



COOTAMUNDRA-  
GUNDAGAI REGIONAL  
COUNCIL

# **Draft** Operational Plan 2019-20



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## Version Control

Ref	Date	Date effective	Council Resolution	Description
0.1	13 May 2019	1 July 2019		Presented to Council to facilitate Public Exhibition process.



# Introduction

Cootamundra-Gundagai Regional Council was formed by Proclamation of the NSW Government on 12 May 2016. This is the fourth 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.

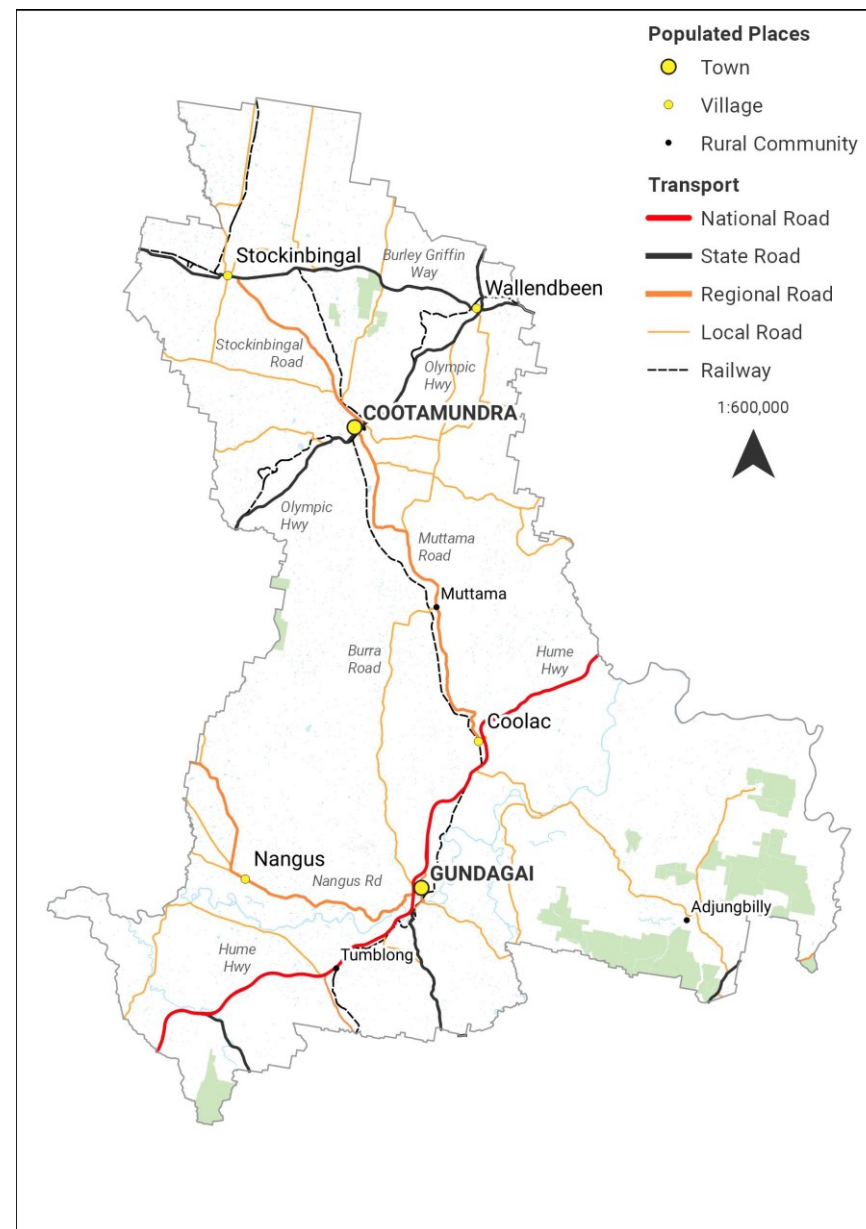
The Operational Plan outlines the activities to be undertaken by Council during the year to provide those services. This plan is broken in to three sections including:

- 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 11,260, and it includes the towns of Cootamundra and Gundagai, as well as the villages of Coolac, Nangus, Stockinbingal and Wallendbeen.

Council employs 182 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 2019-20 year and allocate the resources necessary.

The Operational Plan is based on Council's organisational structure and includes 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 revenue 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 2019-20 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 surplus of \$7,693,000 is budgeted for the 2019-20 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 \$30 million, due to the level of capital grants and contributions that have been announced by the State and Federal Governments. A major focus for 2019/20 is the completion of council's \$53 million program of major projects.

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

In order to achieve long-term sustainability a comprehensive review of council's financial position is necessary. Some of the major elements of this process are:

### Waste Strategy

The 3<sup>rd</sup> and final stage of council's comprehensive waste strategy review is nearing completion, and will enable operations across our eight sites to be coordinated and streamlined. The review will also address charging rates, to

ensure sufficient revenue is being generated.

### Best Practice Water Management

NSW Public Works Advisory are currently updating our Integrated Water Cycle Management (IWCM) plan to reflect the merged council operation. This will include a comprehensive 30-year programme of capital works, providing a basis for a fee structure to be developed.

The IWCM is a major step towards meeting the Best Practice Water & Sewer Guidelines, and is required in order to access funding through the NSW Safe & Secure Water Program.

### Rating Structure Review

The two rating structures of the former councils were very different, and with the expiry of the freeze in rating paths in 2020 council is required to implement a merged rating structure. This will cause significant changes to rates imposed on individual assessments, and needs to be consider the overall rates & charges burden. While this structure will not be implemented until 2020/21, the issues identified will provide a clearer picture of the attitude of the community to the option of a Special Rate Variation.

### Completion of Major Projects

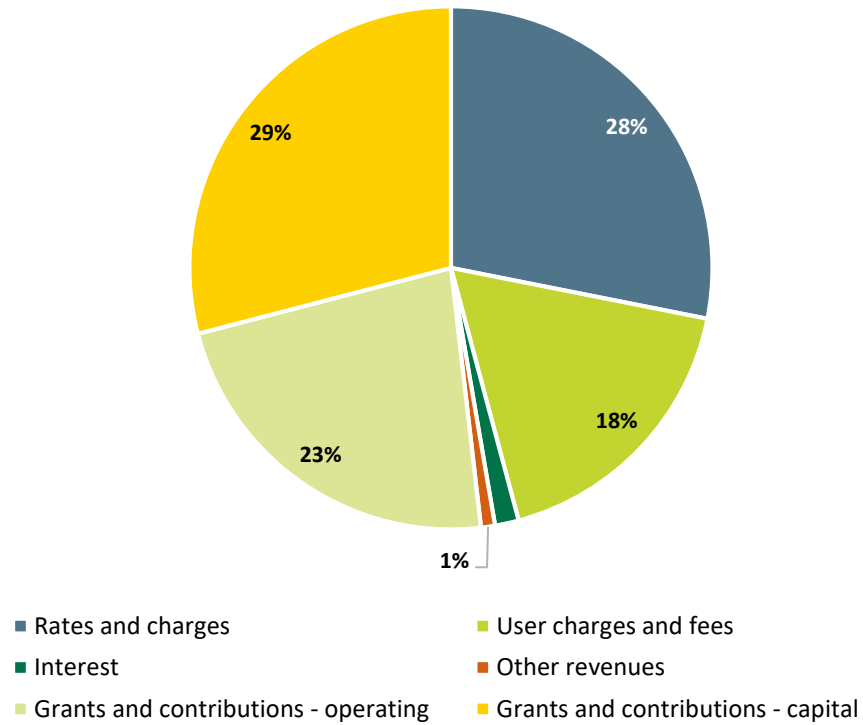
Council is nearing the end the process of delivering an unprecedented \$53 million worth of major projects. This has a significant impact on council's operations, and the long-term maintenance implications are uncertain.

### Formation of a Finance Committee

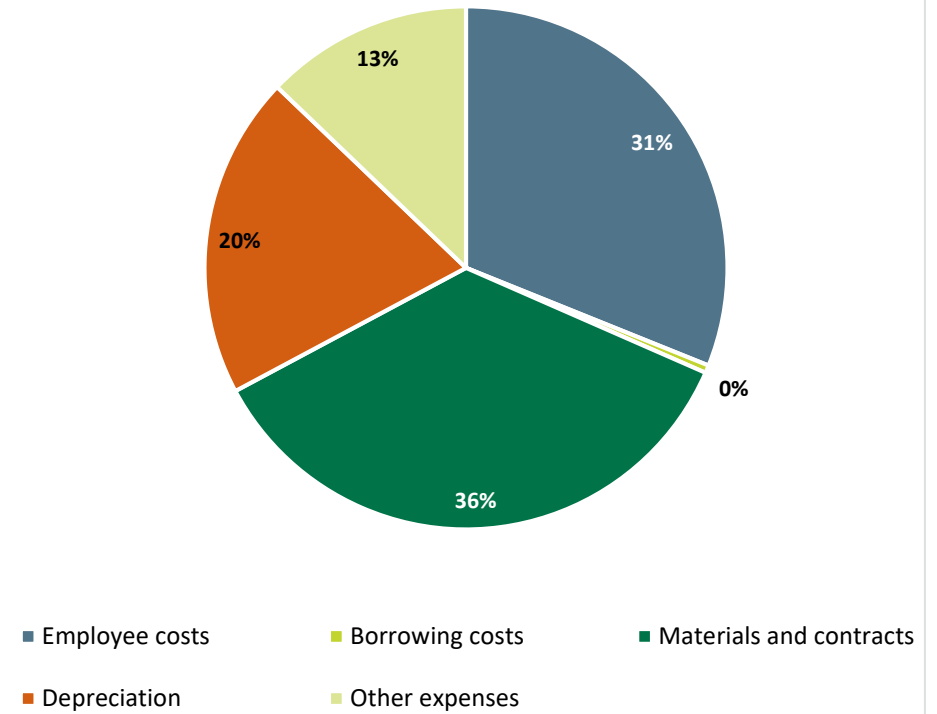
To identify the changes needed to ensure long-term sustainability a finance committee of councillors and management will be formed with a view to developing an updated Long Term Financial Plan by the end of 2019. The issues detailed above present too many variables to model scenarios in a meaningful way, but the picture will become clearer as they are resolved. The committee will meet regularly over the next 8-12 months.



2019-20 Income



2019-20 Expenses



## Budget Analysis

This section of the report analyses the planned operational income and expenditure budget for the 2019-20 year.

All figures are rounded to the nearest thousand.

### Operating Position

	2018-19 Adopted budget \$'000	2019-20 Operational Plan budget \$'000	Variance \$,000
Total income (excluding capital grants and contributions)	29,122	32,737	3,615
Total expenses	32,848	38,451	5,603
<b>Operating result</b>	<b>(3,726)</b>	<b>(5,714)</b>	<b>(1,988)</b>

#### Operating result (\$5,714,000 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.

## Operating Income

	2018-19 Adopted budget \$'000	2019-20 Operational Plan budget \$'000	Variance \$,000
Rates and annual charges	12,247	12,974	727
User charges and fees	5,839	8,175	2336
Interest and investment revenue	811	677	(134)
Other revenues	328	400	72
Grants and contributions provided for operating purposes	9,896	10,511	615
<b>Operating Income</b>	<b>29,122</b>	<b>32,737</b>	<b>3,615</b>

#### Rates and annual charges (\$727,000 increase)

This increase relates to the application of the rate peg of 2.7 for the 2019-20 financial year, as announced by the Independent Pricing and Regulatory Tribunal NSW. There has also been a change in the way the budget has been categorised, with rates expenses increased, and no net change to the result.

#### User charges and fees (\$2,336,000 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. An increase in projected revenue from this arrangement is the bulk of the overall projected increase.

### Interest (\$134,000 decrease)

Interest income is earned on Council's funds, which are invested in accordance with the Investment Policy. The return on these investments is expected to fall as funds held in reserve for major projects are expended.

### Other Revenues (\$72,000 increase)

Other revenues relates to a range of items such as property rentals, cost recoupments, insurance rebates and other miscellaneous items.

### Grants and operating contributions (\$615,000 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 2019-20 year are as follows.

Financial Assistance Grant	\$5,280,000
Roads to Recovery Program	\$985,000
Regional Roads block grant	\$875,000
Pensioner rebates subsidy	\$295,000
Fuel rebates	\$100,000
Local Government Infrastructure Renewal Scheme	
Subsidy (LIRS)	\$81,844
Hazard Reduction funding	\$70,000
Noxious weeds grants	\$85,000
State library subsidy	\$60,000
Street lighting subsidy	\$42,000

## Operating Expenses

	2018-19 Adopted budget \$'000	2019-20 Operational Plan budget \$'000	Variance \$,000
Employee costs	11,080	11,955	(875)
Borrowing costs	121	184	(63)
Materials and contracts	10,785	13,697	2,912
Depreciation	8,031	7,678	353
Other expenses	2,831	4,938	2,107
<b>Operating Expenses</b>	<b>32,848</b>	<b>38,452</b>	<b>5,604</b>

### Employee costs (\$875,000 increase)

Council has allowed for the 2.5% increase in the local government award, along with 5.5 additional positions.

Council's workers compensation insurance premiums remain high due a negative claims experience in the year following the merger. The premiums are expected to remain high for at least two more years.

These increases are offset slightly by expected reductions to Fringe Benefits Tax incurred.

### Borrowing costs (\$63,000 increase)

The projected increase in borrowing costs relates to interest on the borrowings proposed to fund the replacement of the Cootamundra water mains.

### Materials and contracts (\$2,912,000 increase)

The increase is reflective of the balance of the non-capital projects on council's major projects program. These projects are scheduled for completion in the 2019/20 financial year.

**Depreciation (\$353,000 decrease)**

Depreciation relates to the usage of Council's property, plant and equipment including infrastructure assets such as roads and bridges.

**Other operating expenses (\$2,107,000 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. The bulk of the increase relates to a potential one-off payment of \$1.4 million to the Office of Local Government to return New Council Implementation Fund grant monies. This requirement may not eventuate, however a budget allowance has been made.

**Capital Works Program**

Is presented on the next four pages.



# Capital Works Program



## 2020 Program of works

Project	Funding source	Total budget	Expenditure to 30 June 2019	2020 Budget spend
Gundagai Depot Training Room Construction	NCIF 2	300,000	300,000	-
Gundagai Admin Refurbishment	NCIF 2	100,000	61,200	38,800
Branding and marketing plan	NCIF 2	100,000	14,690	85,310
Better Community Strategy (ABCS)	NCIF 2	100,000	-	100,000
Tourism and Economic development strategic plan	NCIF 2	150,000	99,955	50,045
Recreational Needs Study	NCIF 2	100,000	70,279	29,721
Consolidation and upgrade of Authority Corporate Software System	NCIF 2	414,282	110,224	304,058
GIS Operational Review	NCIF 2	50,000	-	50,000
Fees and charges review	NCIF 2	30,000	-	30,000
Internal audit committee implementation	NCIF 2	20,000	-	20,000
Business continuity and disaster recovery plans	NCIF 2	50,000	-	50,000
Rates structure review	NCIF 2	50,000	-	50,000
Signage updates	NCIF 2	250,000	-	250,000
Local environmental plan development	NCIF 2	200,000	-	200,000
Gundagai Sewerage Treatment Works Plant Replacement	NSW State Govt - Sewer	13,500,000	1,018,064	12,481,936
Cootamundra AFL - Demolition of old clubrooms & construction of new clubrooms	SCCF Round 1	100,000	100,000	-
Gundagai Tigers - Construction of new shed & fitout of gymnasium	SCCF Round 1	100,000	100,000	-
Cootamundra Racecourse - EXTERNAL repairs to flooring, repainting inside & out,	SCCF Round 1	50,000	50,000	-
Gundagai RSL - refurbishment of tennis clubrooms and squash courts - EXTERNAL	SCCF Round 1	50,000	6,883	43,117
Coolac to Tumblong Rail Trail Development Plan	SCCF Round 1	54,600	54,600	-
Nangus - Village Playground & Fitness Infrastructure (CAPREN)	SCCF Round 1	50,000	50,000	-
Stockinbingal Playground and BMX track	SCCF Round 1	109,200	109,200	-
Wallendbeen fitness infrastructure, playground and Rage Cage	SCCF Round 1	216,393	216,393	-
Cootamundra Tennis - refurbishment of tennis court surfaces, new line marking	SCCF Round 1	148,845	148,845	-
Gundagai Scouts - EXTERNAL Construction & Installion of Climbing Wall	SCCF Round 1	100,000	100,000	-
Large Scale Teen Playground at Jubilee Park Cootamundra	SCCF Round 1	499,900	220,041	279,859
Gundagai large scale adventure playground & fitness centre	SCCF Round 1	300,000	300,000	-
Cootamundra Showground Completion of Multipurpose Pavilion SCCF2	SCCF Round 2	53,290	30,774	22,516
Cootamundra AFL - Demolition of old clubrooms & construction of new clubrooms	SCCF Round 2	272,800	58,197	214,603
Anzac Park South Supporters Toilets	SCCF Round 2	86,061	2,500	83,561
Mirraboooka Revivification (SCCF2)	SCCF Round 2	67,045	37,696	29,349



# Capital Works Program



## 2020 Program of works

Project	Funding source	Total budget	Expenditure to 30 June 2019	2020 Budget spend
Cootamundra Rifle Club Mower, top dressing, building maintenance, storage shed	SCCF Round 2	63,015	14,095	48,920
Upgrades to Christ Church hall Cootamundra	SCCF Round 2	70,273	4,513	65,760
Cootamundra Squash Court Renovation	SCCF Round 2	97,655	2,500	95,155
Gundagai Pony Club Undercover Arena	SCCF Round 2	199,151	98,411	100,740
Gundagai Racecourse and Showground Amenities Block	SCCF Round 2	215,000	102,820	112,180
Cootamundra Event Promotion Banners	SCCF Round 2	53,841	53,841	-
Gundagai Event Promotion Banners	SCCF Round 2	53,841	53,841	-
Gundagai Friendship Park Playground	SCCF Round 2	60,000	60,000	-
Muttama Hall Re-stumping	SCCF Round 2	140,707	70,000	70,707
Gundagai Community Garden	SCCF Round 2	63,552	63,552	-
Stockinbingal Tennis Court resurfacing - 3 courts	SCCF Round 2	118,093	118,093	-
Community Safety & Beautification of King Street Wallendbeen	SCCF Round 2	55,964	-	55,964
Barry Grace Oval Wallendbeen - Lighting	SCCF Round 2	98,397	2,918	95,479
O'Connor Park - Home of the Cootamundra Strikers Soccer Club - Lighting	SCCF Round 2	98,397	-	98,397
Cootamundra Arts Centre Tin Shed Theatre Projection	SCCF Round 2	60,097	60,097	-
Cootamundra Arts Centre Rehearsal Space	SCCF Round 2	122,294	10,000	112,294
Cootamundra Turf Club Irrigation system upgrade	SCCF Round 2	81,970	81,970	-
Cootamundra Aerodrome Drag Pad and Taxiway for Water Refilling	SCCF Round 2	160,312	50,000	110,312
Cootamundra Junior Rugby League Rejuvenation of football field	SCCF Round 2	60,000	-	60,000
Tumblong Hall – Community facilities, multipurpose courts and BBQ area.	SCCF Round 2	107,447	107,447	-
Cootamundra Community Garden	SCCF Round 2	70,242	40,000	30,242
Upgrade to change rooms at ANZAC park Gundagai	SCCF Round 2	172,987	5,000	167,987
Gundagai Tennis Club and Bowling Club toilets	SCCF Round 2	100,000	5,000	95,000
Gundagai pool tiling and disabled ramp	SCF1	300,000	1,383	298,617
Cootamundra Rugby Union Club – New dressing room facilities and club room. (CAPNEW)	SCF1	200,000	200,000	-
Gundagai large scale adventure playground & fitness centre	SCF1	700,000	256,462	443,538
Gundagai Visitors Information Centre redevelopment - disabled ramp and disabled	SCF1	300,000	6,472	293,528
Gundagai Netball Courts Masterplan - construction of lighting, storage & shelter	SCF1	200,000	9,958	190,042
Stephen Ward Rooms Outdoor Area construction	SCF1	200,000	28,188	171,812
Rathmells Lane - Bitumin seal from Temora St to end	SCF1	248,451	248,451	-
Footpath renewal	SCF1	500,000	500,000	-



# Capital Works Program



## 2020 Program of works

Project	Funding source	Total budget	Expenditure to 30 June 2019	2020 Budget spend
Cootamundra pool - water park	SCF1	400,000	-	400,000
Fisher Park Cootamundra sports ground lighting installation	SCF1	250,000	-	250,000
Pool shade Cloth - Cootamundra	SCF1	100,000	51,020	48,980
Extension of Gundagai Water Supply to the Dog on the Tuckerbox site	SCF1	600,000	63,230	536,770
Nangus Water Supply Works	SCF1	647,500	300,000	347,500
Water supply feasibility - Nangus	SCF1	-	-	-
Stormwater mitigation	SCF1	1,000,000	420,006	579,994
Cootamundra saleyards lighting and electrical upgrade	SCF1	300,000	265,447	34,553
Adjungbilly Road reconstruction for B'Doubles	SCF1	200,000	200,000	-
Cootamundra water mains replacement project *should be a separate work order	SCF1	2,000,000	2,000,000	-
Construct public toilets - Sheridan St Gundagai	SCF1	150,000	129,448	20,552
Investment into Department of Education	SCF1	672,759	120,000	552,759
Yarri Park Youth precinct/Lions Park – Basketball courts and new amenities.	SCF2	130,000	5,000	125,000
Gundagai Preschool – Capital works projects to build additional rooms, providing	SCF2	510,000	2,855	507,145
Coolac Hall & Oval – Project includes relining hall, new kitchen, installation of	SCF2	200,000	141,415	58,585
Gundagai Public School P&C – Installation of soft fall for playground.	SCF2	75,100	75,100	-
Gundagai Tourism Action Group (s355 Committee) – Gundagai Main Street History	SCF2	50,000	50,000	-
Ellwood Hall (Stockinbingal) – General repairs and installation of heating and	SCF2	60,000	60,000	-
Gundagai Junior Rugby League – New PA system.	SCF2	10,000	10,000	-
Battle of the Bidgee – Installation of permanent storage sheds to support to event.	SCF2	22,449	22,449	-
Town & Country Inc – Disabled toilet.	SCF2	30,000	30,000	-
Gundagai South Public School – Sensory garden.	SCF2	60,000	30,000	30,000
Adjungbilly Hall – Upgrade tennis courts into multipurpose facility, install	SCF2	130,000	130,000	-
Tumblong Hall – Community facilities, multipurpose courts and BBQ area.	SCF2	30,000	30,000	-
Mill Centre – Interactive Tourist Attraction.	SCF2	200,000	47,255	152,745
Owen Vincent Oval Gundagai – Lighting	SCF2	150,000	-	150,000
Gundagai RSL – Landscaping Anzac Grove, Gundagai.	SCF2	25,000	25,000	-
Cootamundra Nursing Home – Installation of solar panels	SCF2	53,227	53,227	-
Cootamundra Mens Shed – Relocation of Mens Shed to Depot 2 on Hovell Street.	SCF2	100,000	30,000	70,000
Cootamundra Arts Centre – Disabled access ramp.	SCF2	3,142	-	3,142
Owen Vincent Oval Gundagai – River water pump	SCF2	40,000	40,000	-

## Capital Works Program



### 2020 Program of works

Project	Funding source	Total budget	Expenditure to 30 June 2019	2020 Budget spend
Cootamundra Rugby Union Club – New dressing room facilities and club room. (CAPNEW)	SCF2	150,000	150,000	-
Cootamundra Harness Racing – Upgrades and maintenance to track.	SCF2	52,000	2,500	49,500
Cootamundra Netball Courts – 4 new netball courts to replace non-complying	SCF2	450,000	250,000	200,000
Cootamundra Country Club – Upgrades to precinct including dam, machinery	SCF2	1,355,000	315,892	1,039,108



## Capital Funding

	2018-19 Adopted budget \$'000	2019-20 Operational Plan budget \$'000	Variance \$,000
Operating result	(3,726)	(5,714)	(1,988)
<b>Capital Revenue</b>			
Capital Grants and Contributions	11,878	13,406	1,528
Proceeds on sale of assets	773	696	(77)
<b>Adjustment for non cash items</b>			
Add back depreciation	8,031	7,677	(354)
<b>Funding available for capital expenditure</b>	<b>16,956</b>	<b>16,065</b>	<b>(891)</b>
Capital expenses	29,724	29,665	(59)
Net loan principal repayments	428	813	(385)
<b>Net funds generated / (used)</b>	<b>(13,196)</b>	<b>(14,413)</b>	<b>(1,217)</b>

### Capital grants and contributions (\$13.4 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 2019-20 year include the following:

Capital funding	Operational Plan budget 2019-20 \$'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 Rounds 1 & 2	\$2,452,229	\$1,778,938
Regional Roads Repair Program	\$160,000	Annual budget allocation
Section 94A plan developers contributions	\$65,000	Annual budget allocation

### Proceeds on sale of assets (\$696,500)

Estimated asset sales include 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, and has developed residential subdivisions at Bartley St, Cootamundra and Bourke St, Gundagai, and an industrial subdivision at Turners Lane, Cootamundra.

Asset sales also include proceeds from the sale of plant as part of its plant replacement program.

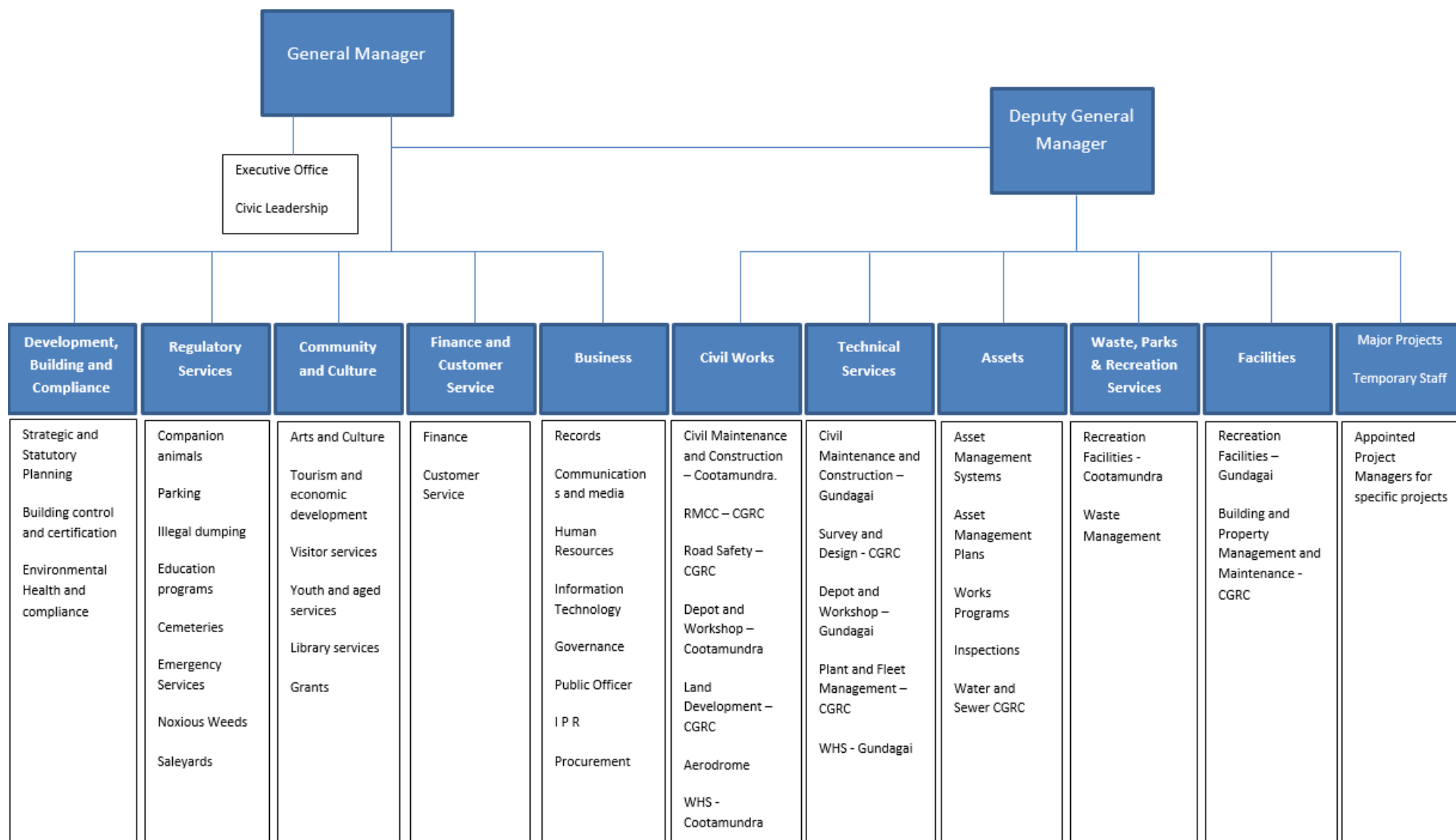
### Net funds generated / (used) (\$14.4 million)

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.



# Functional Structure

The Operational Plan is aligned to Council's organisational structure, which consists of the two (2) Executive Departments and ten (10) Sections. Council is responsible for a wide range of services that are broadly summarised into the following functional structure, displaying the two (2) Executive Departments and ten (10) Sections with responsibility for each service unit.



