,942 | 5,116 | 5,410 | 4,756 | 4,731 | 4,636 | 4,214 |
| Cash at the end of the year | 3,893 | 4,098 | 4,411 | 4,942 | 5,116 | 5,410 | 4,756 | 4,731 | 4,636 | 4,214 | 3,868 |

Scenario Two

General Fund - Scenario 2 Budget Repair

Cash-Flow Statement

| | Original Budget | Operational Plan | Delivery Program | Delivery Program | Delivery Program | Long Term Financial Plan | Long Term Financial Plan | Long Term Financial Plan | Long Term Financial Plan | Long Term Financial Plan | Long Term Financial Plan |
|--|--------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
| | \$'000 | \$'000 | | | | | | | | | |
| Cash flows from operating activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Rates and annual charges | 9,093 | 8,961 | 9,176 | 9,856 | 10,552 | 11,342 | 12,195 | 11,950 | 12,329 | 12,721 | 13,126 |
| User charges and fees | 2,871 | 2,870 | 2,908 | 3,003 | 3,101 | 3,204 | 3,309 | 3,289 | 3,397 | 3,508 | 3,624 |
| Investment and interest revenue received | 503 | 597 | 378 | 356 | 376 | 424 | 516 | 640 | 714 | 800 | 892 |
| Grants and contributions | 6,287 | 11,588 | 8,761 | 9,120 | 9,288 | 9,461 | 9,642 | 9,822 | 10,008 | 10,207 | 10,410 |
| Other | 352 | 533 | 546 | 560 | 574 | 588 | 603 | 619 | 635 | 651 | 668 |
| Payments: | | | | | | | | | | | |
| Employee benefits and on-costs | (10,846) | (10,223) | (10,133) | (10,578) | (10,631) | (10,909) | (11,303) | (11,474) | (11,701) | (11,986) | (12,275) |
| Materials and contracts | (2,775) | (3,360) | (3,279) | (2,799) | (2,511) | (2,328) | (1,762) | (1,754) | (1,876) | (1,696) | (1,663) |
| Borrowing costs | (161) | (121) | (101) | (79) | (58) | (33) | (18) | (4) | - | - | - |
| Other | (4,049) | (2,598) | (2,551) | (2,695) | (2,670) | (2,728) | (2,786) | (2,944) | (2,922) | (2,993) | (3,066) |
| Net cash provided (or used in) operating activities | 1,275 | 8,248 | 5,705 | 6,743 | 8,021 | 9,021 | 10,396 | 10,144 | 10,584 | 11,212 | 11,716 |
| Cash flows from investing activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Sale of infrastructure, property, plant and equipment | 713 | 838 | 1,115 | 812 | 744 | 651 | 397 | 400 | 515 | 525 | 525 |
| Deferred debtors receipts | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Purchase of property, plant and equipment | (9,120) | (16,100) | (7,250) | (7,107) | (6,827) | (6,534) | (6,795) | (7,744) | (8,079) | (8,677) | (9,427) |
| Net cash provided (or used in) investing activities | (8,407) | (15,262) | (6,135) | (6,295) | (6,082) | (5,882) | (6,398) | (7,343) | (7,564) | (8,153) | (8,902) |
| Cash flows from financing activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| New loans | - | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Repayment of borrowings and advances | (450) | (430) | (449) | (470) | (489) | (514) | (444) | (364) | (184) | - | - |
| Net cash provided (or used in) investing activities | (450) | (430) | (449) | (470) | (489) | (514) | (444) | (364) | (184) | - | - |
| Net increase / (decrease) in cash | (7,581) | (7,444) | (879) | (22) | 1,450 | 2,624 | 3,554 | 2,436 | 2,836 | 3,060 | 2,814 |
| Cash at the beginning of the year | 32,324 | 24,594 | 17,150 | 16,270 | 16,249 | 17,698 | 20,323 | 23,877 | 26,312 | 29,149 | 32,208 |
| Cash at the end of the year | 24,743 | 17,150 | 16,270 | 16,249 | 17,698 | 20,323 | 23,877 | 26,312 | 29,149 | 32,208 | 35,022 |

Scenario Two

Capital Budget Review Statement

Capital expenditure - by class

| | Original Budget 2018 | Operational Plan 2019 | Delivery Program 2020 | Delivery Program 2021 | Delivery Program 2022 | Long Term Financial Plan 2023 | Long Term Financial Plan 2024 | Long Term Financial Plan 2025 | Long Term Financial Plan 2026 | Long Term Financial Plan 2027 | Long Term Financial Plan 2028 |
|--------------------------------|----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|--|--|--|--|--|--|
| Plant and equipment | 1,478,250 | 1,337,500 | 2,596,050 | 2,006,100 | 1,757,700 | 1,385,100 | 1,098,900 | 1,725,000 | 1,642,000 | 1,675,000 | 1,725,250 |
| Office equipment | 35,000 | 35,350 | 35,704 | 36,061 | 36,422 | 36,786 | 37,154 | 37,526 | 37,901 | 38,280 | 38,663 |
| Land improvements | 25,000 | 815,000 | 25,000 | 25,000 | 25,000 | 25,000 | - | - | - | - | - |
| Buildings | 85,000 | 1,680,229 | 50,000 | - | 50,000 | - | 100,000 | - | - | - | 50,000 |
| Other structures | - | 1,400,000 | - | - | - | - | - | - | - | - | - |
| Roads, bridges and footpaths | 3,261,685 | 6,195,196 | 4,218,219 | 4,743,255 | 4,599,298 | 4,762,435 | 5,180,201 | 5,548,881 | 6,045,266 | 6,608,274 | 7,248,756 |
| Stormwater drainage | 205,000 | 1,181,246 | 250,000 | 265,000 | 275,000 | 275,000 | 290,000 | 290,000 | 300,000 | 300,000 | 300,000 |
| Water supply network | 63,891 | 3,280,395 | 1,299,036 | 3,420,774 | 136,837 | 3,270,530 | 62,183 | 445,901 | 78,662 | 1,661,949 | 321,530 |
| Sewerage network | 1,836,278 | 10,763,175 | 3,728,892 | 593,995 | 894,595 | 654,880 | 1,411,768 | 792,405 | 911,266 | 1,265,456 | 1,205,149 |
| Recreation / open space assets | 4,000,000 | 2,598,404 | - | - | - | 10,000 | - | - | - | - | - |
| Swimming pool assets | - | 786,500 | - | - | - | - | - | - | - | - | - |
| Other assets | 30,180 | 70,542 | 75,342 | 31,652 | 83,235 | 39,397 | 88,387 | 142,226 | 53,560 | 55,844 | 64,221 |
| Total | 11,020,284 | 30,143,537 | 12,278,243 | 11,121,837 | 7,858,087 | 10,459,128 | 8,268,593 | 8,981,939 | 9,068,655 | 11,604,803 | 10,953,569 |

Capital expenditure - by type

| | | | | | | | | | | | |
|--------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------|------------------|------------------|------------------|-------------------|-------------------|
| New | 25,000 | 5,429,870 | 25,000 | 25,000 | 25,000 | 35,000 | - | - | - | - | - |
| Upgrade | 1,619,381 | 4,393,932 | 1,950,564 | 2,053,858 | 2,022,065 | 2,011,503 | 2,109,435 | 2,575,395 | 2,154,542 | 2,192,845 | 2,237,962 |
| Renewal | 9,375,903 | 20,319,735 | 10,302,679 | 9,042,979 | 5,811,022 | 8,412,625 | 6,159,158 | 6,406,544 | 6,914,113 | 9,411,958 | 8,715,607 |
| Total | 11,020,284 | 30,143,537 | 12,278,243 | 11,121,837 | 7,858,087 | 10,459,128 | 8,268,593 | 8,981,939 | 9,068,655 | 11,604,803 | 10,953,569 |

Capital funding

| | | | | | | | | | | | |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------|------------------|------------------|------------------|-------------------|-------------------|
| Rates and other untied funding | 1,533,803 | 2,246,962 | 1,842,163 | 2,165,310 | 1,957,135 | 2,058,035 | 2,391,754 | 2,727,586 | 3,078,971 | 3,529,761 | 4,053,868 |
| Capital grants and contributions | 5,777,882 | 23,219,380 | 5,291,010 | 2,614,006 | 2,678,585 | 2,745,686 | 2,825,601 | 2,908,821 | 3,009,196 | 3,116,793 | 3,233,551 |
| Loans | - | - | - | - | - | - | - | - | - | - | - |
| Externally restricted reserves | 2,105,169 | 1,094,153 | 2,402,928 | 4,279,769 | 1,306,432 | 4,210,410 | 1,763,951 | 1,528,306 | 1,289,928 | 3,227,405 | 1,826,679 |
| Internally restricted reserves | 1,603,430 | 3,583,042 | 2,742,142 | 2,062,752 | 1,915,935 | 1,444,997 | 1,287,287 | 1,817,226 | 1,690,560 | 1,730,844 | 1,839,471 |
| Total | 11,020,284 | 30,143,537 | 12,278,243 | 11,121,837 | 7,858,087 | 10,459,128 | 8,268,593 | 8,981,939 | 9,068,655 | 11,604,803 | 10,953,569 |

Scenario Two

| | Original Budget | Operational Plan | Delivery Program | Delivery Program | Delivery Program | Long Term Financial Plan | Long Term Financial Plan | Long Term Financial Plan | Long Term Financial Plan | Long Term Financial Plan | Long Term Financial Plan |
|--------------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
| Cash Reconciliation | | | | | | | | | | | |
| Net operating result | (4,746,660) | 11,786,068 | 2,460,816 | 324,435 | 1,326,680 | 2,075,592 | 2,962,788 | 2,661,780 | 3,088,486 | 3,691,780 | 4,124,205 |
| Capital items | | | | | | | | | | | |
| Asset renewals | (9,375,903) | (20,319,735) | (10,302,679) | (9,042,979) | (5,811,022) | (8,412,625) | (6,159,158) | (6,406,544) | (6,914,113) | (9,411,958) | (8,715,607) |
| Asset upgrades | (1,619,381) | (4,393,932) | (1,950,564) | (2,053,858) | (2,022,065) | (2,011,503) | (2,109,435) | (2,575,395) | (2,154,542) | (2,192,845) | (2,237,962) |
| New assets | (25,000) | (5,429,870) | (25,000) | (25,000) | (25,000) | (35,000) | - | - | - | - | - |
| Add back non-cash asset acquisitions | - | - | - | - | - | - | - | - | - | - | - |
| Cash received for Asset sales | 713,250 | 838,250 | 1,115,250 | 812,300 | 744,400 | 651,300 | 397,100 | 400,200 | 514,800 | 524,700 | 524,700 |
| Less Profit on sales | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) | - | - | - | - | - |
| Add Loss on sales | - | - | - | - | - | - | - | - | - | - | - |
| Total capital items | (10,357,034) | (29,355,287) | (11,212,993) | (10,359,537) | (7,163,687) | (9,857,828) | (7,871,493) | (8,581,739) | (8,553,855) | (11,080,103) | (10,428,869) |
| Cash reconciliation items | | | | | | | | | | | |
| Add back depreciation | 8,104,367 | 8,030,867 | 8,189,484 | 8,377,714 | 8,570,269 | 8,767,256 | 8,968,773 | 9,174,927 | 9,385,823 | 9,601,568 | 9,822,275 |
| Employee leave entitlements paid out | - | - | - | - | - | - | - | - | - | - | - |
| Interest on restoration provision | - | - | - | - | - | - | - | - | - | - | - |
| Loan repayments | (449,837) | (430,258) | (449,412) | (470,425) | (489,178) | (514,415) | (444,323) | (364,477) | (184,054) | - | - |
| Debtors received | - | - | - | - | - | - | - | - | - | - | - |
| Creditors paid | - | - | - | - | - | - | - | - | - | - | - |
| Non-cash income | - | - | - | - | - | - | - | - | - | - | - |
| Total adjustments | 7,654,530 | 7,600,609 | 7,740,072 | 7,907,289 | 8,081,091 | 8,252,841 | 8,524,450 | 8,810,450 | 9,201,769 | 9,601,568 | 9,822,275 |
| Increase / (decrease) in cash | (7,449,164) | (9,968,610) | (1,012,105) | (2,127,813) | 2,244,084 | 470,605 | 3,615,745 | 2,890,491 | 3,736,400 | 2,213,245 | 3,517,611 |
| Funded from / to | | | | | | | | | | | |
| Funded by / (to) reserves | 7,355,472 | 10,119,037 | 519,434 | 1,757,546 | (1,277,182) | 1,266,259 | (1,108,825) | (1,016,521) | (1,665,868) | (262,396) | (1,841,856) |
| Funded by new loans | - | - | - | - | - | - | - | - | - | - | - |
| Funded by general revenues | 93,693 | (150,427) | 492,671 | 370,268 | (966,902) | (1,736,864) | (2,506,920) | (1,873,970) | (2,070,532) | (1,950,849) | (1,675,755) |
| | 7,449,164 | 9,968,610 | 1,012,105 | 2,127,813 | (2,244,084) | (470,605) | (3,615,745) | (2,890,491) | (3,736,400) | (2,213,245) | (3,517,611) |

Scenario Two

| | Original Budget 30-Jun-18 | Operational Plan 2019 | Delivery Program 2020 | Delivery Program 2021 | Delivery Program 2022 | Long Term Financial Plan 2023 | Long Term Financial Plan 2024 | Long Term Financial Plan 2025 | Long Term Financial Plan 2026 | Long Term Financial Plan 2027 | Long Term Financial Plan 2028 |
|---|---------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|--|--|--|--|--|--|
| Cash & Investments | | | | | | | | | | | |
| Externally restricted cash & investments | | | | | | | | | | | |
| Developers Contributions | 60,000 | 72,028 | 85,107 | 99,138 | 114,300 | 130,560 | 148,037 | 216,807 | 288,282 | 362,551 | 439,705 |
| Sheridan Street Upgrade Loan Funds | 398,832 | - | - | - | - | - | - | - | - | - | - |
| Specific Purpose Unexpended Grants & Contributions | 1,584,993 | 960,320 | 960,320 | 960,320 | 960,320 | 960,320 | 960,320 | 960,320 | 960,320 | 960,320 | 960,320 |
| Water network infrastructure | 5,296,291 | 4,889,260 | 4,443,089 | 1,806,255 | 2,426,815 | (20,700) | 694,455 | 1,174,519 | 2,169,350 | 1,745,132 | 2,795,316 |
| Sewer network infrastructure | 3,893,089 | 4,097,942 | 4,411,250 | 4,941,968 | 5,115,818 | 5,409,609 | 4,756,242 | 4,731,017 | 4,636,358 | 4,214,071 | 3,867,722 |
| Gundagai Town Improvement District | 1,197,545 | 923,362 | 869,309 | 799,059 | 718,383 | 626,043 | 530,005 | 435,119 | 340,944 | 247,661 | 155,458 |
| Domestic Waste Management | 2,036,582 | 348,285 | 580,325 | 875,677 | 1,237,550 | 1,665,977 | 2,164,263 | 2,736,066 | 3,385,004 | 4,114,848 | 4,929,538 |
| Stormwater infrastructure renewal | 245,931 | 216,006 | 186,081 | 156,156 | 126,231 | 96,306 | 66,381 | 36,456 | 36,456 | 36,456 | 36,456 |
| Total externally restricted | 14,713,262 | 11,507,204 | 11,535,480 | 9,638,573 | 10,699,416 | 8,868,114 | 9,319,702 | 10,290,303 | 11,816,714 | 11,681,039 | 13,184,514 |
| Internally restricted cash & investments | | | | | | | | | | | |
| Merger Implementation Fund | 1,698,377 | - | - | - | - | - | - | - | - | - | - |
| Stronger Communities Fund | 4,920,259 | - | - | - | - | - | - | - | - | - | - |
| Aerodrome Bitumen Resurfacing | 234,852 | 240,441 | 246,693 | 253,107 | 260,067 | 267,349 | 275,102 | 283,355 | 291,856 | 300,612 | 309,630 |
| Bradman's Birthplace | 34,144 | 43,144 | 52,504 | 62,238 | 72,361 | 82,889 | 93,838 | 105,225 | 117,067 | 129,383 | 142,192 |
| Cemetery | 37,839 | 65,829 | 103,219 | 192,574 | 240,020 | 340,919 | 404,648 | 297,508 | 289,326 | 290,325 | 295,737 |
| Coolac bypass | 78,435 | 52,806 | 26,921 | 1,001 | 1,001 | 1,001 | 1,001 | 1,001 | 1,001 | 1,001 | 1,001 |
| Cootamundra Caravan Park | 85,939 | 105,536 | 75,975 | 97,291 | 69,519 | 92,696 | 16,859 | 42,050 | 68,309 | 95,680 | 74,208 |
| Council Election Reserve | - | - | 28,425 | 56,850 | - | 22,627 | 45,254 | 67,881 | - | 24,375 | 48,750 |
| Development | 694,360 | 478,451 | 717,236 | 960,232 | 1,208,834 | 1,462,557 | 1,567,345 | 1,675,652 | 1,786,094 | 1,898,707 | 2,013,525 |
| Employee Leave Entitlements | 1,396,215 | 1,396,215 | 1,396,215 | 1,396,215 | 1,396,215 | 1,396,215 | 1,396,215 | 1,396,215 | 1,396,215 | 1,396,215 | 1,396,215 |
| Heritage Centre | 8,395 | 11,395 | 14,395 | 17,395 | 20,395 | 23,395 | 26,395 | 29,395 | 32,395 | 35,395 | 38,395 |
| Incomplete Works | 1,151,271 | 276,098 | 189,432 | 234,732 | 280,032 | 189,432 | 236,632 | 283,832 | 189,432 | 239,432 | 289,432 |
| Plant Replacement | 2,613,402 | 2,735,195 | 2,020,187 | 1,749,738 | 1,695,630 | 1,934,247 | 2,421,473 | 2,330,889 | 2,464,485 | 2,608,960 | 2,738,177 |
| Quarries & Pit Restoration | 80,559 | 81,695 | 82,598 | 83,261 | 82,664 | 80,731 | 75,638 | 67,039 | 52,442 | 30,901 | 1,326 |

