



***Our Place.... Our Future***  
**DRAFT V.2 Annual Operating Plan**  
**2022/23**

**May 2022**

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## Introduction

The Annual Operational Plan is one of our most important documents. It is a key pillar of the IP&R Framework and demonstrates Council's commitment to delivering on the priorities set by our community, as identified in the Community Strategic Plan.

The Operational Plan is renewed annually to set the short-term priorities for Council. It determines the key projects which are budgeted and approved for the Financial Year and sets the parameters used to measure the progress and success of these projects. The plan has been compiled following extensive discussions and workshops with Council staff and Councillors ensuring that the activities and actions contained in the Plan are balanced against the priorities identified in the four-year Delivery Program which is directly linked to the Community Strategic Plan. The Operational Plan also identifies the resources, requirements and functions of the organisation including the major projects, programs and activities Council has committed to undertaking. These projects and activities include maintaining and improving roads, footpaths, parks, buildings, water and waste infrastructure, recreation facilities and other Council assets throughout the year.

The last two years have been especially challenging for our community, our nation, and the world. The COVID-19 pandemic has disrupted our everyday lives and routines, challenging us to find new ways of doing things, to adapt, to be resilient. At Council we have continued to deliver services to our community, and we have continued to plan for our place and our future.

This year's Operational Plan has changed its format, to make the document easier for people to read, but also to make the links to the four-year Delivery Program and Community Strategic Plan clearer.

The Plan is required to be placed on 28 days exhibition for community feedback, and adopted by June 30 each year.

## How we will measure success

Council will monitor progress and measure success through thorough and transparent reporting processes to help the community understand the status of major projects, highlights, good news stories, as well as challenges Council has faced in the delivery of its services.

Council will report on the Annual Operational Plan outcomes through:

- Quarterly financial reports
- Quarterly progress reports
- Annual reports

Council is committed to engaging the community for feedback on its service delivery and performance. The best way for Council to do this is through its community engagement activities and creating opportunities for open and honest conversations. Council has prioritised community engagement and in this plan commits to more face-to-face engagement opportunities as well as investigate digital avenues for community engagement.

## Acknowledgement of Country

Council acknowledges the Wiradjuri people, the Traditional Custodians of this Land. Council would like to pay respects to the Wiradjuri Nation Elders, past, present and emerging, and extends that respect to other Aboriginal and Torres Strait Islander peoples living in and visiting our region.

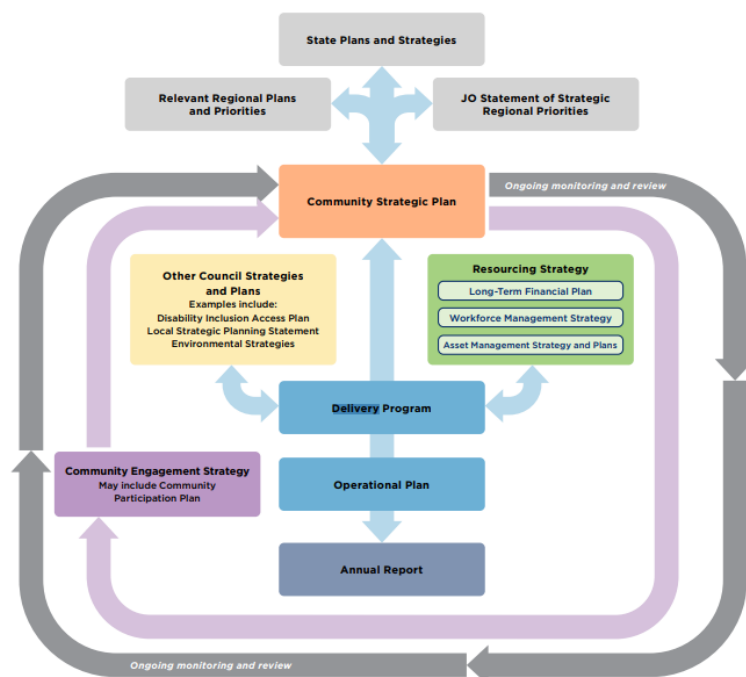
## Planning for the future

### The Integrated Planning and Reporting Framework

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

The Annual Operational Plan, along with our Four-Year Delivery Plan, and Community Strategic Plan, are part of the NSW State Government's Integrated Planning & Reporting Framework.

The Integrated Planning and Reporting Framework recognises 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.



The Operational Plan has been prepared in accordance with the Integrated Planning and Reporting Framework and the *Local Government Act 1993*. The framework allows Council to draw all its plans together, planning holistically for the future.

### About the annual operational plan

The Operational Plan supports our Four-Year Delivery Program. It outlines the actions that Council will undertake in the 2022/23 financial year and allocate the resources necessary. The Operational Plan is based on Council's organisational structure and includes business profiles, budgets, operational activities, business improvement plans, key strategic projects and KPI's for each of the business units. These activities and projects are linked backed to our strategic directions and objectives addressed in Council's Community Strategic Plan and corporate goals. Also included are Council's annual budget, capital works program and fees and charges, as well as other financial details including information on rating and domestic waste management.

The Annual Operational Plan is prepared each year with each operational plan identifying the projects, programs and activities that council will conduct to achieve the commitments of the DP and CSP.