# Actions Projects and Activities 2019/2020

Key Direction 1: A vibrant and supportive community: all members of our community are valued						
Objective 1.1: Our Community is inclusive and connected						
CSP 18/28		Delivery Program 18/19 – 20/21			Operational Plan 19/20	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 19/20)
1.1a	A range of programs, activities and events are delivered and promoted across the region to create opportunities for all members of our community to come together and strengthen community cohesion.	1.1a(1)	Deliver a range of programs, activities and events and ensure they are planned, promoted and executed in an efficient, inclusive and professional manner.	<ul style="list-style-type: none"> <li>Increase in local events and activities participation rates</li> <li>Increase in community satisfaction with programs, activities and events on offer</li> </ul>	Communications and Media	<ul style="list-style-type: none"> <li>Develop a Civic Events and Ceremonial Functions Policy, by 31 December 2019</li> </ul>
		1.1a(2)	Work with our community to promote community spirit by assisting with the administration, organisation and promotion of events and community gatherings as required.	<ul style="list-style-type: none"> <li>Increase in local events and activities participation rates</li> <li>Increase in community satisfaction with programs, activities and events on offer</li> </ul>	Communications and Media	<ul style="list-style-type: none"> <li>Develop and conduct a community survey to gauge community interests and expectations regarding local events and activities, by 31 December 2019</li> </ul>
		1.1a(3)	Encourage the development of initiatives to welcome new residents and make them aware of the opportunities which exist in the local government area.	<ul style="list-style-type: none"> <li>Increase in new residents satisfaction and participation rates</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>Develop and retain current centralised information on the LGA's attributes in the towns and villages including features, events and services, by 31 July 2019</li> <li>Promote and make available, Liveability Information to residents via Council's website, by 30 June 2020</li> </ul>
		1.1a(4)	Provide modern, vibrant and relevant library services, programs and activities to the community in conjunction with Riverina Regional Library (RRL).	<ul style="list-style-type: none"> <li>Increase in library memberships</li> <li>Increase in library circulation volumes</li> <li>Increase in library program and activity participation rates</li> </ul>	Library Services	<ul style="list-style-type: none"> <li>Implement program to encourage Library membership and increase overall membership numbers</li> <li>Consider the needs of stakeholders in developing library collections and services</li> </ul>
1.1b	Cultural and arts facilities and services are promoted and supported.	1.1b(1)	Build and sustain partnerships with cultural and arts bodies, and the local arts community, to support activities and to secure funding for cultural and arts development in the local government area.	<ul style="list-style-type: none"> <li>Increase in cultural and arts activity participation rates</li> <li>Funding opportunities sought and realised</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>Pursue available grant opportunities</li> </ul>
		1.1b(2)	Provide assistance to art and cultural bodies to promote and develop programs and facilities.	<ul style="list-style-type: none"> <li>Increase in cultural and arts activity participation rates</li> <li>Increase in art and cultural bodies' satisfaction</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>Advocate for funding for the Fit for the Future masterplan project for The Arts Centre Cootamundra</li> </ul>
		1.1b(3)	Undertake development of Cootamundra library outdoor area.	<ul style="list-style-type: none"> <li>Library outdoor area complete</li> <li>Increase in library users satisfaction with facility</li> </ul>	Building and Property Management and Maintenance	<ul style="list-style-type: none"> <li>Develop outdoor space adjoining the Stephen Ward Rooms Cootamundra Library for indoor/outdoor meeting space, by 30 June 2020</li> </ul>
1.1c	Local groups, clubs, and volunteer organisations are recognised, promoted and supported.	1.1c(1)	Ensure the best interests of local volunteer and community organisations are promoted where ever possible.	<ul style="list-style-type: none"> <li>Increase in volunteer and community organisation satisfaction</li> </ul>	Community and Culture	<ul style="list-style-type: none"> <li>Identify appropriate avenues to promote and support the best interests of local volunteer and community organisations where ever possible</li> </ul>
		1.1c(2)	Encourage volunteerism across the local government area.	<ul style="list-style-type: none"> <li>Increase in local volunteerism rates</li> </ul>	Community and Culture	<ul style="list-style-type: none"> <li>Identify appropriate avenues to promote, support and encourage volunteerism across the local government area</li> </ul>
		1.1c(3)	Provide support and funding where possible to support a range of	<ul style="list-style-type: none"> <li>Increase in community group satisfaction</li> </ul>	Community and Culture	<ul style="list-style-type: none"> <li>Investigate funding opportunities</li> </ul>

			community groups to deliver positive outcomes for the local community.			
1.1d	Recognise and value the importance and uniqueness of the history and heritage of our area and its communities.	1.1d(1)	Continue to provide and maintain the local museums both as a repository and for public viewing of valuable local historical memorabilia.	<ul style="list-style-type: none"><li>• Increase in visitor numbers at local museums</li><li>• Increase in community and visitor satisfaction</li></ul>	Tourism & Economic Development	<ul style="list-style-type: none"><li>• Continue to provide and maintain local museums</li></ul>
		1.1d(2)	Seek funding opportunities for the conservation and enhancement of local historical buildings and structures and undertake these activities.	<ul style="list-style-type: none"><li>• Funding opportunities sought and realised</li></ul>	Tourism & Economic Development	<ul style="list-style-type: none"><li>• Investigate funding opportunities</li></ul>
		1.1d(3)	Facilitate the coordination and promotion of the different historical groups and heritage assets within the local government area.	<ul style="list-style-type: none"><li>• Historical group participation rates maintained</li><li>• Increase in historical group, visitor and community satisfaction</li></ul>	Tourism & Economic Development	<ul style="list-style-type: none"><li>• Identify ways to promote the different historical groups and heritage assets within the local government area</li></ul>
1.1e	Develop and implement a range of activities and initiatives which promote a culture of accessibility and inclusiveness.	1.1e(1)	Develop and implement accessibility strategies as identified in the Disability Inclusion Access Plan.	<ul style="list-style-type: none"><li>• Disability Inclusion Access Plan developed and outcomes realised</li></ul>	Community and Culture  Finance & Customer Services  Business	<ul style="list-style-type: none"><li>• Ensure signage on Council buildings is clear and easy to read</li><li>• Provide support to community organisations in seeking funding for accessibility and inclusion projects</li><li>• Advocate for access to respite services for carers of disabled children</li><li>• Conduct a triennial survey of service providers to garner information on access issues in the area, by 30 June 2020</li><li>• Ensure information concerning accessible public transport including Community Transport is readily available</li><li>• Advocate for the allocation of more resources for education, early intervention and childcare for children with a disability</li><li>• Provide appropriate information on the available access in promotional material for community and tourism events</li><li>• Review Council documents to make them easy to complete for people of all abilities. <i>All forms to include how people can access assistance in completion</i></li><li>• Ensure the Council’s Community Strategic Plan considers barriers to an inclusive community and any issues raised</li><li>• Update existing Council channels to ensure that they have the ability to include access information and other stakeholder requirements, and that this is collected</li><li>• Ensure that the needs of all stakeholders are considered on all Council committees</li><li>• When updating mapping and websites include access information on facilities and activities</li><li>• Provide opportunities for stakeholders to easily report access concerns</li><li>• In reviewing Council purchasing policy consider ways we can better support businesses which employ people with disabilities</li></ul>
		1.1e(2)	Develop and implement a Youth Strategy which meets the needs of young people within our community.	<ul style="list-style-type: none"><li>• Youth Strategy developed and outcomes realised</li></ul>	Community and Culture	<ul style="list-style-type: none"><li>• Develop a Youth Strategy, by 30 June 2020</li></ul>
Objective 1.2: Public spaces provide for a diversity of activity and strengthen our social connections						
CSP 18/28		Delivery Program 18/19 – 20/21			Operational Plan 19/20	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 19/20)
1.2a	Maintain and enhance the amenity of our main streets and public spaces so that they are	1.2a(1)	Enhance the amenity and appearance of our towns’ main streets.	<ul style="list-style-type: none"><li>• Increase in community and visitor satisfaction</li><li>• Number of urban trees maintained</li></ul>	Tourism & Economic Development  Major Projects	<ul style="list-style-type: none"><li>• Commence preparation for the creation of a Masterplan for Cootamundra CBD, to be prepared, by 31 December 2020</li><li>• Intersection improvements for the corner of West and Sheridan Streets in Gundagai, by 30 June 2020</li></ul>

	attractive, clean and people feel safe.	1.2a(2)	Provide and maintain a clean and attractive streetscape.	<ul style="list-style-type: none"> <li>• Increase in community and visitor satisfaction</li> </ul>	Tourism & Economic Development Recreation Facilities – Cootamundra	<ul style="list-style-type: none"> <li>• Provide an attractive streetscape, by implementing the strategies identified in the Open Spaces Strategy</li> </ul>
		1.2a(3)	Plan for and construct approved streetscape and public space upgrades as funding permits.	<ul style="list-style-type: none"> <li>• Works plan realised</li> <li>• Increase in community and visitor satisfaction</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Investigate options for improving access to local businesses</li> </ul>
1.2b	Promote our sense of identity and enhance the attractiveness of our region by investing in town and village entrances.	1.2b(1)	Improve the amenity of town and village entrances.	<ul style="list-style-type: none"> <li>• Increase in community and visitor satisfaction</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Plan signage upgrades for entry to towns and villages, by 30 June 2020</li> </ul>
1.2c	Encourage the wide-spread use of open spaces and community facilities by ensuring they are welcoming, accessible, maintained and managed for everyone to enjoy, and that they continue to meet the needs of our community.	1.2c(1)	Maintain and improve Council buildings, facilities and parks in accordance with asset management plans.	<ul style="list-style-type: none"> <li>• Increase in community and visitor satisfaction</li> </ul>	Building and Property Management and Maintenance	<ul style="list-style-type: none"> <li>• Future Council building upgrades to include all access considerations</li> <li>• Design new Council developments with accessibility to the main entrance</li> <li>• Investigate modifications to Council buildings to improve accessibility for staff</li> </ul>
		1.2c(2)	Maintain and improve Council library facilities.	<ul style="list-style-type: none"> <li>• Increase in library memberships</li> <li>• Increase in library circulation volumes</li> <li>• Increase in library program and activity participation rates</li> </ul>	Library Services	<ul style="list-style-type: none"> <li>• Create an Outdoor Reading Space adjoining the Gundagai Library, by December 2019</li> </ul>
		1.2c(3)	Maintain and improve Council's parks and recreation and sporting facilities.	<ul style="list-style-type: none"> <li>• Increase in Council facilities use</li> <li>• Increase in community satisfaction</li> </ul>	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> <li>• Complete revitalisation works to Council Parks, Gardens and Sporting Grounds across the local government area</li> <li>• Sporting Grounds maintained as per the current adopted schedules and specifications</li> </ul>
		1.2c(4)	Co-ordinate the provision of Council facilities for community use.	<ul style="list-style-type: none"> <li>• Increase in Council facilities use</li> <li>• Increase in community satisfaction</li> </ul>	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> <li>• Public open spaces maintained, and capital improvement works identified and managed, as detailed in the Open Spaces Strategy</li> </ul>
		1.2c(5)	Investigate options to work in partnership and enter into joint venture arrangements to make better use of facilities within the local government area.	<ul style="list-style-type: none"> <li>• Opportunities sought and realised</li> <li>• Increase in community facilities use</li> </ul>	Deputy General Manager	<ul style="list-style-type: none"> <li>• Provide Council representation on relevant Section 355 Committees</li> </ul>

### Objective 1.3: Our community members are healthy and safe

CSP 18/28		Delivery Program 18/19 – 20/21			Operational Plan 19/20	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 19/20)
1.3a	A broad range of services are provided and supported to meet the needs of all members to promote personal health and well-being and encourage a healthy lifestyle.	1.3a(1)	Continue to consult with local health services providers and identify and advocate for opportunities to improve the quality and range of health services provided in the local government area.	<ul style="list-style-type: none"> <li>• Increase in health of community</li> <li>• Increase in community and health providers satisfaction</li> </ul>	Community and Culture	<ul style="list-style-type: none"> <li>• Participate in Interagency Network opportunities</li> <li>• Initiate and participate in Community Drug, Alcohol and Mental Health first response meetings</li> </ul>
		1.3a(2)	Promote a wide range of health and community services offered by various agencies in the local government area.	<ul style="list-style-type: none"> <li>• Increase in participation rates</li> </ul>	Community and Culture	<ul style="list-style-type: none"> <li>• Utilise available mediums for promotion of services</li> </ul>
		1.3a(3)	Provide and maintain Mirrabooka Community Centre building to facilitate health and welfare needs of the community.	<ul style="list-style-type: none"> <li>• Increase in Mirrabooka Community Centre use</li> <li>• Increase in community satisfaction</li> </ul>	Community and Culture	<ul style="list-style-type: none"> <li>• Undertake improvements at Mirrabooka Community Centre, by 30 June 2020</li> </ul>

		1.3a(4)	Promote programs which encourage healthy lifestyle choices and activities.	<ul style="list-style-type: none"> <li>• Increase in participation rates of programs and activities</li> </ul>	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> <li>• Promote programs which encourage healthy lifestyle choices and activities as identified in the Recreation Needs Study and Open Spaces Strategy</li> </ul>
1.3b	Provide opportunities for the recreational and active use of parks, sporting facilities and swimming pools by ensuring they are promoted, accessible, safe, maintained and managed, and meet the needs of all age groups.	1.3b(1)	Provide, maintain, renew and promote high quality sporting, swimming and active recreational facilities and programs for the community, active sporting associations and visitors.	<ul style="list-style-type: none"> <li>• Increase in Council facilities use</li> <li>• Increase in community satisfaction</li> </ul>	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> <li>• Develop Recreation Needs Study and Open Spaces Strategy, by 31 December 2019</li> <li>• Undertake a full review of Council's Recreational Officers position descriptions to maximise opportunities for future recreational development</li> <li>• Facilitate comprehensive consultation sessions with stakeholders, the public and users, to assist in the development of the Public Open Spaces Strategy</li> <li>• Undertake Fisher Park lighting upgrade, by 31 December 2019</li> <li>• Undertake improvements to the Gundagai Netball Courts lighting and amenities, by 30 June 2020</li> <li>• Upgrade Community Fitness infrastructure in Gundagai and Cootamundra, by 31 December 2019</li> </ul>
		1.3b(2)	Provide and maintain parks and gardens that are aesthetically pleasing, accessible and are available for passive recreational pursuits.	<ul style="list-style-type: none"> <li>• Increase in Council parks and gardens use</li> <li>• Increase in community satisfaction</li> </ul>	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> <li>• Commence planning for the installation of a Regional Playground at Jubilee Park in Cootamundra, by 30 June 2020</li> <li>• Complete maintenance and revitalisation works to Council Parks, Gardens and Sporting Grounds across the local government area</li> <li>• Complete re-development of border gardens to Gundagai playground areas, by 31 December 2019</li> </ul>
		1.3b(3)	Construct a large-scale Adventure Playground in Gundagai.	<ul style="list-style-type: none"> <li>• Adventure Playground constructed</li> <li>• Positive feedback from community</li> </ul>	Recreation Facilities – Gundagai	<ul style="list-style-type: none"> <li>• Commence construction of the Gundagai Large Scale adventure playground, by 31 December 2019</li> </ul>
		1.3b(4)	Develop and implement an inspection and maintenance plan for playground equipment.	<ul style="list-style-type: none"> <li>• Reduction in number and severity of incidents and injuries at Council playgrounds</li> </ul>	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> <li>• Investigate funding opportunities to enhance Council playgrounds, indoor and outdoor sporting and passive areas to enhance accessibility</li> <li>• Playground inspection and maintenance program developed and implemented for Cootamundra and Gundagai, by 30 June 2020</li> </ul>
		1.3b(5)	Undertake improvements to the Cootamundra and Gundagai swimming pool facilities.	<ul style="list-style-type: none"> <li>• Increase in Council facilities use</li> <li>• Increase in community satisfaction</li> </ul>	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> <li>• Conduct a full operational review and report to council on the Cootamundra Aquatic Centre, by 30 June 2020</li> <li>• Project manage and deliver a new splash play area at Cootamundra Pool, by 30 June 2020</li> <li>• Commence and complete re-painting works during off season to Gundagai Pool, by 30 June 2020</li> <li>• Commence planning &amp; tendering for disable ramp to Gundagai Pool, by 30 June 2020</li> <li>• Encourage the pool &amp; gymnasium managers/ leasees to conduct activities for people of all abilities</li> </ul>
		1.3b(6)	Work in partnership with active sporting associations, community groups and health providers to ensure sporting facilities are fit for current and future community need.	<ul style="list-style-type: none"> <li>• Sporting associations, community groups and health provider participation rates maintained</li> <li>• Increase in sporting associations, community groups, health providers and community satisfaction</li> </ul>	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> <li>• The current and future community needs of Council's Public Open Spaces are identified and actions implemented as per the Public Open Spaces Strategy</li> <li>• Facilitate comprehensive consultation sessions with stakeholders, the public and users, to assist in the development of the Public Open Spaces Strategy</li> <li>• Commence construction of the new facility building located at the Gundagai Netball Precinct as part of Recreation Master Plan, by 30 June 2020</li> </ul>
		1.3b(7)	Programs are developed to ensure the ongoing risk assessment and maintenance of Council facilities.	<ul style="list-style-type: none"> <li>• Programs developed</li> <li>• Reduction in rate of incident and injury at Council facilities</li> <li>• Reduction in number and volume of insurance claims</li> <li>• Reduction in cost of insurance premiums</li> </ul>	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai  WHS	<ul style="list-style-type: none"> <li>• Review existing footpath network and facilities to determine upgrade and connectivity improvement requirements</li> <li>• Investigate funding opportunities to enhance Council playgrounds, indoor and outdoor sporting and passive areas to enhance accessibility</li> <li>• Develop a Detail Works Activity Program that will review the asset and condition, maintenance programs and unit costs to annually maintain these assets to an adopted standard</li> <li>• Carry out and document regular safety inspections and implement work activities that will ensure that all facilities are in a safe and working condition fit for purpose</li> </ul>

1.3c	Work with key partners and members of our community to maintain low levels of local crime and deliver community safety.	1.3c(1)	Work in partnership with local agencies to identify and advocate for opportunities to improve overall community safety.	<ul style="list-style-type: none"> <li>Reduction in rate of vehicular and pedestrian incidents</li> <li>Maintain or minimise local crime rate</li> </ul>	Road Safety	<ul style="list-style-type: none"> <li>Road Safety Officer to work in partnership with RMS on RMS Road Safety Campaigns</li> </ul>
		1.3c(2)	Develop and operate safe food handling and public health controls.	<ul style="list-style-type: none"> <li>Reduction in rate of local food and public health related incidents</li> </ul>	Environmental Health and Compliance	<ul style="list-style-type: none"> <li>Implement a Food Safety Education Scheme by promoting the benefits of food safety to our communities and educating operators on food safety practices, by 30 June 2020</li> </ul>
		1.3c(3)	A range of programs are supported, promoted and controlled to encourage and enforce responsible companion animal ownership.	<ul style="list-style-type: none"> <li>Increase in companion animal registrations</li> <li>Reduction in number of impounding's</li> <li>Reduction in rate of companion animal related incidents</li> <li>Reduction in number of companion animal related fines issued</li> </ul>	Regulatory Services	<ul style="list-style-type: none"> <li>Continue Companion Animals Audit</li> <li>Conduct two (2) Free Microchipping Days for Companion Animals</li> <li>Conduct two (2) Education and Awareness Days in regard to Companion Animals</li> <li>Analyse data captured through Companion Animals Management System (DAMs) for resource reviews, by 30 June 2020</li> </ul>
1.3d	Deliver dependable emergency service management practices and responses which protect our community members.	1.3d(1)	Co-ordinate between the District and Local Emergency Management Committees and provide emergency effective emergency management assistance as required.	<ul style="list-style-type: none"> <li>Increase in community satisfaction with emergency responses when required</li> </ul>	Regulatory Services	<ul style="list-style-type: none"> <li>Liaise with the District and Local Emergency Management Committees to ensure coordination of Emergency Management assistance</li> </ul>
		1.3d(2)	Develop and maintain effective and well tested emergency management plans.	<ul style="list-style-type: none"> <li>Emergency management plans developed</li> <li>Increase in community satisfaction with emergency responses when required</li> </ul>	Regulatory Services	<ul style="list-style-type: none"> <li>Conduct annual review and update of the Local Emergency Management Plan and Emergency Management Procedures, by 30 June 2020</li> </ul>
		1.3d(3)	Maintain an active involvement and positive relationship with FRNSW, RFS and SES, Health, Ambulance, Police, Local Land Services and all emergency services organisations within the legislative framework and for the benefit of the community.	<ul style="list-style-type: none"> <li>Increase in community satisfaction with emergency responses when required</li> </ul>	Regulatory Services	<ul style="list-style-type: none"> <li>Liaise with Local Emergency Operations Controller to ensure coordination of Emergency Management assistance</li> </ul>
		1.3d(4)	Provide administrative support for the co-ordination of the various emergency services to provide the most effective disaster management for community.	<ul style="list-style-type: none"> <li>Increase in community satisfaction with emergency responses when required</li> </ul>	Regulatory Services	<ul style="list-style-type: none"> <li>Establish and equip functional Emergency Operations Centres at Cootamundra and Gundagai, by 31 December 2019</li> <li>Administrative support provided to Emergency Management meetings</li> </ul>

## Key Direction 2: A prosperous and resilient economy: we are innovative and 'open for business'

### Objective 2.1: The local economy is strong and diverse

CSP 18/28		Delivery Program 18/19 – 20/21			Operational Plan 19/20	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 19/20)
2.1a	Develop and deliver strategies which support the economic sustainability of the Cootamundra-Gundagai region.	2.1a(1)	Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	<ul style="list-style-type: none"> <li>Tourism and Economic Development Strategy developed and outcomes realised</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>Implement 'standardised visitor data capture', by 31 July 2019</li> <li>Appoint an Economic Development/Tourism Officer in Cootamundra, by 31 July 2019</li> <li>Analyse 'standardised visitor data' to build a visitor profile, by 30 June 2020</li> <li>Commence preparation for creating and maintaining Council's tourism websites, by 31 December 2020</li> <li>Determine costing and funding source for an LGA wide promotional documentary, by 30 June 2020</li> <li>Consider Assess Trails, Art Trails and Walking and Riding Trails, in budget development deliberations inclusive of capital and operational expenditure, for 2019/20 and beyond</li> </ul>

						<ul style="list-style-type: none"> <li>• Coordinate a workshop with businesses and Tourism Action Committees to plan for growth in the visitor economy held, by 31 December 2020</li> <li>• Arrange two annual joint meetings with the Cootamundra Tourism Action Committee and the Gundagai Tourism Action Committee</li> <li>• In collaboration with investors/owners, assist in the creation of a masterplan for an outlet for local produce at the Old Gundagai Mill site</li> <li>• Secure and develop The Motorcycle Collection as a tourism attraction in Cootamundra</li> <li>• Implement masterplan improvements to Heritage Centre and have shovel ready for grant applications, by 30 June 2020</li> <li>• Prepare update reports to Council on achievements, against the action plan contained in the Tourism and Economic Development Strategy</li> </ul>
		2.1a(2)	Work in partnership with individuals, the private sector, other agencies and levels of government to deliver economic development initiatives.	<ul style="list-style-type: none"> <li>• Increase in size of local economy</li> <li>• Increased community participation in tourism and economic development committees/groups</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Facilitate and host a meeting with businesses across the LGA annually to discuss business conditions and issues impacting growth by, 31 December 2019</li> <li>• Identify businesses who would partner with Council in a program of regularly updated information distributed from their premises by, 30 June 2020</li> <li>• Negotiate new memorandum of understanding with Cootamundra Development Corporation, by 30 June 2020</li> </ul>
		2.1a(3)	Implement strategies which encourage the growth of the local population.	<ul style="list-style-type: none"> <li>• Increase in local population</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Participate in Country Change initiative</li> </ul>
		2.1a(4)	Actively seek and apply for funding opportunities which deliver additional income and contribute to community objectives.	<ul style="list-style-type: none"> <li>• Funding opportunities sought and realised</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>• Pursue available grant opportunities</li> </ul>
2.1b	Develop and implement land-use strategies and management practices which protect our agricultural sector.	2.1b(1)	Work with land-owners, farmers and other agencies to advocate for the protection of the local agricultural sector through an effective land-use strategy.	<ul style="list-style-type: none"> <li>• Increase in size of local economy of agricultural sector</li> </ul>	Strategic and Statutory Planning	<ul style="list-style-type: none"> <li>• Complete Rural Land Strategy, by 30 June 2020</li> </ul>
		2.1b(2)	Develop and operate development control systems which support the protection of agricultural land.	<ul style="list-style-type: none"> <li>• Development controls in place</li> <li>• Increase in size of local economy of agricultural sector</li> </ul>	Strategic and Statutory Planning	<ul style="list-style-type: none"> <li>• Commence development of new LEP and DCP, by 30 June 2020</li> </ul>
		2.1b(3)	Provide, maintain and upgrade as funding permits the Saleyards facility which allows the regular sale of animals from this and surrounding districts in a suitable environment.	<ul style="list-style-type: none"> <li>• Increase in Saleyards facility use</li> <li>• Increase in Saleyards users satisfaction with facility</li> </ul>	Regulatory Services	<ul style="list-style-type: none"> <li>• Current Saleyards facility maintained</li> </ul>
2.1c	Ensure transportation networks link our local government area with other regional centres and cities and support economic, environmental and community needs.	2.1c(1)	Work with key partners to explore and advocate for opportunities to better utilise and develop transportation and freight networks which meet our community needs.	<ul style="list-style-type: none"> <li>• Increase in community, business and industry group satisfaction</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Investigate options to better use and develop transportation and freight networks in the Local Government area</li> </ul>
		2.1c(2)	Provide and maintain a safe and well maintained aerodrome for use by commercial and recreational aircraft and promote use by external users.	<ul style="list-style-type: none"> <li>• Increase in aerodrome facility use</li> <li>• Increase in aerodrome user satisfaction</li> <li>• Reduction in rate of incident and injury at aerodrome</li> </ul>	Aerodrome	<ul style="list-style-type: none"> <li>• Provide aerial loading facilities for RFS firefighting aircraft, by 30 June 2020</li> <li>• Provide asphalt surface for motor sport activities, by 30 June 2020</li> </ul>
2.1d	Ensure communication and electronic technologies are accessible to all, meet the current and future needs of our	2.1d(1)	Promote the development of efficient telecommunications technology for business, land owners, education and health needs.	<ul style="list-style-type: none"> <li>• Increase in community satisfaction</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Support and promote the NBN installation in the Local Government area, which drives high quality connectivity to meet business and student needs</li> </ul>

	community, and provide consistent and reliable coverage across the local government area.	2.1d(2)	Support and advocate for the installation of the National Broadband Network across the local government area.	<ul style="list-style-type: none"> <li>• Delivery of National Broadband Network</li> <li>• Positive feedback from community</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>• Facilitate provision of information on the NBN to the Community on Council's website</li> </ul>
		2.1d(3)	Offer and promote free public Wi-Fi internet access in key public spaces across the local government area.	<ul style="list-style-type: none"> <li>• Delivery of public Wi-Fi network</li> <li>• Positive feedback from community</li> </ul>	Information Technology	<ul style="list-style-type: none"> <li>• Continue to offer free Wi-Fi service at Council Libraries and Administration Centres</li> </ul>
2.1e	Identify, promote and incentivise the strategic and innovative investment opportunities that exist in our region.	2.1e(1)	Implement a range of initiatives which support and promote the sustainable development of the towns' Central Business Districts and industrial land.	<ul style="list-style-type: none"> <li>• Increase in occupation rates of commercial land</li> <li>• Increase in number of businesses operating locally</li> <li>• Increase in community, business and industry group satisfaction</li> </ul>	Strategic and Statutory Planning	<ul style="list-style-type: none"> <li>• Commence preparation of Cootamundra and Gundagai Town Strategies, by 30 June 2020</li> </ul>
		2.1e(2)	Promote to the community and industry groups potential growth opportunities and development efficiencies.	<ul style="list-style-type: none"> <li>• Increase in size of local economy</li> <li>• Increase in occupation rates of commercial land</li> <li>• Increase in number of businesses operating locally</li> <li>• Increase in community, business and industry group satisfaction</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Facilitate communication mediums for training and funding opportunities for businesses</li> <li>• Identify value adding opportunities (use of new technology, processes and packaging, collaborations, shared transport costs, use of waste materials for new products etc.) to maximise the opportunities in the sectors where Cootamundra-Gundagai's competitive advantage exists</li> </ul>
		2.1e(3)	Encourage growth in development and construction locally.	<ul style="list-style-type: none"> <li>• Increase in development and construction rates</li> </ul>	Strategic and Statutory Planning	<ul style="list-style-type: none"> <li>• Develop factsheets for developing and building in the local area, by 30 June 2020</li> </ul>
2.1f	Develop and strengthen effective partnerships with, and between, locally-based organisations and business operators to enhance connectivity and working together.	2.1f(1)	Work in partnership with agencies and other levels of government to support local businesses.	<ul style="list-style-type: none"> <li>• Increase in size of local economy</li> <li>• Increase in number of businesses operating locally</li> <li>• Increase in community, business and industry group satisfaction</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Facilitate and support local business training opportunities</li> </ul>
		2.1f(2)	Work with key partners and local business owners, investors and employers to investigate, advocate for and promote opportunities for business development and networking.	<ul style="list-style-type: none"> <li>• Increase in participation in local development and networking programs</li> <li>• Positive feedback from participants</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Develop a list of available industrial land and publish quarterly updates on Council's website by, 30 June 2020</li> </ul>
		2.1f(3)	Maintain a close liaison and continue to work with Regional Development Australia.	<ul style="list-style-type: none"> <li>• Increase in economy of Riverina region</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Attend Regional Development Australia forums</li> <li>• Participate in the Country Change Initiative</li> </ul>

#### Objective 2.2: Strategic land-use planning is co-ordinated and needs-based

CSP 18/28		Delivery Program 18/19 – 20/21			Operational Plan 19/20	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 19/20)
2.2a	Develop integrated land-use strategies which meet the community's current and future needs.	2.2a(1)	Develop a new, comprehensive Local Environmental Plan for the local government area.	<ul style="list-style-type: none"> <li>• Local Environmental Plan is developed</li> <li>• Increase in number and value of development approvals</li> <li>• Increase in community satisfaction</li> </ul>	Strategic and Statutory Planning	<ul style="list-style-type: none"> <li>• Commence preparation of new draft Development Control Plan, by 30 June 2020</li> </ul>
		2.2a(2)	Identify and address current and future land-use needs through integrated strategic planning and development.	<ul style="list-style-type: none"> <li>• Increase in number and value of development approvals</li> <li>• Increase in community satisfaction</li> </ul>	Strategic and Statutory Planning	<ul style="list-style-type: none"> <li>• Commence preparation of new draft Comprehensive Local Environmental Plan, by 30 June 2020</li> </ul>

		2.2a(3)	Provide accurate and timely advice regarding existing and proposed development within the legislative scope of Council.	<ul style="list-style-type: none"> <li>• Responses are provided within agreed timeframes</li> <li>• Inspections are undertaken within agreed timeframes</li> <li>• Increase in customer satisfaction</li> </ul>	Building Control and Certification	<ul style="list-style-type: none"> <li>• Responses to enquiries provided within 5 working days</li> <li>• Inspections undertaken within 48 hours of notification</li> </ul>
2.2b	Provide appropriate land-use development to meet market demand	2.2b(1)	Develop and operate development control plans to ensure compliance with appropriate legislation and to achieve the best possible planning and development outcomes for the community.	<ul style="list-style-type: none"> <li>• Increase in number and value of development approvals</li> <li>• Increase in community satisfaction</li> </ul>	Building Control and Certification	<ul style="list-style-type: none"> <li>• Commence preparation of new draft Development Control Plan, by 30 June 2020</li> </ul>
		2.2b(2)	Ensure that a supply of industrial and residential land is available at all times to facilitate the orderly expansion of the local government area.	<ul style="list-style-type: none"> <li>• Meet or exceed land sales targets</li> </ul>	Land Development	<ul style="list-style-type: none"> <li>• Market and promote Bourke Estate residential subdivision in Gundagai, by 30 June 2020</li> <li>• Prepare preliminary planning proposal for Stage 2 of Claron Estate residential subdivision in Cootamundra, including access to the Cemetery, by 30 June 2020</li> <li>• Complete construction of roads and provisions of services for subdivision of industrial land at Turners Lane in Cootamundra, by 30 June 2020</li> </ul>

### Objective 2.3: Tourism opportunities are actively promoted

CSP 18/28		Delivery Program 18/19 – 20/21			Operational Plan 19/20	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 19/20)
2.3a	Develop and implement strategies which provide opportunities for increased tourism.	2.3a(1)	Develop and implement an integrated Tourism and Economic Development Strategy for the Cootamundra-Gundagai region.	<ul style="list-style-type: none"> <li>• Tourism and Economic Development Strategy developed and outcomes realised</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Implement strategies in the Tourism and Economic Development Strategy</li> </ul>
2.3b	Actively promote the local government area and local programs, activities and events to attract visitors to the region.	2.3b(1)	Work co-operatively with key partners to identify opportunities and to further promote the local government area to tourists and visitors.	<ul style="list-style-type: none"> <li>• Increase in tourist and visitor rates</li> <li>• Increase in tourist and visitor satisfaction</li> <li>• Increased community participation in tourism and economic development committees/groups</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Include access information on facilities and activities when updating mapping and websites</li> <li>• Investigate options for the production of a Mobility Map, by June 2020</li> </ul>
		2.3b(2)	Work with the community to develop a marketing strategy for the local government area as a tourist destination.	<ul style="list-style-type: none"> <li>• Marketing strategy developed</li> <li>• Increase in tourist and visitor rates</li> <li>• Increase in tourist and visitor satisfaction</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Develop Branding Marketing Strategy for Tourism and Economic Development of the Local Government Area, by 30 June 2020</li> </ul>
		2.3b(3)	Ensure local programs, activities and events are actively promoted via a range of mediums to attract and encourage visitors and tourists.	<ul style="list-style-type: none"> <li>• Increase in tourist and visitor local events and activities participation rates</li> <li>• Increase in tourist and visitor satisfaction</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Develop Cootamundra Tourism Website and both hardcopy and email Events Newsletter, by 30 June 2020</li> <li>• Create, maintain and promote a Calendar of Activities, Programs and Community Events, by 30 June 2020</li> <li>• Implementing a competitive application based events funding program in the LGA with guidelines for grant process and eligibility criteria to be developed, by 31 December 2019, and advertising for applications, by 29 February 2020</li> </ul>
2.3c	Invest in improvements to visitor amenity and experiences.	2.3c(1)	Provide and maintain Visitor Information Centres which meet the needs of tourists and visitors to our local government area.	<ul style="list-style-type: none"> <li>• Increase in Visitor Information Centre facility use</li> <li>• Increase in tourist and visitor satisfaction</li> </ul>	Visitor Services	<ul style="list-style-type: none"> <li>• Analyse Visitor Services Review conducted in 18/19 and conduct further research as necessary</li> </ul>
		2.3c(2)	Undertake a redevelopment of the Gundagai Visitor's Information Centre.	<ul style="list-style-type: none"> <li>• Facility improvements undertaken</li> <li>• Positive feedback from tourists and visitors</li> </ul>	Visitor Services	<ul style="list-style-type: none"> <li>• Re-develop the Gundagai Visitors Information Centre including removal of internal visitors toilets, provision of a theatre space and accessibility improvements, by 30 June 2020</li> </ul>

		2.3c(3)	Provide a high quality accommodation facility at the Caravan Parks in Cootamundra and Gundagai for the use of visitors.	<ul style="list-style-type: none"> <li>• Increase in Caravan Park facility use</li> <li>• Increase in tourist and visitor satisfaction</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Review existing Caravan Park facilities, recommend improvements and consider funding options by June 2020</li> </ul>
		2.3c(4)	Undertake connection of water supply to the Dog on the Tuckerbox site.	<ul style="list-style-type: none"> <li>• Water connection complete</li> <li>• Improvement in water quality at site</li> <li>• Meet or exceed site development targets</li> </ul>	Water & Sewer	<ul style="list-style-type: none"> <li>• Deliver infrastructure for water supply extension to Dog on the Tuckerbox site, by 30 December 2019</li> <li>• Commence preparation of an option agreement for the Dog on the Tuckerbox site, by 30 June 2020</li> </ul>
		2.3c(5)	Maintain and improve the tourism infrastructure, facilities and services in the local government area to make our area an attractive place to visit.	<ul style="list-style-type: none"> <li>• Increase in tourist and visitor rates</li> <li>• Increase in tourist and visitor satisfaction</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>• Commence implementation of the recommendations of the Gundagai Gaol Masterplan, by 30 June 2020</li> </ul>