Scenario Two

| | Original Budget 30-Jun-18 | Operational Plan 2019 | Delivery Program 2020 | Delivery Program 2021 | Delivery Program 2022 | Long Term Financial Plan 2023 | Long Term Financial Plan 2024 | Long Term Financial Plan 2025 | Long Term Financial Plan 2026 | Long Term Financial Plan 2027 | Long Term Financial Plan 2028 |
|--|---------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|--|--|--|--|--|--|
| Cash & Investments | | | | | | | | | | | |
| Saleyards | 330,969 | 277,876 | 227,082 | 178,661 | 134,261 | 92,087 | 52,379 | 56,619 | 64,887 | 77,398 | 94,371 |
| Special Projects | 451,118 | 467,433 | 500,521 | 534,470 | 570,103 | 607,001 | 634,604 | 653,642 | 673,251 | 693,448 | 714,252 |
| Swimming Pool Pump & Equipment | 9,288 | 12,288 | 15,288 | 18,288 | 21,288 | 24,288 | 27,288 | 30,288 | 33,288 | 36,288 | 39,288 |
| Total internally restricted | 13,829,268 | 6,244,401 | 5,696,690 | 5,836,051 | 6,052,390 | 6,617,433 | 7,274,670 | 7,320,590 | 7,460,047 | 7,858,119 | 8,196,499 |
| Unrestricted cash & investments | 5,389,855 | 5,318,381 | 4,825,710 | 4,455,442 | 5,422,344 | 7,159,208 | 9,666,128 | 11,540,098 | 13,610,631 | 15,561,480 | 17,237,235 |
| Total cash & investments | 33,932,385 | 23,069,985 | 22,057,880 | 19,930,066 | 22,174,150 | 22,644,755 | 26,260,500 | 29,150,992 | 32,887,392 | 35,100,637 | 38,618,248 |

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Fees & Charges

Cootamundra-Gundagai Regional Council

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| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Cootamundra-Gundagai Regional Council

ADMINISTRATION

ADMINISTRATION AND OFFICE FEES

| | | | | |
|---|----------------------------------|---------|--------|---------|
| Interest on overdue rates and charges | 7.5% per annum, calculated daily | | | |
| Merchant service fee on credit cards over the counter | 0.75% | | | |
| Merchant service fee on credit cards over the phone or internet | No Charge | | | |
| Dishonoured cheque or direct debit handling fee | \$10.00 | \$10.00 | \$0.00 | \$10.00 |
| Plus bank charge | | | | |
| Postage | Actual Cost to Council | | | |

ACCESSING AND PRINTING INFORMATION

Photocopying

| | | | | |
|------------------|--------|--------|--------|--------|
| A4 Black & White | \$0.90 | \$0.86 | \$0.09 | \$0.95 |
| A3 Black & White | \$1.45 | \$1.36 | \$0.14 | \$1.50 |
| A4 Colour | \$2.20 | \$2.09 | \$0.21 | \$2.30 |
| A3 Colour | \$3.40 | \$3.23 | \$0.32 | \$3.55 |

Printing and publications

All Council documents are free to download from Council's website.

| | | | | |
|--|----------------------------|---------|--------|---------|
| Hardcopy interim development order | \$20.00 | \$20.00 | \$0.00 | \$20.00 |
| Hardcopy local environment plan and matrix | \$30.00 | \$30.00 | \$0.00 | \$30.00 |
| Hardcopy local environment plan maps | \$2 each or \$100 full set | | | |
| Hardcopy development control plan | \$30.00 | \$30.00 | \$0.00 | \$30.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Document provision

| | | | | |
|--|----------|----------|--------|----------|
| Searching of cemetery records | \$165.00 | \$172.00 | \$0.00 | \$172.00 |
| Minimum \$50 fee | | | | |
| Building Statistical Returns | \$30.00 | \$30.00 | \$0.00 | \$30.00 |
| Re-print or re-email of a rates notice or water and sewer notice | \$5.00 | \$5.00 | \$0.00 | \$5.00 |

Government information (Public Access) Act 2009

Additional administrative charges may apply subject to determination of application as provided by the Acts. Charges advised by Council upon determination.

Subject to 50% reduction for financial hardship (set by legislation).

| | | | | |
|-------------------------------|---------|---------|--------|---------|
| Formal Application | \$30.00 | \$30.00 | \$0.00 | \$30.00 |
| Application processing charge | \$30.00 | \$30.00 | \$0.00 | \$30.00 |
| Internal review | \$40.00 | \$40.00 | \$0.00 | \$40.00 |

Property and development information

| | | | | |
|---|----------|----------|--------|----------|
| Information requiring administration or research by council officers | \$103.00 | \$107.00 | \$0.00 | \$107.00 |
| Normal archive search of past building approvals and plans – 1975 and onwards | \$60.00 | \$60.00 | \$0.00 | \$60.00 |
| Includes single copy of A4 & A3 sheets of architectural plans | | | | |
| Historic archive search past building approvals and plans (pre-1975) | \$100.00 | \$160.00 | \$0.00 | \$160.00 |
| Includes single copy of A4 & A3 sheets of architectural plans. | | | | |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Property certificates

A maximum 5 parcel charge per assessment applies to each property certificate application.

| | | | | |
|--|---------|---------|--------|---------|
| Section 10.7(2) planning certificate | \$53.00 | \$53.00 | \$0.00 | \$53.00 |
| Section 149(2) planning certificate complying development only | \$20.00 | \$20.00 | \$0.00 | \$20.00 |
| Section 10.7(5) planning certificate | \$80.00 | \$80.00 | \$0.00 | \$80.00 |
| Section 88G conveyancing certificate | \$50.00 | \$50.00 | \$0.00 | \$50.00 |
| Copy of a planning certificate | \$20.00 | \$20.00 | \$0.00 | \$20.00 |
| Copy of occupation certificate | \$20.00 | \$20.00 | \$0.00 | \$20.00 |
| Planning certificate search refund surcharge | \$20.00 | \$20.00 | \$0.00 | \$20.00 |

Building certificates

| | | | | |
|---|---|----------|--------|----------|
| Class 1 & 10 buildings | \$250.00 | \$250.00 | \$0.00 | \$250.00 |
| Class 2-9 buildings with a floor area less than 200m ² | \$250.00 | \$250.00 | \$0.00 | \$250.00 |
| Class 2-9 buildings with a floor area between 200m ² and 2,000m ² | \$250 plus \$0.50 per m ² over 200m ² | | | |
| Class 2-9 buildings with a floor area greater than 2,000m ² | \$1,165 + \$0.075 per m ² over 2,000m ² | | | |
| Class 2-9 buildings without floor area | \$250.00 | \$250.00 | \$0.00 | \$250.00 |
| Second & subsequent inspection | \$90.00 | \$90.00 | \$0.00 | \$90.00 |
| Copy of a building certificate | \$13.00 | \$13.00 | \$0.00 | \$13.00 |

Rates and property information

| | | | | |
|---|---------|---------|--------|---------|
| Rates – Section 603 certificate | \$80.00 | \$80.00 | \$0.00 | \$80.00 |
| Statement of water meter readings & water consumption | \$77.00 | \$80.00 | \$0.00 | \$80.00 |
| Special water meter reading (on request) | \$77.00 | \$80.00 | \$0.00 | \$80.00 |

Outstanding notices

| | | | | |
|---|---------|---------|--------|---------|
| Section 735A outstanding notices certificate (LG Act) | \$30.00 | \$30.00 | \$0.00 | \$30.00 |
| Section 121ZP outstanding notices certificate (EPA Act) | \$60.00 | \$60.00 | \$0.00 | \$60.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

Copy of large plans and engineering specifications and reports

| | | | | |
|-----------------------------------|---------|---------|--------|---------|
| Property Imagery Map (A3 maximum) | \$20.60 | \$21.40 | \$0.00 | \$21.40 |
| A4 | \$2.20 | \$2.30 | \$0.00 | \$2.30 |
| A3 | \$3.35 | \$3.50 | \$0.00 | \$3.50 |
| A2 | \$20.60 | \$21.40 | \$0.00 | \$21.40 |
| A1 | \$20.90 | \$21.75 | \$0.00 | \$21.75 |
| A0 | \$20.60 | \$21.40 | \$0.00 | \$21.40 |

Other conveyancing certificates

| | | | | |
|--|----------|----------|--------|----------|
| Pre-purchase Septic Inspection & Report | \$150.00 | \$150.00 | \$0.00 | \$150.00 |
| Copy of septic registration / approval | \$50.00 | \$50.00 | \$0.00 | \$50.00 |
| Section 23 Outstanding Notices Certificate (Swimming Pool Act) | \$30.00 | \$30.00 | \$0.00 | \$30.00 |
| Copy of House Drainage Main and Junction Plan | \$40.00 | \$42.00 | \$0.00 | \$42.00 |
| Certified copy of a document, map or plan held by Council | \$53.00 | \$53.00 | \$0.00 | \$53.00 |

DRAFT

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

LIBRARIES

PRINTING AND PHOTOCOPYING

| | | | | |
|--|--------|--------|--------|--------|
| Mobile Library – A4 printing/photocopying (B&W) | \$0.20 | \$0.18 | \$0.02 | \$0.20 |
| Mobile Library – A4 printing/photocopying (colour) | \$0.55 | \$0.50 | \$0.05 | \$0.55 |
| A4 black and white photocopying | \$0.30 | \$0.27 | \$0.03 | \$0.30 |
| A3 black and white photocopying | \$0.60 | \$0.59 | \$0.06 | \$0.65 |
| A4 colour photocopying | \$1.05 | \$1.00 | \$0.10 | \$1.10 |
| A3 colour photocopying | \$2.05 | \$1.95 | \$0.20 | \$2.15 |
| A4 black and white printing | \$0.30 | \$0.27 | \$0.03 | \$0.30 |
| A3 colour printing | \$1.35 | \$1.27 | \$0.13 | \$1.40 |

COMPUTERS

| | | | | |
|---------------------------------|--------|--------|--------|--------|
| WiFi Access | \$3.00 | \$2.73 | \$0.27 | \$3.00 |
| No charge for library members. | | | | |
| Computer / Internet Booking Fee | \$1.50 | \$1.36 | \$0.14 | \$1.50 |
| No charge for library members. | | | | |

E-READER

| | | | | |
|--|----------|----------|---------|----------|
| Replacement charge for e-Readers that are lost or damaged beyond reasonable repair | \$165.00 | \$150.00 | \$15.00 | \$165.00 |
| Replacement charge for lost or damaged e-Reader charging cords | \$36.30 | \$33.00 | \$3.30 | \$36.30 |

LAMINATING

| | | | | |
|--------------------|--------|--------|--------|--------|
| Business Card Size | \$0.60 | \$0.55 | \$0.05 | \$0.60 |
| A5 | \$1.50 | \$1.45 | \$0.15 | \$1.60 |
| A4 | \$2.60 | \$2.45 | \$0.25 | \$2.70 |
| A3 | \$4.60 | \$4.36 | \$0.44 | \$4.80 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

FAXING

| | | | | |
|----------------------------|--------|--------|--------|--------|
| Local 1st Page | \$2.30 | \$2.18 | \$0.22 | \$2.40 |
| Local each additional Page | \$1.10 | \$1.00 | \$0.10 | \$1.10 |
| Non Local | \$2.30 | \$2.18 | \$0.22 | \$2.40 |
| Receiving | \$1.10 | \$1.00 | \$0.10 | \$1.10 |

RIVERINA REGIONAL LIBRARY FEES

| | | | | Cost recovery |
|---|----------|--|--------|---------------|
| Inter Library Loan from overseas | | | | |
| Inter Library Loan – Rush Fee | \$33.00 | \$30.00 | \$3.00 | \$33.00 |
| Inter Library Loan – Express Fee | \$49.50 | \$45.00 | \$4.50 | \$49.50 |
| Replace lost or damaged CD/DVD case | \$3.30 | \$3.30 | \$0.00 | \$3.30 |
| Visitor's Fee (non-refundable) – one month | \$33.00 | \$33.00 | \$0.00 | \$33.00 |
| Visitor's Fee (non-refundable) – three months | \$88.00 | \$88.00 | \$0.00 | \$88.00 |
| RRL Non-Resident Membership fee for any person not eligible for reciprocal or resident membership – twelve months | \$110.00 | \$110.00 | \$0.00 | \$110.00 |
| RRL Bookclub Membership fee (per club of up to 10 members) | \$400.00 | \$400.00 | \$0.00 | \$400.00 |
| Replacement charge for lost or damaged Book Club collection items | \$40.00 | \$40.00 | \$0.00 | \$40.00 |
| Inter library loan search fee | \$4.40 | \$4.00 | \$0.40 | \$4.40 |
| Additional inter library loan fee for specialist library fees | \$16.50 | \$15.00 | \$1.50 | \$16.50 |
| Reservation fee | \$1.00 | \$1.00 | \$0.00 | \$1.00 |
| Library bags | \$2.00 | \$1.82 | \$0.18 | \$2.00 |
| Library backpacks | \$5.00 | \$4.55 | \$0.45 | \$5.00 |
| Library programs | | \$2.00 to \$50.00 depending on content | | |
| Replace member card | \$2.00 | \$2.00 | \$0.00 | \$2.00 |
| Replacement charge (lost/damaged book, valued under \$10) | | \$5.00 plus replacement cost | | |
| Replacement charge (lost/damaged book, valued \$10 or over) | | \$10.00 plus replacement cost | | |
| Overdue item fines | | 10c per work day plus \$2 overdue notice fee. Maximum \$12 per item. | | |

Periods of amnesty apply when no overdue item fines are charged for specified periods – specific days to be announced.

| Name | Year 17/18 | Year 18/19 | | |
|------|----------------------------|--------------------|-----|--------------------|
| | Last YR Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |

OTHER LIBRARY FEES

| | | | | |
|---------------------------|---------|---------|--------|---------|
| Professional research fee | \$55.00 | \$50.00 | \$5.00 | \$55.00 |
|---------------------------|---------|---------|--------|---------|

DRAFT

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

TOURISM

BRADMAN'S BIRTHPLACE MUSEUM

Opening hours are 9.00am to 5.00pm 7 days a week.

Local visitors entry fees are waived for their second and subsequent visit within a 12 month period, when they are accompanied by paying visitors.

Children under 16 years are free, and must be accompanied by an adult.

| | | | | |
|--------|--------|--------|--------|--------|
| Adults | \$3.00 | \$2.73 | \$0.27 | \$3.00 |
|--------|--------|--------|--------|--------|

GAOL AUDIO TOURS

| | | | | |
|----------------------|---------|---------|--------|---------|
| Single | \$15.00 | \$13.64 | \$1.36 | \$15.00 |
| Shared | \$20.00 | \$18.18 | \$1.82 | \$20.00 |
| Organised Group Tour | \$8.00 | \$7.27 | \$0.73 | \$8.00 |

GUNDAGAI TOWN TOUR

| | | | | |
|------------------------------------|---------|---------|--------|---------|
| All Day Town Tour (all inclusions) | \$30.00 | \$27.27 | \$2.73 | \$30.00 |
| Ad Hoc Tour: Morning Tea | \$7.00 | \$6.36 | \$0.64 | \$7.00 |
| Ad Hoc Tour: Masterpiece | \$3.00 | \$2.73 | \$0.27 | \$3.00 |
| Ad Hoc Tour: Lunch – Club | \$10.00 | \$9.09 | \$0.91 | \$10.00 |
| Ad Hoc Tour: Afternoon Tea | \$7.00 | \$6.36 | \$0.64 | \$7.00 |
| Ad Hoc Tour: Guide | \$2.00 | \$1.82 | \$0.18 | \$2.00 |

MARBLE MASTERPIECE

| | | | | |
|------------|---------|--------|--------|---------|
| Adults | \$5.00 | \$4.55 | \$0.45 | \$5.00 |
| Pensioners | \$3.00 | \$2.73 | \$0.27 | \$3.00 |
| Child | \$2.00 | \$1.82 | \$0.18 | \$2.00 |
| Family | \$10.00 | \$9.09 | \$0.91 | \$10.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

BOOKING COMMISSIONS

| | | | | |
|---|--------------------------|--------|--------|--------|
| Service fee | 10% (min charge \$20.00) | | | |
| Charged on all non-commission bookings. | | | | |
| Coach Booking – Cancellation Fee | \$5.00 | \$4.55 | \$0.45 | \$5.00 |

DRAFT

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

COUNCIL FACILITIES

AERODROME ANNUAL CHARGES

| | | | | |
|--------------------------------|------------|----------|---------|------------|
| Terminal Hire | \$355.00 | \$335.45 | \$33.55 | \$369.00 |
| Runway Hire | \$1,040.00 | \$983.64 | \$98.36 | \$1,082.00 |
| Security deposit for each hire | \$1,040.00 | \$983.64 | \$98.36 | \$1,082.00 |

Weight of load aircraft

SPORT, RECREATION AND PLAYING FIELD HIRE

Swimming Pools

Cootamundra Swimming Pool

Multi visit passes will be available for purchase at Council's office. Single entry tickets are available for purchase at the pool.

Pool fees are for entry to the pool during normal pool opening hours as advertised.

The indoor pool will be available outside of normal opening hours for programs, and by arrangement with Council. Hire fees and program costs will be payable.