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Our community at a glance

## POPULATION

11,225

(ABS ERP 2020)

## WORKFORCE

4,381

people employed

60% full-time

38% part-time

## REGION LAND AREA

3,982

square kms

## INDUSTRIES

Agriculture

Healthcare

Social assistance

# OUR COMMUNITY SNAPSHOT

The Cootamundra-Gundagai Regional Council Estimated Resident Population is 11,225 as at 2020.

The Cootamundra-Gundagai Regional Council area is located in the South West Slopes and Riverina Regions of New South Wales, about 390 kilometres south-west of the Sydney CBD, and about 95 kilometres north-west of the Canberra CBD.

The region boasts spectacular views of the country-side, with rolling hills and some of the country's best farming and cropping locations. We have museums for history lovers and an Arts Centre that holds regular workshops, exhibitions, performances and movie sessions. Combined with gorgeous architecture, streetscapes and views to keep the most ardent culture vultures and photography lovers intrigued.

The regions main industries are agriculture, meat processing, renewable energy, tourism, manufacturing and health and a growing dedication to coffee, great pub food and independent boutiques to attract the envious glances from Sydney, Melbourne and Canberra!





## Our strategic direction and objectives

Our vision for the Cootamundra-Gundagai region is to be a vibrant region attracting people, investment and business through innovation, diversity, and community spirit.

The Annual Operating Plan is aligned to the five focus areas of the Community Strategic Plan (CSP) and Four-Year Delivery Program. It includes the list of activities and services that will be delivered in 2022/23 under each CSP Theme.

### 1. A vibrant, safe, and inclusive community

*We have a thriving community where diversity is embraced, everyone is welcomed, valued, safe and we have opportunities to enhance our health, happiness, and wellbeing.*

### 2. A region for the future

*We are a prosperous and resilient region providing opportunities for growth and learning to strengthen and grow our economy, support tourism, and adopt new technologies to ensure long-term sustainability.*

### 3. A protected and enhanced environment

*We have attractive towns and villages that complement our unique natural environment, where heritage is preserved and enhanced whilst balancing the needs for regional development and growth*

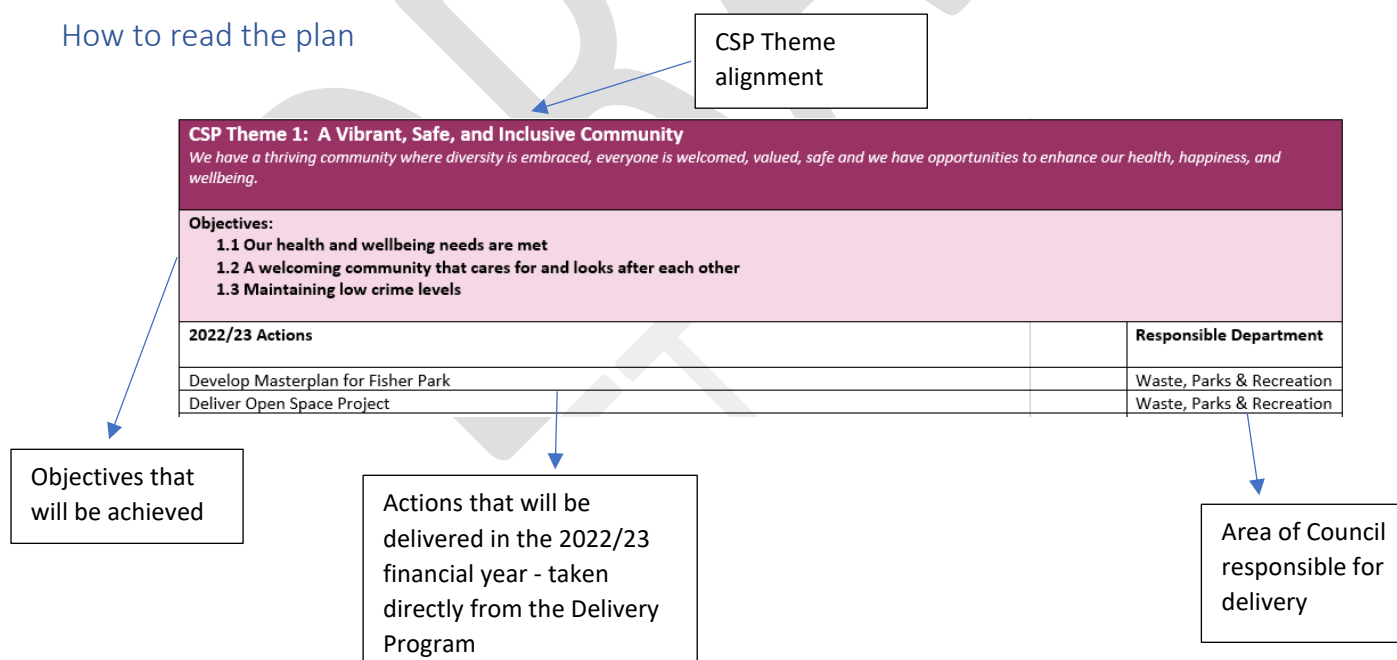
### 4. Collaborative and progressive leadership