#### Objective 2.4: Our local workforce is skilled and workplace ready

CSP 18/28		Delivery Program 18/19 – 20/21			Operational Plan 19/20	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 19/20)
2.4a	Develop and implement strategies which increase the knowledge, skills and health of our local workforce.	2.4a(1)	Promote local employment and training opportunities within the Council organisation.	<ul style="list-style-type: none"> <li>• Increase in job vacancy applications received from community members</li> <li>• Increase in training opportunities offered</li> <li>• Increase in staff training participation rates</li> </ul>	Human Resources	<ul style="list-style-type: none"> <li>• Develop Council Training Plan, by 30 June 2020</li> <li>• Relevant discrimination legislation to be included in EEO Policy, Staff Induction and Recruitment Training</li> <li>• Include consideration for disability inclusion in Council's Workforce Management Plan</li> <li>• Investigate barriers that exist for people with a disability and their carers in accessing employment in council positions and standing for council positions</li> </ul>
		2.4a(2)	Work with various agencies to promote a range of programs, activities and opportunities which improve the health, well-being and employability of our community.	<ul style="list-style-type: none"> <li>• Decrease in local unemployment rate</li> <li>• Increase in employee and employer satisfaction</li> </ul>	Community and Culture	<ul style="list-style-type: none"> <li>• Facilitate mediums to promote programs activities and opportunities offered in the local government area by other bodies</li> </ul>

### Key Direction 3: Sustainable natural and built environments: we connect with the places and spaces around us

#### Objective 3.1: The natural environment is valued and protected


CSP 18/28		Delivery Program 18/19 – 20/21			Operational Plan 19/20	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 19/20)
3.1a	Develop and implement land-use strategies and management practices which enhance and protect our natural environments and biodiversity.	3.1a(1)	Develop and operate development control systems which ensure compliance with appropriate legislation and achieve the best possible environmental outcomes.	<ul style="list-style-type: none"> <li>• All new developments are assessed against impact on environment</li> <li>• Increase in community satisfaction</li> </ul>	Building Control and Certification	<ul style="list-style-type: none"> <li>• Ongoing and continued assessment of all applications against environmental impact and legislative requirements</li> </ul>
		3.1a(2)	Operate an efficient quarrying service in an environmentally responsible manner that meets all statutory requirements and standards.	<ul style="list-style-type: none"> <li>• Quarry materials meet standards of Council's roadwork activities</li> </ul>	Civil Maintenance and Construction – Cootamundra	<ul style="list-style-type: none"> <li>• Renew permit with Forestry Corporation to access Nanangroe Quarry, by 31 October 2019</li> </ul>
		3.1a(3)	Provide and maintain a stormwater disposal system which minimises the carriage of pollutants from the stormwater system to the creek and river systems.	<ul style="list-style-type: none"> <li>• Surface water is redirected to underground stormwater network for appropriate discharge</li> </ul>	Assets Civil Maintenance and Construction – Cootamundra Civil Maintenance and Construction – Gundagai	<ul style="list-style-type: none"> <li>• Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report, by 30 June 2020</li> </ul>

		3.1a(4)	Develop and implement a street tree planting plan which enhances amenity and our natural environment.	<ul style="list-style-type: none"> <li>• Street tree planting plan implemented</li> <li>• Number of urban trees maintained</li> <li>• Positive feedback from community</li> </ul>	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> <li>• Street Tree planting undertaken in accordance with Gundagai Street tree planning Masterplan</li> </ul>
3.1b	Investigate and implement renewable energy technologies to reduce our environmental footprint.	3.1b(1)	Investigate, identify and promote opportunities that exist within the local government area for implementation of renewable energy technologies.	<ul style="list-style-type: none"> <li>• Increase in energy supply from renewable sources</li> </ul>	Deputy General Manager	<ul style="list-style-type: none"> <li>• Negotiate terms of a power partnership agreement on various Council facilities, by 30 June 2020</li> </ul>
		3.1b(2)	Undertake a review of the environmental impact of Council-owned facilities and infrastructure and implement measures which reduce Council's environmental impact.	<ul style="list-style-type: none"> <li>• Review of environmental impact undertaken and identified outcomes realised</li> <li>• Reduction in power consumption</li> <li>• Reduction in use of potable water</li> </ul>	Buildings and Property Management and Maintenance - CGRC	<ul style="list-style-type: none"> <li>• Investigate funding sources for solar energy works for Council buildings, by 30 June 2020</li> </ul>
3.1c	Investigate and implement sustainable waste and water strategies.	3.1c(1)	Undertake a review of waste services across the Local Government area and develop a waste strategy that provides equitable waste services for all residents.	<ul style="list-style-type: none"> <li>• Waste Strategy developed and outcomes realised</li> </ul>	Waste Management	<ul style="list-style-type: none"> <li>• Undertake Waste Strategy review and community consultation, by 30 June 2020</li> </ul>
		3.1c(2)	Provide and maintain appropriate rubbish removal, disposal, recycling and greenwaste facilities in the most cost effective, environmentally sustainable and efficient manner.	<ul style="list-style-type: none"> <li>• Reduction of volume of waste going to landfill</li> <li>• Increase in recycling and greenwaste rates</li> <li>• Increase in community satisfaction</li> </ul>	Waste Management	<ul style="list-style-type: none"> <li>• Commence planning for construction of a re-use shop at Cootamundra Waste depot, 30 June 2020</li> <li>• Undertake improvements at Gundagai Waste Depot as per the Waste Implementation Plan, 30 June 2020</li> <li>• Commence planning for construction of Waste Facilities and methods of operation as determined by the Waste Implementation Plan, by 30 June 2020</li> </ul>
		3.1c(3)	Provide a facility through which used chemical drums can be disposed of correctly.	<ul style="list-style-type: none"> <li>• Increase in volume of correct chemical drum disposal rate</li> </ul>	Waste Management	<ul style="list-style-type: none"> <li>• Provide a drum muster collection service each year at both Cootamundra and Gundagai</li> </ul>
		3.1c(4)	Provide a facility for the composting and re-using of greenwaste.	<ul style="list-style-type: none"> <li>• Increase in volume of greenwaste disposal and composting rates</li> </ul>	Waste Management	<ul style="list-style-type: none"> <li>• Implement Cootamundra Regional Organics Project (CROP), by 30 June 2019</li> </ul>
		3.1c(5)	Reuse waste water to increase the amenity of Council parks, gardens and recreational facilities and to reduce the demand on the water supply.	<ul style="list-style-type: none"> <li>• Reduction in use of potable water</li> </ul>	Recreation Facilities – Cootamundra Recreation Facilities – Gundagai	<ul style="list-style-type: none"> <li>• Collaborate with Council departments to increase the use of re-treated water to Gundagai ovals</li> </ul>
3.1d	Deliver, encourage and support a range of programs, activities and projects that promotes awareness encourages the active protection and sustainability of our natural environment.	3.1d(1)	Provide programs, information and services to our community to increase awareness of, and participation in, environmentally sustainable activities.	<ul style="list-style-type: none"> <li>• Reduction in power consumption</li> <li>• Reduction in use of potable water</li> <li>• Reduction of volume of waste going to landfill</li> <li>• Increase in local participation rates</li> <li>• Increase in community satisfaction</li> </ul>	Waste Management Water & Sewer	<ul style="list-style-type: none"> <li>• Investigate opportunities to use raw water, by 30 June 2020</li> </ul>
		3.1d(2)	Provide programs, information and services to increase voluntary recycling and reuse to reduce waste to landfill.	<ul style="list-style-type: none"> <li>• Reduction of volume of waste going to landfill</li> </ul>	Waste Management	<ul style="list-style-type: none"> <li>• Investigate funding opportunities and community consultation to locate a suitable adult change room in Cootamundra, by 30 June 2020</li> </ul>

				<ul style="list-style-type: none"> <li>• Increase in recycling rates</li> </ul>		<ul style="list-style-type: none"> <li>• Undertake construction of a new Adult Change facility to Gundagai, by 31 June 2020</li> </ul>
		3.1d(3)	Encourage the best use of treated water through water saving measures.	<ul style="list-style-type: none"> <li>• Reduction in use of potable water</li> </ul>	Water & Sewer	<ul style="list-style-type: none"> <li>• Investigate opportunities to increase the use of reuse water, by 30 June 2020</li> </ul>
		3.1d(4)	Contribute to coordinated planning and reporting across local, regional, state and federal areas for the management of the environment.	<ul style="list-style-type: none"> <li>• Statutory reporting requirements are met</li> </ul>	Building Control and Certification	<ul style="list-style-type: none"> <li>• Monthly lodgement of ABS statistics</li> <li>• Monthly lodgement of Building Professionals Board (BPB) statistics</li> </ul>
		3.1d(5)	Seek funding for projects aimed at supporting the protection and sustainability of our natural environment.	<ul style="list-style-type: none"> <li>• Funding opportunities sought and realised</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>• Grant Funding opportunities pursued and secured when available</li> </ul>
		3.1d(6)	A range of programs are supported, promoted and controlled to reduce and enforce illegal dumping.	<ul style="list-style-type: none"> <li>• Reduced incidents of illegal dumping</li> </ul>	Regulatory Services	<ul style="list-style-type: none"> <li>• Undertake illegal dumping surveillance</li> <li>• Investigate options for technology, to enhance illegal dumping surveillance, by 30 June 2020</li> </ul>
3.1e	Undertake active weeds and pest management practices.	3.1e(1)	Noxious weeds will be contained, reduced or eliminated as appropriate.	<ul style="list-style-type: none"> <li>• Hold or reduce levels of known invasive weed species</li> <li>• Increase in landowner satisfaction</li> </ul>	Regulatory Services	<ul style="list-style-type: none"> <li>• Undertake Weed Control program in conjunction with Riverina Regional Strategic Weed Management Plan 2017-2022</li> <li>• Develop a Community Education and Awareness program in regards to weed management, by 30 June 2020</li> </ul>
		3.1e(2)	Promote and deliver programs and initiatives which promote and educate the community on noxious weeds and pest management practices.	<ul style="list-style-type: none"> <li>• Hold or reduce levels of known invasive weed species</li> <li>• Increase in local participation rates</li> <li>• Increase in landowner satisfaction</li> </ul>	Regulatory Services	<ul style="list-style-type: none"> <li>• Participate in the Mangers Established Pest Animals and Weeds Project (MEPAAW), by 30 June 2020</li> </ul>

### Objective 3.2: Our built environments support and enhance liveability

CSP 18/28		Delivery Program 18/19 – 20/21			Operational Plan 19/20	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 19/20)
3.2a	Develop and implement land-use plans and design practices which complement the character of our communities, are considerate of our heritage, support sustainable design practices and respond to changing needs.	3.2a(1)	Develop and operate development control systems to ensure compliance with appropriate legislation and to achieve the best possible development outcomes for the community.	<ul style="list-style-type: none"> <li>• Increase in number and value of development approvals</li> <li>• Increase in community satisfaction</li> </ul>	Building Control and Certification	<ul style="list-style-type: none"> <li>• Provide Development Applicants with relevant information concerning Disability Discrimination legislation</li> </ul>
		3.2a(2)	Ensure new development is considerate of our heritage.	<ul style="list-style-type: none"> <li>• LEP identifies areas of heritage significance</li> <li>• All new developments are assessed against impact on heritage</li> </ul>	Building Control and Certification	<ul style="list-style-type: none"> <li>• Assessment of all Development Applications includes heritage considerations as applicable and in accordance with the LEP</li> </ul>
3.2b	Ensure a variety of housing options are made available.	3.2b(1)	Ensure that planning and development controls are in place to promote and facilitate a variety of housing options for residents.	<ul style="list-style-type: none"> <li>• Increase in number and value of development approvals</li> <li>• Increase in market satisfaction</li> </ul>	Building Control and Certification	<ul style="list-style-type: none"> <li>• Commence preparation of new draft Development Control Plan, by 30 June 2020</li> </ul>
3.2c	Deliver and maintain infrastructure to meet the current and future needs of our community.	3.2c(1)	Operate and maintain a water reticulation system capable of providing potable water to all connected premises with minimum disruption and maximum efficiency.	<ul style="list-style-type: none"> <li>• 100% compliance with NSW Health water supply guidelines</li> <li>• Reduction in unplanned service interruptions and maintenance required</li> <li>• Increased community satisfaction</li> </ul>	Water & Sewer	<ul style="list-style-type: none"> <li>• Implement an Integrated Water Cycle Management (IWCM) Plan, by 30 June 2020</li> </ul>

		3.2c(2)	Undertake Cootamundra Water Main Replacement Program.	<ul style="list-style-type: none"> <li>• Cootamundra Water Main Replacement Program complete</li> <li>• Reduction in unplanned service interruptions and maintenance required</li> <li>• Positive community feedback</li> </ul>	Water & Sewer	<ul style="list-style-type: none"> <li>• Continue Cootamundra Water Main Replacement Program, through to 30 December 2019</li> </ul>
		3.2c(3)	Investigate options for the connection of a water supply to Nangus Village, and consult with the community.	<ul style="list-style-type: none"> <li>• Options identified and community consultation activities undertaken</li> </ul>	Water & Sewer	<ul style="list-style-type: none"> <li>• Partner with Goldenfields Water to prepare business case for connection of water supply to Nangus Village, by 30 June 2020</li> </ul>
		3.2c(4)	Operate and maintain a sewage system and treatment plant capable of removing sewage from all connected premises with minimum disruption and maximum efficiency.	<ul style="list-style-type: none"> <li>• 100% compliance with Environmental Protection Agency (EPA) licensing guidelines</li> <li>• Reduction in unplanned service interruptions and maintenance required</li> </ul>	Water & Sewer	<ul style="list-style-type: none"> <li>• Commence construction for the Gundagai Sewer Treatment Plant replacement, by 30 June 2020</li> <li>• Invite tenders and enter into contract for the relining of Sewer Mains, by 30 June 2020</li> </ul>
		3.2c(5)	Provide and maintain a stormwater disposal system which allows the removal of stormwater from the towns in the most economical and efficient manner possible whilst minimising impact on natural environment.	<ul style="list-style-type: none"> <li>• Surface water is redirected to underground stormwater network for appropriate discharge</li> </ul>	Assets	<ul style="list-style-type: none"> <li>• Complete upgrade of stormwater infrastructure in accordance with the priorities identified in the stormwater priority assessment report, by 30 June 2020</li> </ul>
		3.2c(6)	Undertake Stormwater Mitigation Strategy across Cootamundra and Gundagai.	<ul style="list-style-type: none"> <li>• Stormwater Mitigation Strategy complete and outcomes realised</li> <li>• Positive community feedback</li> </ul>	Assets	<ul style="list-style-type: none"> <li>• Undertake Cootamundra Flood Study, by 30 December 2019</li> </ul>
		3.2c(7)	Manage Council's waste collection, disposal and processing facilities.	<ul style="list-style-type: none"> <li>• Reduction of volume of waste going to landfill</li> <li>• Increase in recycling and greenwaste rates</li> <li>• Reduction in number and severity of injuries and incidents in waste delivery areas and facilities</li> <li>• Increase in community satisfaction</li> </ul>	Waste Management	<ul style="list-style-type: none"> <li>• Manage Council's waste collection, disposal and processing facilities in accordance with the Waste Strategy and Implementation Plan</li> </ul> 
		3.2c(8)	Provide an adequate mix of high quality, disabled accessible and appropriately located public toilet facilities.	<ul style="list-style-type: none"> <li>• Decrease in number of complaints</li> <li>• Increase in community satisfaction</li> </ul>	Buildings and Property Management and Maintenance - CGRC	<ul style="list-style-type: none"> <li>• Finish construction of the Gundagai Main Street Public Toilet, by 31 December 2019</li> </ul>
3.2d	Develop and implement strategies to deliver safe and accessible local roads, bridges, footpaths and parking.	3.2d(1)	Develop and implement strategies to improve safety and accessibility of all road users.	<ul style="list-style-type: none"> <li>• Reduction in rate of vehicular and pedestrian incidents</li> <li>• Increase in community satisfaction</li> </ul>	Road Safety	<ul style="list-style-type: none"> <li>• Road Safety Officer to work in partnership with RMS on RMS Road Safety Campaigns</li> <li>• Ensure information is available for users of scooters and electric wheelchairs on footpaths. Pedestrian safety information should also be made available</li> </ul>
		3.2d(2)	Maintain civil infrastructure including roads, footpaths, bridges and traffic facilities to agreed standards as set out in asset management plans.	<ul style="list-style-type: none"> <li>• Civil infrastructure renewal undertaken in accordance with schedule</li> <li>• Increase in community satisfaction</li> </ul>	Civil Maintenance and Construction – Cootamundra  Civil Maintenance and Construction – Gundagai	<ul style="list-style-type: none"> <li>• Undertake Adjungbilly Road Heavy Vehicle Access Project, by March 2020</li> <li>• Undertake annual road maintenance program, 30 June 2020</li> </ul>

		3.2d(3)	Undertake the Footpath Renewal Program.	<ul style="list-style-type: none"> <li>Footpath renewal program undertaken in accordance with schedule</li> <li>Reduction in number and severity of footpath related injury and incidents</li> <li>Increase in community satisfaction</li> </ul>	Civil Maintenance and Construction – Cootamundra  Civil Maintenance and Construction – Gundagai	<ul style="list-style-type: none"> <li>Undertake Footpath Renewal and Extension Program, by 30 June 2020</li> </ul>
		3.2d(4)	Develop and implement asset management plans and strategies for all transport assets.	<ul style="list-style-type: none"> <li>Asset management plans developed and outcomes realised</li> <li>Renew sub-standard assets to agreed service levels</li> </ul>	Assets	<ul style="list-style-type: none"> <li>Review and update condition assessment data across the local government area, by 30 June 2020</li> </ul>
3.2e	Supply local public transport networks to cater for the current and future needs of residents, businesses and visitors.	3.2e(1)	Provide, maintain and renew Council-controlled public transport infrastructure within the local government area.	<ul style="list-style-type: none"> <li>Transport renewal undertaken in accordance with schedule</li> <li>Increase in community satisfaction</li> </ul>	Assets	No specific projects or actions have yet been identified for 19/20
		3.2e(2)	Advocate for State and Federal departments to improve public transport networks to meet the needs of our community.	<ul style="list-style-type: none"> <li>Increase in community satisfaction</li> </ul>	Assets	<ul style="list-style-type: none"> <li>Work with Riverina Joint Organisation on identified public transport initiatives, by 30 June 2020</li> </ul>

#### Key Direction 4: Good governance: An actively engaged community and strong leadership team

##### Objective 4.1: Decision-making is based on collaborative, transparent and accountable leadership

CSP 18/28		Delivery Program 18/19 – 20/21			Operational Plan 19/20	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 19/20)
4.1a	Council is representative of the community and works together to meet the needs of our local government area.	4.1a(1)	Councillors will support and advocate for the needs of all members in our community.	<ul style="list-style-type: none"> <li>Increase in community satisfaction</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>Councillors available and contactable by community members</li> </ul>
		4.1a(2)	Implementation of the Cootamundra-Gundagai Regional Council's suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans.	<ul style="list-style-type: none"> <li>Plans are implemented and outcomes realised</li> </ul>	IPR	<ul style="list-style-type: none"> <li>Present half-yearly Progress Reports on 19/20 Operational Plan to Council and the Community</li> </ul>
		4.1a(3)	Council's corporate plans are informed by community expectations and are reviewed and updated on a regular basis to meet the changing needs of our community members.	<ul style="list-style-type: none"> <li>Plans reviewed and updated as required</li> </ul>	IPR	<ul style="list-style-type: none"> <li>Conduct 6 monthly review of Operational Plan and resourcing strategies</li> </ul>
4.1b	Strengthen strategic partnerships with the community, business and all levels of government.	4.1b(1)	Councillors will use all occasions presented to advocate for funding and assistance from other levels of government and agencies.	<ul style="list-style-type: none"> <li>Funding opportunities sought and realised</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>Seek funding opportunities when available</li> </ul>
		4.1b(2)	Participation in LG NSW as the representative body of Local Government in order to improve the standing of Local Government in NSW.	<ul style="list-style-type: none"> <li>Evidence of advocacy and participation in LG NSW events and activities</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>Advocate for increases in federal assistance grant funding for Regional NSW, by 30 June 2020</li> </ul>
		4.1b(3)	Participation in relevant REROC activities that will benefit the local government area.	<ul style="list-style-type: none"> <li>Evidence of advocacy and participation in REROC events and activities</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>Participation in REROC events and activities</li> </ul>

		4.1b(4)	Maintain effective working partnerships with key stakeholder groups such as the Rural Fire Services, Local Land Services and Riverina Regional Library.	<ul style="list-style-type: none"> <li>Evidence of advocacy and participation in stakeholder events and activities</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>Participation in REROC events and activities</li> </ul>
		4.1b(5)	Continue to foster and support the Youth Council.	<ul style="list-style-type: none"> <li>Maintain or increase level of representation on Youth Council</li> <li>Increase in Youth Council program and activity participation rates</li> <li>Increase in Youth Council participants satisfaction</li> </ul>	Youth and Aged Services	<ul style="list-style-type: none"> <li>Develop a Youth Council in Cootamundra, by 30 June 2020</li> </ul>
		4.1b(6)	Work in partnership with community members, businesses and all levels of government to deliver community priorities.	<ul style="list-style-type: none"> <li>Evidence of partnerships</li> <li>Plans are implemented and outcomes realised</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>Participation in Stakeholder events and activities</li> </ul>
4.1c	A clear strategic direction is outlined in Council's corporate plans and guides Council's decision-making and future planning.	4.1c(1)	The development of the Cootamundra-Gundagai Regional Council's integrated suite of plans, including the Community Strategic Plan, Delivery Program, Operational Plan and resourcing plans, provide a clear strategic direction and drives the organisation's activities.	<ul style="list-style-type: none"> <li>Plans are implemented and outcomes realised</li> </ul>	IPR	<ul style="list-style-type: none"> <li>Develop and adopt 2020-21 Operational Plan, by 30 June 2020</li> </ul>
		4.1c(2)	Council's decision-making and future planning shows evidence of being linked to Council's integrated suite of plans and the needs of our community.	<ul style="list-style-type: none"> <li>Evidence of linkage between Council decisions and Council plans</li> </ul>	IPR	<ul style="list-style-type: none"> <li>All decision making reports, including strategies and plans are to show linkages to the relevant objective in the Community Strategic Plan</li> </ul>
		4.1c(3)	Determine development applications in an efficient and effective manner based on merit	<ul style="list-style-type: none"> <li>Responses are provided within agreed timeframes</li> <li>Increase in customer satisfaction</li> </ul>	Building Control and Certification	<ul style="list-style-type: none"> <li>80% of DAs determined within statutory 40 days' timeframe</li> </ul>
		4.1c(4)	Develop a Place Plan which incorporates the Economic Development, Open Space Recreation, Arts and Cultural and Disability Action Strategies.	<ul style="list-style-type: none"> <li>Place Plan is developed and outcomes realised</li> </ul>	Tourism & Economic Development	<ul style="list-style-type: none"> <li>Develop Placemaking plan for the planning decision and management of Public Spaces in the Local Government Area, by 30 June 2020</li> </ul>
4.1d	Monitor, review and report on the outcomes of corporate plans.	4.1d(1)	Council will track the progress towards the achievement of the corporate plan objectives against measurable outcomes.	<ul style="list-style-type: none"> <li>Plans are implemented and outcomes realised</li> <li>Monitoring and reporting undertaken</li> </ul>	IPR	<ul style="list-style-type: none"> <li>Pulse software Program is fully operational and used by all relevant staff, by 30 June 2020</li> </ul>
		4.1d(2)	The integrated planning and resourcing documents will be reviewed and updated on a regular basis to meet the changing needs of our community members.	<ul style="list-style-type: none"> <li>Plans reviewed and updated as required</li> </ul>	IPR	<ul style="list-style-type: none"> <li>Integrated planning and resourcing strategies reviewed and updated as legislatively required</li> <li>Develop a strategy to update Council's Integrated planning suite of plans and resourcing strategies on a regular basis to meet the changing needs of our community</li> </ul>
		4.1d(3)	Progress on the achievement of corporate plan objectives will be shared with the community via a range of communication methods.	<ul style="list-style-type: none"> <li>Plans are implemented and outcomes realised</li> <li>Monitoring and reporting undertaken</li> </ul>	Communications and Media	<ul style="list-style-type: none"> <li>Develop and present report identifying Community communication options and strategies, by 30 June 2020</li> </ul>
4.1e	Elected representatives are trained, skilled, resourced and knowledgeable.	4.1e(1)	Support for Councillors to attend training, conference and development opportunities will be provided.	<ul style="list-style-type: none"> <li>Increase in Councillor participation in training, conference and development opportunities</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>Attendance in the Local Government NSW Annual General Conference</li> </ul>

		4.1e(2)	Programs and activities which encourage and develop the capacity of current and future community leaders is provided.	• Increase in programs and activity participation rates	General Manager	• Identify programs and activities which encourage and develop the capacity of current and future community leaders
		4.1e(3)	Provide and maintain services and infrastructure that assists the efficient and effective undertaking of the duties of the elected Council.	• Increase in Elected Councillor and Executive Office satisfaction	General Manager	• Continue to provide and maintain services and infrastructure to assist elected representatives in undertaking their duties
		4.1e(4)	Support Council's elected representatives in undertaking their role in the community.	• Increase in Elected Councillor satisfaction	General Manager	• Continue to provide administrative support to Council's elected representatives to assist in undertaking their role in the community

#### Objective 4.2: Active participation and engagement in local decision-making

CSP 18/28		Delivery Program 18/19 – 20/21			Operational Plan 19/20	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 19/20)
4.2a	Ensure opportunities for genuine and robust community consultation and engagement are provided to all members of our community.	4.2a(1)	A range of consultation and engagement activities will be offered to our community in order to plan the long term future direction of the local government area and to inform of Council's decision-making.	• Increase in consultation and engagement activities participation rates	Communications and Media	• Establish Digital Communication Panel, by 31 December 2019
4.2b	Provide opportunities to review the objectives and delivery of the Community Strategic Plan to ensure it continues to meet the changing needs of the community.	4.2b(1)	Council will regularly and continuously seek community feedback to seek additional input to the Community Strategic Plan.	• Increase in consultation and engagement activities participation rates	IPR	• Relevant staff to undertake Community Engagement Training (IAP2), by 31 December 2019
		4.2b(2)	Cootamundra-Gundagai Regional Council's suite of plans will be reviewed and updated on a regular basis to meet the changing needs of our community members.	• Plans reviewed and updated as required	IPR	• Develop a strategy to update the Community Strategic Plan on a regular basis to meet the changing needs of our community
4.2c	Engage and partner with the community in delivering the objectives of the Community Strategic Plan.	4.2c(1)	Promote the objectives of the Community Strategic Plan and work in partnership with community members, businesses and other local stakeholders to deliver community priorities.	• Evidence of partnerships • Plans are implemented and outcomes realised	IPR	• Develop a Community Engagement Strategy to assist with delivering the objectives in the Community Strategic Plan • Continue to promote the objectives of the community strategic plan via Council's media channels
4.2d	Promote and celebrate the achievements of Council and our local community.	4.2d(1)	Progress towards the achievement of the Community Strategic Plan objectives will be shared with the community via a range of communication methods.	• Monitoring and reporting undertaken	Communications and Media	• Continue to promote the objectives of the community strategic plan via Council's media channels

#### Objective 4.3: Cootamundra-Gundagai Regional Council is a premier local government Council

CSP 18/28		Delivery Program 18/19 – 20/21			Operational Plan 19/20	
No.	Strategy	No.	Principal Activities	Measure of Success	Responsibility	Actions (Projects and Activities 19/20)
4.3a	Maintain a strong and robust financial position that supports the delivery of services and strategies and ensures long-term financial stability.	4.3a(1)	Ensure Council's long term financial planning supports the delivery of community expectations and financial stability.	• The Long Term Financial Plan (LTFP) is presented as a balanced budget considerate of community expectations and financial constraints	Finance	• Undertake processes to consolidate Council's rating structure, by 30 June 2020
		4.3a(2)	Ensure the availability of finances are managed, controlled, reviewed and regularly reported on in order to provide the appropriate services and facilities within the allocated budget and achieve the maximum value for expenditure.	• Achievement of operational activities and projects identified in the Operational Plan within budget • Statutory reporting requirements are met	Finance	• Prepare and implement procedures to enable all staff with budget responsibility to effectively operate Council's integrated budgeting process, by 30 June 2020

				<ul style="list-style-type: none"> <li>Monitoring and reporting undertaken</li> </ul>		
		4.3a(3)	Ensure all procurement meets legislative and policy requirements and delivers best value for the community and the Council.	<ul style="list-style-type: none"> <li>No incidents of non-compliance</li> </ul>	Procurement	<ul style="list-style-type: none"> <li>Develop a suite of Audit Reports to monitor procurement practices, by 31 December 2019</li> </ul>
		4.3a(4)	Identify and follow-up opportunities to increase Council's revenue base including grant funding opportunities to deliver additional income to fund major projects.	<ul style="list-style-type: none"> <li>Funding opportunities sought and realised</li> </ul>	Strategic and Statutory Planning	<ul style="list-style-type: none"> <li>Identify grant opportunities to fund major projects as they arise, lodge grant applications as appropriate</li> </ul>
		4.3a(5)	Develop Asset Management plans which deliver long-term financial sustainability and asset renewal.	<ul style="list-style-type: none"> <li>Asset management plans developed and outcomes realised</li> <li>Renew sub-standard assets to agreed service levels</li> </ul>	Assets	<ul style="list-style-type: none"> <li>Review and improve Asset Management Plans</li> <li>Implement works programs to improve asset condition, by 30 June 2020</li> </ul>
		4.3a(6)	Improve functionality and amenity within Council's work depots.	<ul style="list-style-type: none"> <li>Reduction in works depot operating costs</li> <li>Increase in site efficiency</li> </ul>	Depot and Workshop – Cootamundra Depot and Workshop – Gundagai	<ul style="list-style-type: none"> <li>Complete planning for improvements to Cootamundra Depot and Bradman Street Depot, by 30 June 2020</li> <li>Complete construction on Gundagai Depot Training Facility, by 31 October 2019</li> </ul>
4.3b	Council meets all legislative requirements and operates within good governance practices and frameworks.	4.3b(1)	Council ensures statutory compliance is achieved and demonstrates good governance practices.	<ul style="list-style-type: none"> <li>No incidents of non-compliance</li> <li>Policies reviewed in accordance with schedule</li> <li>Statutory reporting requirements are met</li> </ul>	Governance	<ul style="list-style-type: none"> <li>Participate in the Alliance Legislative Compliance Framework Methodology</li> </ul>
		4.3b(2)	Support and funding for elections is provided as required.	<ul style="list-style-type: none"> <li>Election funding provided as required</li> </ul>	Finance	<ul style="list-style-type: none"> <li>Make provision in the Long Term Financial Plan for funding of the 2020 Council elections</li> </ul>
		4.3b(3)	Implement effective integrated risk management strategies and practices.	<ul style="list-style-type: none"> <li>Plans are implemented and outcomes realised</li> <li>Monitoring and reporting undertaken</li> <li>No incidents of non-compliance</li> </ul>	Governance Information Technology	<ul style="list-style-type: none"> <li>Undertake development of a Corporate Risk Register, by 30 June 2020</li> <li>Develop and implement an Internal Audit and Fraud Control Plan, by 30 June 2020</li> </ul>
4.3c	Information is communicated to our community consistently, reliably and timely, and over a variety of platforms to meet the needs of residents.	4.3c(1)	Current, informative and easy access to Council information is made available to the community using a range of communication methods, including traditional media and digital channels, Council's website, Community News newsletter and social media.	<ul style="list-style-type: none"> <li>Increase in use of online services and social media</li> <li>Increase in community satisfaction</li> </ul>	Communications and Media	<ul style="list-style-type: none"> <li>Improve services available on Council's websites through the development of eServices and online forms, by 30 June 2020</li> </ul>
4.3d	Council services the community in a manner that is professional, efficient and promotes an ease of 'doing business'.	4.3d(1)	Provide quality customer service during all "front line" interactions between Council and the community and in all other interactions between staff, agencies, Council and the community.	<ul style="list-style-type: none"> <li>Customer responses are provided within agreed timeframes</li> <li>Increase in customer satisfaction</li> </ul>	Customer Service Information Technology	<ul style="list-style-type: none"> <li>Develop and implement a new Customer Service Charter, by 30 June 2020</li> <li>Work with the Customer Service Team to develop an Online Booking System for Council facilities, by 30 June 2020</li> </ul>
		4.3d(2)	Adopt and maintain information technology and communication services and infrastructure that assists the efficient and effective undertaking of Council's operations, increases productivity and adequately supports	<ul style="list-style-type: none"> <li>Increase in customer and staff satisfaction</li> </ul>	Information Technology	<ul style="list-style-type: none"> <li>Integrate Civica/Authority (Finance System) and Magiq Documents (EDRMS), by 30 June 2020</li> <li>Review Business Systems and identify services that can be delivered on Council's Website, by 30 June 2020</li> </ul>

			the organisation and our community's needs.			
		4.3d(3)	Council's records are managed in compliance with the appropriate legislation and supports efficient and effective work practices.	<ul style="list-style-type: none"> <li>No incidents of non-compliance</li> <li>Increase in customer and staff satisfaction</li> </ul>	Records	<ul style="list-style-type: none"> <li>Review infoXpert workflows to streamline record keeping, by 31 December 2019</li> </ul>
		4.3d(4)	Requests for service are processed in an efficient and effective manner.	<ul style="list-style-type: none"> <li>Customer responses are provided within agreed timeframes</li> <li>Actions are undertaken within agreed timeframes</li> <li>Increase in customer satisfaction</li> </ul>	Customer Service	<ul style="list-style-type: none"> <li>Complete Customer Satisfaction Survey to provide comparison data for the benchmark identified in 2018</li> <li>Review responsibilities and provide training to enable customer service staff to respond to Planning and Rating enquiries</li> </ul>
		4.3d(5)	Provide well-maintained cemeteries and efficient, appropriate and dignified cemetery operations and services that create the most peaceful surroundings possible for funeral parties and visitors.	<ul style="list-style-type: none"> <li>Service reviews undertaken</li> <li>Responses and activities are undertaken within agreed timeframes</li> <li>Increase in customer satisfaction</li> </ul>	Regulatory Services	<ul style="list-style-type: none"> <li>Develop a Cemetery Services Strategic Plan, by 30 June 2020</li> <li>Provide signage, seating and additional landscaping for the Gundagai Area Cemeteries, by 30 June 2020</li> <li>Complete the Mapping of Cemeteries for plot identification, future planning and publishing of information online, by 30 June 2020</li> <li>Construct non-denominational beams at Coolac, Nangus, South Gundagai and Tumblong Cemeteries, by 30 June 2020</li> </ul>
		4.3d(6)	Council's fleet of light vehicles and heavy plant is maintained to ensure efficient, cost-effective and timely service delivery.	<ul style="list-style-type: none"> <li>Fleet replacement and maintenance schedules are met</li> </ul>	Plant and Fleet Management	<ul style="list-style-type: none"> <li>Undertake plant replacement in accordance with related policies and programs, by 30 June 2020</li> </ul>
4.3e	Continuous improvement practices are utilised to ensure facilities and services are provided efficiently and meet the changing needs of our community.	4.3e(1)	Effective day-to-day management and leadership of the organisation conducts service reviews and implements continuous improvement practices to create greater efficiencies and effectiveness across the organisation.	<ul style="list-style-type: none"> <li>Service reviews undertaken</li> <li>Increase in customer and staff satisfaction</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>Improvement programs identified and developed, by 30 June 2020</li> </ul>
		4.3e(2)	Ensure adequate project management techniques are in place to ensure the delivery of projects which meet the changing needs of our community on time, within budget and to an acceptable standard.	<ul style="list-style-type: none"> <li>Projects are delivered on time, within budget and to an acceptable standard</li> <li>Positive feedback from community</li> </ul>	Deputy General Manager	<ul style="list-style-type: none"> <li>Undertake monitoring of project implantation</li> </ul>
4.3f	Council attracts, retains, develops and supports employees in a safe, healthy and non-discriminatory work environment.	4.3f(1)	Implement strategies which promote Cootamundra-Gundagai Regional Council as being an employer of choice.	<ul style="list-style-type: none"> <li>Increase in job vacancy applications received</li> <li>Increase in quality of conditions of employment compared to other comparable regional Councils</li> </ul>	Human Resources	<ul style="list-style-type: none"> <li>Review and enhance recruitment practices, by 30 June 2020</li> </ul>
		4.3f(2)	Review the efficiency and effectiveness of Council's adopted Organisational Structure and ensure the structure and staffing mix can adequately deliver the activities approved by Council.	<ul style="list-style-type: none"> <li>Organisational Structure review complete and outcomes achieved</li> <li>Achievement of operational activities and projects identified in the Operational Plan on time and within budget</li> <li>Increase in community satisfaction</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>Implement Operational Plan activities, by 30 June 2020</li> </ul>
		4.3f(3)	Implement the Workforce Management Plan to support all staff in the delivery of community expectations.	<ul style="list-style-type: none"> <li>Workforce Management Plan implemented and outcomes realised</li> </ul>	Human Resources	<ul style="list-style-type: none"> <li>Update statistics and demographics in the Workforce Management Plan, by 30 June 2020</li> </ul>