Learn to Swim programs and other Council organised program costs are charged as advertised.

| | | | | |
|-----------------------------|----------|----------|---------|----------|
| Replacement / lost card Fee | | | | At Cost |
| Heated pool hire | \$108.00 | \$101.82 | \$10.18 | \$112.00 |
| Includes lifeguard | | | | |

Annual passes

For entry from 1 July to 30 June

| | | | | |
|-------------------------|----------|----------|---------|----------|
| Adults | \$250.00 | \$227.27 | \$22.73 | \$250.00 |
| Children and pensioners | \$200.00 | \$181.82 | \$18.18 | \$200.00 |
| Family | \$700.00 | \$636.36 | \$63.64 | \$700.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Multi visit passes

| | | | | |
|----------------------------------|---------|---------|--------|---------|
| Adult 10 visit pass | \$32.00 | \$29.09 | \$2.91 | \$32.00 |
| Child or Pensioner 10 visit pass | \$22.00 | \$20.00 | \$2.00 | \$22.00 |

Single visit entry

| | | | | |
|-------------------------------|--------|--------|--------|-----------|
| Adults | \$3.50 | \$3.18 | \$0.32 | \$3.50 |
| Children and pensioners | \$2.50 | \$2.27 | \$0.23 | \$2.50 |
| Children under 3 years of age | | | | No Charge |
| Children in school groups | \$2.50 | \$2.27 | \$0.23 | \$2.50 |

Gundagai Swimming Pool

Season passes

| | | | | |
|--|----------|----------|---------|----------|
| Family | \$227.00 | \$214.55 | \$21.45 | \$236.00 |
| 2 adults and dependents living at same address | | | | |
| Adult | \$113.00 | \$107.27 | \$10.73 | \$118.00 |
| Children, pensioners and concession card holders | \$93.00 | \$88.18 | \$8.82 | \$97.00 |

Single visit entry

| | | | | |
|--|--------|--------|--------|---------------------------------|
| Adult | \$5.50 | \$3.18 | \$0.32 | \$3.50 |
| Children and pensioners | \$3.50 | \$2.27 | \$0.23 | \$2.50 |
| Family | | | | \$16 (Additional \$3 per child) |
| 2 adults and 2 children, or 1 adult and 3 children | | | | |
| Additional children at \$3.00 per child | | | | |
| Non-swimming observer | \$1.00 | \$0.91 | \$0.09 | \$1.00 |
| School Groups | \$2.00 | \$2.27 | \$0.23 | \$2.50 |
| Children age 3 and under | | | | No Charge |
| With paying adult | | | | |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Park Rentals

All parks and sporting grounds free of charge for children only events (children aged 16 and under).

| | | | | |
|--------------|----------|----------|---------|----------|
| Casual usage | \$113.00 | \$107.27 | \$10.73 | \$118.00 |
|--------------|----------|----------|---------|----------|

Additional services

Additional park preparation is charged as an additional fee for labour and hire of Council plant.

| | | | | |
|------------------------------|---------|---------|--------|---------|
| Extra garbage bins | \$72.00 | \$68.18 | \$6.82 | \$75.00 |
| Extra Toilet Cleaning | \$72.00 | \$68.18 | \$6.82 | \$75.00 |
| Electricity Access and Usage | \$31.00 | \$29.09 | \$2.91 | \$32.00 |

Sporting Fields

| | | | | |
|----------------------------|----------|----------|---------|------------|
| Cricket Association season | \$973.00 | \$920.00 | \$92.00 | \$1,012.00 |
|----------------------------|----------|----------|---------|------------|

Fisher Park

Fees for major events are to be determined by a quorum of the Cootamundra Sporting Groups Advisory Committee.

The Cootamundra Rugby League Club manages bookings for the Frank Smith Grandstand and kiosk.

| | | | | |
|---|------------|------------|----------|------------|
| Rugby League Football Club competition rounds | \$3,224.00 | \$3,048.18 | \$304.82 | \$3,353.00 |
| Add electricity and gas charges | | | | |
| Rugby League semi-finals, exhibitions, and trials | \$402.00 | \$380.00 | \$38.00 | \$418.00 |
| Wattle Country Music Club | \$98.00 | \$92.73 | \$9.27 | \$102.00 |
| Add electricity and gas charges | | | | |
| Cycle Club | \$175.00 | \$165.45 | \$16.55 | \$182.00 |
| Add electricity and gas charges | | | | |
| Other Users | \$175.00 | \$165.45 | \$16.55 | \$182.00 |
| Add electricity and gas charges | | | | |
| Floodlighting | \$51.00 | \$48.18 | \$4.82 | \$53.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|---|--|----------------------------------|-------------------|--------------------|
| Albert Park | | | | |
| Casual usage with kiosk | \$134.00 | \$126.36 | \$12.64 | \$139.00 |
| Casual usage with kiosk & cricket wicket | \$479.00 | \$452.73 | \$45.27 | \$498.00 |
| Clarke Oval | | | | |
| Australian Rules Football Club manages the hall | | | | |
| Australian Rules Football Club | \$2,390.00 | \$2,260.00 | \$226.00 | \$2,486.00 |
| Casual usage | \$88.00 | \$83.64 | \$8.36 | \$92.00 |
| Cootamundra Showgrounds | | | | |
| Fees set by local committee. | | | | |
| Country Club Oval | | | | |
| Rugby Union Football Club | \$1,684.00 | \$1,591.82 | \$159.18 | \$1,751.00 |
| Add electricity and gas charges | | | | |
| Gundagai Grounds | | | | |
| Circuses, Travelling Shows, Side Shows – Bond | \$566.00 | \$535.45 | \$53.55 | \$589.00 |
| Temporary Structures – Rent | \$258.00 | \$243.64 | \$24.36 | \$268.00 |
| Mitchell Park | | | | |
| Cootamundra Soccer Association | \$1,123.00 | \$1,061.82 | \$106.18 | \$1,168.00 |
| Add electricity and gas charges | | | | |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|--|--|----------------------------------|-------------------|--------------------|
| Nicholson Park | | | | |
| Netball Association season | \$206.00 | \$194.55 | \$19.45 | \$214.00 |
| Add cost of linemarking | | | | |
| Touch Football Association | \$1,684.00 | \$1,591.82 | \$159.18 | \$1,751.00 |
| Casual usage | \$88.00 | \$83.64 | \$8.36 | \$92.00 |
| Stockinbingal Recreation Ground | | | | |
| Casual usage, including kiosk | \$129.00 | \$121.82 | \$12.18 | \$134.00 |
| Town Tennis Courts | | | | |
| Town Tennis Club | \$479.00 | \$452.73 | \$45.27 | \$498.00 |
| Wallendbeen Barry Grace Oval | | | | |
| Casual usage, including kiosk | \$129.00 | \$121.82 | \$12.18 | \$134.00 |

DRAFT

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Sports Stadium

Council run programs and events are charged in accordance with advertised rates.

| | | | | |
|---|--|---------|--------|---------|
| Casual court hire | \$62.00 | \$58.18 | \$5.82 | \$64.00 |
| Council organised sport | Council program costs as advertised, minimum \$5.00 per person | | | |
| Organised sport nomination fee | \$19.00 | \$18.18 | \$1.82 | \$20.00 |
| Includes trophy prize. | | | | |
| Dressing rooms | \$74.00 | \$70.00 | \$7.00 | \$77.00 |
| School groups | \$4.00 | \$3.64 | \$0.36 | \$4.00 |
| Allows use within school opening hours. Indoor sports only. 2 or more weeks advance booking required. Minimum 15 users. Excludes use of dressing rooms for field sports. | | | | |
| Non-sporting use | \$67.00 | \$63.64 | \$6.36 | \$70.00 |
| Maximum \$480 per day. | | | | |

FACILITIES AND ROOM HIRE

Bookings will only be confirmed when the fee is paid in full.

If a cancellation is made more than 6 weeks prior to the event, a full refund will be given and cancellations received after this time will incur a charge of 50% of the fee.

All breakages and cleaning costs are to be paid for as per Council's hiring agreement.

Cootamundra Town Hall

Charitable organisations may be eligible for a Council donation of up to 50% of the general usage rate upon written request and approval.

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

General usage during function

| | | | | |
|--|----------|----------|---------|------------|
| Town hall only | \$489.00 | \$462.73 | \$46.27 | \$509.00 |
| Town hall and bar | \$628.00 | \$593.64 | \$59.36 | \$653.00 |
| Town hall and civic hall | \$685.00 | \$647.27 | \$64.73 | \$712.00 |
| Town hall and civic hall and bar | \$798.00 | \$754.55 | \$75.45 | \$830.00 |
| Town hall and civic hall and kitchen | \$798.00 | \$754.55 | \$75.45 | \$830.00 |
| Town hall and civic hall and bar and kitchen | \$999.00 | \$944.55 | \$94.45 | \$1,039.00 |
| Civic hall and kitchen | \$489.00 | \$462.73 | \$46.27 | \$509.00 |
| Council office car park closure, or part closure | \$154.00 | \$145.45 | \$14.55 | \$160.00 |

General usage to reserve, set-up and rehearse

General usage where area hired is cleared at end of hire period

Area hired and cleared at end of hire period

| | | | | |
|--|---------|---------|--------|---------|
| Town hall only | \$21.00 | \$20.00 | \$2.00 | \$22.00 |
| Town hall and bar | \$26.00 | \$24.55 | \$2.45 | \$27.00 |
| Town hall and civic hall | \$31.00 | \$29.09 | \$2.91 | \$32.00 |
| Town hall and civic hall and bar | \$31.00 | \$29.09 | \$2.91 | \$32.00 |
| Town hall and civic hall and kitchen | \$31.00 | \$29.09 | \$2.91 | \$32.00 |
| Town hall and civic hall and bar and kitchen | \$41.00 | \$39.09 | \$3.91 | \$43.00 |
| Civic hall and kitchen | \$21.00 | \$20.00 | \$2.00 | \$22.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Area hired with equipment set-up / remaining in place

| | | | | |
|--|----------|----------|---------|----------|
| Town hall only | \$242.00 | \$229.09 | \$22.91 | \$252.00 |
| Town hall and bar | \$314.00 | \$297.27 | \$29.73 | \$327.00 |
| Town hall and civic hall | \$345.00 | \$326.36 | \$32.64 | \$359.00 |
| Town hall and civic hall and bar | \$397.00 | \$375.45 | \$37.55 | \$413.00 |
| Town hall and civic hall and kitchen | \$397.00 | \$375.45 | \$37.55 | \$413.00 |
| Town hall and civic hall and bar and kitchen | \$500.00 | \$472.73 | \$47.27 | \$520.00 |
| Civic hall and kitchen | \$247.00 | \$233.64 | \$23.36 | \$257.00 |
| Council office car park closure, or part closure | \$154.00 | \$145.45 | \$14.55 | \$160.00 |

Additional services

Where there are additional requirements in conjunction with the hire of the hall, for example the erection of a marquee, a fee will be charged to cover costs such as cleaning and restoration.

| | | | | |
|--|--------------------|---------|--------|---------|
| Additional service fee | Private Work Rates | | | |
| Piano | \$72.00 | \$68.18 | \$6.82 | \$75.00 |
| Piano usage charged per day on which there is a performance. | | | | |
| Call Out Fee for Caretaker – after hours | Private Work Rates | | | |

Markets

Market bookings are taken during winter months, June, July, August. Only one market is allowed to hire Council facilities on any day or weekend. No market bookings will be taken after discos, balls, or other major functions.

| | | | | |
|---------------------------------------|------------|------------|----------|------------|
| Civic hall only 8.00am to 6.00pm | \$726.00 | \$686.36 | \$68.64 | \$755.00 |
| Town hall only 8.00am to 6.00pm | \$1,251.00 | \$1,182.73 | \$118.27 | \$1,301.00 |
| Town and civic halls 8.00am to 6.00pm | \$1,766.00 | \$1,670.00 | \$167.00 | \$1,837.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

Gundagai Council Chambers

| | | | | |
|--------------------------|----------|----------|---------|----------|
| Half day with no kitchen | \$113.00 | \$107.27 | \$10.73 | \$118.00 |
| Half day with kitchen | \$196.00 | \$185.45 | \$18.55 | \$204.00 |
| Full day | \$319.00 | \$301.82 | \$30.18 | \$332.00 |

Stephen Ward Rooms

| | | | | |
|--|---------|---------|--------|---------|
| Local community service groups and civic functions | \$2.00 | \$1.82 | \$0.18 | \$2.00 |
| Government and commercial hire | \$21.00 | \$20.00 | \$2.00 | \$22.00 |
| Maximum charge of \$100 per day. | | | | |
| Access to wifi | \$10.00 | \$9.09 | \$0.91 | \$10.00 |

Muttama Hall

No charge for rural fire service meetings or natural disaster events.

| | | | | |
|------------------------------------|----------|----------|---------|----------|
| Private functions | \$124.00 | \$117.27 | \$11.73 | \$129.00 |
| 'Good Turn' meetings and functions | \$26.00 | \$24.55 | \$2.45 | \$27.00 |

Stockinbingal Hall

Fees set by local committee.

Wallendbeen Hall

Fees set by local committee.

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

CEMETERIES

COOTAMUNDRA AREA

A second plot may only be reserved if payment is made at the time of the first burial. Reservation fees are equivalent to burial costs on the date the reservation is made. Additional fees will be payable at the time of the second burial, in accordance with the fees applicable at the time of the burial, minus the reservation fees previously paid.

All holders of burial rights with receipts dated before 1/7/2002 and who paid for that burial right, will not be required to pay any more at the time the burial right is used on the first interment, all fees and charges relating to a second interment in a single grave will be charged at the current rate on the date the grave is reopened. This applies for burials after 1/1/2015.

Standard grave dimension: length 2150mm x width 680mm x depth 2400mm

COOTAMUNDRA CHILDREN'S SECTION

Casket less than 1.1m in length

| | | | | |
|--|----------|----------|---------|----------|
| Grave Plot, interment, soil removal if machine dug | \$541.00 | \$511.82 | \$51.18 | \$563.00 |
| Grave Plot, interment, soil removal if hand dug | \$639.00 | \$604.55 | \$60.45 | \$665.00 |

INTERMENT OF ASHES

| | | | | |
|---|------------|------------|----------|------------|
| Reopening of grave for interment of ashes | \$1,260.00 | \$1,190.91 | \$119.09 | \$1,310.00 |
|---|------------|------------|----------|------------|

Cootamundra Columbarium

| | | | | |
|----------------------|------------|------------|----------|------------|
| Niche & brass plaque | \$1,298.00 | \$1,227.27 | \$122.73 | \$1,350.00 |
| Columbarium Vases | \$103.00 | \$97.27 | \$9.73 | \$107.00 |

Cootamundra Garden

| | | | | |
|---|------------|------------|----------|------------|
| Interment of ashes, desk, plaque, perpetual maintenance | \$1,298.00 | \$1,227.27 | \$122.73 | \$1,350.00 |
|---|------------|------------|----------|------------|

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

COOTAMUNDRA LAWN CEMETERY

| | | | | |
|--|------------|------------|----------|------------|
| Grave plot, first interment, desk, vases, plaque/headstone, soil removal, perpetual maintenance and temporary marker | \$4,238.00 | \$4,007.27 | \$400.73 | \$4,408.00 |
| Reopening of grave for second burial, soil removal, additional inscription of plaque | \$1,792.00 | \$1,694.55 | \$169.45 | \$1,864.00 |
| Maximum 3 interments | | | | |
| Additional fee for graveplots that are requested to be dug larger than standard where suitable | \$160.00 | \$150.91 | \$15.09 | \$166.00 |
| Additional fee for weekends & public holidays | \$633.00 | \$598.18 | \$59.82 | \$658.00 |
| Ceramic photo on vase | \$237.00 | \$223.64 | \$22.36 | \$246.00 |
| Additional fee if the plaque/headstone wording has not been finalised within 12 months of burial | \$57.00 | \$53.64 | \$5.36 | \$59.00 |

COOTAMUNDRA, STOCKINBINGAL AND WALLEDBEEN DENOMINATIONAL SECTIONS

| | | | | |
|--|--|------------|----------|------------|
| Grave plot, first interment, soil removal if machine dug | \$3,214.00 | \$3,039.09 | \$303.91 | \$3,343.00 |
| Grave plot, first interment, soil removal if hand dug | \$4,063.00 | \$3,841.82 | \$384.18 | \$4,226.00 |
| Reopening of grave for second burial, soil removal if machine dug | \$1,792.00 | \$1,694.55 | \$169.45 | \$1,864.00 |
| Maximum 3 interments | | | | |
| Reopening of grave for second burial, soil removal if hand dug | \$2,348.00 | \$2,220.00 | \$222.00 | \$2,442.00 |
| Maximum 3 interments | | | | |
| Additional fee for weekends & public holidays | \$633.00 | \$598.18 | \$59.82 | \$658.00 |
| Removal of slab to be undertaken by monumental mason – Council will not perform this task. | | | | |
| Permit to erect stone or concrete kerbing | \$93.00 | \$97.00 | \$0.00 | \$97.00 |
| Permit to erect head or foot stone | \$62.00 | \$64.00 | \$0.00 | \$64.00 |
| Permit to erect slab over grave | \$93.00 | \$97.00 | \$0.00 | \$97.00 |
| Permit to erect large monument >1.2m high | \$113.00 | \$118.00 | \$0.00 | \$118.00 |
| Permit to erect crypt or other structure over multiple plots | \$113.00 | \$118.00 | \$0.00 | \$118.00 |
| Reservations made before 30/6/96, first interment, soil removal if machine dug | Current fee less deposit paid (verified by customer receipt) | | | |
| Reservations made before 30/6/96, first interment, soil removal if hand dug | Current fee less deposit paid (verified by customer receipt) | | | |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