*We have a transparent and accountable local Council with an actively engaged community and effective partnerships that fosters trust, facilitates innovation and uses resources wisely to meet community needs.*

### 5. Integrated and accessible region

*We have transport networks and services that are well connected and convenient and not only connect our villages and towns, but also connect us to other regions, capital cities and states, and our community has access to services and facilities that make the region 'liveable'.*

## How to read the plan



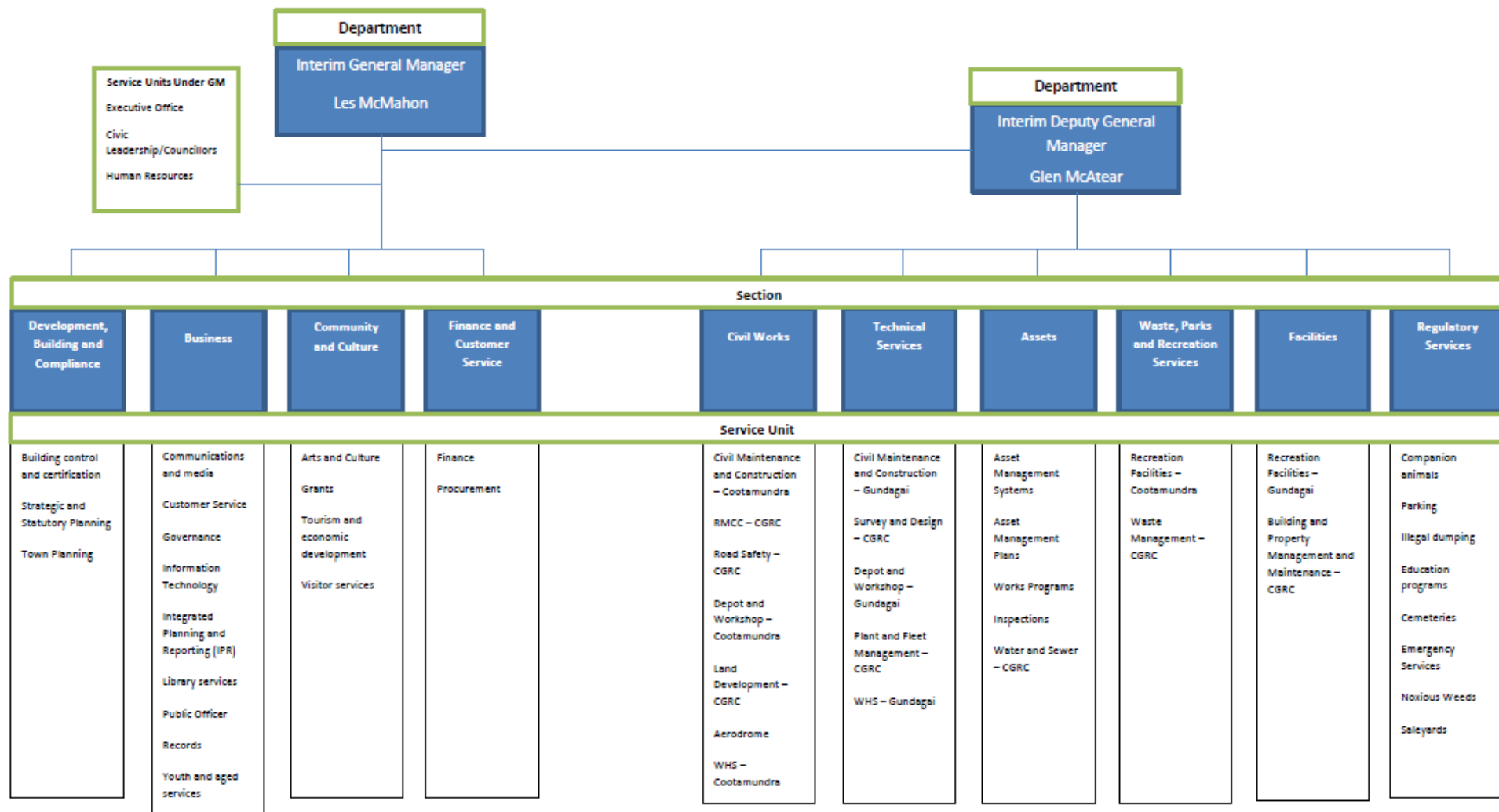


## Organisational Structure

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## COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL FUNCTIONS – ORGANISATION STRUCTURE





## Financial Overview

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

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## Our plan for delivering programs and activities in 2022/23

### Key Focus Area 1: A Vibrant, Safe, and Inclusive Community

*We have a thriving community where diversity is embraced, everyone is welcomed, valued, safe and we have opportunities to enhance our health, happiness, and wellbeing.*

#### Objectives:

- 1.1 Our health and wellbeing needs are met
- 1.2 A welcoming community that cares for and looks after each other
- 1.3 Maintaining low crime levels