		4.3f(4)	Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements and minimising risk.	<ul style="list-style-type: none"> <li>• Reduction in number and severity of workplace injury and incidents</li> <li>• Reduction in number and volume of Worker's Compensation claims</li> <li>• Reduction in cost of Worker's Compensation Insurance premiums</li> <li>• Achievement of initiatives outlined in Equal Employment Opportunity (EEO) Management Plan</li> </ul>	WHS Human Resources	<ul style="list-style-type: none"> <li>• Develop internal Council newsletter and incorporate WHS messages to all staff</li> <li>• Monthly WHS reports and statistics discussed a Managers Meetings</li> </ul>
		4.3f(5)	Develop and implement a Staff Wellbeing Program.	<ul style="list-style-type: none"> <li>• Staff Wellbeing Program implemented and outcomes realised</li> <li>• Increase in staff satisfaction</li> </ul>	Human Resources	<ul style="list-style-type: none"> <li>• Develop and implement Staff Wellbeing Policy, by 30 June 2020</li> </ul>
4.3g	Council staff are well-trained, skilled, resourced and knowledgeable.	4.3g(1)	Implement a training plan to enhance the skills and knowledge of staff across the organisation.	<ul style="list-style-type: none"> <li>• Training plan implemented and outcomes realised</li> <li>• Positive feedback from staff</li> <li>• Staff progression through salary system</li> </ul>	Human Resources	<ul style="list-style-type: none"> <li>• Develop Staff Training Plan following skills/performance process in first half of the 2019 Calendar Year</li> </ul>
		4.3g(2)	Provide learning and development opportunities to staff to develop the individual's potential and meet the needs of the community and organisation.	<ul style="list-style-type: none"> <li>• Increase in training opportunities offered</li> <li>• Increase in staff training participation rates</li> <li>• Positive feedback from staff</li> <li>• Staff progression through salary system</li> </ul>	Human Resources	<ul style="list-style-type: none"> <li>• Develop succession plans for each Section of Council</li> <li>• Performance Review Program implemented and the first cycle, finalised, by 31 March 2020</li> </ul>
		4.3g(3)	Staff are supported in the achievement of organisational objectives by having access to a range of business tools, systems and technologies.	<ul style="list-style-type: none"> <li>• Increase in use of business tools, systems and technologies</li> <li>• Increase in staff satisfaction</li> </ul>	Information Technology	<ul style="list-style-type: none"> <li>• Provide ongoing enhancement to Staff Intranet, by 30 June 2020</li> <li>• Undertake integration of Mapping Systems with Council's Corporate Systems, by 30 June 2020</li> </ul>



**COOTAMUNDRA-  
GUNDAGAI** REGIONAL  
COUNCIL

# **Draft** **2019-20 to** **2028-29 Long** **Term Financial** **Plan**



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## Version Control

Ref	Date	Date effective	Council Resolution	Description
1.0	13 May 2019	1 July 2019		Presented to Council to facilitate public exhibition process.

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# 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 Framework<sup>1</sup>. 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.

<sup>1</sup> In accordance with section 403 of the Local Government Act 1993.

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## 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 has developed 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 position<sup>2</sup>

#### 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 \$586<sup>3</sup> million of community assets.

Cootamundra-Gundagai Regional Council reported negative operating performance in the last financial year, reporting an operating loss of \$7.1 million for the year, following a profit of \$5.1 million the previous year. These fluctuations are largely due to timing differences between the receipt of grant funding and the expenditure. With a significant proportion of council's income and expenditure being grant-related, this situation is likely to continue.

#### Financial Position

Council has \$37 million of current assets, predominantly cash and investments, and it has current liabilities of \$6.6 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 million.

Council's long term assets amount to \$372 million<sup>4</sup>, 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 2019-20 year, the rate peg has been set at 2.7%.

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

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<sup>2</sup> Financial position has been summarised from the most recent audited financial statements, for the year ended 30 June 2018.

<sup>3</sup> Gross value of assets as at 30 June 2018.

<sup>4</sup> Written down value of assets as at 30 June 2018.

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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.

With the freeze in rating paths expiring at the end of the 2019-20 financial year, council is required to undertake a process of aligning the disparate rating structures of the two former councils.

### Capital Grants

With constraints placed over 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 \$6.9 million in the 3 years since the merger to fund implementation costs. The merger implementation is an extensive and disruptive process involving every aspect of Council's operations. 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.

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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 services<sup>5</sup>.

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 shows the effect of carrying on with no changes. Council is intent on maintaining all current levels of services for 2019-20, but the projected results are unacceptable.

In order to achieve long-term sustainability a comprehensive review of council's financial position is necessary. Some of the major elements of this process are:

### Waste Strategy

The 3<sup>rd</sup> and final stage of council's comprehensive waste strategy review is nearing completion, and will enable operations across our eight sites to be coordinated and streamlined. The review will also address charging rates, to ensure sufficient revenue is being generated.

### Best Practice Water Management

NSW Public Works Advisory are currently updating our Integrated Water Cycle Management (IWCM) plan to reflect the merged council operation. This will include a comprehensive 30-year programme of capital works, providing a basis for a fee structure to be developed.

The IWCM is a major step towards meeting the Best Practice Water & Sewer Guidelines, and is required in order to access funding through the NSW Safe & Secure Water Program.

### Rating Structure Review

The two rating structures of the former councils were very different, and with the expiry of the freeze in rating paths in 2020 council is required to implement a merged rating structure. This will cause significant changes to rates imposed on individual assessments, and needs to be consider the overall rates & charges burden. While this structure will not be implemented until 2020/21, the issues identified will provide a clearer picture of the attitude of the community to the option of a Special Rate Variation.

### Completion of Major Projects

Council is nearing the end the process of delivering an unprecedented \$53 million worth of major projects. This has a significant impact on council's operations, and the long-term maintenance implications are uncertain.

### Formation of a Finance Committee

To identify the changes needed to ensure long-term sustainability a finance committee of councillors and management will be formed with a view to developing an updated Long Term Financial Plan by the end of 2019. The issues detailed above present too many variables to model scenarios in a meaningful way, but the picture will become clearer as they are resolved. The committee will meet regularly over the next 8-12 months.

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

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# Financial Modelling

## Scenario 1: Base Case

### Budget Overview for scenario 1:

This represents current operational status, and includes the implementation of a special rate variation for 4 years from 2021/22. In this scenario, Council maintains current levels of capital expenditure on roads for 5 years before increasing.

The forecast consolidated operating profit is \$7.7 million in 2019/20, followed by diminishing deficits over 6 years and small surpluses from 2026/27.

Under this scenario unrestricted cash would be exhausted within 12 months, with reserves for sewer and waste growing considerably over ten years.

The financial model for this scenario is included in the appendix of this long term financial plan.

## Scenario 2: Budget Repair

### Budget Overview for scenario 2:

The budget repair plan is the financial strategy identified above, based on the formation of a finance committee responsible for correcting the financial position of Council. This will include:

- Reviewing water and sewer pricing, and exploring other opportunities to increase revenue.
- An expenditure review to identify operational efficiencies.
- Implementation of the recommendations of the waste review strategy.
- Reviewing asset management strategies.

# 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.

## 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.

The program budget is based upon maintaining current expenditure levels for 5 years before increasing.

## Borrowings

Council is proposing to borrow \$4 million to fast-track the renewal of the Cootamundra water mains assets that have reached the end of their useful life.

## 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.

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

### Operating Revenue

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 (today's dollars)	Comment
Roads to Recovery	\$1 million	Although announced in the federal budget as an increase in funding, the next R2R program is \$600,000/year less than the previous program.
Regional Roads Block Grant	\$875,000	Council maintains and renews 100km of regional roads.
Financial Assistance Grant	\$5.3 million	Indexed from previous year.

Operating revenue from state government contracts is expected to generate \$3.4 million in 2019/20, before returning to historic levels of around \$1.4 million throughout the ten year planning period. Council's reliance on this revenue stream is a significant concern.

### Employee Costs

The current budget includes full time equivalent employees of 157.3 including 5.5 new positions. Staff engaged specifically for project related work are not included in this figure, it is assumed the cost of these are paid for by grant income and don't extend beyond the 2019/20 financial year.

Wage costs are forecast to grow at 2.5% per annum based on the current Award provisions.

### Depreciation and Asset Renewals

Depreciation expenses have been calculated based on previous actual depreciation. All classes of assets are revalued regularly.

### Other Operating Expenses

Based on current expenditure levels.

### Loan Repayments

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)*. New borrowing of \$4 million is planned for the completion of the water mains project in Cootamundra.

Loan	Repayment 2019-20	interest expense 2019-20	closing balance 30 June 2020	Remaining years
Indoor pool construction	\$155,825	\$34,778	\$522,305	3
Sheridan Street redevelopment	\$291,954	\$76,156	\$1,798,084	5
Water Mains - Cootamundra	\$364,988	\$76,666	\$3,635,001	9

# 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	1% reduction in rates increase assumption for 4 years from 2026 reduces income by \$155,828 per annum by 2029.
Financial Assistance Grant	One off increase 5%	L	Operating surplus increases by \$184,800 in first year, this compounds to an increase in operating surplus of \$205,000 by year 10.
	One off decrease 3%	M	Operating surplus decreases by \$238,000 in first year, this compounds to a decrease in operating surplus of \$264,000 by year 10.
State Roads Contracts	Plus or minus 10%	M	\$340,000 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	\$60,000 impact on income in first year.

## Plan Improvement and Monitoring

Council continues to review and improve its planning processes. In the past year the following things have been achieved:

- Consolidation of finance systems of two former councils into one single system.
- Migration from a spreadsheet based budgeting system to the BIS reporting and budgeting system
- Development and adoption by council of a comprehensive 10-year plant replacement program.
- Implementation of a monthly financial reporting package for council meetings.

## 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, Sewer Fund and Waste 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	
<b>Income Statements</b> <ul style="list-style-type: none"><li>- Consolidated</li><li>- General Fund</li><li>- Water Fund</li><li>- Sewer Fund</li><li>- Waste Fund</li></ul>	
<b>Cashflow Statement</b> <ul style="list-style-type: none"><li>- Consolidated</li><li>- Water Fund</li><li>- Sewer Fund</li><li>- General Fund</li><li>- Waste Fund</li></ul>	
<b>Capital Budget</b>	
<b>Cash Movement</b>	
<b>Cash Reserves</b>	

## Consolidated - Financial Statement Operating plan



# Income Statements by Fund

	Operational Plan 2019/20	Delivery Program 2020/21	Delivery Program 2021/22	Delivery Program 2022/23	Long Term Financial Plan 2023/24	Long Term Financial Plan 2024/25	Long Term Financial Plan 2025/26	Long Term Financial Plan 2026/27	Long Term Financial Plan 2027/28	Long Term Financial Plan 2028/29
<b>Income from continuing operations</b>										
Rates and annual charges	12,974,757	13,265,257	14,032,937	14,859,311	15,749,236	16,297,976	16,679,988	17,071,407	17,472,470	17,883,425
User charges and fees	8,174,584	6,292,702	6,413,973	6,551,119	6,678,508	6,808,887	6,942,335	7,078,934	7,218,769	7,361,926
Interest and investment revenue	677,150	590,697	581,317	581,249	582,256	581,095	609,093	620,063	651,493	685,199
Other revenues	399,740	396,444	401,205	406,024	410,900	415,834	420,828	425,882	430,997	436,173
Operating grants and contributions	10,511,434	8,153,309	8,248,279	8,344,144	8,440,047	8,540,630	8,637,693	8,744,167	8,847,597	8,952,268
Capital grants and contributions	13,406,936	732,335	739,744	747,229	754,789	762,426	770,140	777,932	785,803	793,754
Recovery of corporate overhead expenditure	2,278,576	1,704,153	1,724,618	1,745,337	1,766,954	1,788,844	1,811,009	1,833,453	1,856,180	1,879,193
Easement rental income	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>49,888,127</b>	<b>32,599,847</b>	<b>33,607,024</b>	<b>34,699,361</b>	<b>35,847,640</b>	<b>36,660,642</b>	<b>37,336,036</b>	<b>38,016,788</b>	<b>38,728,258</b>	<b>39,456,887</b>
<b>Expenses from continuing operations</b>										
Employee benefits and on-costs	11,955,125	12,296,988	12,591,070	12,893,077	13,202,652	13,519,985	13,845,269	14,178,703	14,520,490	14,870,840
Borrowing costs	183,823	160,032	130,196	98,576	71,363	49,255	30,171	21,866	13,392	4,748
Materials and contracts	13,697,549	8,385,482	8,452,561	8,525,484	8,611,527	8,698,502	8,786,418	8,875,286	8,965,116	9,055,919
Depreciation and amortisation	7,676,516	7,642,616	7,858,285	7,858,285	7,858,285	7,858,285	7,858,285	7,858,285	7,858,285	7,858,285
Other expenses	4,938,112	3,485,393	3,510,802	3,536,405	3,570,267	3,604,469	3,639,012	3,673,901	3,709,139	3,744,729
Corporate overhead costs	2,278,676	1,704,253	1,724,718	1,745,437	1,767,054	1,788,944	1,811,109	1,833,553	1,856,280	1,879,293
Easement rental expenditure	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>42,194,751</b>	<b>35,139,714</b>	<b>35,732,582</b>	<b>36,122,213</b>	<b>36,546,099</b>	<b>36,984,389</b>	<b>37,435,214</b>	<b>37,906,543</b>	<b>38,387,651</b>	<b>38,878,763</b>
<b>Net Operating Result</b>	<b>7,693,376</b>	<b>(2,539,867)</b>	<b>(2,125,557)</b>	<b>(1,422,852)</b>	<b>(698,460)</b>	<b>(323,747)</b>	<b>(99,178)</b>	<b>110,245</b>	<b>340,607</b>	<b>578,124</b>
<b>Net operating result before grants and contributions provided for capital purposes</b>	<b>(5,713,560)</b>	<b>(3,272,202)</b>	<b>(2,865,302)</b>	<b>(2,170,081)</b>	<b>(1,453,248)</b>	<b>(1,086,173)</b>	<b>(869,318)</b>	<b>(667,687)</b>	<b>(445,197)</b>	<b>(215,631)</b>

## General fund - Financial Statement



	Operational Plan 2019/20	Delivery Program 2020/21	Delivery Program 2021/22	Delivery Program 2022/23	Long Term Financial Plan 2023/24	Long Term Financial Plan 2024/25	Long Term Financial Plan 2025/26	Long Term Financial Plan 2026/27	Long Term Financial Plan 2027/28	Long Term Financial Plan 2028/29
<b>Income from continuing operations</b>										
Rates and annual charges	7,410,971	7,610,312	8,269,598	8,985,246	9,762,055	10,195,233	10,459,177	10,729,960	11,007,759	11,292,756
User charges and fees	4,888,982	2,947,801	2,983,328	3,019,283	3,055,673	3,092,501	3,129,774	3,167,496	3,205,674	3,244,312
Interest and investment revenue	288,000	206,990	183,363	178,970	172,792	161,845	162,006	156,856	168,734	179,141
Other revenues	397,940	394,619	399,355	404,147	408,997	413,905	418,872	423,898	428,985	434,133
Operating grants and contributions	10,328,434	7,969,613	8,063,879	8,159,030	8,254,213	8,354,066	8,450,390	8,556,116	8,658,789	8,762,694
Capital grants and contributions	915,000	722,215	729,503	736,864	744,300	751,811	759,398	767,061	774,802	782,621
Recovery of corporate overhead expenditure	2,278,576	1,704,153	1,724,618	1,745,337	1,766,954	1,788,844	1,811,009	1,833,453	1,856,180	1,879,193
Easement rental income	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950	1,464,950
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>27,972,853</b>	<b>23,020,654</b>	<b>23,818,593</b>	<b>24,693,828</b>	<b>25,629,934</b>	<b>26,223,154</b>	<b>26,655,574</b>	<b>27,099,790</b>	<b>27,565,872</b>	<b>28,039,800</b>
<b>Expenses from continuing operations</b>										
Employee benefits and on-costs	10,497,900	10,945,137	11,208,780	11,479,015	11,756,005	12,039,920	12,330,933	12,629,221	12,934,967	13,248,356
Borrowing costs	107,157	90,733	68,413	44,461	25,070	10,943	-	-	-	-
Materials and contracts	10,260,441	4,918,326	4,955,016	4,991,981	5,041,636	5,091,789	5,142,443	5,193,603	5,245,276	5,297,464
Depreciation and amortisation	6,589,120	6,535,749	6,751,418	6,751,418	6,751,418	6,751,418	6,751,418	6,751,418	6,751,418	6,751,418
Other expenses	4,537,436	3,153,123	3,176,772	3,200,597	3,232,603	3,264,929	3,297,579	3,330,554	3,363,860	3,397,499
Corporate overhead costs	450,000	252,500	254,394	256,302	258,865	261,453	264,068	266,709	269,376	272,069
Easement rental expense	-	-	-	-	-	-	-	-	-	-
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>32,442,054</b>	<b>25,895,568</b>	<b>26,414,792</b>	<b>26,723,773</b>	<b>27,065,597</b>	<b>27,420,452</b>	<b>27,786,440</b>	<b>28,171,506</b>	<b>28,564,896</b>	<b>28,966,806</b>
<b>Net Operating Result</b>	<b>(4,469,201)</b>	<b>(2,874,914)</b>	<b>(2,596,199)</b>	<b>(2,029,944)</b>	<b>(1,435,664)</b>	<b>(1,197,298)</b>	<b>(1,130,866)</b>	<b>(1,071,715)</b>	<b>(999,024)</b>	<b>(927,007)</b>
<b>Net operating result before grants and contributions provided for capital purposes</b>	<b>(5,384,201)</b>	<b>(3,597,129)</b>	<b>(3,325,702)</b>	<b>(2,766,809)</b>	<b>(2,179,964)</b>	<b>(1,949,109)</b>	<b>(1,890,264)</b>	<b>(1,838,777)</b>	<b>(1,773,826)</b>	<b>(1,709,628)</b>

## Water - Financial Statement



	Operational Plan 2019/20	Delivery Program 2020/21	Delivery Program 2021/22	Delivery Program 2022/23	Long Term Financial Plan 2023/24	Long Term Financial Plan 2024/25	Long Term Financial Plan 2025/26	Long Term Financial Plan 2026/27	Long Term Financial Plan 2027/28	Long Term Financial Plan 2028/29
<b>Income from continuing operations</b>										
Rates and annual charges	1,540,474	1,571,283	1,618,422	1,666,975	1,716,984	1,768,493	1,821,548	1,876,195	1,932,480	1,990,455
User charges and fees	2,483,968	2,533,647	2,609,657	2,700,995	2,782,025	2,865,485	2,951,450	3,039,993	3,131,193	3,225,129
Interest and investment revenue	180,990	165,378	157,062	145,408	135,934	128,352	127,045	122,853	121,003	121,777
Other revenues	1,200	1,218	1,236	1,255	1,274	1,293	1,312	1,332	1,352	1,372
Operating grants and contributions	58,000	58,696	59,400	60,113	60,835	61,565	62,303	63,051	63,808	64,573
Capital grants and contributions	10,000	10,120	10,241	10,364	10,489	10,615	10,742	10,871	11,001	11,133
Recovery of corporate overhead expenditure	-	-	-	-	-	-	-	-	-	-
Easement rental income	-	-	-	-	-	-	-	-	-	-
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>4,274,632</b>	<b>4,340,342</b>	<b>4,456,019</b>	<b>4,585,110</b>	<b>4,707,539</b>	<b>4,835,803</b>	<b>4,974,400</b>	<b>5,114,295</b>	<b>5,260,837</b>	<b>5,414,439</b>
<b>Expenses from continuing operations</b>										
Employee benefits and on-costs	554,322	499,693	509,778	520,688	531,888	543,387	555,191	567,308	579,746	592,511
Borrowing costs	76,666	69,299	61,783	54,115	46,293	38,313	30,171	21,866	13,392	4,748
Materials and contracts	1,855,590	1,877,537	1,899,770	1,922,294	1,945,113	1,968,231	1,991,652	2,015,380	2,039,419	2,063,773
Depreciation and amortisation	459,518	478,988	478,988	478,988	478,988	478,988	478,988	478,988	478,988	478,988
Other expenses	203,300	169,833	171,531	173,247	174,979	176,729	178,496	180,281	182,084	183,905
Corporate overhead costs	609,201	616,510	623,907	631,393	638,968	646,635	654,393	662,245	670,190	678,232
Easement rental expense	774,140	774,140	774,140	774,140	774,140	774,140	774,140	774,140	774,140	774,140
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>4,532,737</b>	<b>4,486,000</b>	<b>4,519,898</b>	<b>4,554,865</b>	<b>4,590,370</b>	<b>4,626,422</b>	<b>4,663,032</b>	<b>4,700,207</b>	<b>4,737,959</b>	<b>4,776,296</b>
<b>Net Operating Result</b>	<b>(258,105)</b>	<b>(145,658)</b>	<b>(63,878)</b>	<b>30,245</b>	<b>117,169</b>	<b>209,380</b>	<b>311,369</b>	<b>414,088</b>	<b>522,879</b>	<b>638,143</b>
Net operating result before grants and contributions provided for capital purposes	(268,105)	(155,778)	(74,120)	19,881	106,680	198,766	300,627	403,217	511,878	627,010

## Sewer - Financial Statement



	Operational Plan 2019/20	Delivery Program 2020/21	Delivery Program 2021/22	Delivery Program 2022/23	Long Term Financial Plan 2023/24	Long Term Financial Plan 2024/25	Long Term Financial Plan 2025/26	Long Term Financial Plan 2026/27	Long Term Financial Plan 2027/28	Long Term Financial Plan 2028/29
<b>Income from continuing operations</b>										
Rates and annual charges	1,978,501	2,008,179	2,038,301	2,068,876	2,099,909	2,131,407	2,163,379	2,195,829	2,228,767	2,262,198
User charges and fees	552,014	558,638	565,342	572,126	578,991	585,939	592,971	600,086	607,287	614,575
Interest and investment revenue	152,800	154,091	165,049	171,309	178,332	186,144	201,717	211,759	222,723	234,637
Other revenues	-	-	-	-	-	-	-	-	-	-
Operating grants and contributions	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Capital grants and contributions	12,481,936	-	-	-	-	-	-	-	-	-
Recovery of corporate overhead expenditure	-	-	-	-	-	-	-	-	-	-
Easement rental income	-	-	-	-	-	-	-	-	-	-
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>15,220,251</b>	<b>2,775,908</b>	<b>2,823,692</b>	<b>2,867,311</b>	<b>2,912,233</b>	<b>2,958,491</b>	<b>3,013,066</b>	<b>3,062,675</b>	<b>3,113,777</b>	<b>3,166,410</b>
<b>Expenses from continuing operations</b>										
Employee benefits and on-costs	527,666	479,193	490,348	501,782	513,501	525,514	537,827	550,448	563,384	576,643
Borrowing costs	-	-	-	-	-	-	-	-	-	-
Materials and contracts	254,368	254,368	254,368	254,368	254,368	254,368	254,368	254,368	254,368	254,368
Depreciation and amortisation	535,911	535,912	535,912	535,912	535,912	535,912	535,912	535,912	535,912	535,912
Other expenses	185,127	150,127	150,127	150,127	150,127	150,127	150,127	150,127	150,127	150,127
Corporate overhead costs	841,424	451,521	456,939	462,423	467,972	473,587	479,270	485,022	490,842	496,732
Easement rental expense	690,810	690,810	690,810	690,810	690,810	690,810	690,810	690,810	690,810	690,810
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>3,035,306</b>	<b>2,561,931</b>	<b>2,578,505</b>	<b>2,595,422</b>	<b>2,612,690</b>	<b>2,630,318</b>	<b>2,648,314</b>	<b>2,666,686</b>	<b>2,685,443</b>	<b>2,704,592</b>
<b>Net Operating Result</b>	<b>12,184,945</b>	<b>213,976</b>	<b>245,187</b>	<b>271,889</b>	<b>299,542</b>	<b>328,172</b>	<b>364,752</b>	<b>395,989</b>	<b>428,334</b>	<b>461,818</b>
Net operating result before grants and contributions provided for capital purposes	(296,991)	213,976	245,187	271,889	299,542	328,172	364,752	395,989	428,334	461,818

# Waste Services - Financial Statement Operating plan



	Operational Plan 2019/20	Delivery Program 2020/21	Delivery Program 2021/22	Delivery Program 2022/23	Long Term Financial Plan 2023/24	Long Term Financial Plan 2024/25	Long Term Financial Plan 2025/26	Long Term Financial Plan 2026/27	Long Term Financial Plan 2027/28	Long Term Financial Plan 2028/29
<b>Income from continuing operations</b>										
Rates and annual charges	2,044,811	2,075,483	2,106,615	2,138,215	2,170,288	2,202,842	2,235,885	2,269,423	2,303,464	2,338,016
User charges and fees	249,620	252,615	255,647	258,715	261,819	264,961	268,141	271,358	274,615	277,910
Interest and investment revenue	55,360	64,237	75,843	85,561	95,198	104,754	118,326	128,594	139,033	149,644
Other revenues	600	607	614	622	629	637	645	652	660	668
Operating grants and contributions	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Capital grants and contributions	-	-	-	-	-	-	-	-	-	-
Recovery of corporate overhead expenditure	-	-	-	-	-	-	-	-	-	-
Easement rental income	-	-	-	-	-	-	-	-	-	-
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>2,420,391</b>	<b>2,462,943</b>	<b>2,508,720</b>	<b>2,553,112</b>	<b>2,597,934</b>	<b>2,643,194</b>	<b>2,692,996</b>	<b>2,740,028</b>	<b>2,787,772</b>	<b>2,836,238</b>
<b>Expenses from continuing operations</b>										
Employee benefits and on-costs	375,237	372,964	382,164	391,593	401,257	411,164	421,318	431,726	442,394	453,329
Borrowing costs	-	-	-	-	-	-	-	-	-	-
Materials and contracts	1,327,150	1,335,251	1,343,407	1,356,841	1,370,410	1,384,114	1,397,955	1,411,934	1,426,054	1,440,314
Depreciation and amortisation	91,967	91,967	91,967	91,967	91,967	91,967	91,967	91,967	91,967	91,967
Other expenses	12,249	12,310	12,372	12,434	12,558	12,684	12,810	12,939	13,068	13,199
Corporate overhead costs	378,051	383,722	389,478	395,320	401,250	407,268	413,377	419,578	425,872	432,260
Easement rental expense	-	-	-	-	-	-	-	-	-	-
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>2,184,654</b>	<b>2,196,214</b>	<b>2,219,387</b>	<b>2,248,154</b>	<b>2,277,442</b>	<b>2,307,196</b>	<b>2,337,428</b>	<b>2,368,144</b>	<b>2,399,354</b>	<b>2,431,069</b>
<b>Net Operating Result</b>	<b>235,737</b>	<b>266,729</b>	<b>289,333</b>	<b>304,958</b>	<b>320,493</b>	<b>335,998</b>	<b>355,568</b>	<b>371,884</b>	<b>388,418</b>	<b>405,170</b>
<b>Net operating result before grants and contributions provided for capital purposes</b>	<b>235,737</b>	<b>266,729</b>	<b>289,333</b>	<b>304,958</b>	<b>320,493</b>	<b>335,998</b>	<b>355,568</b>	<b>371,884</b>	<b>388,418</b>	<b>405,170</b>

# Cashflow Statement by Fund

## Cash flow report



Operational Plan	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Cash in bank at the start of the year	30,393	20,419	17,750	15,771	14,825	13,906	12,908	12,306	11,773	11,978
<b>Funds received</b>										
Rates and annual charges	12,975	13,265	14,033	14,859	15,749	16,298	16,680	17,071	17,472	17,883
User fees and charges	8,175	6,293	6,414	6,551	6,679	6,809	6,942	7,079	7,219	7,362
Grant income	23,918	8,886	8,988	9,091	9,195	9,303	9,408	9,522	9,633	9,746
Interest income	677	591	581	581	582	581	609	620	651	685
Sale of assets	697	420	520	465	582	453	724	591	507	507
Proceeds from loans	4,000									
Other income	400	396	401	406	411	416	421	426	431	436
<b>Total funds received</b>	<b>50,841</b>	<b>29,851</b>	<b>30,937</b>	<b>31,954</b>	<b>33,198</b>	<b>33,860</b>	<b>34,784</b>	<b>35,309</b>	<b>35,914</b>	<b>36,620</b>
<b>Funds spent</b>										
Salaries and wages	11,955	12,297	12,591	12,893	13,203	13,520	13,845	14,179	14,520	14,871
Materials and contracts	13,698	8,385	8,453	8,525	8,612	8,699	8,786	8,875	8,965	9,056
Other	4,938	3,485	3,511	3,536	3,570	3,604	3,639	3,674	3,709	3,745
Repayment of loans	559	1,000	1,000	1,000	810	810	442	442	442	442
Capital works	29,665	7,351	7,362	6,944	7,923	8,225	8,674	8,672	8,073	8,216
<b>Total funds spent</b>	<b>60,815</b>	<b>32,520</b>	<b>32,917</b>	<b>32,900</b>	<b>34,117</b>	<b>34,857</b>	<b>35,386</b>	<b>35,841</b>	<b>35,709</b>	<b>36,329</b>
<b>Net funds saved / (used)</b>	<b>(9,974)</b>	<b>(2,669)</b>	<b>(1,979)</b>	<b>(945)</b>	<b>(920)</b>	<b>(998)</b>	<b>(602)</b>	<b>(532)</b>	<b>205</b>	<b>291</b>
Cash in bank at the end of the year	20,419	17,750	15,771	14,825	13,906	12,908	12,306	11,773	11,978	12,269
<b>Funds set aside for:</b>										
Water network	6,197	5,558	4,994	4,515	4,116	3,801	3,580	3,453	3,427	3,507
Sewer network	5,226	5,376	5,557	5,765	6,000	6,264	6,565	6,897	7,261	7,659
Waste services	1,719	2,077	2,459	2,856	3,268	3,696	4,144	4,607	5,088	5,585
Grant funds for specific projects	960	960	960	960	960	960	960	960	960	960
Grant funds for general use	-	-	-	-	-	-	-	-	-	-
Town improvement (Gundagai)	1,376	1,256	1,136	1,016	896	776	656	536	416	296
Plant and vehicle replacement	76	85	307	884	1,171	1,093	623	162	356	356
Employee leave entitlement	1,586	1,586	1,586	1,586	1,586	1,586	1,586	1,586	1,586	1,586
Merger implementation works	-	-	-	-	-	-	-	-	-	-