GUNDAGAI COLUMBARIUM

Reservation charges apply to all interments

| | | | | |
|--|----------|----------|---------|----------|
| Interment of Ashes including provision of plaque | \$538.00 | \$509.09 | \$50.91 | \$560.00 |
| Reservation | \$337.00 | \$318.18 | \$31.82 | \$350.00 |

GUNDAGAI LAWN CEMETERY

Reservations are not available

| | | | | |
|---|------------|------------|----------|------------|
| Interment – all inclusive (includes plaque allowance and hand digging of plot) | \$2,355.00 | \$3,862.00 | \$0.00 | \$3,862.00 |
| Interment – all inclusive (includes plaque allowance and machine digging of plot) | \$1,973.00 | \$2,941.82 | \$294.18 | \$3,236.00 |
| Extra Interment plus additions to plaque | \$1,108.00 | \$1,651.82 | \$165.18 | \$1,817.00 |
| Burial Outside Normal Hours – Extra Fee | \$459.00 | \$684.55 | \$68.45 | \$753.00 |
| Interment – Child less than 1 year (includes plaque allowance) | \$1,054.00 | \$1,571.82 | \$157.18 | \$1,729.00 |

GUNDAGAI MONUMENTAL CEMETERIES

Reservation charges apply to all interments

| | | | | |
|---|----------|----------|---------|----------|
| Reservation Fee | \$716.00 | \$677.27 | \$67.73 | \$745.00 |
| Normal Interment Fee | \$801.00 | \$757.27 | \$75.73 | \$833.00 |
| Including extra depth | | | | |
| Extra Interment in same grave | \$801.00 | \$757.27 | \$75.73 | \$833.00 |
| Child & Stillborn Reservation Fee | \$584.00 | \$551.82 | \$55.18 | \$607.00 |
| Child & Stillborn Interment Fee | \$560.00 | \$529.09 | \$52.91 | \$582.00 |
| Burial Outside Normal Hours – Extra Fee | \$584.00 | \$551.82 | \$55.18 | \$607.00 |

STOCKINBINGAL AND WALLENBEEEN LAWN CEMETERIES

| | | | | |
|--|------------|------------|----------|------------|
| Grave Plot, first interment, desk, vases, plaque, soil removal & perpetual maintenance | \$3,214.00 | \$3,039.09 | \$303.91 | \$3,343.00 |
| Reopening of grave for second burial, soil removal, additional inscription of plaque | \$1,792.00 | \$1,694.55 | \$169.45 | \$1,864.00 |
| Maximum 3 interments | | | | |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

OTHER CEMETERY FEES

Applications for burials on private land

Hire of Council plant is charged as an additional fee.

| | | | | |
|--|--|----------|--------|----------|
| Time taken by Council staff | \$170.00 | \$177.00 | \$0.00 | \$177.00 |
| Minimum \$50 fee | | | | |
| Travel for site inspection | \$1.00 | \$1.00 | \$0.00 | \$1.00 |
| Additional labour costs for weekends and public holidays | Current oncosted wages plus 25% plus GST 10% | | | |

Exhumations

| | | | | |
|---|----------|----------|---------|----------|
| Erect Visual Screen | \$649.00 | \$613.64 | \$61.36 | \$675.00 |
| Removal of grave bed in monumental section | \$319.00 | \$301.82 | \$30.18 | \$332.00 |
| Preservation of grave bed, headstone etc / Pack on Pallet | \$319.00 | \$301.82 | \$30.18 | \$332.00 |
| Excavation of Grave if machine dug | \$160.00 | \$150.91 | \$15.09 | \$166.00 |
| Excavation of Grave if hand dug | \$319.00 | \$301.82 | \$30.18 | \$332.00 |
| Backfill | \$330.00 | \$311.82 | \$31.18 | \$343.00 |
| Knock down of screen and reinstatement of area | \$654.00 | \$618.18 | \$61.82 | \$680.00 |
| Administration and Inspection of Exhumation by Cemetery Manager | \$330.00 | \$311.82 | \$31.18 | \$343.00 |

Other cemetery fees

| | |
|---|-------------|
| Burial of indigent persons under instruction from institution | Actual cost |
|---|-------------|

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

APPROVALS AND ENFORCEMENTS

SWIMMING POOL

| | | | | |
|---|----------|----------|---------|----------|
| Registration for exemption Section 22 | \$70.00 | \$70.00 | \$0.00 | \$70.00 |
| Swimming pool compliance initial inspection | \$150.00 | \$136.36 | \$13.64 | \$150.00 |
| Swimming pool compliance follow-up inspections | \$100.00 | \$90.91 | \$9.09 | \$100.00 |
| Swimming Pool Paper registration and error correction fee | \$10.00 | \$9.09 | \$0.91 | \$10.00 |
| Section 23 outstanding notices certificate | \$30.00 | \$30.00 | \$0.00 | \$30.00 |
| Sale of lifesaving signs for private pools | \$26.00 | \$27.27 | \$2.73 | \$30.00 |

FOOD AND HEALTH

Food business annual administration charge

The annual administration charge is based on the number of full-time equivalent food handlers working at the premises. Does not apply to a food business that operates for the sole purpose of raising funds for a community or charitable cause. Previously only Food Administration Fee was charged. Inspection charges have now been added to cover the costs of employing an Environmental Health Officer and related improvement programs.

| | | | | |
|---|------------|------------|--------|------------|
| Small food business (1-5 food handlers) | \$150.00 | \$150.00 | \$0.00 | \$150.00 |
| Medium food Businesses (6-50 food handlers) | \$400.00 | \$400.00 | \$0.00 | \$400.00 |
| Large food businesses (51+ food handlers) | \$2,000.00 | \$2,000.00 | \$0.00 | \$2,000.00 |

Food inspections

| | | | | |
|--|----------|----------|--------|----------|
| Food inspection fee | \$100.00 | \$60.00 | \$0.00 | \$60.00 |
| Excludes scheduled inspections and inspections resulting from a complaint. | | | | |
| Improvement Notice administration fee | \$330.00 | \$330.00 | \$0.00 | \$330.00 |

ENVIRONMENT

| | | | | |
|---|----------|----------|--------|--------------------|
| Abandoned vehicles – Impounding | | | | cost recovery +10% |
| Protection of Environment Operations Act clean up and prevention notices management charges | \$466.00 | \$466.00 | \$0.00 | \$466.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

ON-SITE SEWERAGE MANAGEMENT SYSTEM (OSSM)

| | | | | |
|---|----------|----------|--------|----------|
| New System – Application to install and operate | \$100.00 | \$104.00 | \$0.00 | \$104.00 |
| Existing Systems – Application to modify | \$50.00 | \$52.00 | \$0.00 | \$52.00 |
| OSSM Administration Charge | \$20.00 | \$20.00 | \$0.00 | \$20.00 |
| OSSM Inspection fees | \$93.00 | \$97.00 | \$0.00 | \$97.00 |

ACTIVITIES THAT REQUIRE COUNCIL APPROVAL

| | | | | |
|---|----------|----------|--------|----------|
| Section 68 Wood heater Approvals | \$200.00 | \$200.00 | \$0.00 | \$200.00 |
| Non specified Section 68 (LGA) Part D, E & F Applications | \$100.00 | \$100.00 | \$0.00 | \$100.00 |
| Part A(1) Install Manufactured Home (+ LSL Fees) | \$150.00 | \$150.00 | \$0.00 | \$150.00 |
| Amusement device – application to operate | \$35.00 | \$35.00 | \$0.00 | \$35.00 |
| Amusement devices operated by local service clubs | \$20.00 | \$20.00 | \$0.00 | \$20.00 |

Footpath trading

| | | | | |
|-----------------|---------|---------|--------|---------|
| Application fee | \$50.00 | \$52.00 | \$0.00 | \$52.00 |
| Annual Charge | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Busking Permit | \$10.00 | \$10.00 | \$0.00 | \$10.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

DEVELOPMENT

All fees and charges are set in compliance with the Environmental Planning and Assessment Act, 1979.

DEVELOPMENT APPLICATIONS

Erection of a building, the carrying out of work, or demolition of a building

For developments involving the erection of a building, the carrying out of work or demolition of a work or a building, and having an estimated cost within the range specified, the fee is calculated in accordance with the following table.

| | | | | |
|--|--|------------|--------|------------|
| Up to \$5,000 | \$110.00 | \$110.00 | \$0.00 | \$110.00 |
| \$5,001 – \$50,000 | \$170 plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost. | | | |
| \$50,001 – \$250,000 | \$352 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000. | | | |
| \$250,001 – \$500,000 | \$1,160 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000. | | | |
| \$500,001 – \$1,000,000 | \$1,745 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000. | | | |
| \$1,000,001 – \$10,000,000 | \$2,615 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000. | | | |
| More than \$10,000,000 | \$15,875 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000. | | | |
| Additional fee for referral to a design Review Panel | \$760.00 | \$3,000.00 | \$0.00 | \$3,000.00 |
| Advertising signs | \$285 plus \$93 for each advertisement in excess of one | | | |
| This is the minimum fee for advertising signs. Or the fee calculated in accordance with the value of works – whichever is greater. | | | | |

Dwelling house < \$100,000

| | | | | |
|---|----------|----------|--------|----------|
| Development involving the erection of a dwelling house with an estimated construction cost of \$100,000 or less | \$455.00 | \$455.00 | \$0.00 | \$455.00 |
|---|----------|----------|--------|----------|

Development not involving erection of building

| | | | | |
|---|----------|----------|--------|----------|
| Development not involving the erection of a building, the carrying out of work, the subdivision of land or the demolition of a building or work | \$285.00 | \$285.00 | \$0.00 | \$285.00 |
|---|----------|----------|--------|----------|

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Subdivision development

If two or more fees are applicable to a single development application (such as to subdivide land and erect a building on one or more lots created by the subdivision) the maximum fee payable for the development is the sum of those fees.

| | | | | |
|--|--|------------------------------------|--|--|
| Subdivision involving the opening of a public road | | \$665 + \$65 per newly created lot | | |
| Subdivision not involving the opening of a public road | | \$330 + \$53 per newly created lot | | |
| Strata subdivision | | \$330 + \$65 per newly created lot | | |

Concurrence

In addition to the fee for a development application, a fee is payable for the referral and provision of advice by other approval bodies.

| | | | | |
|--|----------|----------|--------|----------|
| Processing fee payable to Council | \$140.00 | \$140.00 | \$0.00 | \$140.00 |
| Concurrence fee for each concurrence authority | \$320.00 | \$320.00 | \$0.00 | \$320.00 |

Integrated development

The designated development fee is payable in addition to the development application fees.

| | | | | |
|--|----------|----------|--------|----------|
| Processing fee payable to Council | \$140.00 | \$140.00 | \$0.00 | \$140.00 |
| Approval fee for each public authority (other than Council.) | \$320.00 | \$320.00 | \$0.00 | \$320.00 |

Designated development

| | | | | |
|------------------------|----------|----------|--------|----------|
| Designated development | \$920.00 | \$920.00 | \$0.00 | \$920.00 |
|------------------------|----------|----------|--------|----------|

Development that requires advertising

| | | | | |
|----------------------------|------------|------------|--------|------------|
| Designated Development | \$2,220.00 | \$2,220.00 | \$0.00 | \$2,220.00 |
| Advertised Development | \$1,105.00 | \$1,105.00 | \$0.00 | \$1,105.00 |
| Prohibited Development | \$1,105.00 | \$1,105.00 | \$0.00 | \$1,105.00 |
| Notified Development (EPI) | \$1,105.00 | \$1,105.00 | \$0.00 | \$1,105.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Review of determination

| | | | | |
|---|----------|----------|----------------------------|----------|
| If DA does not involve erection of building, carrying out of work or demolition | | | 50% of the original DA fee | |
| If DA involves erection of a dwelling-house valued \$100,000 or less | \$190.00 | \$190.00 | \$0.00 | \$190.00 |

Review of any other development, with an estimated cost as set out below.

Add \$620 to fees, if notice of the application is required to be given under section 82A of the Act.

| | | | | |
|----------------------------|---|---------|--------|---------|
| Up to \$5,000 | \$55.00 | \$55.00 | \$0.00 | \$55.00 |
| \$5,001 – \$250,000 | \$85 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost. | | | |
| \$250,001 – \$500,000 | \$500 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000. | | | |
| \$500,001 – \$1,000,000 | \$712 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000. | | | |
| \$1,000,001 – \$10,000,000 | \$987 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000. | | | |
| More than \$10,000,000 | \$4,737 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000. | | | |

Review of decision to reject a development application

The fee for an application under section 82B for a review of a decision is based on the estimated cost of development, as follows.

| | | | | |
|-------------------------|----------|----------|--------|----------|
| Less than \$100,000 | \$55.00 | \$55.00 | \$0.00 | \$55.00 |
| \$100,000 – \$1,000,000 | \$150.00 | \$150.00 | \$0.00 | \$150.00 |
| More than \$1,000,000 | \$250.00 | \$250.00 | \$0.00 | \$250.00 |

Modification of development consents

Modification of consent under S.96(1), 96(1A) & 96AA of the Act

| | | | | |
|---|---|---------|--------|---------|
| Section 4.55(1) Modifications | \$71.00 | \$71.00 | \$0.00 | \$71.00 |
| Section 4.55(1A) or 4.56(1) Modifications | \$645 or 50% of the original DA fee whichever is the lesser | | | |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Modification of Consent under S.96AA(1) OR 96(2) of the Act

| | | | | |
|---|----------|----------|--------|---------------|
| If DA fee was < \$100 | | | | 50% of DA fee |
| If DA fee was \$100 or more and does not involve the erection of a building, the carrying out of work or demolition | | | | 50% of DA fee |
| If DA fee was \$100 or more and involves erection of a dwelling-house valued 100,000 or less | \$190.00 | \$190.00 | \$0.00 | \$190.00 |

Any other development, with an estimated cost as set out below

Add an additional \$665 if notice of the application is required to be given under section 96(2) or 96AA(1) of the Act.

| | | | | |
|----------------------------|---|---------|--------|---------|
| Up to \$5,000 | \$55.00 | \$55.00 | \$0.00 | \$55.00 |
| \$5,001 – \$250,000 | \$85 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost. | | | |
| \$250,001 – \$500,000 | \$500 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000. | | | |
| \$500,001 – \$1,000,000 | \$712 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000. | | | |
| \$1,000,001 – \$10,000,000 | \$987 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000. | | | |
| More than \$10,000,000 | \$4,737 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000. | | | |

Other development application fees

| | |
|--|-----------------------|
| Any other fee or any fee determined under part 15 of the Environmental Planning Assessment Regulation 2000 | 100% of regulated fee |
|--|-----------------------|

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

DEVELOPMENT CONTRIBUTIONS

Development contributions are levied for the provision of additional infrastructure as detailed in Council's contribution plans, works programs and capital programs.

| | | | | |
|---|------------|---|--------|------------|
| Gundagai area development generating heavy vehicle usage of local roads | | Variable cost as per plan | | |
| Cootamundra sewer development contribution | \$4,605.13 | \$4,789.34 | \$0.00 | \$4,789.34 |
| per equivalent tenement for all new subdivision in Cootamundra, in accordance with Council's section 64 contributions plan. | | | | |
| Water supply headworks charge | \$7,349.05 | \$7,643.01 | \$0.00 | \$7,643.01 |
| Fee payable by Council to Goldenfields County Council for each new block created. Refer to Goldenfields County Council fees and charges. The fee is based on a peak water demand of 4 kilolitres per day = one equivalent tenement = 20mm meter. | | | | |
| Cootamundra section 7.12 contributions, development value < \$100,000 | | No Charge | | |
| Cootamundra section 7.12 contributions, development value \$100,001 – \$200,000 | | 0.5% of the estimated cost of development | | |
| Cootamundra section 7.12 contributions, development value > \$200,000 | | 1.0% of the estimated cost of development | | |
| Cootamundra section 94 contributions | \$3,421.15 | \$3,558.00 | \$0.00 | \$3,558.00 |

LOCAL ENVIRONMENTAL PLAN / REZONING

Planning proposal application

These fees are the minimum upfront fees that will be applied, and may be increased to meet Council's processing costs.

| | | | | |
|---------------------------------|------------|------------|--------|------------|
| Minor planning proposal =< 1 ha | \$2,500.00 | \$2,500.00 | \$0.00 | \$2,500.00 |
| Major planning proposal > 1 ha | \$5,000.00 | \$5,000.00 | \$0.00 | \$5,000.00 |

Development control plans

These DCP fees are the minimum upfront fees that will be applied, and may be increased to meet Council's processing costs. These fees do not apply to requests to vary the DCP in relation to a specific development application.

| | | | | |
|--|----------|----------|--------|----------|
| Minor DCP amendment | \$250.00 | \$250.00 | \$0.00 | \$250.00 |
| Amendment of existing control. | | | | |
| Major DCP amendment | \$500.00 | \$500.00 | \$0.00 | \$500.00 |
| Includes new chapters or sub chapters. | | | | |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

BUILDING INSPECTIONS

| | | | | |
|----------------------------------|---------|---------|--------|---------|
| Builders insurance verification | \$57.00 | \$51.82 | \$5.18 | \$57.00 |
| Lodgement of Part 6 certificates | \$36.00 | \$36.00 | \$0.00 | \$36.00 |
| Received from private certifiers | | | | |

CONSTRUCTION CERTIFICATES

| | | | | |
|--|---------|---------|--------|---------|
| Mandatory inspections | \$93.00 | \$88.18 | \$8.82 | \$97.00 |
| The actual number of inspections is to be calculated at the time of the fee quote, depending on building type and construction requirements. | | | | |

Class 1 & class 10 buildings

Fees based on estimated cost of development.