2022/23 Actions	Delivery Program Ref.	Responsible Department
Support local health service providers and community groups in promoting programs which encourage healthy lifestyle choices and activities	1.1a (1)	Facilities Waste, Parks & Recreation
Develop Masterplan for Fisher Park	1.1b (1)	Waste, Parks & Recreation
Collaborate with communications team to develop a communications and marketing program to promote year-round use of Council facilities	1.1b (2)	Facilities
Deliver Open Space Project	1.1b (3)	Waste, Parks & Recreation
Investigate funding opportunities to build a reflection area at Cootamundra Cemetery	1.1b (4)	Regulatory Services
Complete Gundagai Pool renovation project	1.1c (1)	Facilities
Update Disability Inclusion Access Plan	1.2a (1)	Community and Culture
Formalise the Memorandum of Understanding between the Aboriginal Working Party and Cootamundra-Gundagai Regional Council	1.2b (1)	Community and Culture
Finalise the Cootamundra-Gundagai Local Environmental Management Plan	1.2b (2)	Development, Building and Compliance
Seek funding to undertake feasibility study into the establishment of an Aboriginal and Torres Strait Islander cultural centre	1.2b (3)	Community and Culture
Seek funding to update the region's Heritage Plan	1.2c (1)	Community and Culture

Develop Gundagai Library extension plan	1.2c (2)	Facilities
Work with partners including Eastern Riverina Arts to develop a diverse annual program of gallery exhibitions and events	1.2c (3)	Community and Culture
Maintain and operate Emergency Management Centres	1.3a (1)	Regulatory Services
Continue to participate in Local Emergency Management Meetings with local emergency services	1.3a (2)	Regulatory Services
Update and maintain Council's emergency management and response plans	1.3a (3)	Regulatory Services
Consult with Transport for NSW and local traffic management committee to investigate shared pedestrian area classification for Cootamundra and the lowering of CBD speed limit to 30km per/hour	1.3b (1)	Regulatory Services Civil Works Technical Services
Work in partnership with Fire and Rescue NSW, Rural Fire Service and State Emergency Service, NSW Health, Ambulance, Police and Local Land Services to implement community safety initiatives	1.3b (2)	Regulatory Services
Review security contracts and seek funding for the installation of Closed-Circuit Televisions (CCTV) cameras	1.3c (1) 1.3c (2)	Facilities Waste, Parks and Recreation

## Key Focus Area 2: A Region for the Future

*We are a prosperous and resilient region providing opportunities for growth and learning to strengthen and grow our economy, support tourism, and adopt new technologies to ensure long-term sustainability.*

**Objective 2.1 Recognised as a must-visit tourist destination**

**Objective 2.2: A thriving region that attracts people to live, work and visit**

**Objective 2.3: A region that can accommodate and support strategic growth**

2022/23 Actions	Delivery Program Ref	Responsible Department
Gundagai Old Mill Redevelopment construction tender in market and contractor engaged	2.1a (1)	Community and Culture Facilities
Finalise the Prince Alfred Bridge Memorial concept	2.1a (2)	Community and Culture
Seek funding to conduct feasibility study into development of Mountain Bike 'Flow Trail' on Mount Kimo	2.1a (3)	Community and Culture
Develop EOI for Wallendbeen silo art project	2.1a (4)	Community and Culture
Complete upgrades to Coolac playground	2.1b (3)	Community and Culture
Complete upgrades and change of use application for Stockinbingal recreational ground	2.1b (3)	Community and Culture
Implement actions identified in the Agri-tourism strategy	2.1c (1)	Community and Culture
Develop Cycle Trails map for Cootamundra and upload onto website for road cyclists	2.1c (3)	Community and Culture
Seek funding to continue delivery of actions identified in the Tourism Communications Plan	2.1d (2)	Community and Culture
Establish working group with Friends of Pioneer Park, Aboriginal Working Party and other key stakeholders to develop a plan to preserve and develop Pioneer Park	2.1e (3)	Community and Culture
Complete fit-out of the Cootamundra Heritage Centre and Visitor Information Centre	2.1f (2)	Community and Culture
Implement up-to-date fire safety measures and accessibility upgrades at Cootamundra Arts Centre	2.1f (3)	Community and Culture
Gundagai Visitor Information Centre upgrades completed, including establishment of online sales capability	2.1f (4)	Community and Culture Facilities
Seek funding to undertake a feasibility study into the development of a Cootamundra-Gundagai Rail Trail	2.1g (1)	Community and Culture
Update region liveability information and upload onto Council website	2.2a (1)	Community and Culture

Establish monthly communication to business and industry outlining opportunities and economic activity of the region	2.2a (3)	Community and Culture
Actively market the region as a 'must visit' destination	2.2b (2)	Community and Culture
Recruit Tourism and Economic Development Coordinator for Council to oversee tourism and economic activity	2.2c (1)	Community and Culture
Seek funding to establish a Youth Hub for Cootamundra	2.2d (1)	Business
Assist Youth Council in establishing a jobs expo for the region	2.2d (4)	Business
Seek funding to expand Gundagai Sewerage Plant	2.2e (3)	Assets
Recruit a Grants Officer for Council who will oversee the application and implementation of grants across the organisation	2.2f (1)	Community and Culture
Develop a region wide maintenance schedule for Council assets and facilities	2.2h (2)	Assets Facilities
Undertake housing investigate and report on housing issues in the region and identify strategies to mitigate	2.3a (2)	Development, Building and Compliance
Develop and operate development control plans to ensure compliance with legislation and to provide appropriate land development opportunities	2.3b (1)	Development, Building and Compliance
Finalise the region wide Local Environmental Plan	2.3c (1)	Development, Building and Compliance