# Capital Budget

## Capital expenditure Operating plan



	Operational Plan 2019/20	Delivery Program 2020/21	Delivery Program 2021/22	Delivery Program 2022/23	Long Term Financial Plan 2023/24	Long Term Financial Plan 2024/25	Long Term Financial Plan 2025/26	Long Term Financial Plan 2026/27	Long Term Financial Plan 2027/28	Long Term Financial Plan 2028/29
<b>Capital income</b>										
Proceeds from sale of plant	696,500	420,000	520,000	465,000	582,000	453,000	724,000	590,500	507,050	507,050
Proceeds from sale of property	-	-	-	-	-	-	-	-	-	-
Sports facilities capital income	-	-	-	-	-	-	-	-	-	-
Stormwater capital income	-	-	-	-	-	-	-	-	-	-
Roads capital income	-	-	-	-	-	-	-	-	-	-
Proceeds from loans - Water	4,000,000	-	-	-	-	-	-	-	-	-
Sewer capital income	-	-	-	-	-	-	-	-	-	-
Waste capital income	-	-	-	-	-	-	-	-	-	-
Other capital income	-	-	-	-	-	-	-	-	-	-
<b>Total income</b>	<b>4,696,500</b>	<b>420,000</b>	<b>520,000</b>	<b>465,000</b>	<b>582,000</b>	<b>453,000</b>	<b>724,000</b>	<b>590,500</b>	<b>507,050</b>	<b>507,050</b>
<b>Capital expenses</b>										
Plant and equipment	2,484,000	1,746,000	1,706,288	1,328,000	2,091,500	2,347,288	2,707,000	2,591,000	1,876,288	1,900,000
Office equipment	40,000	40,400	40,804	41,212	41,624	42,040	42,461	42,885	43,314	43,747
Buildings	50,000	-	50,000	-	-	-	-	-	-	-
Land improvements	25,000	25,000	25,000	25,000	-	-	-	-	-	-
Waste infrastructure	-	-	-	-	-	-	-	-	-	-
Roads, bridges and footpaths	4,290,000	4,290,000	4,290,000	4,290,000	4,290,000	4,332,900	4,419,558	4,530,047	4,643,298	4,759,381
Stormwater drainage	750,000	-	-	-	250,000	252,500	255,025	257,575	260,151	262,753
Recreation assets	-	-	-	10,000	-	-	-	-	-	-
Water supply network	4,000,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Sewerage network	12,856,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Other assets	5,170,226	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total Expenses</b>	<b>29,665,226</b>	<b>7,351,400</b>	<b>7,362,092</b>	<b>6,944,212</b>	<b>7,923,124</b>	<b>8,224,728</b>	<b>8,674,044</b>	<b>8,671,508</b>	<b>8,073,051</b>	<b>8,215,881</b>
<b>Net capital expenditure</b>	<b>24,968,726</b>	<b>6,931,400</b>	<b>6,842,092</b>	<b>6,479,212</b>	<b>7,341,124</b>	<b>7,771,728</b>	<b>7,950,044</b>	<b>8,081,008</b>	<b>7,566,001</b>	<b>7,708,831</b>

# Reserves

## Cash and Investments



Operational Plan	2019/20	2020/21	2021/22	2022/23	2023/24		2024/25		2025/26		2026/27		2027/28		2028/29	
					Long Term Financial Plan	Delivery Program	Long Term Financial Plan	Delivery Program	Long Term Financial Plan	Delivery Program	Long Term Financial Plan	Delivery Program	Long Term Financial Plan	Delivery Program	Long Term Financial Plan	Delivery Program
<b>Externally Restricted <sup>(1)</sup></b>	Developers Contributions	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
	Sheridan Street Upgrade Loan Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Specific Purpose Unexpended Grants & Contributions	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000
	Water network infrastructure	6,197,414	5,558,379	4,993,607	4,515,291	4,116,077	3,801,093	3,579,957	3,453,234	3,328,000	3,202,766	3,077,532	2,952,298	2,827,064	2,701,830	2,576,596
	Sewer network infrastructure	5,225,856	5,375,744	5,556,844	5,764,645	6,000,099	6,264,184	6,564,847	6,896,748	7,260,994	7,625,139	8,000,284	8,374,429	8,748,574	9,122,719	9,496,864
	Gundagai Town Improvement District	1,376,000	1,256,000	1,136,000	1,016,000	896,000	776,000	656,000	536,000	416,000	296,000	176,000	60,000	-	-	-
	Domestic Waste Management	1,718,704	2,077,400	2,458,700	2,855,625	3,268,084	3,696,049	4,143,584	4,607,435	5,087,820	5,584,956	6,072,031	6,569,106	7,066,181	7,563,256	8,060,331
	Stormwater infrastructure renewal	160,000	160,000	160,000	160,000	-	-	-	-	-	-	-	-	-	-	-
	<b>Total Externally Restricted</b>	<b>15,649,974</b>	<b>15,399,523</b>	<b>15,277,151</b>	<b>15,283,561</b>	<b>15,252,260</b>	<b>15,509,326</b>	<b>15,916,388</b>	<b>16,465,417</b>	<b>17,163,642</b>	<b>17,911,857</b>	<b>18,660,072</b>	<b>19,408,287</b>	<b>20,156,502</b>	<b>20,904,717</b>	<b>21,652,932</b>
	(1) Funds that must be spent for a specific purpose															
<b>Internally Restricted <sup>(2)</sup></b>	Merger Implementation Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Stronger Communities Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Aerodrome Bitumen Resurfacing	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000
	Bradman's Birthplace	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
	Coolac bypass	78,000	53,000	28,000	-	-	-	-	-	-	-	-	-	-	-	-
	Cootamundra Caravan Park	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000
	Council Election Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Development	193,000	193,000	193,000	193,000	193,000	193,000	193,000	193,000	193,000	193,000	193,000	193,000	193,000	193,000	193,000
	Employee Leave Entitlements	1,586,000	1,586,000	1,586,000	1,586,000	1,586,000	1,586,000	1,586,000	1,586,000	1,586,000	1,586,000	1,586,000	1,586,000	1,586,000	1,586,000	1,586,000
	Financial Assistance Grant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Heritage Centre	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
	Incomplete Works	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Plant Replacement	75,716	85,434	306,803	884,440	1,170,923	1,093,333	623,120	161,873	355,735	355,735	355,735	355,735	355,735	355,735	355,735
	Quarries & Pit Restoration	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
	Saleyards	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
	Special Projects	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Swimming Pool Pump & Equipment	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
	Cemetery Reserve	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000
	<b>Total Internally Restricted</b>	<b>2,534,716</b>	<b>2,519,434</b>	<b>2,715,803</b>	<b>3,265,440</b>	<b>3,551,923</b>	<b>3,474,333</b>	<b>3,004,120</b>	<b>2,542,873</b>	<b>2,736,735</b>	<b>2,932,468</b>	<b>3,128,220</b>	<b>3,324,072</b>	<b>3,519,924</b>	<b>3,715,776</b>	<b>3,911,528</b>
	(2) Funds that Council has earmarked for a specific purpose															
<b>Unrestricted (ie. available after the above Restrictions)</b>																
<b>Total Cash &amp; Investments</b>		<b>20,419,007</b>	<b>17,750,111</b>	<b>15,770,665</b>	<b>14,825,186</b>	<b>13,905,576</b>	<b>12,907,967</b>	<b>12,305,636</b>	<b>11,773,459</b>	<b>11,978,177</b>	<b>12,268,938</b>	<b>12,561,146</b>	<b>12,853,359</b>	<b>13,144,624</b>	<b>13,435,899</b>	<b>13,727,156</b>



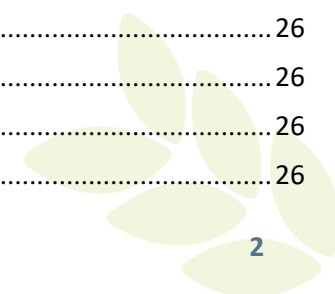
COOTAMUNDRA-  
GUNDAGAI REGIONAL  
COUNCIL

# **Draft** Revenue Policy 2019-20



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#### Version Control

Ref	Date	Date effective	Council Resolution	Description
<b>1.0</b>	13 May 2019	1 July 2019		Presented to Council to facilitate 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 11 September 2018, IPART announced the rate peg to apply in the 2019-20 financial year will be 2.7%. The amount applies to general rate income in total, and not to individual ratepayers' rates. Council proposes to increase rating income by 2.7% in accordance with the maximum allowable increase.

### Valuations

Cootamundra-Gundagai Regional Council's land values were last 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 of Land Act 1916. For the purposes of the 2019-20 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 2019.

## 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 2016, 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 1,066 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.

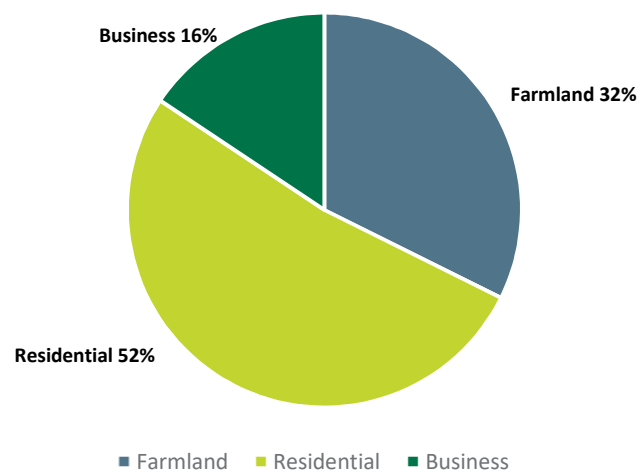
## Special Rate Variations

The former Gundagai Shire Council had applied for a special rate variation that is currently impacting Council's total permissible rates income.

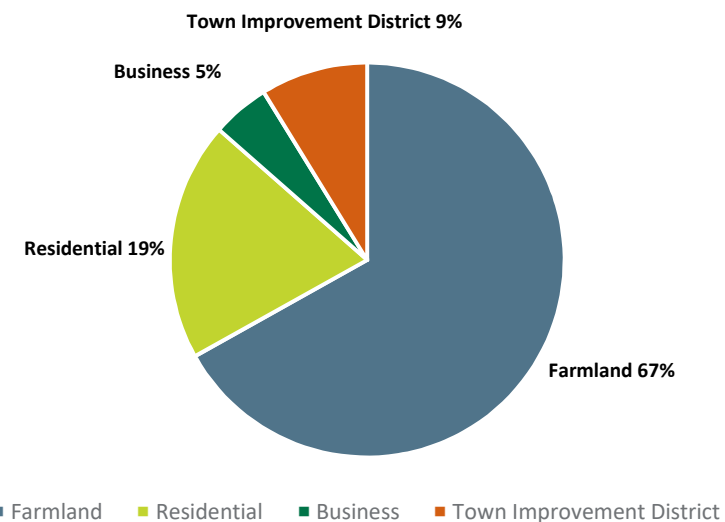
### 2014-15 special variation for main street upgrade of 12.82%

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.

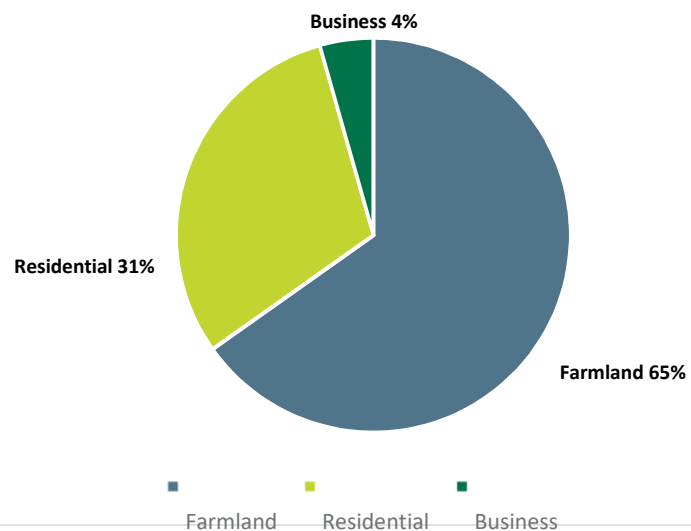
Cootamundra Area Target Rate Revenue



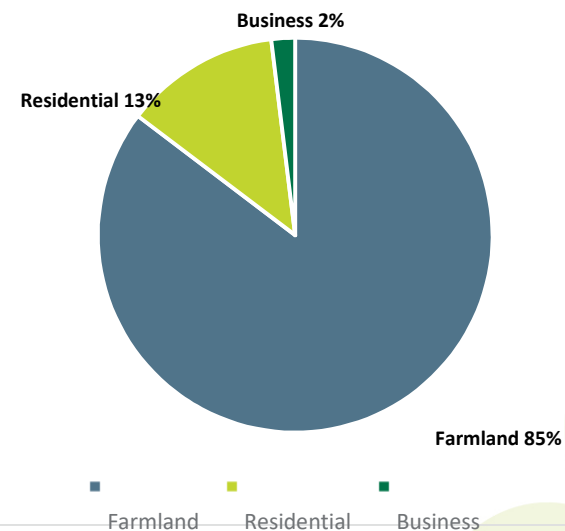
Gundagai Area Target Rate Revenue



Cootamundra Area Rateable Land Values



Gundagai Area Rateable Land Values



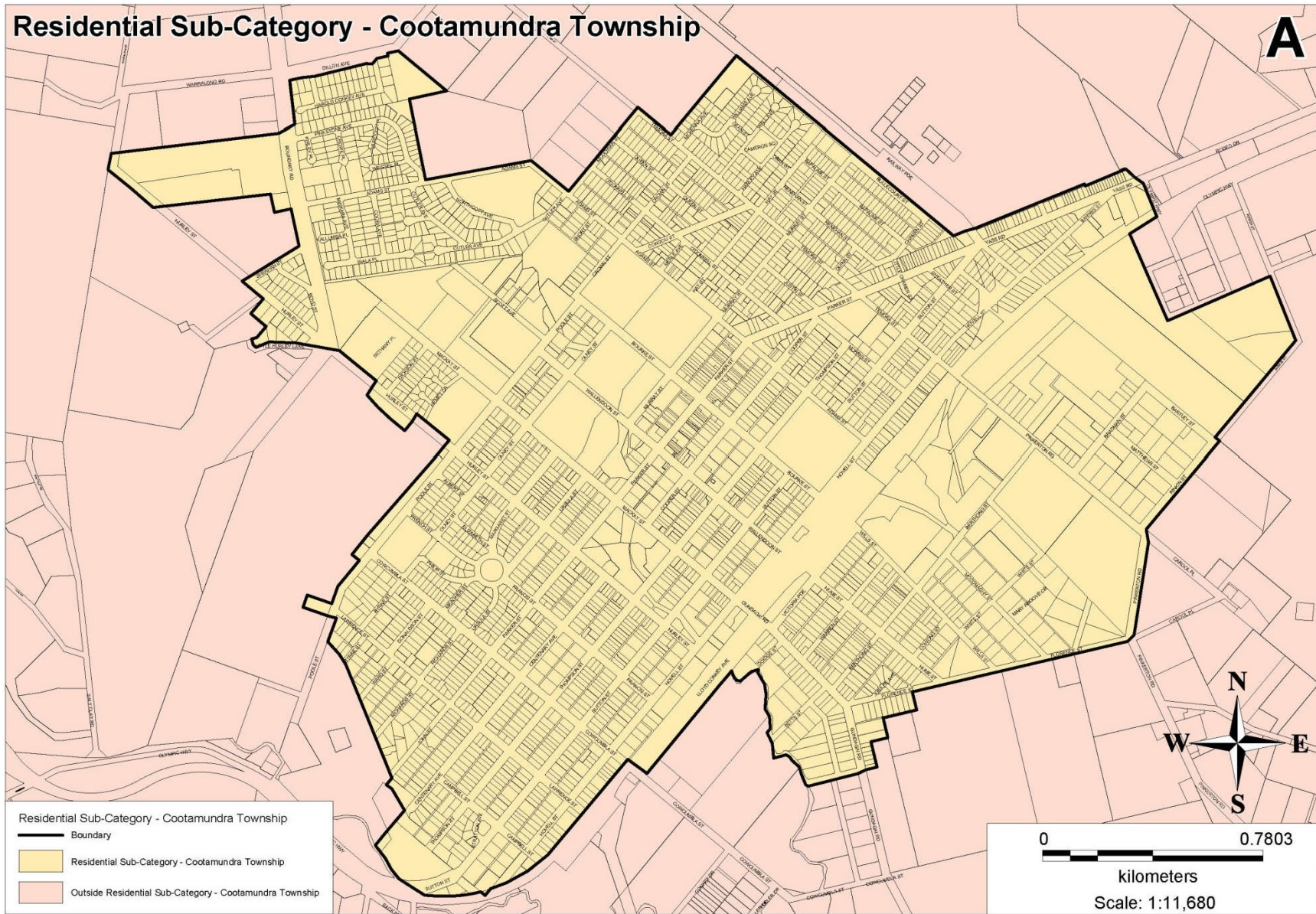
## Cootamundra Area Rating Categories

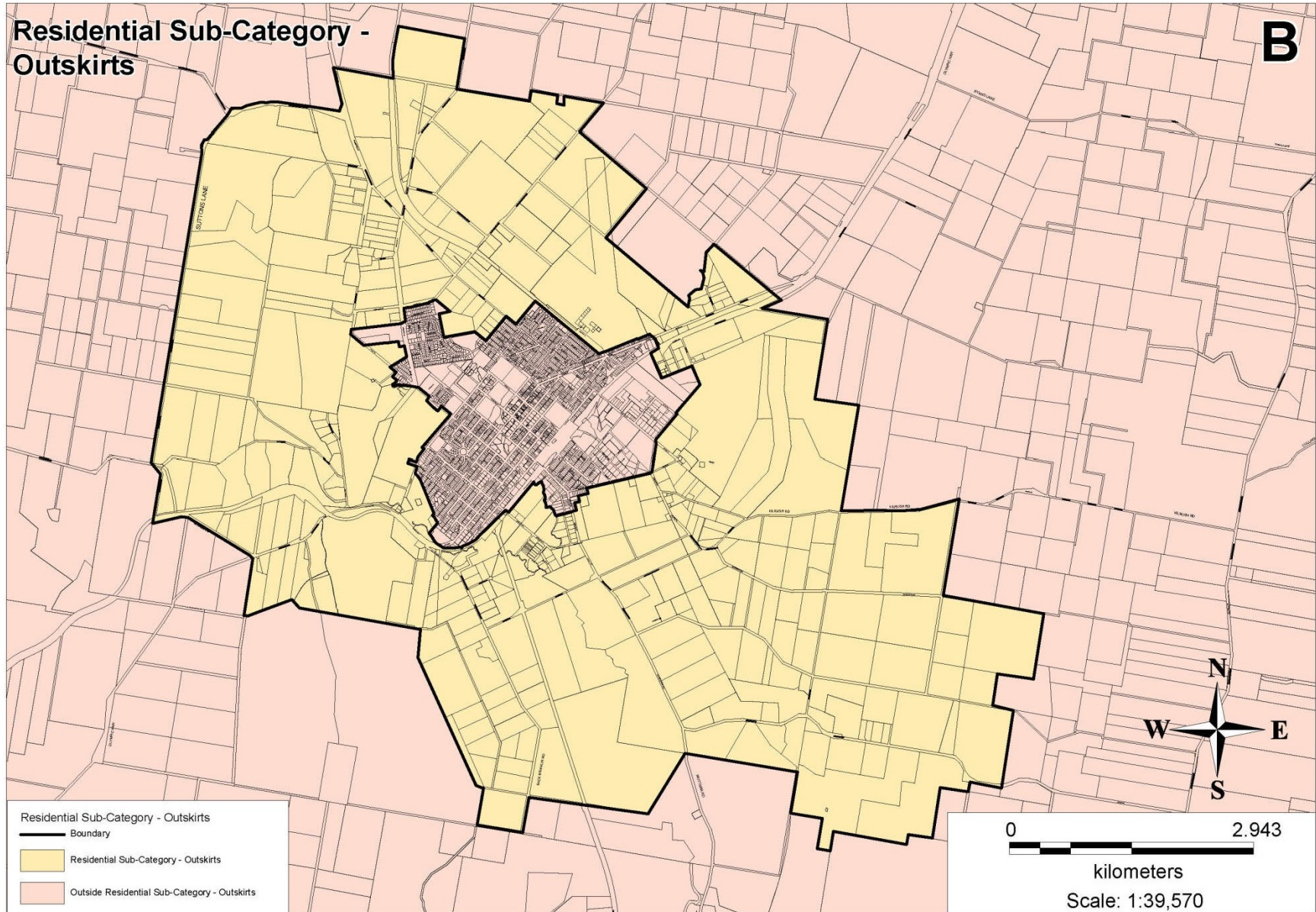
Rating Category (s514-518)	Name of sub-category	Map ref	Number of Assessments	Ad Valorem Rate	Base Amount \$	Base Amount %	Minimum \$	Number on Minimum	Land Value	2019/20 Estimated Income	% Yield
<b>Farmland</b>			409	0.3189			\$431.00	34	\$441,992,500	\$1,418,362	32.2%
<b>Residential</b>	Village	C & D	218	0.6275	\$182.00	48.71%			\$6,658,300	\$81,444	1.8%
<b>Residential</b>	Coota Town	A	2,634	1.2694			\$431.00	177	\$154,870,380	\$1,981,249	45%
<b>Residential</b>	Coota Outskirts	B	256	0.3364	\$182.00	29.04%			\$33,839,590	\$160,395	3.6%
<b>Residential</b>	[all other]		133	0.3004	\$182.00	34.74%			\$15,139,770	\$69,671	1.6%
<b>Business</b>	Coota Non CBD	F	58	1.7436			\$464.00	7	\$5,120,550	\$91,250	2%
<b>Business</b>	Coota CBD	E	142	3.3360			\$464.00	1	\$12,436,600	\$414,824	9.4%
<b>Business</b>	Industrial Aerodrome	G (& K)	21	1.6922			\$464.00	-	\$2,070,800	\$35,032	0.8%
<b>Business</b>	Industrial Barnes St	H (& K)	6	1.6922			\$464.00	-	\$601,600	\$10,177	0.2%
<b>Business</b>	Industrial East	I (& K)	9	1.6922			\$464.00	2	\$911,550	\$16,013	0.4%
<b>Business</b>	Industrial South	J (& K)	73	1.6922			\$464.00	4	\$5,983,300	\$102,214	2.3%
<b>Business</b>	[all other]		46	0.3292	\$234.00	42.00%			\$4,515,310	\$25,624	0.6%
<b>Mining</b>			-	0.3100			\$420.00			-	
		<b>Total</b>	<b>4,005</b>					<b>Total</b>	<b>\$684,140,250</b>	<b>\$4,406,255</b>	

## 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	2019/20 Estimated Income	% Yield
Farmland		L	869	0.4227	\$332.00	135	\$483,092,281	\$2,068,132	67.8%
Residential		M	1390	0.6551	\$332.00	810	\$72,272,310	\$572,085	18.8%
Business		N	171	1.1566	\$537.00	88	\$10,938,782	\$151,362	4.9%
Mining			-	0.4130	\$325.00	-	-	-	
			<b>2,430</b>			<b>Subtotal</b>	<b>\$566,303,373</b>	<b>\$2,791,579</b>	
<b>Special Rate (s495)</b>									8.5%
<b>Town Improvement District</b>			1,066	0.3582	\$224.00	862	\$52,486,629	\$259,540	
						<b>Total</b>		<b>\$3,051,119</b>	