| | | | | |
|------------------------|----------|----------|---------|----------|
| Under \$100,000 | \$82.00 | \$77.27 | \$7.73 | \$85.00 |
| \$100,001 – \$250,000 | \$154.00 | \$145.45 | \$14.55 | \$160.00 |
| Greater than \$250,000 | \$258.00 | \$243.64 | \$24.36 | \$268.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

Class 2 to class 9 buildings

Fees based on estimated cost of development.

| | | | | |
|------------------------|---------|---|--------|---------|
| Under \$5,000 | \$80.00 | \$77.27 | \$7.73 | \$85.00 |
| \$5,001 – \$100,000 | | \$85 + \$0.30 per \$100 in excess of \$5,000 Min. Fee: \$77.27 | | |
| | | Last YR Fee \$80 + \$0.30 per \$100 in excess of \$5,000 | | |
| \$100,001 – \$250,000 | | \$160+ \$0.20 per \$100 in excess of \$5,000 Min. Fee: \$145.45 | | |
| | | Last YR Fee \$150+ \$0.20 per \$100 in excess of \$5,000 | | |
| Greater than \$250,000 | | \$268 + \$0.10 per \$100 in excess of \$5,000 Min. Fee: \$243.64 | | |
| | | Last YR Fee \$250 + \$0.10 per \$100 in excess of \$5,000 | | |

SUBDIVISION CONSTRUCTION WORKS

| | | | | |
|---|----------|--|--------|----------|
| 2 – 5 Lots | | \$250 + \$25 for each newly created lot | | |
| 6 – 20 Lots | | \$375 + \$20 for each newly created lot | | |
| 21 – 50 Lots | | \$1,000 + \$15 for each newly created lot | | |
| greater than 50 Lots | | \$1,500 + \$12.50 for each newly created lot | | |
| Subdivision certificate application fee | \$103.00 | \$107.00 | \$0.00 | \$107.00 |
| Includes final inspection fee | | | | |

OCCUPATION CERTIFICATES

| | | | | |
|--|----------|---------|--------|----------|
| Occupation certificate application fee | \$103.00 | \$97.27 | \$9.73 | \$107.00 |
| Includes final inspection fee | | | | |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

COMPLIANCE CERTIFICATES

| | | | | |
|--|----------|----------|---------|----------|
| Issuing of Compliance Certificate | \$200.00 | \$181.82 | \$18.18 | \$200.00 |
| Inspection fee where Council has been nominated as the PCA | \$93.00 | \$88.18 | \$8.82 | \$97.00 |
| Inspection fee where Council has not been nominated as the PCA | \$103.00 | \$97.27 | \$9.73 | \$107.00 |
| Minimum \$50 fee | | | | |

COMPLYING DEVELOPMENT CERTIFICATE

| | | | | |
|---|----------|--------------------------|--------|----------|
| Planning Proposals LEP amendments – Major LEP | | Fee as determined by Act | | |
| Subdivisions | \$100.00 | \$90.91 | \$9.09 | \$100.00 |
| Temporary Dwelling Application | \$100.00 | \$100.00 | \$0.00 | \$100.00 |

Building works

Fees based on estimated cost of development.

| | | | | |
|----------------------|---|---------|--------|---------|
| Under \$5,000 | \$80.00 | \$77.27 | \$7.73 | \$85.00 |
| Greater than \$5,000 | \$85 plus an additional \$2.50 for each \$1,000 (or part of \$1,000) of building cost. Min. Fee: \$77.27 | | | |
| | Last YR Fee \$80 plus an additional \$2.50 for each \$1,000 (or part of \$1,000) of building cost. | | | |

PLUMBING AND DRAINAGE

Actual number of inspections to be calculated at the time of the fee quote, depending on building type and sanitary requirements.

| | | | | |
|--|----------|----------|--------|----------|
| Application for new sewer connection | \$100.00 | \$104.00 | \$0.00 | \$104.00 |
| Plumbing and drainage inspections | \$93.00 | \$88.18 | \$8.82 | \$97.00 |
| Plumber's Notice of Work / Compliance Booklets | \$15.00 | \$13.64 | \$1.36 | \$15.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

WATER SUPPLY

COOTAMUNDRA WATER SUPPLY NETWORK

Water access charges

The following water availability charges will be levied in accordance with the number and size of water service meters connected to the property. Where a property is not connected to the water supply, but access is available, a vacant charge shall apply. The water access charges are billed quarterly in arrears, usually at the end of August, November, February and May.

Residential water access charges

Note multiple charges apply to multiple meters.

| | | | | |
|--|------------|------------|--------|------------|
| Meter size 20 mm | \$336.00 | \$353.00 | \$0.00 | \$353.00 |
| Meter size 25 mm | \$525.00 | \$551.00 | \$0.00 | \$551.00 |
| Meter size 32 mm | \$861.00 | \$904.00 | \$0.00 | \$904.00 |
| Meter size 40 mm | \$1,345.00 | \$1,412.00 | \$0.00 | \$1,412.00 |
| Meter size 50 mm | \$2,101.00 | \$2,206.00 | \$0.00 | \$2,206.00 |
| Meter size 80 mm | \$5,379.00 | \$5,648.00 | \$0.00 | \$5,648.00 |
| Meter size 100 mm | \$8,405.00 | \$8,825.00 | \$0.00 | \$8,825.00 |
| Residential strata water access charge | \$336.00 | \$353.00 | \$0.00 | \$353.00 |
| Vacant residential water access charge | \$336.00 | \$353.00 | \$0.00 | \$353.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Non-residential water access charges

Note multiple charges apply to multiple meters.

| | | | | |
|--|------------|-------------|--------|-------------|
| Meter size 20 mm | \$398.00 | \$418.00 | \$0.00 | \$418.00 |
| Meter size 25 mm | \$621.00 | \$652.00 | \$0.00 | \$652.00 |
| Meter size 32 mm | \$1,018.00 | \$1,069.00 | \$0.00 | \$1,069.00 |
| Meter size 40 mm | \$1,591.00 | \$1,671.00 | \$0.00 | \$1,671.00 |
| Meter size 50 mm | \$2,486.00 | \$2,610.00 | \$0.00 | \$2,610.00 |
| Meter size 80 mm | \$6,363.00 | \$6,681.00 | \$0.00 | \$6,681.00 |
| Meter size 100 mm | \$9,942.00 | \$10,439.00 | \$0.00 | \$10,439.00 |
| Non-residential strata water access charge | \$398.00 | \$418.00 | \$0.00 | \$418.00 |
| Vacant non-residential water access charge | \$398.00 | \$418.00 | \$0.00 | \$418.00 |
| Access Charge where water service is for fire use only | | | | No Charge |

Non-residential community water access charges

Note multiple charges apply to multiple meters.

| | | | | |
|--|------------|------------|--------|------------|
| Meter size 20 mm | \$199.00 | \$209.00 | \$0.00 | \$209.00 |
| Meter size 25 mm | \$311.00 | \$327.00 | \$0.00 | \$327.00 |
| Meter size 32 mm | \$508.00 | \$533.00 | \$0.00 | \$533.00 |
| Meter size 40 mm | \$795.00 | \$835.00 | \$0.00 | \$835.00 |
| Meter size 50 mm | \$1,242.00 | \$1,304.00 | \$0.00 | \$1,304.00 |
| Meter size 80 mm | \$3,182.00 | \$3,341.00 | \$0.00 | \$3,341.00 |
| Meter size 100 mm | \$4,971.00 | \$5,220.00 | \$0.00 | \$5,220.00 |
| Vacant non-residential community water access charge | \$199.00 | \$209.00 | \$0.00 | \$209.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Water usage (consumption) fees

The following usage charges will be levied on all properties using Council's reticulated water supply system for all water consumed. Water usage charges are billed quarterly in arrears, usually at the end of August, November, February and May.

| | | | | |
|---|--------|--------|--------|--------|
| Residential water usage (consumption) | \$2.04 | \$2.14 | \$0.00 | \$2.14 |
| All metered usage | | | | |
| Non-residential water usage (consumption) | \$2.24 | \$2.35 | \$0.00 | \$2.35 |
| All metered usage | | | | |
| Non-residential community water usage charges | \$1.69 | \$1.77 | \$0.00 | \$1.77 |
| All metered usage | | | | |

Fire service

All metered consumption to be charged as per rates shown above for Residential, Non Residential or community usage charges as appropriate.

| | | | | |
|---------------------------|--------|--------|--------|--------|
| Residential | \$2.04 | \$2.14 | \$0.00 | \$2.14 |
| Non Residential | \$2.24 | \$2.35 | \$0.00 | \$2.35 |
| Non Residential community | \$1.69 | \$1.77 | \$0.00 | \$1.77 |

Standpipe water

| | | | | |
|-------------------------------|---------|-------------------------------------|--------|---------|
| Water Deliveries | | \$250.00 per hour + standpipe water | | |
| Standpipe access | \$4.10 | \$4.31 | \$0.00 | \$4.31 |
| Standpipe Key and Tag Deposit | \$51.50 | \$53.56 | \$0.00 | \$53.56 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Water connection fees

| | | | | |
|---|----------|----------|--------|---|
| Meter connection fee | \$675.00 | \$702.00 | \$0.00 | \$702.00 |
| Where developer has provided tapping to allotment | | | | |
| Meter relocation | | | | Private Work Rates |
| Disconnection fee | | | | Private Work Rates |
| Water flow restrictor | \$124.00 | \$129.00 | \$0.00 | \$129.00 |
| Service connection location | | | | Private Work Rates Min. Fee: \$60.00 |
| Water meter covers | \$72.00 | \$68.18 | \$6.82 | \$75.00 |
| Supply only | | | | |
| Water supply service connection fee – installation cost | | | | Private Work Rates |

Tapping fee

| | | | | |
|---|------------|------------|--------|--------------------|
| Adjacent side of road service, 20 mm diameter including backflow prevention | \$1,004.00 | \$1,044.00 | \$0.00 | \$1,044.00 |
| Opposite side of road service, 20mm diameter | \$1,854.00 | \$1,928.00 | \$0.00 | \$1,928.00 |
| Larger service at actual cost including backflow prevention | | | | Private Work Rates |

Water meter test deposit

Non-refundable if meter registers less than 3% more than the correct quantity.

| | | | | |
|---------|----------|----------|--------|----------|
| 20/25mm | \$191.00 | \$199.00 | \$0.00 | \$199.00 |
| 32/40mm | \$242.00 | \$252.00 | \$0.00 | \$252.00 |
| 50/80mm | \$294.00 | \$306.00 | \$0.00 | \$306.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

GUNDAGAI WATER SUPPLY NETWORK

Water access charges

Residential water access charges

| | | | | |
|--|----------|----------|--------|----------|
| Access charge | \$209.00 | \$219.00 | \$0.00 | \$219.00 |
| Vacant residential water access charge | \$209.00 | \$219.00 | \$0.00 | \$219.00 |

Non-residential water access charges

| | | | | |
|--|------------|------------|--------|------------|
| Meter size 20 mm | \$209.00 | \$219.00 | \$0.00 | \$219.00 |
| Meter size 25 mm | \$327.00 | \$343.00 | \$0.00 | \$343.00 |
| Meter size 40 mm | \$836.00 | \$878.00 | \$0.00 | \$878.00 |
| Meter size 50 mm | \$1,307.00 | \$1,372.00 | \$0.00 | \$1,372.00 |
| Meter size 63 mm | \$2,074.00 | \$2,178.00 | \$0.00 | \$2,178.00 |
| Meter size 75 mm | \$2,938.00 | \$3,085.00 | \$0.00 | \$3,085.00 |
| Meter size 100 mm | \$5,225.00 | \$5,486.00 | \$0.00 | \$5,486.00 |
| Vacant non-residential water access charge | \$209.00 | \$219.00 | \$0.00 | \$219.00 |

Water usage (consumption) fees

Residential water usage (consumption)

| | | | | |
|-----------------------|--------|--------|--------|--------|
| 0 to 300 kilolitres | \$1.54 | \$1.62 | \$0.00 | \$1.62 |
| 301 to 500 kilolitres | \$2.09 | \$2.19 | \$0.00 | \$2.19 |
| Over 501 kilolitres | \$3.58 | \$3.76 | \$0.00 | \$3.76 |

Non-residential water usage (consumption)

| | | | | |
|---|--------|--------|--------|--------|
| Non-residential water usage (consumption) | \$2.09 | \$2.19 | \$0.00 | \$2.19 |
|---|--------|--------|--------|--------|

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Standpipe water

| | | | | |
|--------------------------------------|---------|---------|--------|---------|
| Standpipe usage | \$3.58 | \$3.76 | \$0.00 | \$3.76 |
| Standpipe prepaid key deposit | \$51.50 | \$53.56 | \$0.00 | \$53.56 |
| Standpipe account holder key deposit | \$51.50 | \$53.56 | \$0.00 | \$53.56 |

Water connection fees

| | | | | |
|-----------------------------|---------------------------------|----------|--------|----------|
| Water Meter Reading Fee | \$93.00 | \$97.00 | \$0.00 | \$97.00 |
| Water Pressure Test | \$131.00 | \$136.00 | \$0.00 | \$136.00 |
| Water Meter Test | \$131.00 | \$136.00 | \$0.00 | \$136.00 |
| Water Sampling Test | \$90.00 plus cost to test water | | | |
| Back Flow Prevention Device | Cost plus 10% | | | |
| Water Flow Pressure (mains) | \$41.00 | \$43.00 | \$0.00 | \$43.00 |

Connection to water – rated property

For connections larger than those described below, price will be given upon request.

For multiple residential units, Council will supply and meet the cost of the parent meter and individual units will be required to pay the appropriate connection fee per unit.

| | | | | |
|-------|------------|------------|--------|------------|
| 20 mm | \$1,025.00 | \$1,066.00 | \$0.00 | \$1,066.00 |
| 25 mm | \$1,401.00 | \$1,457.00 | \$0.00 | \$1,457.00 |
| 40 mm | \$2,161.00 | \$2,247.00 | \$0.00 | \$2,247.00 |
| 50 mm | \$2,666.00 | \$2,773.00 | \$0.00 | \$2,773.00 |
| 63 mm | \$4,072.00 | \$4,235.00 | \$0.00 | \$4,235.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

SEWERAGE SERVICES

COOTAMUNDRA SEWERAGE NETWORK

Sewer access charges

The residential sewer access charge will be levied on all residential properties connected to the sewer system. All other properties will be charged in accordance with the number and size of water service meters connected to the property. Where a property is not connected to the sewer system, but access is available, a vacant charge shall apply.

The sewer access charges are billed quarterly in arrears, usually at the end of August, November, February and May. An annual minimum sewer charge is applicable to non-residential properties.

Residential sewer access charges

| | | | | |
|--|----------|----------|--------|----------|
| Residential Sewer Access Charge | \$426.00 | \$441.00 | \$0.00 | \$441.00 |
| Vacant Residential Sewer Access Charge | \$213.00 | \$220.00 | \$0.00 | \$220.00 |

Non-residential sewer access charges

| | | | | |
|--|------------|------------|--------|------------|
| Meter size 20 mm | \$250.00 | \$259.00 | \$0.00 | \$259.00 |
| Meter size 25 mm | \$391.00 | \$405.00 | \$0.00 | \$405.00 |
| Meter size 32 mm | \$642.00 | \$664.00 | \$0.00 | \$664.00 |
| Meter size 40 mm | \$1,002.00 | \$1,037.00 | \$0.00 | \$1,037.00 |
| Meter size 50 mm | \$1,565.00 | \$1,620.00 | \$0.00 | \$1,620.00 |
| Meter size 80 mm | \$4,008.00 | \$4,148.00 | \$0.00 | \$4,148.00 |
| Meter size 100 mm | \$6,262.00 | \$6,481.00 | \$0.00 | \$6,481.00 |
| Vacant non-residential sewer access charge | \$213.00 | \$220.00 | \$0.00 | \$220.00 |
| Minimum total annual sewer charge | \$426.00 | \$441.00 | \$0.00 | \$441.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Non-residential community sewer access charges

| | | | | |
|--|------------|------------|--------|------------|
| Meter size 20 mm | \$125.00 | \$129.00 | \$0.00 | \$129.00 |
| Meter size 25 mm | \$197.00 | \$204.00 | \$0.00 | \$204.00 |
| Meter size 32 mm | \$321.00 | \$332.00 | \$0.00 | \$332.00 |
| Meter size 40 mm | \$501.00 | \$519.00 | \$0.00 | \$519.00 |
| Meter size 50 mm | \$782.00 | \$809.00 | \$0.00 | \$809.00 |
| Meter size 80 mm | \$2,004.00 | \$2,074.00 | \$0.00 | \$2,074.00 |
| Meter size 100 mm | \$3,131.00 | \$3,241.00 | \$0.00 | \$3,241.00 |
| Vacant non-residential community sewer access charge | \$106.50 | \$110.00 | \$0.00 | \$110.00 |
| Minimum total annual sewer charge | \$426.00 | \$441.00 | \$0.00 | \$441.00 |

Sewer usage charges

Applies to non-residential and non-residential community.

| | | | | |
|---------------------|--------|--------|--------|--------|
| Sewer Usage Charges | \$2.40 | \$2.50 | \$0.00 | \$2.50 |
|---------------------|--------|--------|--------|--------|

Liquid Trade Waste

| | | | | |
|--------------------------|----------|----------|--------|----------|
| Reinspection fee | \$123.00 | \$128.00 | \$0.00 | \$128.00 |
| Septic tank disposal fee | \$39.00 | \$40.00 | \$0.00 | \$40.00 |
| Minimum fee is \$10. | | | | |
| Grease trap disposal fee | \$56.00 | \$58.00 | \$0.00 | \$58.00 |
| Minimum fee is \$20. | | | | |