### Key Focus Area 3: A Protected and Enhanced Environment

*We have attractive towns and villages that complement our unique natural environment, where heritage is preserved and enhanced whilst balancing the needs for regional development and growth*

**Objective 3.1: Our natural environment is valued and protected**

**Objective 3.2: We have attractive towns and villages**

**Objective 3.3: Responsive and adaptive community to climate change risks and impacts**

**Objective 3.4: Greater efficiency in the use of resources**

2022/23 Actions	Delivery Program Ref	Responsible Department
Seek opportunities to increase staffing to deliver increased weed management program inline with funding requirements	3.1b (1)	Regulatory Services
Plan, construct, maintain and manage the regions water infrastructure network in accordance with land development, and asset management priorities and availability of funding	3.1c (1)	Assets
Implement actions from the Local Environmental Plan once endorsed	3.1d (1)	Development, Building and Compliance
Seek funding to develop Place Activation Plans for villages in support of the Villages Strategy	3.2a (2)	Community and Culture
Develop and full cost a plan to standardise signage across the region, including throughout cemeteries	3.2b (1)	Community and Culture
Seek funding to develop a plan for the beautification and preservation of Muttama Creek	3.2c (1)	Community and Culture
Implement actions and strategies from the Villages Strategy	3.2d (1)	Community and Culture
Develop a Development Control Plan	3.2d (3)	Development, Building and Compliance
Develop a budget and implementation plan for the installation of solar panels and LED lighting at all Council owned buildings	3.3a (2)	Facilities Waste, Parks and Recreation Services
Implement the funded elements of the Waste Strategy	3.3a (3)	Waste, Parks and Recreation



Introduce Food Organics and Garden Organics (FOGO) collection for Cootamundra, similar to Gundagai	3.3a (4)	Waste, Parks and Recreation
Deliver potable water connections to existing resident in Nangus	3.3b (1)	Assets
Seek funding for water storage facility for Rural Fire Service and reserve access	3.3b (2)	Assets
Seek funding for gravity sewerage system for Coolac and Stockinbingal	3.3b (3)	Assets
Conduct and impact assessment on the closure of Wallendbeen and Stockinbingal landfills	3.4a (1)	Waste, Parks and Recreation
Deliver planned watermain replacement and reservoir disinfection projects	3.4c (1)	Assets
Seek funding to engage a specialist consultant to develop a Regional Sustainability Strategy for the region	3.4d (1)	Community and Culture

## Key Focus Area 4: Collaborative and progressive leadership

*We have a transparent and accountable local Council with an actively engaged community and effective partnerships that fosters trust, facilitates innovation and uses resources wisely to meet community needs.*

**Objective 4.1: A clear strategic direction that is delivered upon**

**Objective 4.2: Proactive, practical Council leaders who are aligned with community needs and values**

**Objective 4.3: Actively engaged and supportive community**

**Objective 4.4: Recognised as a premier local government Council that represents and advocates for community needs**

2022/23 Actions	Delivery Program Reference	Responsible
Provide quality customer service during all front line interactions	4.1b (1)	Business
Implement tracking and reporting of progress against strategic plans against objectives	4.1b (2)	Business
Develop a service review schedule to determine the number of reviews per Council term and conduct those reviews		Business
Develop and implement a staff wellbeing program	4.1b (4)	General Manager
Implement the Workforce Management Plan	4.1c (1)	General Manager
Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements	4.1c (3)	General Manager Civil Works Technical Services
Conduct a Long-Term Financial Plan review and update Council's Long-Term Financial Plan accordingly	4.1e (1)	Finance
Implement Audit, Risk and Improvement Committee updates and compliance requirements	4.2a (1)	Business
Upgrade Council's website and digital customer experience	4.2c (1)	Business
Support Council's elected representatives in undertaking their role, through training and development opportunities	4.2c (2)	General Manager
Migrate Council's operating system to cloud based technology	4.2c (2)	Business
Develop marketing and communication plans for major Council projects to keep community informed, highlight successes and community benefits	4.3b (1)	Business
Facilitate face-to-face community engagement activities, as the opportunity arises for Council projects	4.3c (1)	Business

Develop an overarching Council communications strategy to guide Council's communication and engagement with the community	4.3d (1)	Business
Design community consultation activities in-line with the Community Engagement Charter and community engagement best practice (IAP2)	4.3e (1)	Business
Support Section 355 Committees to deliver their services to communities	4.3f (1)	Business
Manage Council's income and expenditure in line with Treasury Guidelines	4.4a (1)	Finance
Develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	4.4a (4)	Civil Works Assets Facilities Technical Services
Implement Council's Governance and Risk Management Framework and Action Plan	4.4b (1)	Business
Develop and maintain risk management and business continuity plans	4.4b (2)	Business

## Key Focus Area 5: Integrated and Accessible Region

*We have transport networks and services that are well connected and convenient and not only connect our villages and towns, but also connect us to other regions, capital cities and states, and our community has access to services and facilities that make the region 'liveable'.*

