

DRAFT OPERATIONAL PLAN AND BUDGET FOR THE 2022/2023 FINANCIAL YEAR



Respect, Integrity, Courage, Honesty, Transparency

COUNCIL CONTACT INFORMATION

- Council Offices:** Phone (02) 6730 2300
- Administration Office
265 Grey Street, Glen Innes
Office Hours: 8:30 am until 4:30 pm
- Infrastructure Services
Development, Planning and Regulatory
Services
136 Church Street, Glen Innes
Office Hours: 8:30 am until 4:30 pm
- Written Communication:** The General Manager
Glen Innes Severn Council
PO Box 61
GLEN INNES NSW 2370
- Electronic Communication:** council@gisc.nsw.gov.au
- Facsimile:** (02) 6732 3764
- Website:** www.gisc.nsw.gov.au

TABLE OF CONTENTS

1 INTRODUCTION

1.1	Message from the General Manager	4
1.2	Council's Vision and Values	7
1.3	Strategic Objectives.....	7
1.4	Strategic Financial Objectives	8
1.5	Structure from 1 April 2022.....	10

2 COUNCIL'S OPERATIONAL ACTION PLAN

2.1	The Integrated Planning and Reporting Framework and Council's Operational Plan and Budget.....	11
2.2	Strategic Outcomes	12
2.3	Operational Plan and Budget 2022/2023 in line with the Delivery Program 2022/2025	12

3 FINANCIALS

3.1	Rating and Revenue Policy Statement 2022/2023	50
3.1.1	Rates.....	50
3.1.2	Water Services Fees and Charges	59
3.1.3	Sewerage Services Fees and Charges.....	61
3.1.4	Domestic Waste Management Charges (DWMC)	66
3.1.5	Drainage Service Charges	67
3.1.6	Schedule of Fees for Glen Innes Aggregates	68
3.1.7	Schedule of Private Plant Hire Rates	70
3.1.8	Schedule of Other Fees and Charges	73
3.2	Operational Budget.....	109
3.3	Capital Works Program	125
3.4	Some Industry Related Key Performance Indicators (KPIs)	127

1 INTRODUCTION

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2005* (the Regulation). The Act provides that the Deputy Director General (Local Government), Department of Premier and Cabinet can issue Guidelines that must be followed by local councils when undertaking their planning and reporting activities.

Council follows the *Integrated Planning and Reporting Guidelines for Local Government in NSW* produced by the Office of Local Government (OLG).

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, reliable infrastructure, etc. The difference lies in how each community responds to these needs. That is what shapes the character of individual towns and cities. It also recognises that the council plans and policies should not exist in isolation and that they are in fact connected.

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

What is the Annual Operational Plan and Budget?

In line with the *Local Government Act 1993*, Council is required to prepare an annual Operational Plan and Budget. The Operational Plan and Budget includes:

- An action plan of principal activities that are linked to the Delivery Program to be undertaken by Council;
- Objectives and performance targets for these activities;
- A statement outlining Council's revenue policy including detailed estimates of income and expenditure; and
- Rates and charges to be levied.

Council must give public notice for a period of at least 28 days, to publicly exhibit the draft Operational Plan and Budget and invite submissions to be received during the period of public exhibition. Following public exhibition and before the end of the financial year, Council formally adopts the Operational Plan and Budget after taking into consideration any submissions made.

Glen Innes Severn Council intends to place the Draft Operational Plan and Budget for the 2022/2023 Financial Year on public display from Thursday, 5 May 2022 until Wednesday, 1 June 2022.

The Draft Operational Plan and Budget for the 2022/2023 Financial Year is proposed to be adopted at the Ordinary Council Meeting to be held on Thursday, 23 June 2022.

1.1 Message from the General Manager

Glen Innes Severn Council's Operational Plan and Budget for the 2022/2023 Financial Year is Council's commitment to the actions it will undertake towards achieving the outcomes defined in the three (3) year Delivery Program that now runs from 1 July 2022 until 30 June 2025.

Due to the NSW Government Health Orders the previous Delivery Program was extended by 12 months by the Office of Local Government (OLG) from the original finish date of 30 June 2021 until 30 June 2022. Therefore, the new Delivery Program is a three-year program instead of the normal four-years, as it falls back in line with the general local government elections, which will be held in September 2024.