Application fees

| | | | | |
|------------|----------|----------|--------|----------|
| Category 1 | \$119.00 | \$119.00 | \$0.00 | \$119.00 |
| Category 2 | \$177.00 | \$177.00 | \$0.00 | \$177.00 |
| Category 3 | \$143.00 | \$143.00 | \$0.00 | \$143.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Annual fees

| | | | | |
|------------|----------|----------|--------|----------|
| Category 1 | \$119.00 | \$119.00 | \$0.00 | \$119.00 |
| Category 2 | \$236.00 | \$236.00 | \$0.00 | \$236.00 |
| Category 3 | \$354.00 | \$354.00 | \$0.00 | \$354.00 |

Trade waste charges for discharges with prescribed treatment

| | | | | |
|-----------------------------------|---------|---------|--------|---------|
| With appropriate pre-treatment | \$3.00 | \$3.00 | \$0.00 | \$3.00 |
| Without appropriate pre-treatment | \$14.00 | \$14.00 | \$0.00 | \$14.00 |

Unit rate for pollutants

All other pollutants are charged in accordance with appendix E of the Water Supply, Sewerage and Trade Waste Pricing Guidelines, December 2002.

| | | | | |
|---------------------------|---|--------|--------|--------|
| Biochemical oxygen demand | \$0.65 | \$0.65 | \$0.00 | \$0.65 |
| Suspended solids | \$0.90 | \$0.90 | \$0.00 | \$0.90 |
| Oil and grease | \$1.20 | \$1.20 | \$0.00 | \$1.20 |
| Total Kjeldahl Nitrogen | \$0.20 | \$0.20 | \$0.00 | \$0.20 |
| Ammonia Nitrogen | \$1.90 | \$1.90 | \$0.00 | \$1.90 |
| Total Phosphorus | \$1.30 | \$1.30 | \$0.00 | \$1.30 |
| Total Dissolved Solids | \$0.05 | \$0.05 | \$0.00 | \$0.05 |
| pH | Charge (\$/kl) = 0.3 x (actual pH - approve pH) x 2^(actual pH - approved pH) | | | |

Sewer connection fees

| | |
|--|--------------------|
| Connection charges | Private Work Rates |
| Disconnection charges | Private Work Rates |
| Sewer main extension | Private Work Rates |
| Subdivider/owner to pay full cost of all main extension and service installation to outlet of boundary trap. | |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

GUNDAGAI SEWERAGE NETWORK

Sewer access charges

Residential sewer access charges

| | | | | |
|--|----------|----------|--------|----------|
| Residential Sewer Access Charge | \$751.00 | \$777.00 | \$0.00 | \$777.00 |
| Vacant Residential Sewer Access Charge | \$118.00 | \$122.00 | \$0.00 | \$122.00 |

Non-residential sewer access charges

| | | | | |
|---------------------------|------------|------------|--------|------------|
| Meter size 20 mm | \$197.00 | \$204.00 | \$0.00 | \$204.00 |
| Meter size 25 mm | \$307.00 | \$318.00 | \$0.00 | \$318.00 |
| Meter size 40 mm | \$787.00 | \$815.00 | \$0.00 | \$815.00 |
| Meter size 50 mm | \$1,230.00 | \$1,273.00 | \$0.00 | \$1,273.00 |
| Meter size 63 mm | \$1,951.00 | \$2,019.00 | \$0.00 | \$2,019.00 |
| Meter size 75 mm | \$2,764.00 | \$2,861.00 | \$0.00 | \$2,861.00 |
| Meter size 100 mm | \$4,916.00 | \$5,088.00 | \$0.00 | \$5,088.00 |
| Unconnected access charge | \$118.00 | \$122.00 | \$0.00 | \$122.00 |

Sewer usage charges

| | | | | |
|--------------------------------|----------|----------|--------|----------|
| Sewer usage charges | \$2.98 | \$3.08 | \$0.00 | \$3.08 |
| Minimum non-residential charge | \$751.00 | \$777.00 | \$0.00 | \$777.00 |

Liquid Trade Waste

| | | | | |
|--------------------------|----------|----------|--------|----------|
| Trade waste annual fee | \$216.00 | \$224.00 | \$0.00 | \$224.00 |
| Trade waste usage charge | \$4.00 | \$4.00 | \$0.00 | \$4.00 |

Category 2 business

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

Sewer connection fees

| | | | | |
|---|----------|----------|--------|----------|
| Sewerage connection fee | \$152.00 | \$158.00 | \$0.00 | \$158.00 |
| Sewerage connection fee with junction to main | \$685.00 | \$712.00 | \$0.00 | \$712.00 |

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| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

STORMWATER MANAGEMENT

ANNUAL CHARGES

| | | | | |
|--|----------|----------|--------|----------|
| Residential stormwater management charge | \$25.00 | \$25.00 | \$0.00 | \$25.00 |
| Residential strata stormwater management charge | \$12.50 | \$12.50 | \$0.00 | \$12.50 |
| Business stormwater management charge minimum | \$25.00 | \$25.00 | \$0.00 | \$25.00 |
| Business stormwater management charge extra per 350 m2 | \$25.00 | \$25.00 | \$0.00 | \$25.00 |
| Business stormwater management charge maximum | \$100.00 | \$100.00 | \$0.00 | \$100.00 |

DRAFT

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

WASTE MANAGEMENT

ANNUAL CHARGES

Cootamundra area

| | | | | |
|---|----------|----------|--------|----------|
| Domestic waste management charge | \$379.00 | \$394.00 | \$0.00 | \$394.00 |
| The service includes one weekly 140L bin domestic waste collection, one 240L bin fortnightly recycling collection, and one fortnightly 240L bin green waste collection. | | | | |
| Domestic waste management vacant charge | \$21.00 | \$22.00 | \$0.00 | \$22.00 |
| Outskirts waste charge | \$379.00 | \$394.00 | \$0.00 | \$394.00 |
| Council will provide an optional domestic waste management collection service to residential dwellings outside the service collection area – where the service can be available, ie the garbage truck is physically able to collect bins from the property. | | | | |
| Non-residential waste management charge | \$7.20 | \$7.50 | \$0.00 | \$7.50 |
| This is an optional service for non-residential properties, where the service is available and requested. It consists of one weekly 240L general waste collection service and one fortnightly 240L bin recyclables collection service. | | | | |
| Non-residential green waste charge | \$93.00 | \$97.00 | \$0.00 | \$97.00 |
| One fortnightly 240L bin green waste collection service for non-residential properties, where the service is requested and available. | | | | |
| Non-residential waste management re-establishment charge | \$21.00 | \$22.00 | \$0.00 | \$22.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Gundagai area

| | | | | |
|---|----------|----------|--------|----------|
| Residential occupied garbage charge | \$403.00 | \$419.00 | \$0.00 | \$419.00 |
| Levied for each 120L waste collection service provided within the Gundagai scavenging area. | | | | |
| Business occupied garbage charge | \$403.00 | \$419.00 | \$0.00 | \$419.00 |
| Levied for each business collection service provided within the Gundagai scavenging area. | | | | |
| Vacant land garbage charge | \$21.00 | \$22.00 | \$0.00 | \$22.00 |
| Levied on each vacant land assessment within the Gundagai scavenging area. | | | | |
| Residential occupied organics charge | \$54.00 | \$56.00 | \$0.00 | \$56.00 |
| Levied for each organics service provided within the Gundagai scavenging area. | | | | |
| Rural waste charge | \$58.00 | \$60.00 | \$0.00 | \$60.00 |
| Levied on each assessment for properties outside the Gundagai scavenging area. | | | | |

TIPPING FEES

Cootamundra landfill

Green Waste < 150mm in diameter

| | | | | |
|--|---------|---------|--------|---------|
| Green waste vegetation matter < 50mm in diameter, for loads up to 200kg eg grass clippings, leaf litter | \$10.00 | \$9.09 | \$0.91 | \$10.00 |
| Green waste 50mm in diameter | \$43.00 | \$40.91 | \$4.09 | \$45.00 |

Stumps and logs > 150mm in diameter

| | | | | |
|--|----------|----------|---------|----------|
| Stumps & logs > 150mm diameter – for loads of up to 200kgs | \$23.00 | \$21.82 | \$2.18 | \$24.00 |
| Stumps & logs > 150mm diameter | \$108.00 | \$101.82 | \$10.18 | \$112.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

General Waste

| | | | | |
|--|----------|----------|---------|----------|
| Domestic Waste – for loads up to 100kg | \$12.00 | \$10.91 | \$1.09 | \$12.00 |
| Domestic Waste | \$114.00 | \$108.18 | \$10.82 | \$119.00 |

Builders Rubble

Builders rubble is defined as concrete, bricks, treated timber and other non recyclable building material.

| | | | | |
|--|----------|----------|---------|----------|
| Sorted builders rubble, for ratepayers | \$26.00 | \$24.55 | \$2.45 | \$27.00 |
| By arrangement >2 tonne. | | | | |
| Unsorted builders rubble, for ratepayers | \$77.00 | \$72.73 | \$7.27 | \$80.00 |
| By arrangement >2 tonne. | | | | |
| Sorted builders rubble, for waste generated outside the Council area | \$114.00 | \$108.18 | \$10.82 | \$119.00 |
| Unsorted builders rubble, for waste generated outside the Council area | \$169.00 | \$160.00 | \$16.00 | \$176.00 |

White goods

| | | | | |
|--|---------|---------|--------|---------|
| White Goods including decanted fridges, freezers and airconditioners | \$5.00 | \$4.55 | \$0.45 | \$5.00 |
| White Goods with refrigerant gas – decanting fee | \$26.00 | \$24.55 | \$2.45 | \$27.00 |

Tyres

Only accepted with compliance to current EPA regulations. A surcharge of \$5.00 applies to any tyres with rims.

| | | | | |
|-----------------------------------|----------|----------|---------|----------|
| Push bikes and motorcycles | \$5.00 | \$4.55 | \$0.45 | \$5.00 |
| Light vehicles and cars | \$12.00 | \$10.91 | \$1.09 | \$12.00 |
| 4WD and light commercial vehicles | | | | |
| Truck, including Super Singles | \$30.00 | \$28.18 | \$2.82 | \$31.00 |
| Small tractor and earthmoving | \$80.00 | \$75.45 | \$7.55 | \$83.00 |
| Medium tractor and earthmoving | \$200.00 | \$189.09 | \$18.91 | \$208.00 |
| Large tractor and earthmoving | \$400.00 | \$378.18 | \$37.82 | \$416.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Asbestos

Only accepted with compliance to current EPA regulations.

Appointments must be made with Council.

| | | | | |
|------------------------------|----------|----------|---------|----------|
| Asbestos – loads 100kg | \$450.00 | \$425.45 | \$42.55 | \$468.00 |
| Asbestos – loads up to 100kg | \$51.00 | \$48.18 | \$4.82 | \$53.00 |

Other waste

| | | | | |
|---|----------|----------|---------|--------------------|
| Industrial Bulk Waste | \$132.00 | \$124.55 | \$12.45 | \$137.00 |
| Clean soil | | | | No Charge |
| Sorted Recyclables | | | | No Charge |
| E-waste | | | | No Charge |
| Computers, TVs, copiers, printers, etc. | | | | |
| Metal Waste | \$20.00 | \$19.09 | \$1.91 | \$21.00 |
| Mattresses (all sizes) | \$26.00 | \$24.55 | \$2.45 | \$27.00 |
| Derelict motor vehilces | | | | Private Work Rates |
| Removal to dump, from within the local government area. | | | | |
| Dead animals > 50kg | \$129.00 | \$121.82 | \$12.18 | \$134.00 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Gundagai landfill

| | | | | |
|--|---------|---------|--------|-----------|
| Car Boot/240 l. MGB | \$6.00 | \$5.45 | \$0.55 | \$6.00 |
| Trailer/Utility | \$11.00 | \$10.00 | \$1.00 | \$11.00 |
| Trailer with high sides (domestic) | \$15.00 | \$14.55 | \$1.45 | \$16.00 |
| Per Cubic Metre (Commercial Operators) | \$31.00 | \$29.09 | \$2.91 | \$32.00 |
| Car Bodies | | | | No Charge |
| Other metal | | | | No Charge |
| Greenwaste – Domestic (including lawn clippings) | | | | No Charge |
| Greenwaste – Commercial | \$31.00 | \$29.09 | \$2.91 | \$32.00 |
| Recyclables | | | | No Charge |
| Mattresses (all sizes) | \$26.00 | \$24.55 | \$2.45 | \$27.00 |
| Furniture | \$16.00 | \$15.45 | \$1.55 | \$17.00 |
| TV/Computer | | | | No Charge |
| Organic bin bags | \$6.00 | \$5.45 | \$0.55 | \$6.00 |

Tyres

Only accepted with compliance to current EPA regulations. A surcharge of \$5.00 applies to any tyres with rims.

| | | | | |
|-----------------------------------|---------|---------|--------|---------|
| Small tractor and earthmoving | \$80.00 | \$75.45 | \$7.55 | \$83.00 |
| Push bikes and motorcycles | \$5.00 | \$4.55 | \$0.45 | \$5.00 |
| Light vehicles and cars | \$12.00 | \$10.91 | \$1.09 | \$12.00 |
| 4WD and light commercial vehicles | | | | |
| Truck, including super singles | \$30.00 | \$28.18 | \$2.82 | \$31.00 |

Gundagai area village transfer stations

| | | | | |
|----------|---------|---------|--------|---------|
| Key Bond | \$20.00 | \$21.00 | \$0.00 | \$21.00 |
|----------|---------|---------|--------|---------|

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Stockinbingal and Wallendbeen landfills

Asbestos, tyres, mattresses and bulk metal waste (such as car bodies) are not accepted at village landfill sites.

| | |
|--------------------|-----------|
| Clean soil | No Charge |
| Sorted Recyclables | No Charge |

Green Waste < 150mm in diameter

| | | | | |
|---|---------|---------|--------|---------|
| Load delivered by single axle trailers, utes, wagons, cars boot loads | \$14.00 | \$13.64 | \$1.36 | \$15.00 |
| Load delivered by bogie axle or large trailers or 1 tonne utilities | \$20.00 | \$19.09 | \$1.91 | \$21.00 |
| Load delivered by single axle trucks (load under 5 m cubed) | \$46.00 | \$43.64 | \$4.36 | \$48.00 |
| Load delivered by bogie axle trucks (load over 5 m cubed) | \$59.00 | \$55.45 | \$5.55 | \$61.00 |

Stumps and logs > 150mm in diameter

| | | | | |
|---|----------|---------|--------|----------|
| Load delivered by single axle trailers, utes, wagons, cars boot loads | \$26.00 | \$24.55 | \$2.45 | \$27.00 |
| Load delivered by bogie axle or large trailers or 1 tonne utilities | \$36.00 | \$33.64 | \$3.36 | \$37.00 |
| Load delivered by single axle trucks (load under 5 m cubed) | \$82.00 | \$77.27 | \$7.73 | \$85.00 |
| Load delivered by bogie axle trucks (load over 5 m cubed) | \$103.00 | \$97.27 | \$9.73 | \$107.00 |

General Waste

| | | | | |
|---|---------|---------|--------|---------|
| Minimum Load Charge | \$15.00 | \$14.55 | \$1.45 | \$16.00 |
| Load delivered by single axle trailers, utes, wagons, cars boot loads | \$15.00 | \$14.55 | \$1.45 | \$16.00 |
| Load delivered by bogie axle or large trailers or 1 tonne utilities | \$21.00 | \$20.00 | \$2.00 | \$22.00 |
| Load delivered by single axle trucks (load under 5 m cubed) | \$46.00 | \$43.64 | \$4.36 | \$48.00 |
| Load delivered by bogie axle trucks (load over 5 m cubed) | \$62.00 | \$58.18 | \$5.82 | \$64.00 |

Illegal Dumping Fee

| | |
|---------------------|---|
| Illegal dumping fee | Legislated fee plus cleanup costs charged at private work rates |
|---------------------|---|

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

ANIMAL CONTROL

ANIMAL REGISTRATIONS

Companion animal registration fees are set by NSW State legislation. Fees published are correct at the time of printing.

| | | | | |
|---|----------|----------|--------|-----------|
| Companion Animal Registration – Desexed Animal | \$55.00 | \$55.00 | \$0.00 | \$55.00 |
| Companion Animal Registration – Desexed Animal owned by an eligible pensioner | \$23.00 | \$23.00 | \$0.00 | \$23.00 |
| Companion Animal Registration – Animal not desexed | \$201.00 | \$201.00 | \$0.00 | \$201.00 |
| Companion Animal Registration – Animal not Desexed (and kept by recognised breeder for breeding purposes) | \$55.00 | \$55.00 | \$0.00 | \$55.00 |
| Companion Animal Registration – Working dog, Assistance animal, Dog in the service of the state (eg Police dog), or greyhound registered under the Greyhound Racing Act | | | | No Charge |

IMPOUNDING FEES

Destruction of unwanted animals will not be undertaken by Council.