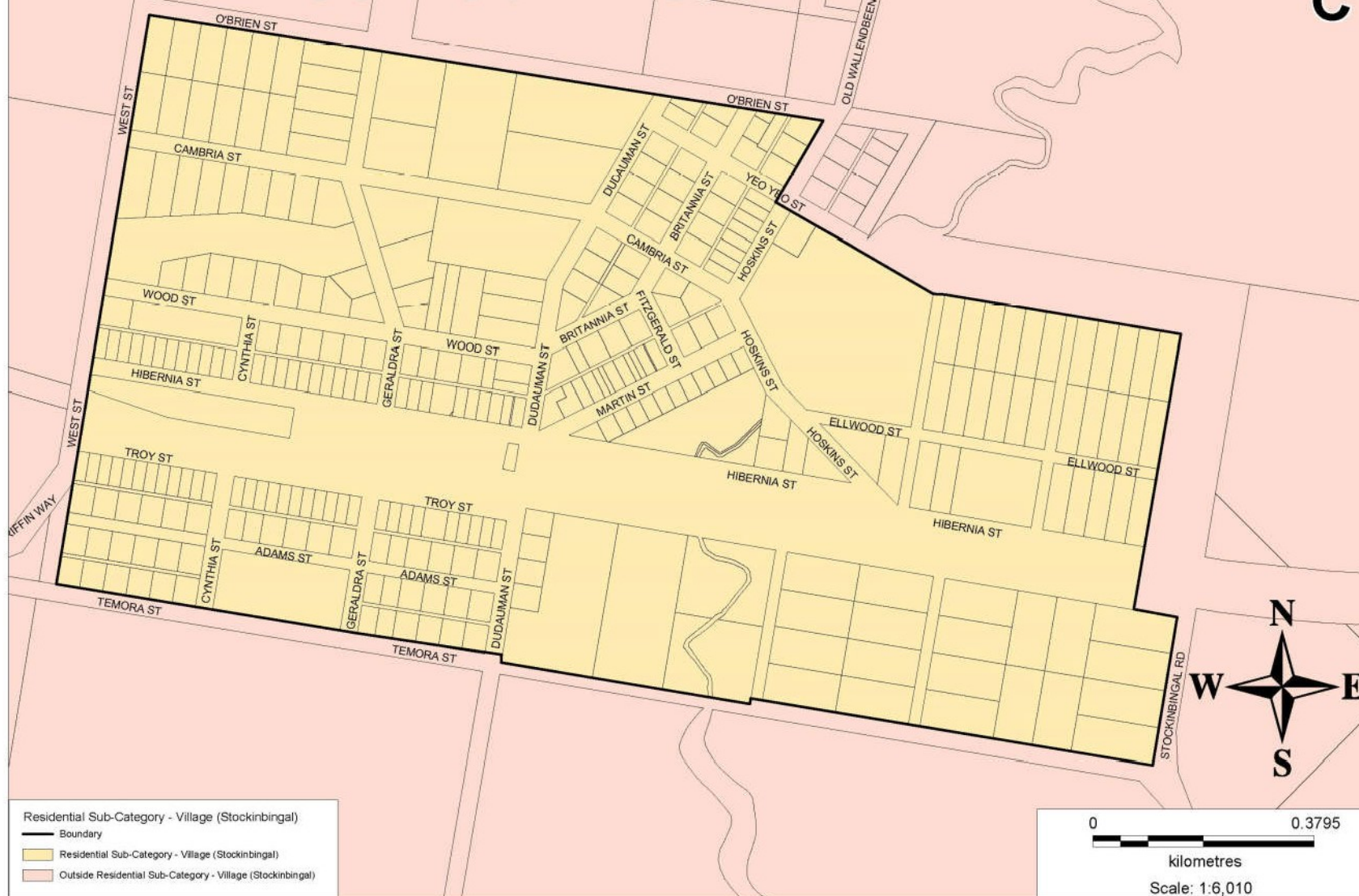


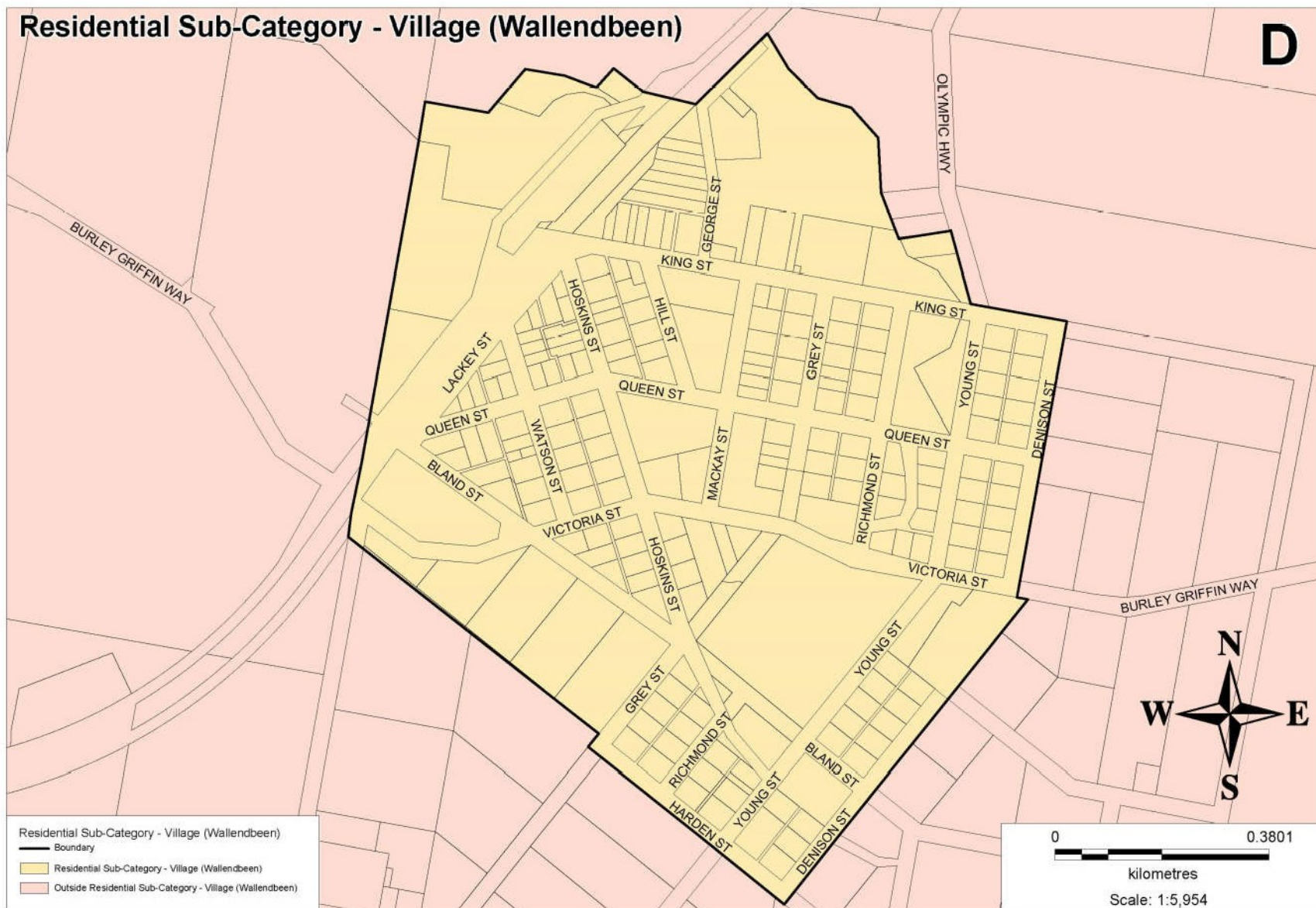


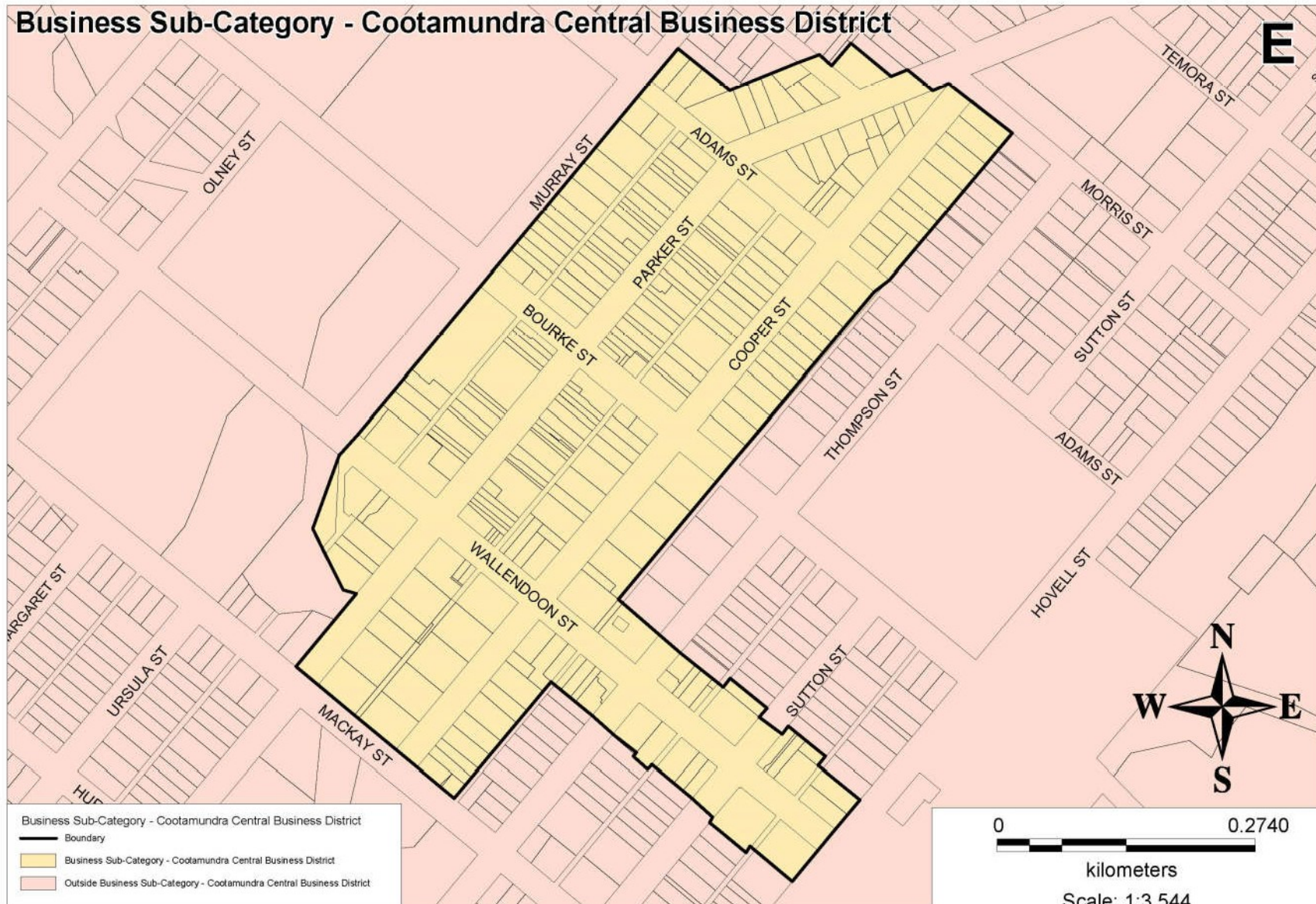


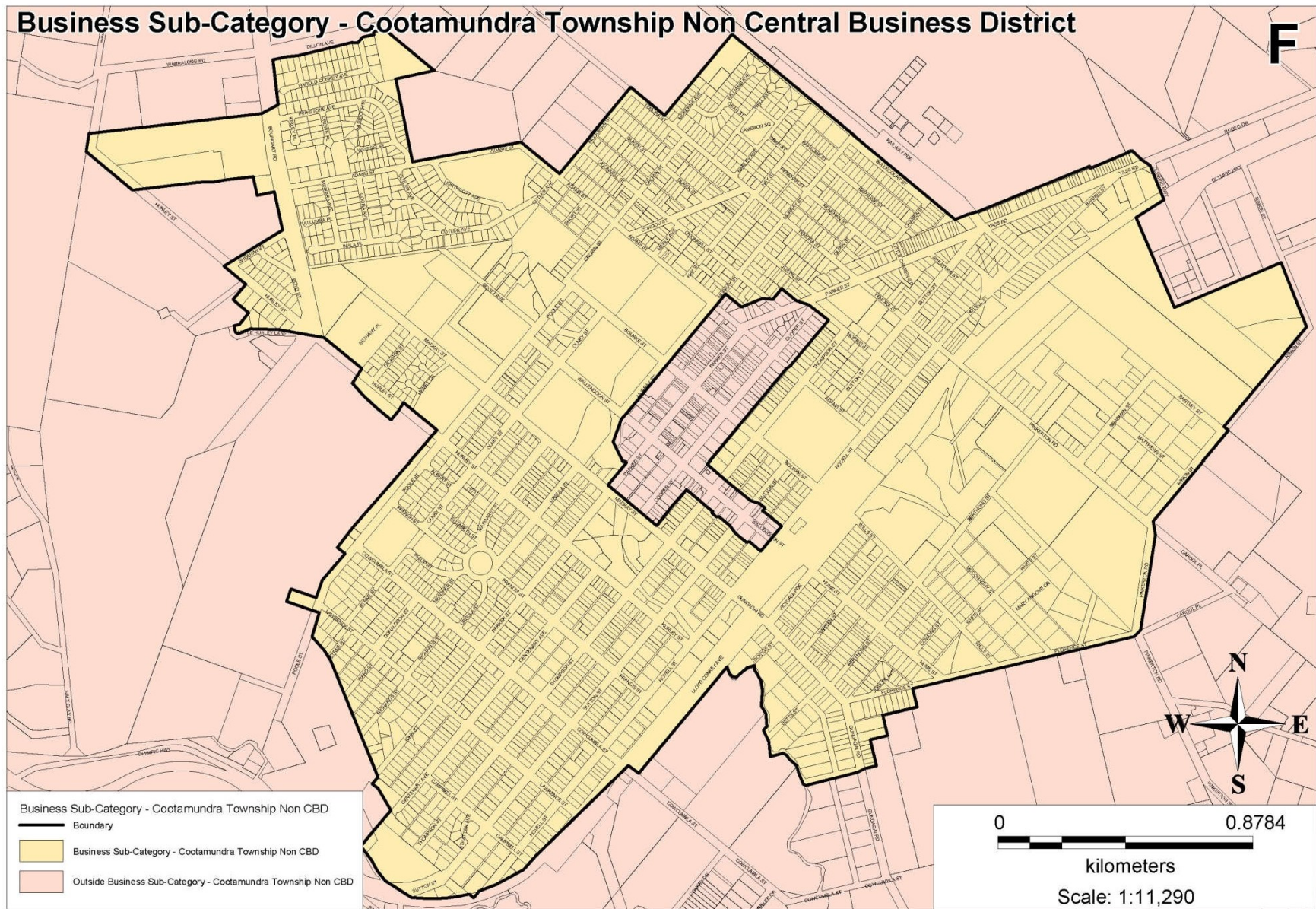
## Residential Sub-Category - Village (Stockinbingal)

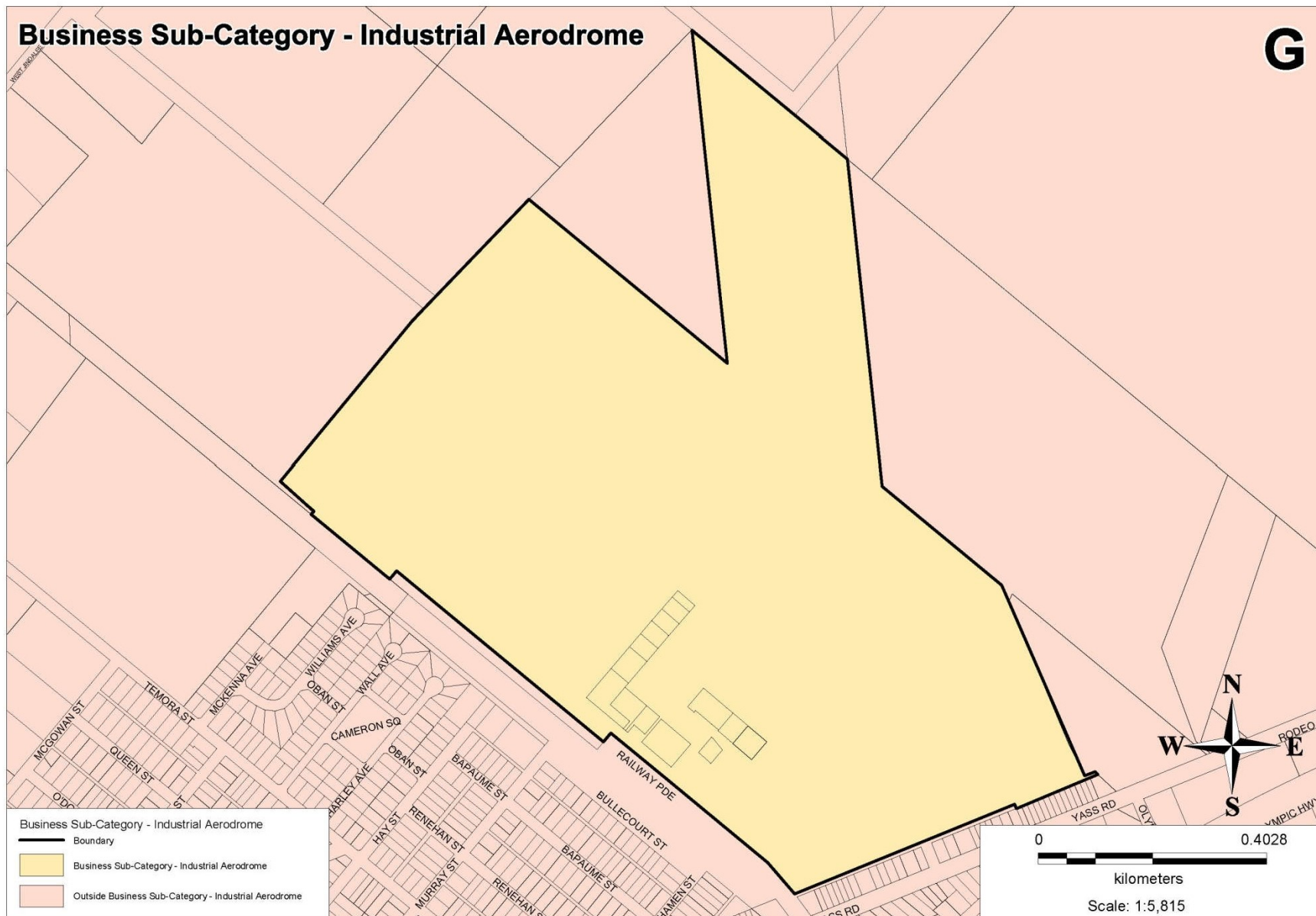
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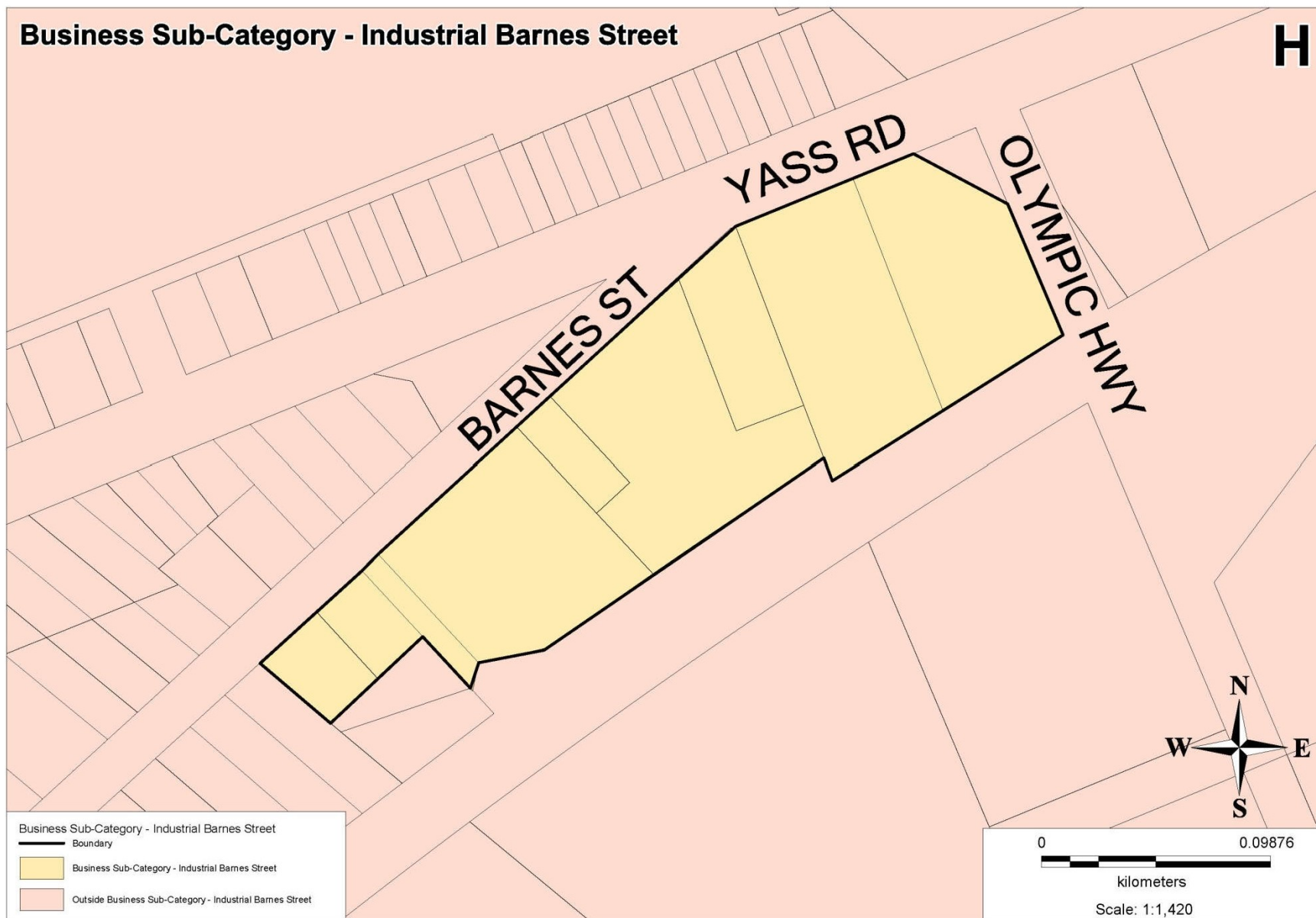


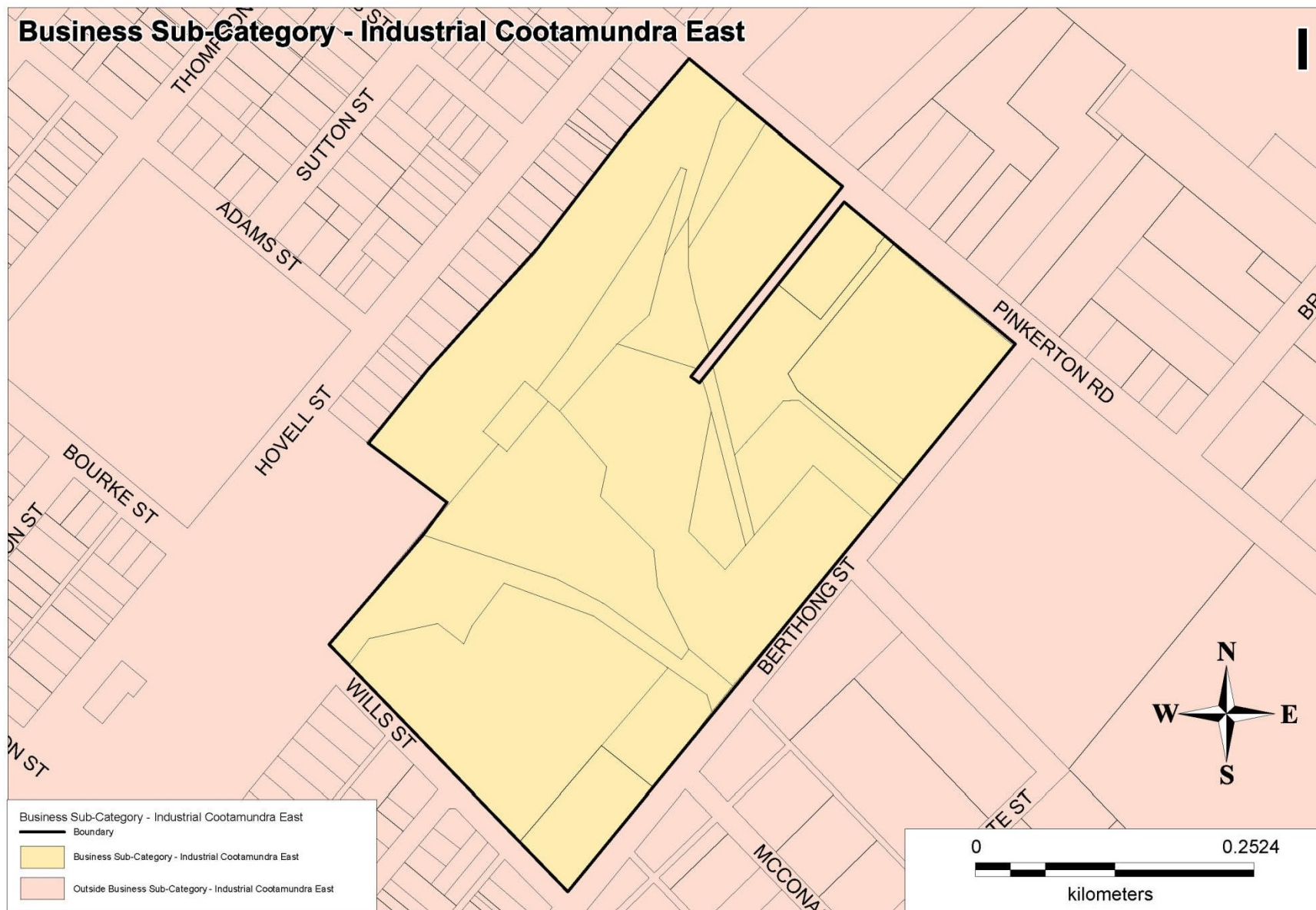


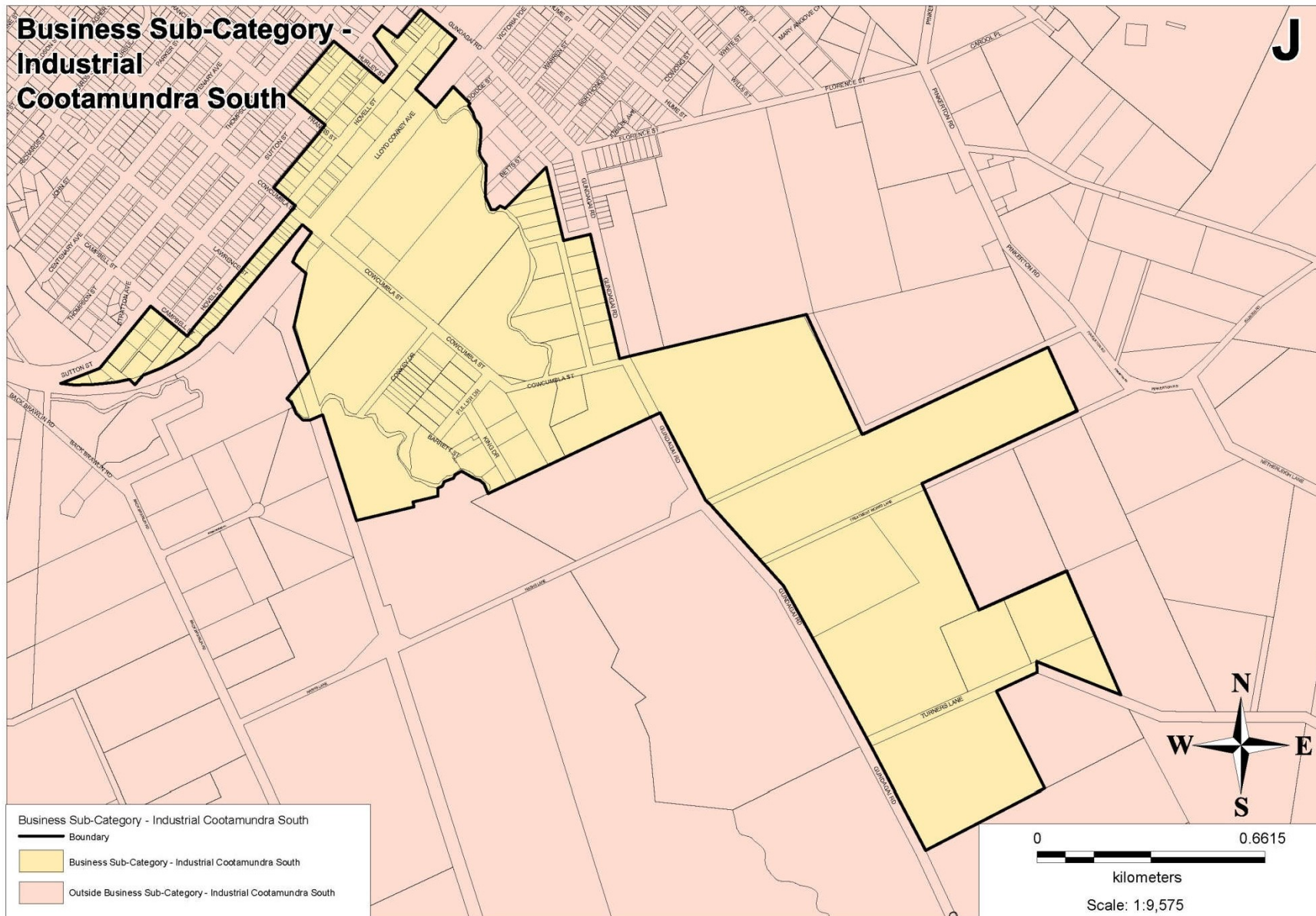


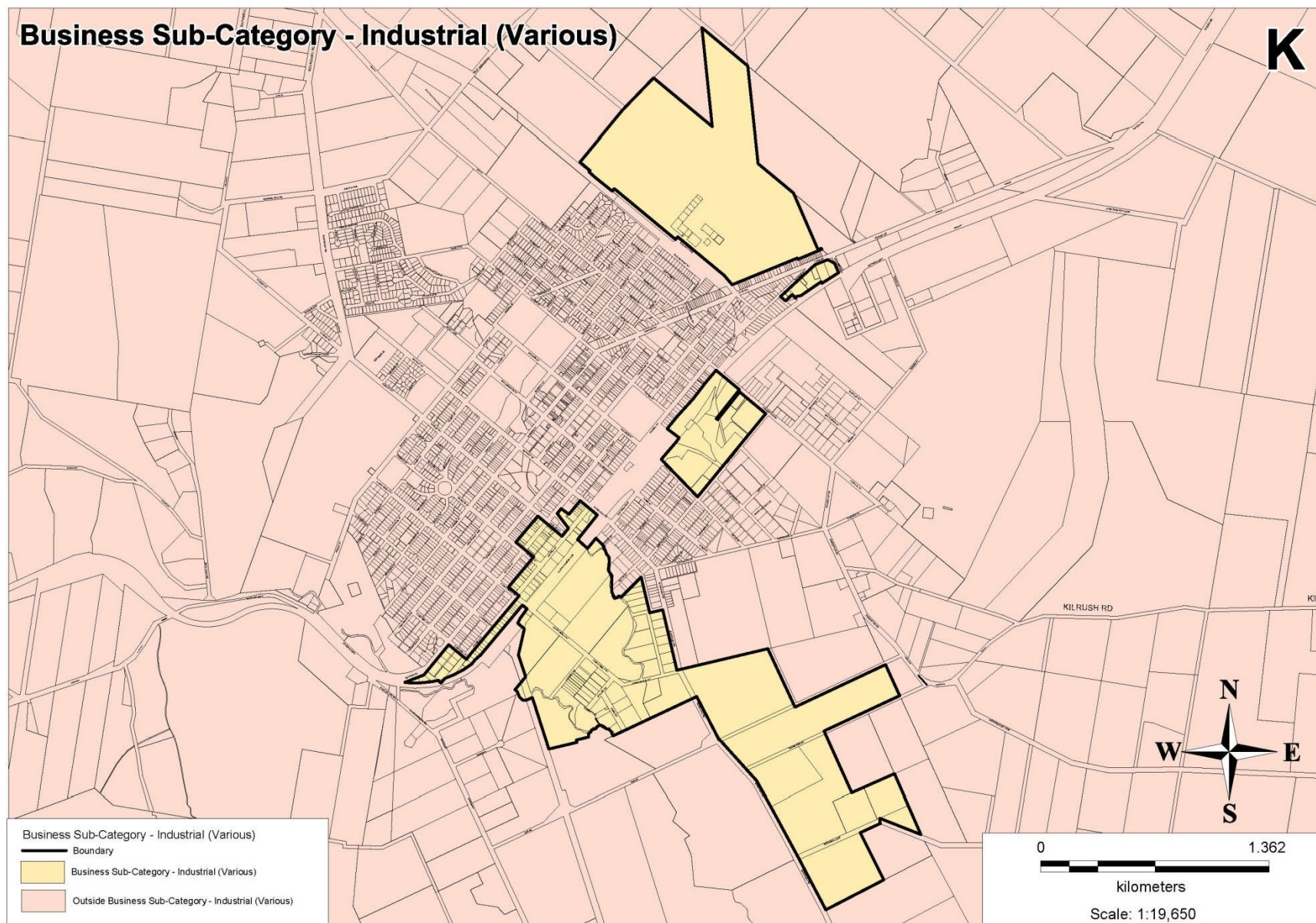






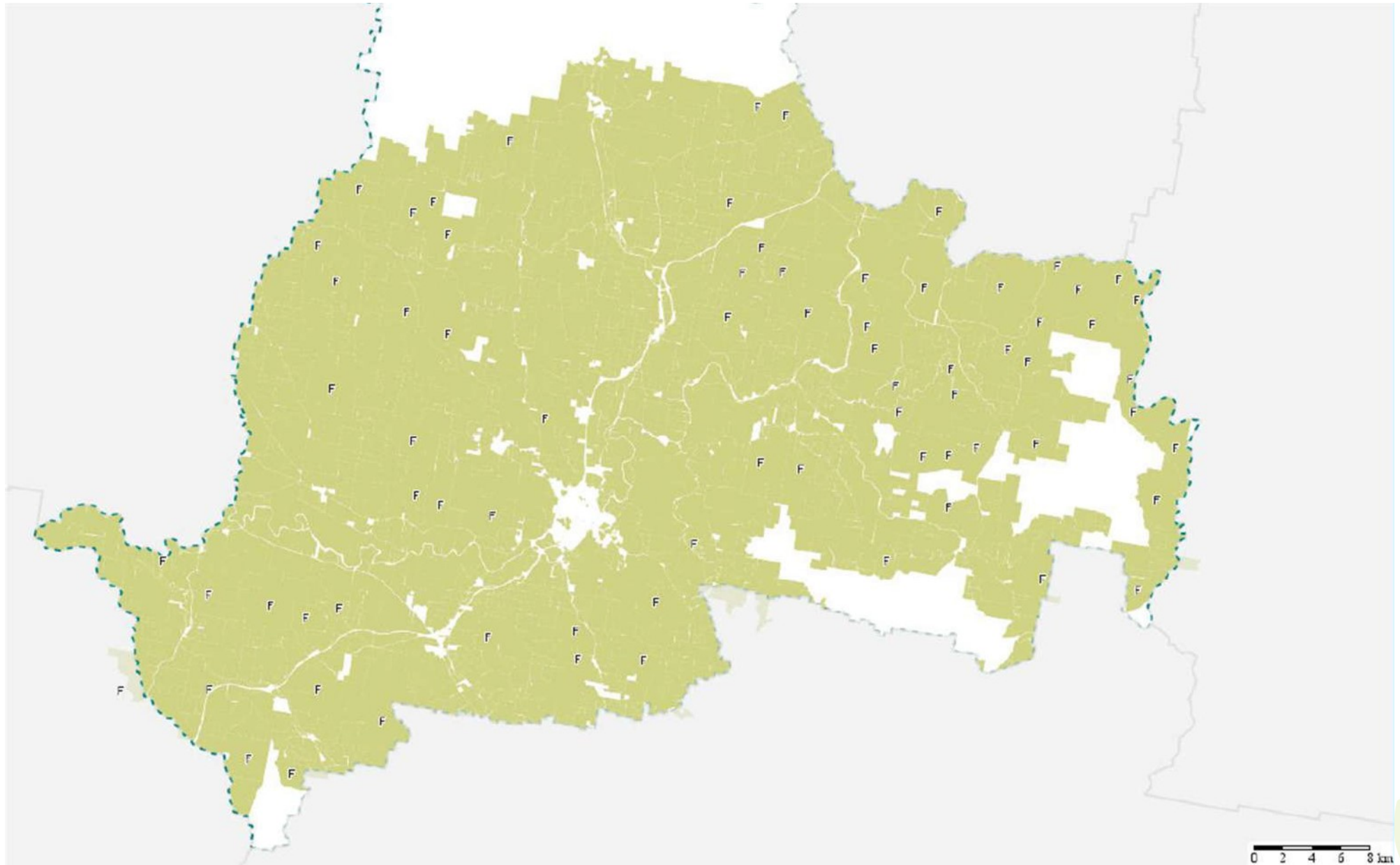






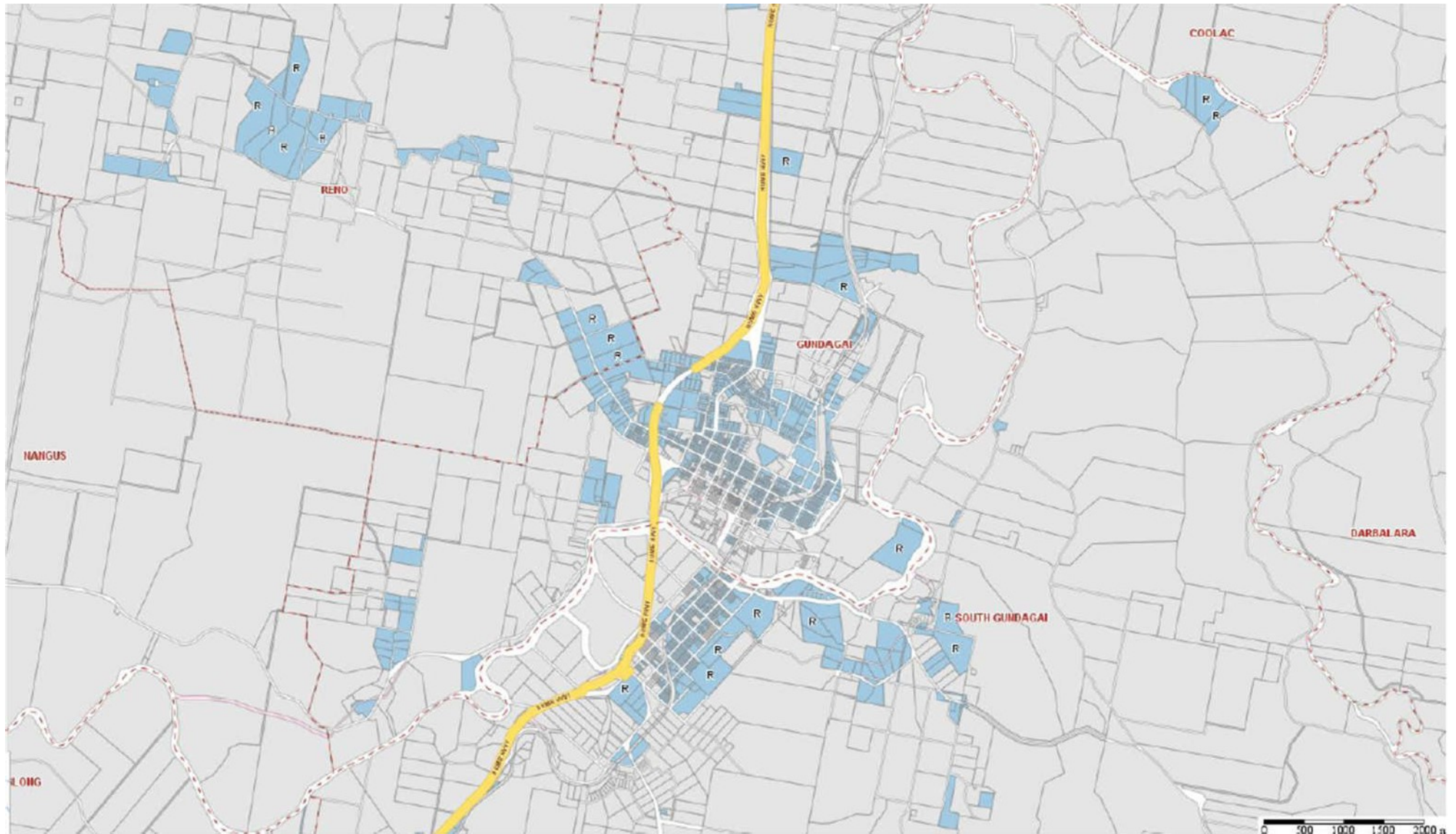
# Farmland

L



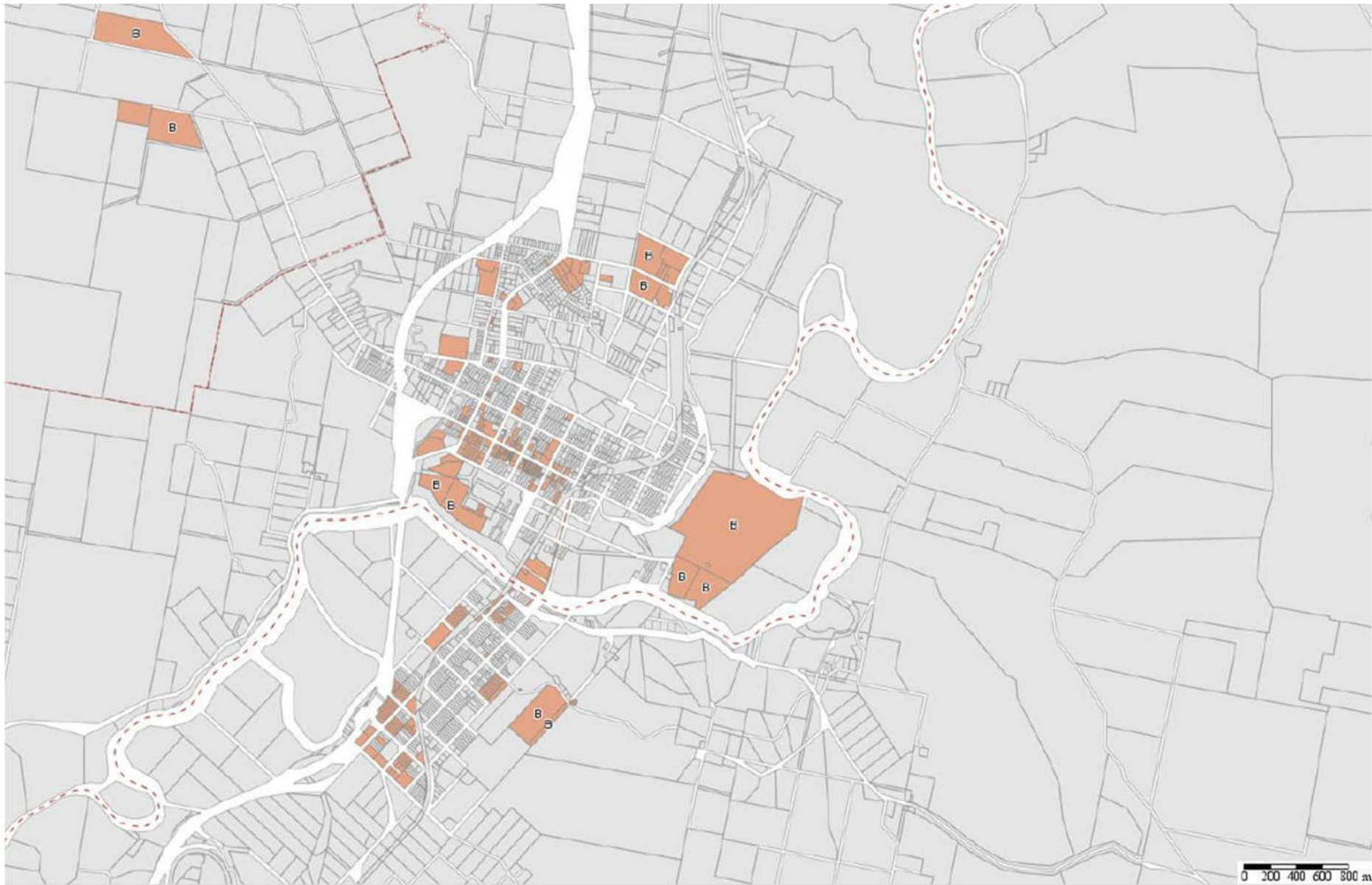
## Residential

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 4%.