**Objective 5.1: Known for our good road network**

**Objective 5.2: Easily accessible from major cities and other regional towns**

**Objective 5.3: Secure Cootamundra as an Inland Port location serving to transfer rail freight between the Inland Rail and Sydney-Melbourne line**

**Objective 5.4: Functional communications technologies to improve services and facilities across the region**

2022/23 Actions	Delivery Program Ref	Responsible Department
Update Council's asset management plan to include both town centres and all villages in one plan aligning assets and civil works projects across the region	5.1a (1)	Assets Civil Works Facilities Technical Services Waste, Parks and Recreation
Deliver the annual road resealing program as budgeted	5.1b (2)	Civil Works Technical Services
Seek funding to develop a feasibility study and masterplan for the Cootamundra Aerodrome with consideration to revenue generating opportunities and long-term commercial activities	5.2a (1)	Facilities Waste, Parks and Recreation Development, Building and Compliance
Continue to implement the approved and funded Fixing Local Roads Program	5.2b (1)	Civil Works Technical Services
Seek funding to deliver upgrades to Stockinbingal and Muttama Roads	5.2b (2)	Civil Works Technical Services
Seek funding to develop cycleway and pedestrian access plan for the region	5.2c (2)	Civil Works Technical Services
Implement the footpath revitalisation and extension program	5.2c (3)	Civil Works Technical Services

Seek funding from the Roads to Recovery and Fixing Local Roads grants for ongoing road maintenance and infrastructure projects	5.2b (1)	Civil Works Technical Services
Seek funding to build a bridge over the low-level causeway at Muttama	5.2b (4)	Civil Works Technical Services
Investigate potential rezoning of the land along Burley Griffin Way to support freight and logistical uses and access to Inland Rail	5.3d (3)	Development, Building and Compliance
Seek funding to develop a digital services strategy for council including a review of digital platforms and investigation of cost effective solutions	5.4a (1)	Business
Continue to offer free Wi-Fi internet within key public areas across the region	5.4c (1)	Business



## Budget and Financial Information

To be provided by CGRC

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## Revenue Policy 2022 - 2023

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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 Farmland, Residential, 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 by the property's categorisation, which is dependent upon the dominant use.

### Special Rate Variation

During 2020-2021, faced with very significant cost pressures resulting from the May 2016 amalgamation of the former Cootamundra and Gundagai Shire Councils and the subsequent rate freeze, after extensive community consultation Council took the difficult decision to apply for a Special Rate Variation to allow increases of rates by more than the annual rate pegging increase.

On 14 May 2021, the NSW Independent Pricing and Regulatory Tribunal (IPART) approved a Special Rate Variation for Cootamundra-Gundagai Regional Council consisting of the following annual and cumulative increases to Council's general income, to remain permanently in Council's general income (*inclusive* of the annual rate pegging increase per below). Full details of IPART's approval may be found here <https://www.ipart.nsw.gov.au/files/9834cdabc-e39a-4264-8680-27599ee31024/LG-Determination-Cootamundra-Gundagai-Councils-special-variation-application-for-2021-22.pdf>

Year	Annual increase in general income	Cumulative increase in general income
2021-22	20.0%	20.0%
2022-23	16.0%	39.2%
2023-24	5.0%	46.2%
2024-25	5.0%	53.5%

Council is recognisant that a number of ratepayers will find that their rates and charges for 2022-23 and future years will increase significantly from previous years, and will be significantly impacted by the Special Rate Variation. Ratepayers that may experience difficulty in paying their rates by due dates are encouraged to consider Council's Rates & Charges Financial Hardship Policy as noted later in this document.

### Rate Pegging

The Independent Pricing and Regulatory Tribunal (IPART) determines the rate peg, or allowable annual increase, that applies to local government rate income. In September 2020, IPART announced the rate peg to apply in the 2022-23 financial year will be 0.7%. The Special Rate Variation approved is inclusive of this rate pegging increase.



## Existing Special Rate Variation

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 Gundagai Main Street Upgrade of 12.82%

In June 2014, the Independent Pricing and Regulatory Tribunal (IPART) approved a special rate variation of 15.12%. 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 Council's general income base for 10 years from that period, and from 1 July 2024, Council's general income will be reduced by the amount of that expiring Special Rate Variation.

## Valuations

Cootamundra-Gundagai Regional Council's land values were last updated by the NSW Valuer-General (VG) in 2019.

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 2022-23 rating year, the Base Date for land values is 1 July 2019.

Supplementary notices of valuation are also issued by the VG outside the usual 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
- 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 and other changes

The VG has issued a large number of supplementary notices in recent months, and these changes will continue to affect Council's rates and property database as they are issued up to 30 June 2022.



## Amalgamation of Rating Structures in previous year 2020-2021

In accordance with the NSW Government's policy that there be a 4-year rate path freeze for any newly created council under the Local Government Amendment (Rates – Merged Council Areas) Act, the two rating structures adopted by the former Cootamundra and Gundagai Shires as at 12 May 2016 continued to apply for 4 years from that time.

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

This 4-year period expired in 2019-2020, and Council undertook this full review, and amalgamated the rating structures (rates harmonisation) effective from 1 July 2020.

The special rate variation previously approved for the former Gundagai Shire Council continues to apply within the harmonised rate structure.