Applicants are advised to take the animal to a vet.

| | | | | |
|--|----------|----------|--------|----------------------------------|
| Pound – Impounding Fees: -Companion animals (first offence) | \$30.00 | \$31.00 | \$0.00 | \$31.00 |
| Companion animals (second & subsequent offence) | \$45.00 | \$47.00 | \$0.00 | \$47.00 |
| Pound – Maintenance & Sustenance Fee (per day held) | \$20.00 | \$21.00 | \$0.00 | \$21.00 |
| Pound – Animal Release Fee – First Impounding – plus daily maintenance fee | \$30.00 | \$31.00 | \$0.00 | \$31.00 |
| Second Impounding – plus daily maintenance fee | \$55.00 | \$57.00 | \$0.00 | \$57.00 |
| Pound – Microchipping Fee | \$20.00 | \$20.00 | \$0.00 | \$20.00 |
| Surrender companion animal | \$100.00 | \$100.00 | \$0.00 | \$100.00 |
| Euthanasia Fee – includes Vets cost and Pound Release Fee | | | | Vets costs and pound release fee |

Stock Impounding

| | | | | |
|--|---------|---------|--------|--------------------|
| Initial callout & time involved in capture & impounding or resolution of situation | | | | Private Work Rates |
| Sustenance of impounded sheep | \$2.30 | \$5.00 | \$0.00 | \$5.00 |
| Sustenance of impounded cattle and horses | \$11.20 | \$15.00 | \$0.00 | \$15.00 |

| Name | Year 17/18 | Year 18/19 | | |
|------|----------------------------|--------------------|-----|--------------------|
| | Last YR Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |

COMPANION ANIMAL COMPLIANCE

| | | | | |
|--|------------------------------|---------|--------|---------|
| Compliance Certificate – Restricted or Dangerous Dog | Max fee as determined by Act | | | |
| Application for variation to Keeping of Animals Policy | \$45.00 | \$45.00 | \$0.00 | \$45.00 |

DRAFT

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

SALEYARDS

COOTAMUNDRA SALEYARDS

| | | | | |
|----------------------|-------------|------------|----------|-------------|
| Cattle yard access | \$10.81 | \$10.22 | \$1.02 | \$11.24 |
| Private weigh | \$5.00 | \$4.55 | \$0.45 | \$5.00 |
| Emergency Cattle Tag | \$24.00 | \$22.73 | \$2.27 | \$25.00 |
| Associated Agents | \$10,300.00 | \$9,738.18 | \$973.82 | \$10,712.00 |
| Destroy/Disposal fee | \$39.00 | \$37.27 | \$3.73 | \$41.00 |

Yards (Sale Days)

| | | | | |
|-----------------------|--------|--------|--------|--------|
| Cattle – Scale | \$4.81 | \$4.54 | \$0.45 | \$4.99 |
| Cattle – Visual Fat | \$3.36 | \$3.17 | \$0.32 | \$3.49 |
| Cattle – Visual Store | \$3.36 | \$3.17 | \$0.32 | \$3.49 |
| Cattle – Cow & Calf | \$6.38 | \$6.03 | \$0.60 | \$6.63 |
| Cattle – NLIS Fee | \$1.45 | \$1.37 | \$0.14 | \$1.51 |
| Sheep | \$0.78 | \$0.74 | \$0.07 | \$0.81 |

Resting Paddocks

Minimum \$6.00 fee

| | | | | |
|--------|--------|--------|--------|--------|
| Cattle | \$0.66 | \$0.62 | \$0.06 | \$0.68 |
| Sheep | \$0.10 | \$0.09 | \$0.01 | \$0.10 |

Yard Levy

50% discount applies to agents and vendors

Casual usage – as per yard levy

| | | | | |
|--------|--------|--------|--------|--------|
| Cattle | \$0.99 | \$0.94 | \$0.09 | \$1.03 |
| Sheep | \$0.21 | \$0.20 | \$0.02 | \$0.22 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Private Weigh

GUNDAGAI SALEYARDS

| | | | | |
|-------------------|--------|--------|--------|--------|
| Stock Holding Fee | \$5.00 | \$4.55 | \$0.45 | \$5.00 |
|-------------------|--------|--------|--------|--------|

Yards (Sale Days)

| | | | | |
|--------------------|--------|--------|--------|--------|
| Cattle, with weigh | \$7.00 | \$6.64 | \$0.66 | \$7.30 |
| Cattle, no weigh | \$5.95 | \$5.64 | \$0.56 | \$6.20 |

Private Weigh

| | | | | |
|-------------|---------|---------|--------|---------|
| 1 to 9 | \$51.50 | \$48.68 | \$4.87 | \$53.55 |
| 10 to 20 | \$7.00 | \$6.64 | \$0.66 | \$7.30 |
| 21 to 50 | \$5.15 | \$4.86 | \$0.49 | \$5.35 |
| 51 and over | \$4.60 | \$4.36 | \$0.44 | \$4.80 |

TRUCKWASH

| | | | | |
|---------------------|--|---------|--------|---------|
| Avdata key purchase | \$51.00 | \$48.18 | \$4.82 | \$53.00 |
| Usage | \$0.60 per minute – minimum \$5.00 Min. Fee: \$5.00 | | | |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

NOXIOUS WEEDS

WEED CONTROL WORKS

Fees charged for travel to site and works undertaken.

| | | | | |
|--|----------|----------|--------|----------|
| Works in ordinary working hours, excluding chemical | \$95.00 | \$99.00 | \$0.00 | \$99.00 |
| Works outside ordinary working hours, excluding chemical | \$132.00 | \$137.00 | \$0.00 | \$137.00 |

WEED INSPECTIONS

| | | | | |
|---|----------|----------|--------|----------|
| Reinspection fee after noxious weeds notice | \$124.00 | \$129.00 | \$0.00 | \$129.00 |
| Reinspection fee minimum charge | \$120.00 | \$125.00 | \$0.00 | \$125.00 |
| Noxious weeds notice certificate | \$72.00 | \$75.00 | \$0.00 | \$75.00 |

DRAFT

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

PRIVATE AND CONTRACT WORKS

ROADS AND FOOTPATHS

| | | | | |
|---|----------|----------|---------|--------------------|
| New driveway layback application fee | \$226.60 | \$235.66 | \$0.00 | \$235.66 |
| Kerb & Gutter Contribution | \$250.00 | \$260.00 | \$0.00 | \$260.00 |
| Culvert Entrances | | | | Private Work Rates |
| Temporary Road Closures | | | | Private Work Rates |
| All costs related to the temporary road closure, including advertising, signposting and cleanup, are the responsibility of the applicant. | | | | |
| Preparation of Traffic Management Plans – Standard | \$149.00 | \$140.91 | \$14.09 | \$155.00 |
| Preparation of Traffic Management Plans – Designed | \$366.00 | \$346.36 | \$34.64 | \$381.00 |
| General Works Inspections – Subdivisions | \$118.00 | \$123.00 | \$0.00 | \$123.00 |
| Install new driveway laybacks into existing Kerb | | | | Private Work Rates |
| Widen existing driveway layback. | | | | Private Work Rates |

DRAFT

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

Road opening charges

Road opening charges are as recommended by RMS.

For restoration of private road openings up to 10 sq m, rate calculated per sq m, in accordance with the following rate schedule. The rate per sq m is to be interpreted as meaning a minimum charge/deposit on the final cost. Where the actual restoration costs exceed the calculated charge (by applying the appropriate rate per sq m) by more than \$200, actual costs will be charged and any amount received in accordance with the above scale of rates will be regarded as a deposit on the final cost.

For restoration of road openings over 10 sq m, costs are charged at Council's private works rates.

Several openings made at the one time, less than 50 m apart may be grouped as one, unless otherwise determined by the authority.

Where earth and gravel shoulders exist adjacent to pavement no.'s 1 & 3 inclusive & restoration by the authority is necessary to the shoulders, the charge shown under no. 4 is to be made additional to the charge for pavement.

| | | | | |
|--|----------|----------|---------|----------|
| Restoration Kerb & Gutter | \$500.00 | \$520.00 | \$0.00 | \$520.00 |
| Road Opening Fee | \$84.00 | \$87.00 | \$0.00 | \$87.00 |
| Asphaltic concrete with cement concrete base | \$515.00 | \$487.27 | \$48.73 | \$536.00 |
| Concrete pavement / footpath | \$515.00 | \$487.27 | \$48.73 | \$536.00 |
| Tar and bituminous surface on all classes of base other than cement concrete | \$237.00 | \$223.64 | \$22.36 | \$246.00 |
| Earth and gravel, waterbound macadam and all other classes of unsealed pavement or shoulders and grassed footpath areas. # | \$129.00 | \$121.82 | \$12.18 | \$134.00 |

MAJOR PLANT HIRE

All plant will be hired with a Council operator. The minimum hire for all plant is one hour. Any additional labour costs will be charged and after hours work will incur additional costs for overtime rates. Transport of plant will be charged as an additional cost.

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Year 18/19 Fee (incl. GST) |
|------|--|----------------------------------|-------------------|----------------------------------|
|------|--|----------------------------------|-------------------|----------------------------------|

Private hire rates

| | | | | |
|--|------------|------------|-------------------------|------------|
| Road stabiliser | \$4,120.00 | \$3,895.45 | \$389.55 | \$4,285.00 |
| Minimum charge 1 day. | | | | |
| Grader | \$185.00 | \$174.55 | \$17.45 | \$192.00 |
| Excavator | \$179.00 | \$169.09 | \$16.91 | \$186.00 |
| Backhoe | \$152.00 | \$143.64 | \$14.36 | \$158.00 |
| Loader | \$196.00 | \$185.45 | \$18.55 | \$204.00 |
| Tractor and broom | \$159.00 | \$150.00 | \$15.00 | \$165.00 |
| Tractor and slasher | \$159.00 | \$150.00 | \$15.00 | \$165.00 |
| Tractors | \$140.00 | \$132.73 | \$13.27 | \$146.00 |
| Trucks – heavy rigid | \$202.00 | \$190.91 | \$19.09 | \$210.00 |
| Trucks – with trailer | \$240.00 | \$227.27 | \$22.73 | \$250.00 |
| Trucks – medium rigid | \$159.00 | \$150.00 | \$15.00 | \$165.00 |
| Trucks – light rigid | \$114.00 | \$108.18 | \$10.82 | \$119.00 |
| Bridge Truck | \$202.00 | \$190.91 | \$19.09 | \$210.00 |
| Roller – trench | \$117.00 | \$110.91 | \$11.09 | \$122.00 |
| 14t roller – smooth or padfoot | \$154.00 | \$145.45 | \$14.55 | \$160.00 |
| Float (Low Loader) to be accompanied by consignment note | | | \$190.00/hr + \$3.49/km | |
| Water tanker | | | \$190.00/hr + \$3.49/km | |
| Lime tanker | | | \$190.00/hr + \$3.49/km | |
| Minor Plant used in conjunction with other work | \$33.00 | \$30.91 | \$3.09 | \$34.00 |
| Water Jetter | \$185.00 | \$174.55 | \$17.45 | \$192.00 |
| Water Cart | \$126.00 | \$119.09 | \$11.91 | \$131.00 |
| Patching Truck | \$230.00 | \$217.27 | \$21.73 | \$239.00 |
| Emulsion and aggregate charged at cost plus 25%. | | | | |
| Ute | | | \$32.00/hr + \$1.00/km | |
| Not for dry hire. | | | | |

continued on next page ..

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Private hire rates [continued]

| | | | | |
|---------------------------------|----------|----------|---------|----------|
| Skidsteer | \$98.00 | \$92.73 | \$9.27 | \$102.00 |
| Dozer | \$230.00 | \$217.27 | \$21.73 | \$239.00 |
| Garbage Compactor | \$155.00 | \$146.36 | \$14.64 | \$161.00 |
| Elevated Work Platform | \$160.00 | \$150.91 | \$15.09 | \$166.00 |
| Street Sweeper, includes brooms | \$160.00 | \$150.91 | \$15.09 | \$166.00 |
| Mowers | \$125.00 | \$118.18 | \$11.82 | \$130.00 |
| Woodchipper and truck | \$185.00 | \$174.55 | \$17.45 | \$192.00 |
| Hirer keeps chipping | | | | |

EQUIPMENT HIRE

| | | | | |
|----------------------------------|----------|----------|--------|----------|
| Cat trap hire | \$50.00 | \$45.45 | \$4.55 | \$50.00 |
| Cat trap deposit | \$100.00 | \$100.00 | \$0.00 | \$100.00 |
| Refundable after return of trap. | | | | |

LABOUR AND STORES

| | | | | |
|--|--|----------|---------|----------|
| Crushed gravel – supply ex pit | \$50.00 | \$47.27 | \$4.73 | \$52.00 |
| Rural Property Name Signs: -Sign Only | \$152.23 | \$143.93 | \$14.39 | \$158.32 |
| Rural Property Name Signs: – Sign & Erection | \$369.77 | \$349.60 | \$34.96 | \$384.56 |
| Rural Addressing Numbers | \$14.94 | \$14.12 | \$1.41 | \$15.53 |
| Wages water & sewer staff – fee for non-ratepayers | \$61.80 | \$58.43 | \$5.84 | \$64.27 |
| Normal working hours | | | | |
| Wages water & sewer staff – fee for ratepayers | \$55.00 | \$50.00 | \$5.00 | \$55.00 |
| Normal working hours | | | | |
| Council store items | At Current Cost plus 25% + GST | | | |
| Labour costs | Current oncosted wages plus 25% plus GST 10% | | | |
| Gravel – uncrushed (ex pit) | \$25.75 | \$24.35 | \$2.44 | \$26.79 |

| Name | Year 17/18 Last YR Fee (incl. GST) | Year 18/19 Fee (excl. GST) | Year 18/19 GST | Fee (incl. GST) |
|------|--|----------------------------------|-------------------|--------------------|
|------|--|----------------------------------|-------------------|--------------------|

Replacement bins

Available for persons paying garbage rates

| | | | | |
|---|----------|----------|--------|----------|
| Mobile Garbage Bins (120L and 240L MGB) | \$100.00 | \$104.00 | \$0.00 | \$104.00 |
| Replacement wheel | \$31.00 | \$32.00 | \$0.00 | \$32.00 |
| Replacement lid | \$41.00 | \$43.00 | \$0.00 | \$43.00 |
| Replacement axle | \$31.00 | \$32.00 | \$0.00 | \$32.00 |

OTHER PRIVATE WORKS

| | | | | |
|--|------------|------------|--------|------------|
| Memorial bench/seat includes cost of purchase, installation and memorial plaque | \$2,222.00 | \$2,311.00 | \$0.00 | \$2,311.00 |
| Applications required for memorial seats in parks, cemeteries, gardens. In approved locations only. Suitability will be assessed by Council. | | | | |
| Private weighbridge use | \$5.00 | \$4.55 | \$0.45 | \$5.00 |
| Charge for private use of weighbridge at Cootamundra saleyards or landfill. | | | | |

| Fee Name | Parent | Page |
|------------------------------------|---|------|
| Index of all fees | | |
| Other | | |
| \$1,000,001 – \$10,000,000 | [Erection of a building, the carrying out of work, or demolition of a building] | 33 |
| \$1,000,001 – \$10,000,000 | [Review of any other development, with an estimated cost as set out below.] | 35 |
| \$1,000,001 – \$10,000,000 | [Any other development, with an estimated cost as set out below] | 36 |
| \$100,000 – \$1,000,000 | [Review of decision to reject a development application] | 35 |
| \$100,001 – \$250,000 | [Class 1 & class 10 buildings] | 38 |
| \$100,001 – \$250,000 | [Class 2 to class 9 buildings] | 39 |
| \$250,001 – \$500,000 | [Erection of a building, the carrying out of work, or demolition of a building] | 33 |
| \$250,001 – \$500,000 | [Review of any other development, with an estimated cost as set out below.] | 35 |
| \$250,001 – \$500,000 | [Any other development, with an estimated cost as set out below] | 36 |
| \$5,001 – \$100,000 | [Class 2 to class 9 buildings] | 39 |
| \$5,001 – \$250,000 | [Review of any other development, with an estimated cost as set out below.] | 35 |
| \$5,001 – \$250,000 | [Any other development, with an estimated cost as set out below] | 36 |
| \$5,001 – \$50,000 | [Erection of a building, the carrying out of work, or demolition of a building] | 33 |
| \$50,001 – \$250,000 | [Erection of a building, the carrying out of work, or demolition of a building] | 33 |
| \$500,001 – \$1,000,000 | [Erection of a building, the carrying out of work, or demolition of a building] | 33 |
| \$500,001 – \$1,000,000 | [Review of any other development, with an estimated cost as set out below.] | 35 |
| \$500,001 – \$1,000,000 | [Any other development, with an estimated cost as set out below] | 36 |
| 'Good Turn' meetings and functions | [Muttama Hall] | 26 |
| 0 | | |
| 0 to 300 kilolitres | [Residential water usage (consumption)] | 45 |
| 1 | | |
| 1 to 9 | [Private Weigh] | 62 |
| 10 to 20 | [Private Weigh] | 62 |
| 14t roller – smooth or padfoot | [Private hire rates] | 66 |
| 2 | | |
| 2 – 5 Lots | [SUBDIVISION CONSTRUCTION WORKS] | 39 |
| 20 mm | [Connection to water – rated property] | 46 |
| 20/25mm | [Water meter test deposit] | 44 |
| 21 – 50 Lots | [SUBDIVISION CONSTRUCTION WORKS] | 39 |
| 21 to 50 | [Private Weigh] | 62 |
| 25 mm | [Connection to water – rated property] | 46 |

| Fee Name | Parent | Page |
|--|--|------|
| 3 | | |
| 301 to 500 kilolitres | [Residential water usage (consumption)] | 45 |
| 32/40mm | [Water meter test deposit] | 44 |
| 4 | | |
| 40 mm | [Connection to water – rated property] | 46 |
| 5 | | |
| 50 mm | [Connection to water – rated property] | 46 |
| 50/80mm | [Water meter test deposit] | 44 |
| 51 and over | [Private Weigh] | 62 |
| 6 | | |
| 6 – 20 Lots | [SUBDIVISION CONSTRUCTION WORKS] | 39 |
| 63 mm | [Connection to water – rated property] | 46 |
| A | | |
| A0 | [Copy of large plans and engineering specifications and reports] | 12 |
| A1 | [Copy of large plans and engineering specifications and reports] | 12 |
| A2 | [Copy of large plans and engineering specifications and reports] | 12 |
| A3 | [Copy of large plans and engineering specifications and reports] | 12 |
| A3 | [LAMINATING] | 13 |
| A3 Black & White | [Photocopying] | 9 |
| A3 black and white photocopying | [PRINTING AND PHOTOCOPYING] | 13 |
| A3 Colour | [Photocopying] | 9 |
| A3 colour photocopying | [PRINTING AND PHOTOCOPYING] | 13 |
| A3 colour printing | [PRINTING AND PHOTOCOPYING] | 13 |
| A4 | [Copy of large plans and engineering specifications and reports] | 12 |
| A4 | [LAMINATING] | 13 |
| A4 Black & White | [Photocopying] | 9 |
| A4 black and white photocopying | [PRINTING AND PHOTOCOPYING] | 13 |
| A4 black and white printing | [PRINTING AND PHOTOCOPYING] | 13 |
| A4 Colour | [Photocopying] | 9 |
| A4 colour photocopying | [PRINTING AND PHOTOCOPYING] | 13 |
| A5 | [LAMINATING] | 13 |
| Abandoned vehicles – Impounding | [ENVIRONMENT] | 31 |
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| Access Charge where water service is for fire use only | [Non-residential water access charges] | 42 |