Charge Description	Amount	Estimated Yield
<b>Cootamundra Area</b>		
Domestic Waste Collection Charge 3 bin collection service – Annual Charge (including Cootamundra, Villages and Outskirts)	\$410	\$1,298,470
Domestic Waste Vacant Charge Annual Charge (including Cootamundra, Villages and Outskirts)	\$23	\$1,794
Non-residential Waste Collection Charge Annual Charge calculated per service per week (including Cootamundra, Villages and outskirts)	\$7.80	\$222,908
Non-residential Green Waste Collection Charge Annual Charge calculated per service (including Cootamundra, Villages and outskirts)	\$101	\$1,414
<b>Gundagai Area</b>		
Domestic Waste Collection Charge 2 bin collection service – Annual Charge	\$436	\$414,636
Domestic Organic Waste Collection Charge Annual Charge	\$58	\$51,040

Charge Description	Amount	Estimated Yield
Domestic Waste Vacant Charge Annual Charge	\$23	\$2,645
Non-residential Waste Collection Charge Annual Charge	\$436	\$142,572
Rural Waste Charge Annual Charge	\$62	\$79,918

## 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. Refer to detail in the Fees and Charges document.

Charge Description	Amount	Estimated Yield
Stormwater Management Charge	\$25	\$103,225

## 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	\$371	\$11,130
Vacant Non-Residential Annual Charge	\$439	\$12,731
Vacant Non-Residential Community Annual Charge	\$219	\$0
Residential	Refer to detail in fees and charges document	\$996,509
Residential Strata		\$37,842
Non-Residential		\$217,168
Non-Residential Community		\$55,053
Gundagai Area		
Vacant Residential Annual Charge	\$230	\$14,950
Vacant Non-Residential Annual Charge	\$230	\$7,360
Residential	Refer to detail in fees and charges document	\$217,810
Non-Residential		\$105,394

## 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 3% has been applied across the Cootamundra-Gundagai Regional Council area.

Charge Description	Amount	Estimated Yield
<b>Cootamundra Area</b>		
Vacant Residential Annual Charge	\$227	\$9,534
Vacant Non-Residential Annual Charge	\$227	\$7,718
Vacant Non-Residential Community Annual Charge	\$113.50	\$794
Residential Annual Charge	\$454	\$1,238,966
Non-Residential	Refer to detail in fees and charges document	\$120,095
Non-Residential Community		\$27,722
<b>Gundagai Area</b>		
Vacant Residential Annual Charge	\$126	\$8,064

Charge Description	Amount	Estimated Yield
Vacant Non-Residential Annual Charge	\$126	\$4,662
Residential Annual Charge	\$800	\$625,600
Non-Residential	Refer to detail in fees and charges document	\$63,271

## 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
<b>Cootamundra Area</b>	
Residential, per kilolitre	\$2.25
Non-Residential, per kilolitre	\$2.47
Non-Residential Community, per kilolitre	\$1.86
<b>Gundagai Area</b>	
Residential, per kilolitre	
0-300 kilolitres	\$1.70
301-500 kilolitres	\$2.30
>500 kilolitres	\$3.95
Non-Residential, per kilolitre	\$2.30

## 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
<b>Cootamundra Area</b>	
Non-Residential, per kilolitre, multiplied by the SDF	\$2.58
Non-Residential Community, per kilolitre	\$2.58
<b>Gundagai Area</b>	
Non-Residential, per kilolitre	\$3.17

## 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
<b>Cootamundra Area</b>	
Minimum Non-Residential Sewer Charge	\$454
<b>Gundagai Area</b>	
Minimum Non-Residential Sewer Charge	\$800

# 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.

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 2019-20 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 proposing to secure external borrowings of \$4,000,000 in the 2019-20 financial year for the purpose of water main replacement in the Cootamundra township area.





**COOTAMUNDRA-  
GUNDAGAI** REGIONAL  
COUNCIL

# **Draft** Fees and Charges 2019-20



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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Cootamundra-Gundagai Regional Council

### ADMINISTRATION

#### ADMINISTRATION AND OFFICE FEES

Interest on overdue rates and charges	7.5% per annum, calculated daily. Per Local Government Act 1193 section 566(3).			
Merchant service fee on credit cards over the counter			0	per transaction
Merchant service fee on credit cards over the phone or internet			No Charge	
Dishonoured cheque or direct debit handling fee	\$10.00	\$0.00	\$10.00	per transaction
Plus bank charge				
Postage	Actual Cost to Council			

### ACCESSING AND PRINTING INFORMATION

#### Photocopying

A4 Black & White	\$0.91	\$0.09	\$1.00	per page
A3 Black & White	\$1.41	\$0.14	\$1.55	per page
A4 Colour	\$2.18	\$0.22	\$2.40	per page
A3 Colour	\$3.36	\$0.34	\$3.70	per page

#### Printing and publications

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

Hardcopy interim development order	\$20.00	\$0.00	\$20.00	each
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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Printing and publications [continued]

Hardcopy local environment plan and matrix	\$30.00	\$0.00	\$30.00	each
Hardcopy local environment plan maps		\$2 each or \$100 full set		each
Hardcopy development control plan	\$30.00	\$0.00	\$30.00	each

## Document provision

Searching of cemetery records	\$179.00	\$0.00	\$179.00	per hour
Minimum \$50 fee				
Building Statistical Returns	\$30.00	\$0.00	\$30.00	per month
Re-print or re-email of a rates notice or water and sewer notice	\$5.00	\$0.00	\$5.00	per notice copy

## 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	\$0.00	\$30.00	each
Application processing charge	\$30.00	\$0.00	\$30.00	per hour
Internal review	\$40.00	\$0.00	\$40.00	

## Property and development information

Information requiring administration or research by council officers	\$111.00	\$0.00	\$111.00	per hour or part hour
Normal archive search of past building approvals and plans – 1975 and onwards	\$60.00	\$0.00	\$60.00	per search
Includes single copy of A4 & A3 sheets of architectural plans				

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Property and development information [continued]

Historic archive search past building approvals and plans (pre-1975)	\$160.00	\$0.00	\$160.00	per hour or part hour
Includes single copy of A4 & A3 sheets of architectural plans.				

## Property certificates

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

Electronic Service Delivery	\$9.09	\$0.91	\$10.00	
Urgency Fee – 2 day delivery	\$90.91	\$9.09	\$100.00	
Section 10.7(2) planning certificate	\$53.00	\$0.00	\$53.00	per certificate
Section 10.7(5) planning certificate	\$80.00	\$0.00	\$80.00	per certificate
Section 88G conveyancing certificate	\$50.00	\$0.00	\$50.00	per certificate
Copy of a planning certificate	\$20.00	\$0.00	\$20.00	
Copy of occupation certificate	\$20.00	\$0.00	\$20.00	
Planning certificate search refund surcharge	\$20.00	\$0.00	\$20.00	

## Building certificates

Class 1 & 10 buildings	\$250.00	\$0.00	\$250.00	
Class 2-9 buildings with a floor area less than 200m2	\$250.00	\$0.00	\$250.00	
Class 2-9 buildings with a floor area between 200m2 and 2,000m2	\$250 plus \$0.50 per m2 over 200m2			
Class 2-9 buildings with a floor area greater than 2,000m2	\$1,165 + \$0.075 per m2 over 2,000m2			
Class 2-9 buildings without floor area	\$250.00	\$0.00	\$250.00	
Second & subsequent inspection	\$90.00	\$0.00	\$90.00	
Copy of a building certificate	\$13.00	\$0.00	\$13.00	

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Rates and property information

Rates – Section 603 certificate	\$85.00	\$0.00	\$85.00	per assessment
Statement of water meter readings & water consumption	\$83.00	\$0.00	\$83.00	per meter
Special water meter reading (on request)	\$83.00	\$0.00	\$83.00	per reading

## Outstanding notices

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

## Copy of large plans and engineering specifications and reports

Property Imagery Map (A3 maximum)	\$22.25	\$0.00	\$22.25	
A4	\$2.40	\$0.00	\$2.40	per page
A3	\$3.65	\$0.00	\$3.65	per page
A2	\$22.25	\$0.00	\$22.25	per page
A1	\$22.60	\$0.00	\$22.60	per page
A0	\$22.25	\$0.00	\$22.25	per page

## Other conveyancing certificates

Pre-purchase Septic Inspection & Report	\$150.00	\$0.00	\$150.00	
Copy of septic registration / approval	\$50.00	\$0.00	\$50.00	
Section 23 Outstanding Notices Certificate (Swimming Pool Act)	\$60.00	\$0.00	\$60.00	per certificate
Copy of House Drainage Main and Junction Plan	\$60.00	\$0.00	\$60.00	
Certified copy of a document, map or plan held by Council	\$60.00	\$0.00	\$60.00	

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## LIBRARIES

### PRINTING AND PHOTOCOPYING

Mobile Library – A4 printing/photocopying (B&W)	\$0.18	\$0.02	\$0.20	per page
Mobile Library – A4 printing/photocopying (colour)	\$0.50	\$0.05	\$0.55	per page
A4 black and white photocopying	\$0.27	\$0.03	\$0.30	per page
A3 black and white photocopying	\$0.59	\$0.06	\$0.65	per page
A4 colour photocopying	\$1.05	\$0.10	\$1.15	per page
A3 colour photocopying	\$2.05	\$0.20	\$2.25	per page
A4 black and white printing	\$0.27	\$0.03	\$0.30	per page
A3 colour printing	\$1.32	\$0.13	\$1.45	per page

### LAMINATING

Business Card Size	\$0.55	\$0.05	\$0.60	each
A5	\$1.55	\$0.15	\$1.70	each
A4	\$2.55	\$0.25	\$2.80	each
A3	\$4.55	\$0.45	\$5.00	each

### FAXING

Local 1st Page	\$2.27	\$0.23	\$2.50	per page
Local each additional Page	\$1.00	\$0.10	\$1.10	per page
Non Local	\$2.27	\$0.23	\$2.50	per page
Receiving	\$1.00	\$0.10	\$1.10	per page

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## RIVERINA REGIONAL LIBRARY FEES

Inter Library Loan from overseas	Cost recovery			
Inter Library Loan – Rush Fee	\$30.00	\$3.00	\$33.00	
Inter Library Loan – Express Fee	\$45.00	\$4.50	\$49.50	
Replace lost or damaged CD/DVD case	\$3.30	\$0.00	\$3.30	
Visitor’s Fee (non-refundable) – one month	\$33.00	\$0.00	\$33.00	
Visitor’s Fee (non-refundable) – three months	\$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	\$0.00	\$110.00	
RRL Bookclub Membership fee (per club of up to 10 members)	\$400.00	\$0.00	\$400.00	
Replacement charge for lost or damaged Book Club collection items	\$40.00	\$0.00	\$40.00	
Inter library loan search fee	\$4.00	\$0.40	\$4.40	each
Additional inter library loan fee for specialist library fees	\$15.00	\$1.50	\$16.50	each
Reservation fee	\$1.00	\$0.00	\$1.00	each
Library bags	\$1.82	\$0.18	\$2.00	each
Library backsacks	\$4.55	\$0.45	\$5.00	each
Library programs	\$2.00 to \$50.00 depending on content			each
Replace member card	\$2.00	\$0.00	\$2.00	each
Replacement charge (lost/damaged book, valued under \$10)	\$5.00 plus replacement cost			each
Replacement charge (lost/damaged book, valued \$10 or over)	\$10.00 plus replacement cost			each
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.				

## OTHER LIBRARY FEES

Professional research fee	\$50.00	\$5.00	\$55.00	per hour
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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## 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	\$4.55	\$0.45	\$5.00	per person
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### GAOL AUDIO TOURS

Single	\$13.64	\$1.36	\$15.00	per person
Shared	\$18.18	\$1.82	\$20.00	per tour

### TOWN TOUR

Historic Town Guided Tour	\$4.55	\$0.45	\$5.00	per person
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### MARBLE MASTERPIECE

Adults	\$4.55	\$0.45	\$5.00	per person
Pensioners	\$2.73	\$0.27	\$3.00	per person
Child	\$1.82	\$0.18	\$2.00	per person
Family	\$9.09	\$0.91	\$10.00	per family

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## BOOKING COMMISSIONS

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

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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## COUNCIL FACILITIES

### AERODROME ANNUAL CHARGES

Terminal Hire	\$349.09	\$34.91	\$384.00	per day
Runway Hire	\$1,022.73	\$102.27	\$1,125.00	per day
Security deposit for each hire	\$1,022.73	\$102.27	\$1,125.00	per booking

## 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	each
Heated pool hire	\$101.82	\$10.18	\$112.00	per hour
Includes lifeguard				

#### 4 Month Passes

Adult	\$113.64	\$11.36	\$125.00	
Children, pensioners and concession pass holders	\$90.91	\$9.09	\$100.00	
Family	\$227.27	\$22.73	\$250.00	

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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### *Annual passes*

For entry from 1 July to 30 June

Adults	\$227.27	\$22.73	\$250.00	
Children/Concession/Seniors	\$181.82	\$18.18	\$200.00	
Family	\$636.36	\$63.64	\$700.00	

### *Multi visit passes*

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

### *Single visit entry*

Non-swimming observer			No Charge	per session
Adults	\$3.18	\$0.32	\$3.50	per session
Children/Concession/Seniors	\$2.27	\$0.23	\$2.50	per session
Children under 3 years of age			No Charge	
Children in school groups	\$2.27	\$0.23	\$2.50	per session

## **Gundagai Swimming Pool**

### *Multi visit passes*

Adult 10 visit pass	\$47.27	\$4.73	\$52.00	
Child or Pensioner 10 visit pass	\$29.09	\$2.91	\$32.00	

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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### Season passes

Family	\$213.64	\$21.36	\$235.00	
2 adults and dependents living at same address				
Adult	\$104.55	\$10.45	\$115.00	
Children/Concession/Seniors	\$86.36	\$8.64	\$95.00	

### Single visit entry

Adult	\$5.00	\$0.50	\$5.50	per day
Children/Concession/Seniors	\$3.18	\$0.32	\$3.50	per day
Family		\$16 (Additional \$3 per child)		per day
2 adults and 2 children, or 1 adult and 3 children				
Additional children at \$3.00 per child				
Non-swimming observer				per day
School Groups	\$1.82	\$0.18	\$2.00	per day
Children age 3 and under			No Charge	
With paying adult				

### Park Rentals

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

Casual usage	\$111.82	\$11.18	\$123.00	per day
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### Additional services

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

Extra garbage bins	\$70.91	\$7.09	\$78.00	per day
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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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### Additional services [continued]

Extra Toilet Cleaning	\$70.91	\$7.09	\$78.00	per day
Electricity Access and Usage	\$30.00	\$3.00	\$33.00	per day

### Sporting Fields

Cricket Association season	\$956.36	\$95.64	\$1,052.00	per annum
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### 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	\$3,170.00	\$317.00	\$3,487.00	per annum
Add electricity and gas charges				
Rugby League semi-finals, exhibitions, and trials	\$395.45	\$39.55	\$435.00	each
Wattle Country Music Club	\$96.36	\$9.64	\$106.00	per annum
Add electricity and gas charges				
Cycle Club	\$171.82	\$17.18	\$189.00	each
Add electricity and gas charges				
Other Users	\$171.82	\$17.18	\$189.00	each
Add electricity and gas charges				
Floodlighting	\$50.00	\$5.00	\$55.00	per hour

### Albert Park

Casual usage with kiosk	\$131.82	\$13.18	\$145.00	each
Casual usage with kiosk & cricket wicket	\$470.91	\$47.09	\$518.00	each

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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### Clarke Oval

Australian Rules Football Club manages the hall

Australian Rules Football Club	\$2,350.00	\$235.00	\$2,585.00	per annum
Casual usage	\$87.27	\$8.73	\$96.00	each

### Country Club Oval

Rugby Union Football Club	\$1,655.45	\$165.55	\$1,821.00	per annum
Add electricity and gas charges				

### Gundagai Grounds

Circuses, Travelling Shows, Side Shows – Bond	\$557.27	\$55.73	\$613.00	
Temporary Structures – Rent	\$253.64	\$25.36	\$279.00	

### Mitchell Park

Cootamundra Soccer Association	\$1,104.55	\$110.45	\$1,215.00	per annum
Add electricity and gas charges				

### Nicholson Park

Netball Association season	\$202.73	\$20.27	\$223.00	per annum
Add cost of linemarking				
Touch Football Association	\$1,655.45	\$165.55	\$1,821.00	per annum
Casual usage	\$87.27	\$8.73	\$96.00	each

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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### Stockinbingal Recreation Ground

Casual usage, including kiosk	\$126.36	\$12.64	\$139.00	each
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### Town Tennis Courts

Town Tennis Club	\$470.91	\$47.09	\$518.00	per annum
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### Wallendbeen Barry Grace Oval

Casual usage, including kiosk	\$126.36	\$12.64	\$139.00	each
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### Sports Stadium

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

Casual court hire	\$36.36	\$3.64	\$40.00	per hour
Council organised sport	Council program costs as advertised, minimum \$5.00 per person			each
Organised sport nomination fee	\$19.09	\$1.91	\$21.00	each
Includes trophy prize.				

Dressing rooms	\$72.73	\$7.27	\$80.00	per game
School groups	\$3.64	\$0.36	\$4.00	per child

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	\$66.36	\$6.64	\$73.00	per hour
Maximum \$480 per day.				

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## 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.

#### General usage during function

Town hall only	\$480.91	\$48.09	\$529.00	per day or part day
Town hall and bar	\$617.27	\$61.73	\$679.00	per day or part day
Town hall and civic hall	\$672.73	\$67.27	\$740.00	per day or part day
Town hall and civic hall and bar	\$784.55	\$78.45	\$863.00	per day or part day
Town hall and civic hall and kitchen	\$784.55	\$78.45	\$863.00	per day or part day
Town hall and civic hall and bar and kitchen	\$982.73	\$98.27	\$1,081.00	per day or part day
Civic hall and kitchen	\$480.91	\$48.09	\$529.00	per day or part day
Council office car park closure, or part closure	\$150.91	\$15.09	\$166.00	per day or part day

#### General usage to reserve, set-up and rehearse

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

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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#### *Area hired and cleared at end of hire period*

Town hall only	\$20.91	\$2.09	\$23.00	per hour
Town hall and bar	\$25.45	\$2.55	\$28.00	per hour
Town hall and civic hall	\$30.00	\$3.00	\$33.00	per hour
Town hall and civic hall and bar	\$30.00	\$3.00	\$33.00	per hour
Town hall and civic hall and kitchen	\$30.00	\$3.00	\$33.00	per hour
Town hall and civic hall and bar and kitchen	\$40.91	\$4.09	\$45.00	per hour
Civic hall and kitchen	\$20.91	\$2.09	\$23.00	per hour

#### *Area hired with equipment set-up / remaining in place*

Town hall only	\$238.18	\$23.82	\$262.00	per day or part day
Town hall and bar	\$309.09	\$30.91	\$340.00	per day or part day
Town hall and civic hall	\$339.09	\$33.91	\$373.00	per day or part day
Town hall and civic hall and bar	\$390.91	\$39.09	\$430.00	per day or part day
Town hall and civic hall and kitchen	\$390.91	\$39.09	\$430.00	per day or part day
Town hall and civic hall and bar and kitchen	\$491.82	\$49.18	\$541.00	per day or part day
Civic hall and kitchen	\$242.73	\$24.27	\$267.00	per day or part day
Council office car park closure, or part closure	\$150.91	\$15.09	\$166.00	per day or part day

#### **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.

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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### Additional services [continued]

Additional service fee			Private Work Rates	
Piano	\$70.91	\$7.09	\$78.00	per day
Piano usage charged per day on which there is a performance.				
Call Out Fee for Caretaker – after hours			Private Work Rates	per hour

### 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	\$713.64	\$71.36	\$785.00	
Town hall only 8.00am to 6.00pm	\$1,230.00	\$123.00	\$1,353.00	
Town and civic halls 8.00am to 6.00pm	\$1,736.36	\$173.64	\$1,910.00	

### Gundagai Council Chambers

Half day with no kitchen	\$111.82	\$11.18	\$123.00	
Half day with kitchen	\$192.73	\$19.27	\$212.00	
Full day	\$313.64	\$31.36	\$345.00	

### Stephen Ward Rooms

Government and commercial hire – daily rate	\$136.36	\$13.64	\$150.00	per day
Local community service groups and civic functions	\$4.55	\$0.45	\$5.00	per booking
Government and commercial hire – hourly rate	\$45.45	\$4.55	\$50.00	per hour
Maximum charge of \$100 per day.				
Access to wifi	\$9.09	\$0.91	\$10.00	per booking

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Muttama Hall

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

Private functions	\$121.82	\$12.18	\$134.00	
'Good Turn' meetings and functions	\$25.45	\$2.55	\$28.00	

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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## CEMETERIES

**The Cootamundra-Gundagai Regional Council operates and manages the following Cemeteries in Perpetuity:**

*Adjungbilly, Coolac, Cootamundra, Gundagai North, Gundagai South, Mount Adrah, Muttama, Nangus, Stockinbingal, Tumblong, Wallendbeen and Wagragobilly/Darbalara*

**All holders of burial rights for Cootamundra, Stockinbingal and Wallendbeen with receipts dated before 1/7/2002** and who paid for that burial right, will not be required to pay anymore at the time the burial right is used on the first interment, all fees and charges relating to a second interment will be charged at the current rate on the date the grave is reopened.

**Approved reservations** for Monumental, Columbarium and Lawn Sections can be made by paying in full the first interment burial cost for that relevant section, on the date the reservation is made. Additional fees will be payable at the time of the burial/interment, in accordance with the applicable CGRC fees for a first interment at the time of the burial, minus the reservation fees previously paid. Only 1 adjacent plot may be reserved in the Lawn Sections at the time of burial.

**All plots where possible are double depth interment graves, with a maximum of 3 interments** . Standard grave dimension: length 2150mm x width 680mm x depth 2400.

**LAWN CEMETERIES - COOTAMUNDRA AND GUNDAGAI NORTH AND CEMETERIES WITH NON-DENOMINATIONAL BEAMS - COOLAC, GUNDAGAI SOUTH, NANGUS, STOCKINBINGAL, TUMBLONG AND WALLEDBEEN** - Perpetual Maintenance

First interment grave plot (including ashes), desk, vases, plaque/headstone, soil removal, temporary grave marker	\$	4,010.00	\$	401.00	\$	4,411.00	per plot
Reopening of grave for second or third interment (including ashes), soil removal, additional plaque/headstone inscription & temporary grave marker	\$	2,022.73	\$	202.27	\$	2,225.00	per grave
Ceramic Photo on plaque / headstone	\$	227.27	\$	22.73	\$	250.00	each
Additional Fee if Plaque/Headstone wording is not finalised within 12 months	\$	54.55	\$	5.45	\$	60.0	each

# DRAFT

## COLUMBARIUMS / LAWN NICHE - COOTAMUNDRA AND GUNDAGAI NORTH - Perpetual Maintenance

Single interment of ashes into Wall Niche, includes brass plaque	\$	1,272.73	\$	127.27	\$	1,400.00	each
Single interment of ashes into Lawn Niche, desk, vase, headstone, temporary grave marker	\$	1,772.73	\$	177.27	\$	1,950.00	each
<b>MONUMENTAL CEMETERIES - DENOMINATIONAL SECTIONS</b> - ADJUNGBILLY, COOLAC, COOTAMUNDRA, GUNDAGAI NORTH, GUNDAGAI SOUTH, MOUNT ADRAH, MUTTAMA, NANGUS, STOCKINBINGAL, TUMBLONG, WALLENDREEN AND WAGRAGOBILLY/DARBALARA CEMETERIES							
<b>Removal of slab to be undertaken by Accredited Monumental Stonemason - Council will not perform this task</b>							
First interment grave plot (including ashes), soil removal, temporary grave marker - if <b>machine dug</b>	\$	3,311.82	\$	331.18	\$	3,643.00	per plot
First interment grave plot (including ashes) soil removal, temporary grave marker - if <b>hand dug</b>	\$	4,027.27	\$	402.73	\$	4,430.00	per grave
Reopening of grave for second or third interment (including ashes) soil removal, temporary grave marker - if <b>machine dug</b>	\$	2,022.73	\$	202.27	\$	2,225.00	per grave
Reopening of grave for second or third interment (including ashes) soil removal, temporary grave marker - if <b>hand dug</b>	\$	2,731.82	\$	273.18	\$	3,005.00	per grave
Application for Permit to erect a monument, tablet, gravestone, kerbing or fencing to be undertaken by Accredited Monumental Stonemason ( No monumental work can be undertaken without Council approval)	\$	100.00	\$	-	\$	100.00	per plot
Burial of Indigent persons under instruction from Institution					Actual Cost		per plot

## ADMINISTRATION FEES

Additional fee for <b>ANY</b> graveplots that are requested to be dug larger than standard where suitable	\$	154.55	\$	15.45	\$	170.00	per plot
Additional fee for Weekend and Public Holiday for <b>ALL</b> burial/interments	\$	600.00	\$	60.00	\$	660.00	per plot

## PRIVATE LAND WITHIN THE COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL AREA

Application for burial on private land	\$	150.00	\$	15.00	\$	165.00	each
Travel for site inspection (per km)	\$	0.91	\$	0.09	\$	1.00	per km

\* Note - The Hire of Councils plant and labour are charged as an additional fees if required.

# DRAFT

**EXHUMATIONS - ALL CEMETERIES** (Under the Public Health Regulation 2012)

Erect visual screen	\$	636.36	\$	63.64	\$	700.00	per plot
Remove a grave bed in Monumental section	\$	318.18	\$	31.82	\$	350.00	per plot
Preservation of grave bed, headstone etc / pack on pallet	\$	454.55	\$	45.45	\$	500.00	per plot
Excavation of grave if machine dug	\$	909.09	\$	90.91	\$	1,000.00	per plot
Excavation of grave if hand dug	\$	1,363.64	\$	136.36	\$	1,500.00	per plot
Backfill	\$	363.64	\$	36.36	\$	400.00	per plot
Knock down screen and reinstatement of area	\$	363.64	\$	36.36	\$	400.00	per plot
Administration and Inspection of Exhumation by CGRC Management	\$	454.55	\$	45.45	\$	500.00	per plot

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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## APPROVALS AND ENFORCEMENTS

### SWIMMING POOL

Registration for exemption Section 22	\$70.00	\$0.00	\$70.00	maximum
Swimming pool compliance initial inspection	\$136.36	\$13.64	\$150.00	
Swimming pool compliance follow-up inspections	\$90.91	\$9.09	\$100.00	
Swimming Pool Paper registration and error correction fee	\$9.09	\$0.91	\$10.00	
Section 23 outstanding notices certificate	\$60.00	\$0.00	\$60.00	
Sale of lifesaving signs for private pools	\$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.

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

#### Health inspections

Hairdressing Business Annual Administration Fee	\$136.36	\$13.64	\$150.00	per annum
Notification of installation of water cooling tower or warm water mixer	\$50.00	\$0.00	\$50.00	per registration
Skin Penetration Business Annual Administration Fee	\$136.36	\$13.64	\$150.00	per annum
Inspection fee	\$60.00	\$0.00	\$60.00	per inspection

Excludes scheduled inspections and inspections resulting from a complaint.

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Health inspections [continued]

Improvement Notice administration fee	\$330.00	\$0.00	\$330.00	each
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## Improvement/Notice/Prohibition Order

Per Public Health Regulation 2012, Part 9, Clause 97-98.

Any other case	\$270.00	\$0.00	\$270.00	each
Regulated System	\$560.00	\$0.00	\$560.00	each

## ENVIRONMENT

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

## ON-SITE SEWERAGE MANAGEMENT SYSTEM (OSSM)

New System – Application to install and operate	\$150.00	\$0.00	\$150.00	per application
Existing Systems – Application to modify	\$75.00	\$0.00	\$75.00	per application
OSSM Administration Charge	\$45.00	\$0.00	\$45.00	
OSSM Inspection fees	\$101.00	\$0.00	\$101.00	per inspection

## ACTIVITIES THAT REQUIRE COUNCIL APPROVAL

Section 68 Wood heater Approvals	\$200.00	\$0.00	\$200.00	
Non specified Section 68 (LGA)	\$100.00	\$0.00	\$100.00	per application

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## ACTIVITIES THAT REQUIRE COUNCIL APPROVAL [continued]

Part A(1) Install Manufactured Home (+ LSL Fees)	\$300.00	\$0.00	\$300.00	per application
Amusement device – application to operate	\$45.00	\$0.00	\$45.00	per application
Amusement devices operated by local service clubs	\$30.00	\$0.00	\$30.00	per annum

## Footpath trading

Application fee	\$54.00	\$0.00	\$54.00	per application
Annual Charge	\$0.00	\$0.00	\$0.00	per annum
Busking Permit	\$10.00	\$0.00	\$10.00	each

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## 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 (CI.246B)	\$110.00	\$0.00	\$110.00	per application
\$5,001 – \$50,000	\$170 plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost.			per application
\$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.			per application
\$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.			per application
\$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.			per application
\$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.			per application
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.			per application
Additional fee for referral to a design Review Panel (CI.248)	\$3,000.00	\$0.00	\$3,000.00	per application
Advertising signs (CI.246B)	\$285 plus \$93 for each advertisement in excess of one			minimum

This is the minimum fee for advertising signs. Or the fee calculated in accordance with the value of works - whichever is greater.