For the 2020-2021 year, Council also undertook a full review of other charges (Waste, Stormwater Management, On-Site Sewerage Management, Water, Sewer and Liquid Trade Waste) and amalgamated the charging structures of each of the former Shire Council areas, and harmonised these charges effective from 1 July 2020, so that going forward they are uniform throughout the Cootamundra-Gundagai Regional Council area.

## Rating Structures

Council aims to derive revenue from ordinary rates for each rating category as outlined in the table below.

The rating structure uses an ad-valorem component (multiplied by the land value of the property as determined by the Valuer-General), together with a base amount component of \$427.00 applied to all rateable assessments.

## Rating Categories

Rating Category (s514-518)	Number of Assessments	Ad Valorem Rate	Base Amount \$	Base Amount %	Land Value	2022/23 Estimated Income	% Yield
Farmland	1277	0.29266	\$427.00	10.55%	\$1,579,102,525	\$5,166,680	48.29%
Residential	4688	0.67946	\$427.00	45.49%	\$352,991,660	\$4,400,213	41.13%
Business	517	1.67157	\$427.00	19.51%	\$54,474,937	\$1,131,346	10.58%
Mining	0	0.29266	\$427.00	-	-	-	-

## Pensioner Concessions

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

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

- Domestic Waste Management Charges (Section 496 LGA), including Organic/Green Waste collection and Vacant charges)
- Residential Waste Management Charges – Other (Section 501 LGA)
- Non-Residential Waste Management Charges (Section 501 LGA)
- Rural Waste Charge (Section 501 LGA)
- Stormwater Management Service Charges (Section 496A LGA)
  - Residential
  - Residential Strata
  - Business (Non-Residential)
  - Business (Non-Residential) Strata
- Water Access Charges (Section 501 LGA)
- Sewer Access Charges (Section 501 LGA)
- Water Consumption (Usage) Charges (Section 502 LGA)
- Non-Residential Sewer Usage Charges (Section 502 LGA)
- (Non-Residential) Liquid Trade Waste Charges (Section 501/502 LGA)
- On-Site Sewerage Management Administration Charge (Section 501 LGA)

#### 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

Charge Description	Amount \$	2022/23 Estimated Yield
<b>Domestic Waste Management Annual Charge per service (1 service per Assessment)</b>	\$486.00	\$1,862,838
<b>Organics/Green Waste Annual Charge per service (1 service per Assessment)</b>	\$63.50	\$263,080
<b>Residential Waste Management – Other Annual Charge per service (1 service per Assessment)</b>	\$486.00	\$155,034
<b>Rural Waste Charge Annual Charge per Assessment</b>	\$72.00	\$139,248
<b>Unoccupied (Vacant) Waste Annual Charge per Assessment</b>	\$72.00	\$12,888
<b>Commercial Waste Management Annual Charge per Service</b>	\$486.00	\$387,828





## Stormwater Management Service Charges

Council levies annual Stormwater Management Charges to both residential and business properties, subject to exemptions under the Local Government Act, 1993. All revenue generated is applied to stormwater management improvements.

Charge Description	Amount \$	2022/23 Estimated Yield
<b>Residential Stormwater Management Annual Charge</b>	\$25.00	\$78,925
<b>Residential Strata Stormwater Management Annual Charge</b>	\$12.50	\$1,675
<b>Business (Non-Residential) Stormwater Management</b> <b>*** \$25.00 per 350 square metres of land size, or part thereof</b> <b>Annual Charge – Maximum \$250.00</b>	***	\$45,950
<b>Business (Non-Residential) Strata Stormwater Management</b> <b>*** The greater of \$5.00, or the assessment's proportion of the charge</b> <b>that would apply if the total land area was not strata'd.</b> <b>Annual Charge</b>	***	\$502

## On-Site Sewerage Management Admin Charge

Charge Description	Amount \$	2022/23 Estimated Yield
<b>On-Site Sewerage Management Administration Charge</b> <b>Annual Charge</b>	\$49.00	\$77,567



## Water Access Charges

Charge Description	Residential Charge Amount \$	2022/23 Estimated Yield Residential	Non-Residential Charge Amount \$	2022/23 Estimated Yield Non-Residential
<b>Strata Water Access Charge</b>	\$432.00	(included in 20mm below)	\$432.00	(Included in 20mm below)
<b>Water Access Charge 20mm</b>	\$432.00	\$1,575,936	\$432.00	\$176,472
<b>Non-Residential Community Water Access Charge 20mm</b>			\$216.00	
<b>Water Access Charge 25mm</b>	\$676.00	\$28,392	\$676.00	\$45,630
<b>Non-Residential Community Water Access Charge 25mm</b>			\$338.00	
<b>Water Access Charge 32mm</b>	\$1,108.00	\$7,756	\$1,108.00	\$17,728
<b>Non-Residential Community Water Access Charge 32mm</b>			\$554.00	
<b>Water Access Charge 40mm</b>	\$1,730.00	\$13,840	\$1,730.00	\$44,115
<b>Non-Residential Community Water Access Charge 40mm</b>			\$865.00	
<b>Water Access Charge 50mm</b>	\$2,704.00	\$10,816	\$2,704.00	\$120,328
<b>Non-Residential Community Water Access Charge 50mm</b>			\$1,352.00	
<b>Water Access Charge 63mm</b>	\$4,293.00	-	\$4,293.00	\$4,293
<b>Water Access Charge 75mm</b>	\$6,084.00	-	\$6,084.00	\$12,168
<b>Water Access Charge 80mm</b>	\$6,922.00	-	\$6,922.00	\$13,844
<b>Non-Residential Community Water Access Charge 80mm</b>			\$3,461.00	
Charge Description	Residential Charge Amount \$	2022/23 Estimated Yield Residential	Non-Residential Charge Amount \$	2022/23 Estimated Yield Non-Residential