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| A [continued] | | |
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| Ad Hoc Tour: Morning Tea | [GUNDAGAI TOWN TOUR] | 16 |
| Ad Hoc Tour: Afternoon Tea | [GUNDAGAI TOWN TOUR] | 16 |
| Ad Hoc Tour: Guide | [GUNDAGAI TOWN TOUR] | 16 |
| Ad Hoc Tour: Lunch – Club | [GUNDAGAI TOWN TOUR] | 16 |
| Ad Hoc Tour: Masterpiece | [GUNDAGAI TOWN TOUR] | 16 |
| Additional fee for graveplots that are requested to be dug larger than standard where suitable | [COOTAMUNDRA LAWN CEMETERY] | 28 |
| Additional fee for referral to a design Review Panel | [Erection of a building, the carrying out of work, or demolition of a building] | 33 |
| Additional fee for weekends & public holidays | [COOTAMUNDRA LAWN CEMETERY] | 28 |
| Additional fee for weekends & public holidays | [COOTAMUNDRA, STOCKINBINGAL AND WALLEND BEEN DENOMINATIONAL SECTIONS] | 28 |
| Additional fee if the plaque/headstone wording has not been finalised within 12 months of burial | [COOTAMUNDRA LAWN CEMETERY] | 28 |
| Additional inter library loan fee for specialist library fees | [RIVERINA REGIONAL LIBRARY FEES] | 14 |
| Additional labour costs for weekends and public holidays | [Applications for burials on private land] | 30 |
| Additional service fee | [Additional services] | 25 |
| Adjacent side of road service, 20 mm diameter including backflow prevention | [Tapping fee] | 44 |
| Administration and Inspection of Exhumation by Cemetery Manager | [Exhumations] | 30 |
| Adult | [Season passes] | 19 |
| Adult | [Single visit entry] | 19 |
| Adult 10 visit pass | [Multi visit passes] | 19 |
| Adults | [BRADMAN'S BIRTHPLACE MUSEUM] | 16 |
| Adults | [MARBLE MASTERPIECE] | 16 |
| Adults | [Annual passes] | 18 |
| Adults | [Single visit entry] | 19 |
| Advertised Development | [Development that requires advertising] | 34 |
| Advertising signs | [Erection of a building, the carrying out of work, or demolition of a building] | 33 |
| All Day Town Tour (all inclusions) | [GUNDAGAI TOWN TOUR] | 16 |
| Ammonia Nitrogen | [Unit rate for pollutants] | 49 |
| Amusement device – application to operate | [ACTIVITIES THAT REQUIRE COUNCIL APPROVAL] | 32 |
| Amusement devices operated by local service clubs | [ACTIVITIES THAT REQUIRE COUNCIL APPROVAL] | 32 |
| Annual Charge | [Footpath trading] | 32 |
| Any other fee or any fee determined under part 15 of the Environmental Planning Assessment Regulation 2000 | [Other development application fees] | 36 |
| Application fee | [Footpath trading] | 32 |
| Application for new sewer connection | [PLUMBING AND DRAINAGE] | 40 |

| Fee Name | Parent | Page |
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| A [continued] | | |
| Application for variation to Keeping of Animals Policy | [COMPANION ANIMAL COMPLIANCE] | 60 |
| Application processing charge | [Government information (Public Access) Act 2009] | 10 |
| Approval fee for each public authority (other than Council.) | [Integrated development] | 34 |
| Asbestos – loads 100kg | [Asbestos] | 56 |
| Asbestos – loads up to 100kg | [Asbestos] | 56 |
| Asphaltic concrete with cement concrete base | [Road opening charges] | 65 |
| Associated Agents | [COOTAMUNDRA SALEYARDS] | 61 |
| Australian Rules Football Club | [Clarke Oval] | 21 |
| Avdata key purchase | [TRUCKWASH] | 62 |
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| Back Flow Prevention Device | [Water connection fees] | 46 |
| Backfill | [Exhumations] | 30 |
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| Biochemical oxygen demand | [Unit rate for pollutants] | 49 |
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| Building Statistical Returns | [Document provision] | 10 |
| Burial of indigent persons under instruction from institution | [Other cemetery fees] | 30 |
| Burial Outside Normal Hours – Extra Fee | [GUNDAGAI LAWN CEMETERY] | 29 |
| Burial Outside Normal Hours – Extra Fee | [GUNDAGAI MONUMENTAL CEMETERIES] | 29 |
| Business Card Size | [LAMINATING] | 13 |
| Business occupied garbage charge | [Gundagai area] | 54 |
| Business stormwater management charge extra per 350 m2 | [ANNUAL CHARGES] | 52 |
| Business stormwater management charge maximum | [ANNUAL CHARGES] | 52 |
| Business stormwater management charge minimum | [ANNUAL CHARGES] | 52 |
| Busking Permit | [Footpath trading] | 32 |
| C | | |
| Call Out Fee for Caretaker – after hours | [Additional services] | 25 |
| Car Bodies | [Gundagai landfill] | 57 |
| Car Boot/240 l. MGB | [Gundagai landfill] | 57 |
| Casual court hire | [Sports Stadium] | 23 |
| Casual usage | [Park Rentals] | 20 |
| Casual usage | [Clarke Oval] | 21 |
| Casual usage | [Nicholson Park] | 22 |
| Casual usage with kiosk | [Albert Park] | 21 |

| Fee Name | Parent | Page |
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| C [continued] | | |
| Casual usage with kiosk & cricket wicket | [Albert Park] | 21 |
| Casual usage, including kiosk | [Stockinbingal Recreation Ground] | 22 |
| Casual usage, including kiosk | [Wallendbeen Barry Grace Oval] | 22 |
| Cat trap deposit | [EQUIPMENT HIRE] | 67 |
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| Category 2 | [Annual fees] | 49 |
| Category 3 | [Application fees] | 48 |
| Category 3 | [Annual fees] | 49 |
| Cattle | [Resting Paddocks] | 61 |
| Cattle | [Yard Levy] | 61 |
| Cattle – Cow & Calf | [Yards (Sale Days)] | 61 |
| Cattle – NLIS Fee | [Yards (Sale Days)] | 61 |
| Cattle – Scale | [Yards (Sale Days)] | 61 |
| Cattle – Visual Fat | [Yards (Sale Days)] | 61 |
| Cattle – Visual Store | [Yards (Sale Days)] | 61 |
| Cattle yard access | [COOTAMUNDRA SALEYARDS] | 61 |
| Cattle, no weigh | [Yards (Sale Days)] | 62 |
| Cattle, with weigh | [Yards (Sale Days)] | 62 |
| Ceramic photo on vase | [COOTAMUNDRA LAWN CEMETERY] | 28 |
| Certified copy of a document, map or plan held by Council | [Other conveyancing certificates] | 12 |
| Child | [MARBLE MASTERPIECE] | 16 |
| Child & Stillborn Interment Fee | [GUNDAGAI MONUMENTAL CEMETERIES] | 29 |
| Child & Stillborn Reservation Fee | [GUNDAGAI MONUMENTAL CEMETERIES] | 29 |
| Child or Pensioner 10 visit pass | [Multi visit passes] | 19 |
| Children age 3 and under | [Single visit entry] | 19 |
| Children and pensioners | [Annual passes] | 18 |
| Children and pensioners | [Single visit entry] | 19 |
| Children and pensioners | [Single visit entry] | 19 |
| Children in school groups | [Single visit entry] | 19 |
| Children under 3 years of age | [Single visit entry] | 19 |
| Children, pensioners and concession card holders | [Season passes] | 19 |
| Circuses, Travelling Shows, Side Shows – Bond | [Gundagai Grounds] | 21 |
| Civic hall and kitchen | [General usage during function] | 24 |
| Civic hall and kitchen | [Area hired and cleared at end of hire period] | 24 |

| Fee Name | Parent | Page |
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| C [continued] | | |
| Civic hall and kitchen | [Area hired with equipment set-up / remaining in place] | 25 |
| Civic hall only 8.00am to 6.00pm | [Markets] | 25 |
| Class 1 & 10 buildings | [Building certificates] | 11 |
| Class 2-9 buildings with a floor area between 200m2 and 2,000m2 | [Building certificates] | 11 |
| Class 2-9 buildings with a floor area greater than 2,000m2 | [Building certificates] | 11 |
| Class 2-9 buildings with a floor area less than 200m2 | [Building certificates] | 11 |
| Class 2-9 buildings without floor area | [Building certificates] | 11 |
| Clean soil | [Other waste] | 56 |
| Clean soil | [Stockinbingal and Wallendbeen landfills] | 58 |
| Coach Booking – Cancellation Fee | [BOOKING COMMISSIONS] | 17 |
| Columbarium Vases | [Cootamundra Columbarium] | 27 |
| Companion Animal Registration – Animal not desexed | [ANIMAL REGISTRATIONS] | 59 |
| Companion Animal Registration – Animal not Desexed (and kept by recognised breeder for breeding purposes) | [ANIMAL REGISTRATIONS] | 59 |
| Companion Animal Registration – Desexed Animal | [ANIMAL REGISTRATIONS] | 59 |
| Companion Animal Registration – Desexed Animal owned by an eligible pensioner | [ANIMAL REGISTRATIONS] | 59 |
| Companion Animal Registration – Working dog, Assistance animal, Dog in the service of the state (eg Police dog), or greyhound registered under the Greyhound Racing Act | [ANIMAL REGISTRATIONS] | 59 |
| Companion animals (second & subsequent offence) | [IMPOUNDING FEES] | 59 |
| Compliance Certificate – Restricted or Dangerous Dog | [COMPANION ANIMAL COMPLIANCE] | 60 |
| Computer / Internet Booking Fee | [COMPUTERS] | 13 |
| Concrete pavement / footpath | [Road opening charges] | 65 |
| Concurrence fee for each concurrence authority | [Concurrence] | 34 |
| Connection charges | [Sewer connection fees] | 49 |
| Cootamundra section 7.12 contributions, development value \$100,001 – \$200,000 | [DEVELOPMENT CONTRIBUTIONS] | 37 |
| Cootamundra section 7.12 contributions, development value < \$100,000 | [DEVELOPMENT CONTRIBUTIONS] | 37 |
| Cootamundra section 7.12 contributions, development value > \$200,000 | [DEVELOPMENT CONTRIBUTIONS] | 37 |
| Cootamundra section 94 contributions | [DEVELOPMENT CONTRIBUTIONS] | 37 |
| Cootamundra sewer development contribution | [DEVELOPMENT CONTRIBUTIONS] | 37 |
| Cootamundra Soccer Association | [Mitchell Park] | 21 |
| Copy of a building certificate | [Building certificates] | 11 |
| Copy of a planning certificate | [Property certificates] | 11 |
| Copy of House Drainage Main and Junction Plan | [Other conveyancing certificates] | 12 |

| Fee Name | Parent | Page |
|---|---|------|
| C [continued] | | |
| Copy of occupation certificate | [Property certificates] | 11 |
| Copy of septic registration / approval | [Other conveyancing certificates] | 12 |
| Council office car park closure, or part closure | [General usage during function] | 24 |
| Council office car park closure, or part closure | [Area hired with equipment set-up / remaining in place] | 25 |
| Council organised sport | [Sports Stadium] | 23 |
| Council store items | [LABOUR AND STORES] | 67 |
| Cricket Association season | [Sporting Fields] | 20 |
| Crushed gravel – supply ex pit | [LABOUR AND STORES] | 67 |
| Culvert Entrances | [ROADS AND FOOTPATHS] | 64 |
| Cycle Club | [Fisher Park] | 20 |
| D | | |
| Dead animals > 50kg | [Other waste] | 56 |
| Derelict motor vehilces | [Other waste] | 56 |
| Designated development | [Designated development] | 34 |
| Designated Development | [Development that requires advertising] | 34 |
| Destroy/Disposal fee | [COOTAMUNDRA SALEYARDS] | 61 |
| Development involving the erection of a dwelling house with an estimated construction cost of \$100,000 or less | [Dwelling house < \$100,000] | 33 |
| Development not involving the erection of a building, the carrying out of work, the subdivision of land or the demolition of a building or work | [Development not involving erection of building] | 33 |
| Disconnection charges | [Sewer connection fees] | 49 |
| Disconnection fee | [Water connection fees] | 44 |
| Dishonoured cheque or direct debit handling fee | [ADMINISTRATION AND OFFICE FEES] | 9 |
| Domestic Waste | [General Waste] | 55 |
| Domestic Waste – for loads up to 100kg | [General Waste] | 55 |
| Domestic waste management charge | [Cootamundra area] | 53 |
| Domestic waste management vacant charge | [Cootamundra area] | 53 |
| Dozer | [Private hire rates] | 67 |
| Dressing rooms | [Sports Stadium] | 23 |
| E | | |
| Earth and gravel, waterbound macadam and all other classes of unsealed pavement or shoulders and grassed footpath areas. # | [Road opening charges] | 65 |
| Electricity Access and Usage | [Additional services] | 20 |
| Elevated Work Platform | [Private hire rates] | 67 |

| Fee Name | Parent | Page |
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| E [continued] | | |
| Emergency Cattle Tag | [COOTAMUNDRA SALEYARDS] | 61 |
| Erect Visual Screen | [Exhumations] | 30 |
| Euthanasia Fee – includes Vets cost and Pound Release Fee | [IMPOUNDING FEES] | 59 |
| E-waste | [Other waste] | 56 |
| Excavation of Grave if hand dug | [Exhumations] | 30 |
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| Excavator | [Private hire rates] | 66 |
| Existing Systems – Application to modify | [ON-SITE SEWERAGE MANAGEMENT SYSTEM (OSSM)] | 32 |
| Extra garbage bins | [Additional services] | 20 |
| Extra Interment in same grave | [GUNDAGAI MONUMENTAL CEMETERIES] | 29 |
| Extra Interment plus additions to plaque | [GUNDAGAI LAWN CEMETERY] | 29 |
| Extra Toilet Cleaning | [Additional services] | 20 |
| F | | |
| Family | [MARBLE MASTERPIECE] | 16 |
| Family | [Annual passes] | 18 |
| Family | [Season passes] | 19 |
| Family | [Single visit entry] | 19 |
| Float (Low Loader) to be accompanied by consignment note | [Private hire rates] | 66 |
| Floodlighting | [Fisher Park] | 20 |
| Food inspection fee | [Food inspections] | 31 |
| Formal Application | [Government information (Public Access) Act 2009] | 10 |
| Full day | [Gundagai Council Chambers] | 26 |
| Furniture | [Gundagai landfill] | 57 |
| G | | |
| Garbage Compactor | [Private hire rates] | 67 |
| General Works Inspections – Subdivisions | [ROADS AND FOOTPATHS] | 64 |
| Government and commercial hire | [Stephen Ward Rooms] | 26 |
| Grader | [Private hire rates] | 66 |
| Grave Plot, first interment, desk, vases, plaque, soil removal & perpetual maintenance | [STOCKINBINGAL AND WALLEDBEEN LAWN CEMETERIES] | 29 |
| Grave plot, first interment, desk, vases, plaque/headstone, soil removal, perpetual maintenance and temporary marker | [COOTAMUNDRA LAWN CEMETERY] | 28 |
| Grave plot, first interment, soil removal if hand dug | [COOTAMUNDRA, STOCKINBINGAL AND WALLEDBEEN DENOMINATIONAL SECTIONS] | 28 |
| Grave plot, first interment, soil removal if machine dug | [COOTAMUNDRA, STOCKINBINGAL AND WALLEDBEEN DENOMINATIONAL SECTIONS] | 28 |
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| Grave Plot, interment, soil removal if machine dug | [COOTAMUNDRA CHILDREN'S SECTION] | 27 |
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| Greater than \$250,000 | [Class 2 to class 9 buildings] | 39 |
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| Green waste 50mm in diameter | [Green Waste < 150mm in diameter] | 54 |
| Green waste vegetation matter < 50mm in diameter, for loads up to 200kg | [Green Waste < 150mm in diameter] | 54 |
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| Hardcopy development control plan | [Printing and publications] | 9 |
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| Hardcopy local environment plan and matrix | [Printing and publications] | 9 |
| Hardcopy local environment plan maps | [Printing and publications] | 9 |
| Heated pool hire | [Cootamundra Swimming Pool] | 18 |
| Historic archive search past building approvals and plans (pre-1975) | [Property and development information] | 10 |
| I | | |
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| If DA fee was \$100 or more and does not involve the erection of a building, the carrying out of work or demolition | [Modification of Consent under S.96AA(1) OR 96(2) of the Act] | 36 |
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| Industrial Bulk Waste | [Other waste] | 56 |

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| Inter Library Loan – Express Fee | [RIVERINA REGIONAL LIBRARY FEES] | 14 |
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| Large food businesses (51+ food handlers) | [Food business annual administration charge] | 31 |
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