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Dwelling house < \$100,000

Development involving the erection of a dwelling house with an estimated construction cost of \$100,000 or less (CI.247)	\$455.00	\$0.00	\$455.00	per application
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## 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 (CI.250)	\$285.00	\$0.00	\$285.00	per application
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## 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	per application
Subdivision not involving the opening of a public road (CI.249)	\$330 + \$53 per newly created lot	per application
Strata subdivision	\$330 + \$65 per newly created lot	per application

## 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 (CI.252A)	\$140.00	\$0.00	\$140.00	per application
Concurrence fee for each concurrence authority (CI.252A)	\$320.00	\$0.00	\$320.00	per authority

## Integrated development

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

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Integrated development [continued]

Processing fee payable to Council (CI.253)	\$140.00	\$0.00	\$140.00	per application
Approval fee for each public authority (other than Council.) (CI.253)	\$320.00	\$0.00	\$320.00	per authority

## Designated development

Designated development	\$920.00	\$0.00	\$920.00	minimum
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## Development that requires advertising

Designated Development	\$2,220.00	\$0.00	\$2,220.00	per application
Advertised Development (CI.252)	\$1,105.00	\$0.00	\$1,105.00	per application
Prohibited Development	\$1,105.00	\$0.00	\$1,105.00	per application
Notified Development (EPI)	\$1,105.00	\$0.00	\$1,105.00	per application

## Review of determination

If DA does not involve erection of building, carrying out of work or demolition (CI.257)	50% of the original DA fee			per application
If DA involves erection of a dwelling-house valued \$100,000 or less (CI.257)	\$190.00	\$0.00	\$190.00	per application

## 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 Division 8.2 reviews.

Up to \$5,000	\$55.00	\$0.00	\$55.00	per application
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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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#### Review of any other development, with an estimated cost as set out below. [continued]

\$5,001 – \$250,000	\$85 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.			per application
\$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.			per application
\$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.			per application
\$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.			per application
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.			per application

#### Review of decision to reject a development application

The fee for an application under Division 8.2(1)(c) for a review of a decision is based on the estimated cost of development, as follows.

Less than \$100,000	\$55.00	\$0.00	\$55.00	per application
\$100,000 – \$1,000,000 (Cl.257A)	\$150.00	\$0.00	\$150.00	per application
More than \$1,000,000 (Cl.257A)	\$250.00	\$0.00	\$250.00	per application

#### Modification of development consents

##### Modification of consent

Section 4.55(1) Modifications	\$71.00	\$0.00	\$71.00	per application
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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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#### Modification of consent [continued]

Section 4.55(1A) or 4.56(1) Modifications	\$645 or 50% of the original DA fee whichever is the lesser			per application
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#### Modification of Consent under S.4.55(2) or S.4.56(1)

If DA fee was < \$100			50% of DA fee	per application
If DA fee was \$100 or more and does not involve the erection of a building, the carrying out of work or demolition (Cl.258)			50% of DA fee	per application
If DA fee was \$100 or more and involves erection of a dwelling-house valued 100,000 or less (Cl.258)	\$190.00	\$0.00	\$190.00	per application

#### 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 S.4.55(2) or S.4.56(1)

Up to \$5,000 (Cl.258)	\$55.00	\$0.00	\$55.00	per application
\$5,001 – \$250,000 (Cl.258)	\$85 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.			per application
\$250,001 – \$500,000 (Cl.258)	\$500 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.			per application
\$500,001 – \$1,000,000 (Cl.258)	\$712 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.			per application
\$1,000,001 – \$10,000,000 (Cl.258)	\$987 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.			per application
More than \$10,000,000 (Cl.258)	\$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.			per application

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Other development application fees

Bushfire Certificate	\$318.18	\$31.82	\$350.00	each
Any other fee or any fee determined under part 15 of the Environmental Planning Assessment Regulation 2000			100% of regulated fee	

## Refunds of Development Application Fees

After commencement of assessment, but prior to determination.			50%	each
After completion of assessment			0%	each
Prior to Notification and Commencement of Assessment			100%	each

## 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	\$4,980.91	\$0.00	\$4,980.91	per tenement
per equivalent tenement for all new subdivision in Cootamundra, in accordance with Council's section 64 contributions plan.				
Water supply headworks charge	\$7,948.73	\$0.00	\$7,948.73	per equivalent tenement
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	

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## 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	\$0.00	\$2,500.00	
Major planning proposal > 1 ha	\$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	\$0.00	\$250.00	
Amendment of existing control.				
Major DCP amendment	\$500.00	\$0.00	\$500.00	
Includes new chapters or sub chapters.				

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## BUILDING INSPECTIONS

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

## CONSTRUCTION CERTIFICATES

Mandatory inspections	\$100.00	\$10.00	\$110.00	per inspection
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	\$86.36	\$8.64	\$95.00	
\$100,001 – \$250,000	\$159.09	\$15.91	\$175.00	
Greater than \$250,000	\$254.55	\$25.45	\$280.00	

### Class 2 to class 9 buildings

Fees based on estimated cost of development.

Under \$5,000	\$86.36	\$8.64	\$95.00	
\$5,001 – \$100,000	\$95 + \$0.30 per \$100 in excess of \$5,000 Min. Fee: \$86.36			
\$100,001 – \$250,000	\$175 + \$0.20 per \$100 in excess of \$5,000 Min. Fee: \$159.09			

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Class 2 to class 9 buildings [continued]

Greater than \$250,000	\$268 + \$0.10 per \$100 in excess of \$5,000			
	Min. Fee: \$243.64			

## 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	\$111.00	\$0.00	\$111.00	
Includes final inspection fee				

## OCCUPATION CERTIFICATES

Occupation certificate application fee	\$100.91	\$10.09	\$111.00	
Includes final inspection fee				

## COMPLIANCE CERTIFICATES

Issuing of Compliance Certificate	\$181.82	\$18.18	\$200.00	per certificate
Inspection fee where Council has been nominated as the PCA	\$100.00	\$10.00	\$110.00	per inspection
Inspection fee where Council has not been nominated as the PCA	\$113.64	\$11.36	\$125.00	per inspection

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## COMPLYING DEVELOPMENT CERTIFICATE

Planning Proposals LEP amendments – Major LEP			Fee as determined by Act	
Subdivisions	\$90.91	\$9.09	\$100.00	

## Building works

Fees based on estimated cost of development.

Under \$5,000	\$81.82	\$8.18	\$90.00	per certificate
Greater than \$5,000	\$90 plus an additional \$2.50 for each \$1,000 (or part of \$1,000) of building cost.  Min. Fee: \$81.82			per certificate

## 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	\$110.00	\$0.00	\$110.00	
Plumbing and drainage inspections	\$100.00	\$10.00	\$110.00	
Plumber's Notice of Work / Compliance Booklets	\$13.64	\$1.36	\$15.00	

## ESSENTIAL SERVICES

Lodgement/Registration of Essential Services Certificate	\$40.00	\$0.00	\$40.00	each
Notification of Fire Safety Measure	Fee charged at 100% cost recovery.			each
Registration of Fire Safety Schedule	\$25.00	\$0.00	\$25.00	

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## 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	\$371.00	\$0.00	\$371.00	per meter
Meter size 25 mm	\$579.00	\$0.00	\$579.00	per meter
Meter size 32 mm	\$949.00	\$0.00	\$949.00	per meter
Meter size 40 mm	\$1,483.00	\$0.00	\$1,483.00	per meter
Meter size 50 mm	\$2,316.00	\$0.00	\$2,316.00	per meter
Meter size 80 mm	\$5,930.00	\$0.00	\$5,930.00	per meter
Meter size 100 mm	\$9,266.00	\$0.00	\$9,266.00	per meter
Residential strata water access charge	\$371.00	\$0.00	\$371.00	per assessment
Vacant residential water access charge	\$371.00	\$0.00	\$371.00	per assessment

#### Non-residential water access charges

Note multiple charges apply to multiple meters.

Meter size 20 mm	\$439.00	\$0.00	\$439.00	per meter
Meter size 25 mm	\$685.00	\$0.00	\$685.00	per meter
Meter size 32 mm	\$1,122.00	\$0.00	\$1,122.00	per meter

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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### Non-residential water access charges [continued]

Meter size 40 mm	\$1,755.00	\$0.00	\$1,755.00	per meter
Meter size 50 mm	\$2,740.00	\$0.00	\$2,740.00	per meter
Meter size 80 mm	\$7,015.00	\$0.00	\$7,015.00	per meter
Meter size 100 mm	\$10,961.00	\$0.00	\$10,961.00	per meter
Non-residential strata water access charge	\$439.00	\$0.00	\$439.00	per connection
Vacant non-residential water access charge	\$439.00	\$0.00	\$439.00	per assessment
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	\$219.00	\$0.00	\$219.00	per meter
Meter size 25 mm	\$343.00	\$0.00	\$343.00	per meter
Meter size 32 mm	\$560.00	\$0.00	\$560.00	per meter
Meter size 40 mm	\$877.00	\$0.00	\$877.00	per meter
Meter size 50 mm	\$1,369.00	\$0.00	\$1,369.00	per meter
Meter size 80 mm	\$3,508.00	\$0.00	\$3,508.00	per meter
Meter size 100 mm	\$5,481.00	\$0.00	\$5,481.00	per meter
Vacant non-residential community water access charge	\$219.00	\$0.00	\$219.00	per assessment

### 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.

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Water usage (consumption) fees [continued]

Residential water usage (consumption)	\$2.25	\$0.00	\$2.25	per kilolitre
All metered usage				
Non-residential water usage (consumption)	\$2.47	\$0.00	\$2.47	per kilolitre
All metered usage				
Non-residential community water usage charges	\$1.86	\$0.00	\$1.86	per kilolitre
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	\$2.25	\$0.00	\$2.25	per kilolitre
Non Residential	\$2.47	\$0.00	\$2.47	per kilolitre
Non Residential community	\$1.86	\$0.00	\$1.86	per kilolitre

## Standpipe water

Water Deliveries	\$250.00 per hour + standpipe water			per hour
Standpipe access	\$4.53	\$0.00	\$4.53	per kilolitre
Standpipe Key and Tag Deposit	\$55.70	\$0.00	\$55.70	each

## Water connection fees

Meter connection fee	\$730.00	\$0.00	\$730.00	per connection
Where developer has provided tapping to allotment				
Meter relocation	Private Work Rates			per connection

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Water connection fees [continued]

Disconnection fee			Private Work Rates	
Water flow restrictor	\$134.00	\$0.00	\$134.00	
Service connection location			Private Work Rates	
			Min. Fee: \$60.00	
Water meter covers	\$70.91	\$7.09	\$78.00	each
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	\$1,086.00	\$0.00	\$1,086.00	per connection
Opposite side of road service, 20mm diameter	\$2,005.00	\$0.00	\$2,005.00	per connection
Larger service at actual cost including backflow prevention			Private Work Rates	per connection

## Water meter test deposit

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

20/25mm	\$207.00	\$0.00	\$207.00	
32/40mm	\$262.00	\$0.00	\$262.00	
50/80mm	\$318.00	\$0.00	\$318.00	

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## GUNDAGAI WATER SUPPLY NETWORK

### Water access charges

#### Residential water access charges

Access charge	\$230.00	\$0.00	\$230.00	per connection
Vacant residential water access charge	\$230.00	\$0.00	\$230.00	per connection

#### Non-residential water access charges

Meter size 20 mm	\$230.00	\$0.00	\$230.00	per connection
Meter size 25 mm	\$360.00	\$0.00	\$360.00	per connection
Meter size 40 mm	\$922.00	\$0.00	\$922.00	per connection
Meter size 50 mm	\$1,441.00	\$0.00	\$1,441.00	per connection
Meter size 63 mm	\$2,287.00	\$0.00	\$2,287.00	per connection
Meter size 75 mm	\$3,239.00	\$0.00	\$3,239.00	per connection
Meter size 100 mm	\$5,760.00	\$0.00	\$5,760.00	per connection
Vacant non-residential water access charge	\$230.00	\$0.00	\$230.00	per assessment

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Water usage (consumption) fees

### Residential water usage (consumption)

0 to 300 kilolitres	\$1.70	\$0.00	\$1.70	per kilolitre
301 to 500 kilolitres	\$2.30	\$0.00	\$2.30	per kilolitre
Over 501 kilolitres	\$3.95	\$0.00	\$3.95	per kilolitre

### Non-residential water usage (consumption)

Non-residential water usage (consumption)	\$2.30	\$0.00	\$2.30	per kilolitre
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### Standpipe water

Standpipe usage	\$3.95	\$0.00	\$3.95	per kilolitre
Standpipe prepaid key deposit	\$55.70	\$0.00	\$55.70	
Standpipe account holder key deposit	\$55.70	\$0.00	\$55.70	

## Water connection fees

Water Meter Reading Fee	\$101.00	\$0.00	\$101.00	
Water Pressure Test	\$141.00	\$0.00	\$141.00	
Water Meter Test	\$141.00	\$0.00	\$141.00	
Water Sampling Test	\$90.00 plus cost to test water			
Back Flow Prevention Device	Cost plus 10%			
Water Flow Pressure (mains)	\$45.00	\$0.00	\$45.00	

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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### 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	\$1,109.00	\$0.00	\$1,109.00	
25 mm	\$1,515.00	\$0.00	\$1,515.00	
40 mm	\$2,337.00	\$0.00	\$2,337.00	
50 mm	\$2,884.00	\$0.00	\$2,884.00	
63 mm	\$4,404.00	\$0.00	\$4,404.00	

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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## 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	\$454.00	\$0.00	\$454.00	per residence
Vacant Residential Sewer Access Charge	\$227.00	\$0.00	\$227.00	per assessment

#### Non-residential sewer access charges

Meter size 20 mm	\$267.00	\$0.00	\$267.00	per meter
Meter size 25 mm	\$417.00	\$0.00	\$417.00	per meter
Meter size 32 mm	\$684.00	\$0.00	\$684.00	per meter
Meter size 40 mm	\$1,068.00	\$0.00	\$1,068.00	per meter
Meter size 50 mm	\$1,669.00	\$0.00	\$1,669.00	per meter
Meter size 80 mm	\$4,272.00	\$0.00	\$4,272.00	per meter
Meter size 100 mm	\$6,675.00	\$0.00	\$6,675.00	per meter
Vacant non-residential sewer access charge	\$227.00	\$0.00	\$227.00	per assessment

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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### Non-residential sewer access charges [continued]

Minimum total annual sewer charge	\$454.00	\$0.00	\$454.00	per assessment
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### Non-residential community sewer access charges

Meter size 20 mm	\$133.00	\$0.00	\$133.00	per meter
Meter size 25 mm	\$210.00	\$0.00	\$210.00	per meter
Meter size 32 mm	\$342.00	\$0.00	\$342.00	per meter
Meter size 40 mm	\$535.00	\$0.00	\$535.00	per meter
Meter size 50 mm	\$833.00	\$0.00	\$833.00	per meter
Meter size 80 mm	\$2,136.00	\$0.00	\$2,136.00	per meter
Meter size 100 mm	\$3,338.00	\$0.00	\$3,338.00	per meter
Vacant non-residential community sewer access charge	\$113.50	\$0.00	\$113.50	per assessment
Minimum total annual sewer charge	\$454.00	\$0.00	\$454.00	per assessment

### Sewer usage charges

Applies to non-residential and non-residential community.

Sewer Usage Charges	\$2.58	\$0.00	\$2.58	per kilolitre
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### 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	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## GUNDAGAI SEWERAGE NETWORK

### Sewer access charges

#### Residential sewer access charges

Residential Sewer Access Charge	\$800.00	\$0.00	\$800.00	per kilolitre
Vacant Residential Sewer Access Charge	\$126.00	\$0.00	\$126.00	

#### Non-residential sewer access charges

Meter size 20 mm	\$210.00	\$0.00	\$210.00	per meter
Meter size 25 mm	\$328.00	\$0.00	\$328.00	per meter
Meter size 40 mm	\$839.00	\$0.00	\$839.00	per meter
Meter size 50 mm	\$1,311.00	\$0.00	\$1,311.00	per meter
Meter size 63 mm	\$2,080.00	\$0.00	\$2,080.00	per meter
Meter size 75 mm	\$2,947.00	\$0.00	\$2,947.00	per meter
Meter size 100 mm	\$5,241.00	\$0.00	\$5,241.00	per meter
Unconnected access charge	\$126.00	\$0.00	\$126.00	per meter

### Sewer usage charges

Sewer usage charges	\$3.17	\$0.00	\$3.17	per kilolitre
Minimum non-residential charge	\$800.00	\$0.00	\$800.00	

### Sewer connection fees

Sewerage connection fee	\$164.00	\$0.00	\$164.00	
Sewerage connection fee with junction to main	\$740.00	\$0.00	\$740.00	

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## LIQUID TRADE WASTE

Trade waste annual fee	\$231.00	\$0.00	\$231.00	per annum
Trade waste usage charge	\$4.00	\$0.00	\$4.00	per kilolitre
Category 2 business				

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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## STORMWATER MANAGEMENT

### ANNUAL CHARGES

Residential stormwater management charge	\$25.00	\$0.00	\$25.00	per assessment
Residential strata stormwater management charge	\$12.50	\$0.00	\$12.50	per assessment
Business stormwater management charge minimum	\$25.00	\$0.00	\$25.00	per assessment
Business stormwater management charge extra per 350 m2	\$25.00	\$0.00	\$25.00	
Business stormwater management charge maximum	\$100.00	\$0.00	\$100.00	

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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## WASTE MANAGEMENT

### ANNUAL CHARGES

#### Cootamundra area

Domestic waste management charge	\$410.00	\$0.00	\$410.00	per annum
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	\$23.00	\$0.00	\$23.00	per annum
Outskirts waste charge	\$410.00	\$0.00	\$410.00	per annum
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	\$7.80	\$0.00	\$7.80	per service
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	\$101.00	\$0.00	\$101.00	per annum
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	\$23.00	\$0.00	\$23.00	

#### Gundagai area

Residential occupied garbage charge	\$436.00	\$0.00	\$436.00	per annum
Levied for each 120L waste collection service provided within the Gundagai scavenging area.				
Business occupied garbage charge	\$436.00	\$0.00	\$436.00	per annum
Levied for each business collection service provided within the Gundagai scavenging area.				
Vacant land garbage charge	\$23.00	\$0.00	\$23.00	per annum
Levied on each vacant land assessment within the Gundagai scavenging area.				

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Gundagai area [continued]

Residential occupied organics charge	\$58.00	\$0.00	\$58.00	per annum
Levied for each organics service provided within the Gundagai scavenging area.				
Rural waste charge	\$62.00	\$0.00	\$62.00	per annum
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	\$9.09	\$0.91	\$10.00	per load
Green waste ≥ 50mm in diameter	\$42.73	\$4.27	\$47.00	per tonne

#### Stumps and logs > 150mm in diameter

Stumps & logs > 150mm diameter – for loads of up to 200kgs	\$22.73	\$2.27	\$25.00	minimum
Stumps & logs > 150mm diameter	\$105.45	\$10.55	\$116.00	per tonne

#### General Waste

Domestic Waste – for loads up to 100kg	\$10.91	\$1.09	\$12.00	minimum
Domestic Waste	\$112.73	\$11.27	\$124.00	per tonne

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Builders Rubble

Builders rubble is defined as concrete, bricks, treated timber and other non recyclable building material.

Sorted builders rubble, for ratepayers	\$25.45	\$2.55	\$28.00	per tonne
By arrangement >2 tonne.				
Unsorted builders rubble, for ratepayers	\$75.45	\$7.55	\$83.00	per tonne
By arrangement >2 tonne.				
Sorted builders rubble, for waste generated outside the Council area	\$112.73	\$11.27	\$124.00	per tonne
Unsorted builders rubble, for waste generated outside the Council area	\$166.36	\$16.64	\$183.00	per tonne

## White goods

White Goods including decanted fridges, freezers and airconditioners	\$4.55	\$0.45	\$5.00	each
White Goods with refrigerant gas – decanting fee	\$25.45	\$2.55	\$28.00	each

## Tyres

Only accepted with compliance to current EPA regulations. A surcharge of \$5.00 applies to any tyres with rims.

Push bikes and motorcycles	\$4.55	\$0.45	\$5.00	each
Light vehicles and cars	\$10.91	\$1.09	\$12.00	each
4WD and light commercial vehicles				
Truck, including Super Singles	\$29.09	\$2.91	\$32.00	each
Small tractor and earthmoving	\$78.18	\$7.82	\$86.00	each
Medium tractor and earthmoving	\$196.36	\$19.64	\$216.00	each
Large tractor and earthmoving	\$393.64	\$39.36	\$433.00	each

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Asbestos

Only accepted with compliance to current EPA regulations.

Appointments must be made with Council.

Asbestos – loads of 100kg or greater	\$442.73	\$44.27	\$487.00	per tonne
Asbestos – loads up to 100kg	\$50.00	\$5.00	\$55.00	per load

## Other waste

Industrial Bulk Waste	\$129.09	\$12.91	\$142.00	per tonne
Clean soil			No Charge	
Sorted Recyclables			No Charge	
E-waste			No Charge	
Computers, TVs, copiers, printers, etc.				
Metal Waste	\$20.00	\$2.00	\$22.00	per tonne
Mattresses (all sizes)	\$25.45	\$2.55	\$28.00	each
Derelict motor vehicles			Private Work Rates	each
Removal to dump, from within the local government area.				
Dead animals > 50kg	\$126.36	\$12.64	\$139.00	each

## Gundagai landfill

Car Boot/240 l. MGB	\$5.45	\$0.55	\$6.00	
Trailer/Utility	\$10.00	\$1.00	\$11.00	
Trailer with high sides (domestic)	\$15.45	\$1.55	\$17.00	
Per Cubic Metre (Commercial Operators)	\$30.00	\$3.00	\$33.00	
Car Bodies			No Charge	
Other metal			No Charge	

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Gundagai landfill [continued]

Greenwaste – Domestic (including lawn clippings)			No Charge	
Greenwaste – Commercial	\$30.00	\$3.00	\$33.00	per cubic metre
Recyclables			No Charge	
Mattresses (all sizes)	\$25.45	\$2.55	\$28.00	each
Furniture	\$16.36	\$1.64	\$18.00	each
TV/Computer			No Charge	
Organic bin bags	\$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	\$78.18	\$7.82	\$86.00	each
Push bikes and motorcycles	\$4.55	\$0.45	\$5.00	
Light vehicles and cars	\$10.91	\$1.09	\$12.00	
4WD and light commercial vehicles				
Truck, including super singles	\$29.09	\$2.91	\$32.00	

## Gundagai area village transfer stations

Key Bond	\$21.00	\$0.00	\$21.00	each
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## 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	

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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### Green Waste < 150mm in diameter

Load delivered by single axle trailers, utes, wagons, cars boot loads	\$14.55	\$1.45	\$16.00	per load
Load delivered by bogie axle or large trailers or 1 tonne utilities	\$20.00	\$2.00	\$22.00	per load
Load delivered by single axle trucks (load under 5 m cubed)	\$45.45	\$4.55	\$50.00	per load
Load delivered by bogie axle trucks (load over 5 m cubed)	\$57.27	\$5.73	\$63.00	per load

### Stumps and logs > 150mm in diameter

Load delivered by single axle trailers, utes, wagons, cars boot loads	\$25.45	\$2.55	\$28.00	per load
Load delivered by bogie axle or large trailers or 1 tonne utilities	\$34.55	\$3.45	\$38.00	per load
Load delivered by single axle trucks (load under 5 m cubed)	\$80.00	\$8.00	\$88.00	per load
Load delivered by bogie axle trucks (load over 5 m cubed)	\$100.91	\$10.09	\$111.00	per load

### General Waste

Minimum Load Charge	\$15.45	\$1.55	\$17.00	minimum
Load delivered by single axle trailers, utes, wagons, cars boot loads	\$15.45	\$1.55	\$17.00	per load
Load delivered by bogie axle or large trailers or 1 tonne utilities	\$20.91	\$2.09	\$23.00	per load
Load delivered by single axle trucks (load under 5 m cubed)	\$45.45	\$4.55	\$50.00	per load
Load delivered by bogie axle trucks (load over 5 m cubed)	\$60.91	\$6.09	\$67.00	per load

### Illegal Dumping Fee

Illegal dumping fee	Legislated fee plus cleanup costs charged at private work rates			
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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## 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	\$57.00	\$0.00	\$57.00	
Companion Animal Registration – Desexed Animal owned by an eligible pensioner	\$24.00	\$0.00	\$24.00	
Companion Animal Registration – Animal not desexed	\$207.00	\$0.00	\$207.00	
Companion Animal Registration – Animal not Desexed (and kept by recognised breeder for breeding purposes)	\$57.00	\$0.00	\$57.00	
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)	\$32.00	\$0.00	\$32.00	
Companion animals (second & subsequent offence)	\$49.00	\$0.00	\$49.00	
Pound – Maintenance & Sustenance Fee (per day held)	\$22.00	\$0.00	\$22.00	
Pound – Animal Release Fee – First Impounding – plus daily maintenance fee	\$32.00	\$0.00	\$32.00	
Second Impounding – plus daily maintenance fee	\$59.00	\$0.00	\$59.00	
Pound – Microchipping Fee	\$20.00	\$0.00	\$20.00	
Surrender companion animal	\$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	
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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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### Stock Impounding [continued]

Sustenance of impounded sheep	\$5.00	\$0.00	\$5.00	per head per day
Sustenance of impounded cattle and horses	\$15.00	\$0.00	\$15.00	per head per day

### 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	\$0.00	\$45.00	each

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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## SALEYARDS

### COOTAMUNDRA SALEYARDS

#### Sheep

Commission			0.275	% of gross sale value
Percentage of agent's gross sale.				
Emergency Tags	\$1.82	\$0.18	\$2.00	per head
Facility Fee	\$1.00	\$0.10	\$1.10	per head
Passed in or NCV	\$0.50	\$0.05	\$0.55	per head

#### Disposal Fee

Euthanase	\$36.36	\$3.64	\$40.00	per head
Fit to Load	\$18.18	\$1.82	\$20.00	per head

### GUNDAGAI SALEYARDS

Stock Holding Fee	\$4.55	\$0.45	\$5.00	per head per day
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#### Yards (Sale Days)

Cattle, with weigh	\$6.91	\$0.69	\$7.60	per head
Cattle, no weigh	\$5.86	\$0.59	\$6.45	per head

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Private Weigh

1 to 9	\$50.64	\$5.06	\$55.70	
10 to 20	\$6.91	\$0.69	\$7.60	per head
21 to 50	\$5.05	\$0.50	\$5.55	per head
51 and over	\$4.55	\$0.45	\$5.00	per head

## TRUCKWASH

Avdata key purchase	\$50.00	\$5.00	\$55.00	
Usage	\$0.60 per minute - minimum \$5.00			per minute
	Min. Fee: \$5.00			

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## NOXIOUS WEEDS

### WEED CONTROL WORKS

Fees charged for travel to site and works undertaken.

Works in ordinary working hours, excluding chemical	\$103.00	\$0.00	\$103.00	per hour
Works outside ordinary working hours, excluding chemical	\$142.00	\$0.00	\$142.00	per hour

### WEED INSPECTIONS

Reinspection fee after noxious weeds notice	\$134.00	\$0.00	\$134.00	per hour
Reinspection fee minimum charge	\$130.00	\$0.00	\$130.00	each
Noxious weeds notice certificate	\$78.00	\$0.00	\$78.00	each

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## PRIVATE AND CONTRACT WORKS

### ROADS AND FOOTPATHS

New driveway layback application fee	\$245.09	\$0.00	\$245.09	
Kerb & Gutter Contribution				per linear metre
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	\$146.36	\$14.64	\$161.00	each
Preparation of Traffic Management Plans – Designed	\$360.00	\$36.00	\$396.00	each
General Works Inspections – Subdivisions	\$128.00	\$0.00	\$128.00	per hour
Install new driveway laybacks into existing Kerb			Private Work Rates	
Widen existing driveway layback.			Private Work Rates	

### 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	\$541.00	\$0.00	\$541.00	per linear metre
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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Road opening charges [continued]

Road Opening Fee	\$90.00	\$0.00	\$90.00	
Asphaltic concrete with cement concrete base	\$506.36	\$50.64	\$557.00	per square metre
Concrete pavement / footpath	\$506.36	\$50.64	\$557.00	per square metre
Tar and bituminous surface on all classes of base other than cement concrete	\$232.73	\$23.27	\$256.00	per square metre
Earth and gravel, waterbound macadam and all other classes of unsealed pavement or shoulders and grassed footpath areas. #	\$126.36	\$12.64	\$139.00	per square metre

## 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.

### Private hire rates

Road stabiliser	\$4,050.91	\$405.09	\$4,456.00	per day
Minimum charge 1 day.				
Grader	\$181.82	\$18.18	\$200.00	per hour
Excavator	\$175.45	\$17.55	\$193.00	per hour
Backhoe	\$149.09	\$14.91	\$164.00	per hour
Loader	\$192.73	\$19.27	\$212.00	per hour
Tractor and broom	\$156.36	\$15.64	\$172.00	per hour
Tractor and slasher	\$156.36	\$15.64	\$172.00	per hour
Tractors	\$138.18	\$13.82	\$152.00	per hour
Trucks – heavy rigid	\$198.18	\$19.82	\$218.00	per hour
Trucks – with trailer	\$236.36	\$23.64	\$260.00	per hour
Trucks – medium rigid	\$156.36	\$15.64	\$172.00	per hour

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## Private hire rates [continued]

Trucks – light rigid	\$112.73	\$11.27	\$124.00	per hour
Bridge Truck	\$198.18	\$19.82	\$218.00	per hour
Roller – trench	\$115.45	\$11.55	\$127.00	per hour
14t roller – smooth or padfoot	\$150.91	\$15.09	\$166.00	per hour
Float (Low Loader) to be accompanied by consignment note		\$190.00/hr + \$3.49/km		per hour
Water tanker		\$190.00/hr + \$3.49/km		per hour
Lime tanker		\$190.00/hr + \$3.49/km		per hour
Minor Plant used in conjunction with other work	\$31.82	\$3.18	\$35.00	per hour
Water Jetter	\$181.82	\$18.18	\$200.00	per hour
Water Cart	\$123.64	\$12.36	\$136.00	per hour
Patching Truck	\$226.36	\$22.64	\$249.00	per hour
Emulsion and aggregate charged at cost plus 25%.				
Ute		\$32.00/hr + \$1.00/km		per hour
Not for dry hire.				
Skidsteer	\$96.36	\$9.64	\$106.00	per hour
Dozer	\$226.36	\$22.64	\$249.00	per hour
Garbage Compactor	\$151.82	\$15.18	\$167.00	per hour
Elevated Work Platform	\$157.27	\$15.73	\$173.00	per hour
Street Sweeper, includes brooms	\$157.27	\$15.73	\$173.00	per hour
Mowers	\$122.73	\$12.27	\$135.00	per hour
Woodchipper and truck	\$181.82	\$18.18	\$200.00	per hour
Hirer keeps chipping				

## EQUIPMENT HIRE

Cat trap hire	\$45.45	\$4.55	\$50.00	per week
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Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## EQUIPMENT HIRE [continued]

Cat trap deposit	\$100.00	\$0.00	\$100.00	per hire
Refundable after return of trap.				

## LABOUR AND STORES

Crushed gravel – supply ex pit	\$49.16	\$4.92	\$54.08	per cubic metre
Rural Property Name Signs: -Sign Only	\$149.69	\$14.97	\$164.66	
Rural Property Name Signs: – Sign & Erection	\$363.58	\$36.36	\$399.94	
Rural Addressing Numbers	\$14.68	\$1.47	\$16.15	per set
Wages water & sewer staff – fee for non-ratepayers	\$60.77	\$6.08	\$66.85	per hour
Normal working hours				
Wages water & sewer staff – fee for ratepayers	\$50.00	\$5.00	\$55.00	per hour
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)	\$25.32	\$2.53	\$27.85	per cubic metre

## Replacement bins

Available for persons paying garbage rates

Mobile Garbage Bins (120L and 240L MGB)	\$108.00	\$0.00	\$108.00	
Replacement wheel	\$33.00	\$0.00	\$33.00	each
Replacement lid	\$45.00	\$0.00	\$45.00	each
Replacement axle	\$33.00	\$0.00	\$33.00	each

Name	Fee (excl. GST)	Year 19/20 GST	Fee (incl. GST)	Unit
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## OTHER PRIVATE WORKS

Memorial bench/seat includes cost of purchase, installation and memorial plaque	\$2,403.00	\$0.00	\$2,403.00	per seat/bench
Applications required for memorial seats in parks, cemeteries, gardens. In approved locations only. Suitability will be assessed by Council.				
Private weighbridge use	\$4.55	\$0.45	\$5.00	
Charge for private use of weighbridge at Cootamundra saleyards or landfill.				

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DRAFT

Fees and charges are subject to change at any time at the discretion of the General Manager, as resolved at the ordinary meeting of Council on 26 June 2018.

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