Water Access Charge 100mm	\$10,816.00	\$10,816	\$10,816.00	\$59,488
Non-Residential Community Water Access Charge 100mm			\$5,408.00	
Vacant Water Access Charge	\$432.00	\$44,064	\$432.00	\$21,168
Vacant Non-Residential Community Water Access Charge			\$216.00	



## Sewer Access Charges

Charge Description	Residential Charge Amount \$	2022/23 Estimated Yield	Non- Residential Charge Amount \$	2022/23 Estimated Yield
<b>Residential Sewer Access Charge</b>	\$649.00	\$2,297,460	-	-
<b>Non-Residential Sewer Access Charge 20mm</b>	-	-	\$541.00	\$175,284
<b>Non-Residential Community Sewer Access Charge 20mm</b>			\$270.50	
<b>Non-Residential Sewer Access Charge 25mm</b>	-	-	\$649.00	\$31,801
<b>Non-Residential Community Sewer Access Charge 25mm</b>			\$324.50	
<b>Non-Residential Sewer Access Charge 32mm</b>	-	-	\$757.00	\$12,112
<b>Non-Residential Community Sewer Access Charge 32mm</b>			\$378.50	
<b>Non-Residential Sewer Access Charge 40mm</b>	-	-	\$1,038.00	\$19,203
<b>Non-Residential Community Sewer Access Charge 40mm</b>			\$519.00	
<b>Non-Residential Sewer Access Charge 50mm</b>	-	-	\$1,298.00	\$38,940
<b>Non-Residential Community Sewer Access Charge 50mm</b>			\$649.00	
<b>Non-Residential Sewer Access Charge 63mm</b>	-	-	\$1,635.00	\$1,635
<b>Non-Residential Sewer Access Charge 75mm</b>	-	-	\$1,947.00	\$3,894
<b>Non-Residential Sewer Access Charge 80mm</b>	-	-	\$2,076.00	\$3,114
<b>Non-Residential Community Sewer Access Charge 80mm</b>			\$1,038.00	



Charge Description	Residential Charge Amount \$	2022/23 Estimated Yield	Non-Residential Charge Amount \$	2022/23 Estimated Yield \$
Non-Residential Sewer Access Charge 100mm	-	-	\$2,596.00	\$6,490
Non-Residential Community Sewer Access Charge 100mm			\$1,298.00	
Vacant Sewer Access Charge	\$379.00	\$46,328	\$379.00	\$25,772
Vacant Non-Residential Community Sewer Access Charge			\$189.50	

#### Water Usage Charges

Tariff (Residential & Non-Residential)	Amount \$
First 39 kilolitres (kl) per quarter	\$2.16 per kl
Use above 39 kilolitres (kl) per quarter	\$3.24 per kl
Tariff (Non-Residential Community)	Amount \$
First 39 kilolitres (kl) per quarter	\$1.62 per kl
Use above 39 kilolitres (kl) per quarter	\$2.43 per kl



## Non-Residential Sewer Usage Charges

Sewer Usage	Amount \$
All usage	\$2.87 per kl

## Liquid Trade Waste Charges

Charge Description	Amount \$	2022/23 Estimated Yield
Liquid Trade Waste Annual Charge	\$250.00	\$99,500
Liquid Trade Waste Usage Charge (Category 2 Business)	\$4.33 per kl	Per usage

## Payment of Rates and Charges

### Payment Arrangements

Council land rates and annual charges are paid in a single annual payment or by quarterly instalments. If a payment is made by a single annual payment, it is due by 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 31 October, 31 January and 30 April, Council will send reminder notices (Instalment Notices) separately from the Rates Notice to each person paying by quarterly instalments. (s.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, EFTPOS, and cash. Note that payments cannot be made by direct credit to Council's bank account.

Council provides 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 \$10.00 fee in addition to any applicable bank charges will be added onto the rates and charges balance owing.

There is no discount available 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 that is to apply for the year from 1 July 2022 to 30 June 2023 is 6.00% 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 upon 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 to 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, and relevant Ministerial advices and legislation.

### Hardship Assistance

Council recognises that there are cases of genuine financial hardship requiring the appropriate respect of the circumstances, especially in light of the economic circumstances and difficulties that have resulted from Covid-19, Rate Harmonisation, and Special Rate Variation.

Council's Rates and Charges Financial Hardship Policy, and relevant Ministerial advices and related legislation, have established guidelines for the assessment of hardship applications applying the principles of fairness, integrity, 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 & Sewer charges notice will be \$6.00 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 and correctly authorised agent) for the period of which the notice is requested.



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