The Operational Plan (OP) and the Delivery Program (DP) align with and follow the 10-year Community Strategic Plan (CSP). The CSP 2017-2027 has recently been reviewed and the revised CSP will run from 1 July 2022 until 30 June 2032.

The Glen Innes Severn CSP contains five (5) strategic objectives.

They are as follows:

1. **An Attractive Quality of Life** - that is enhanced by cultural expression, an active inclusive community, with accessibility to the best possible services and facilities in a high country climate.
2. **A Prosperous Local Economy** - that is encouraged and supported by sustainable investment opportunities, in a diversified business environment with accessibility to a trained and willing labour market.
3. **Fit for Purpose Public Infrastructure** - that is designed, constructed and appropriately maintained, to keep our community and visitors, connected, safe and able to access the amenities and services they require.
4. **An Appealing Sense of Place** - that is protected and preserved, so that our authentic natural and built assets are showcased and enhanced for the enjoyment of all and enriched by new developments.
5. **Recognised for Local Leadership** - that upholds its values and responsibilities, is focused on the community through the custodianship of its assets and empowerment of its employees, to deliver the best value services and projects in partnership with others and within the means of Council.

The strategic objectives then have a series of goals (38 in total). All these goals cascade into the three-year DP which defines the principal activities Council will undertake toward achieving the goals and objectives in the CSP, noting that not all objectives and goals in the CSP are the responsibility of Council. Finally, the DP principal activities direct all the actions and resources included within the Operational Plan and Budget for the 2022/2023 Financial Year.

The General Manager reports to Council at least every six (6) months on the progress made on the OP actions as measured against the DP.

The first report for the 2022/2023 Financial Year will be for the period ending 31 December 2022. Progress on all the actions will be reported to the February 2023 Ordinary Council Meeting.

Council's Draft Budget for the 2022/2023 Financial Year is made up of the following (the previous year's figures are shown in brackets):

- Operating Income (including Capital Grants and Contributions) **\$48,185,908** (\$46,705,006)
- Operating Income (excluding Capital Grants and Contributions) **\$36,983,667** (\$35,533,460)
- Operating Expenditure **\$36,948,756** (\$34,913,459)
- Capital Expenditure **\$19,534,216** (\$17,464,451)
- Loan Principal and Lease Repayments **\$ 2,276,992** (\$ 2,325,790)

The Draft Operational Budget for the 2022/2023 Financial Year proposes a small surplus of \$34,911.

For the 2022/2023 Financial Year, Council's main focus continues to be on fixing our roads infrastructure; with a substantial capital program for both the sealed and unsealed roads network.

Maintenance and capital spending on Council's roads, bridges and footpaths infrastructure continues with a total amount of \$17M. Council maintains a focus on roads, bridges and footpaths infrastructure.

This is in line with the strategic objectives contained within the CSP from 2022 until 2032 - "Fit for Purpose Public Infrastructure - that is designed, constructed and appropriately maintained, to keep our community and visitors, connected, safe and able to access the amenities and services they require".

Council will focus on a significant flood recovery program for roads alongside a capital improvement program for its roads, bridges and footpaths infrastructure in the 2022/2023 Financial Year.

Council will receive \$889,200 for the Roads to Recovery Program and Regional Roads Grants of \$590K during the 2022/2023 Financial Year. The Draft Capital Budget amount includes a provisional budget for the upgrade of Bald Nob Road under the Roads of Strategic Importance Program.

The Draft Capital Works Program is budgeted for \$19.5M in the 2022/2023 Financial year.

It is also important to note that Council's total rate revenue is budgeted to be approximately \$7.3M for the 2022/2023 Financial Year (with approximately \$3.3M coming from the Farmland rating category and approximately \$3.4M coming from the Residential rating category (including townships, villages and non-urban)).

Council's Capital Works Budget of \$19,534,216 is funded as follows:

Projects funded from Roads to Recovery Grants	\$ 889,200
Projects funded through the Bridge Renewal Program	\$ 1,577,083
Projects (roads and footpaths) funded from the General Fund	\$ 987,713
Projects (bridges) funded through the LIRS* loans scheme	\$ 500,000
Plant and Equipment funded from the General Fund	\$ 1,108,000
Projects funded from the Water Fund	\$ 711,854
Projects funded from the General Fund	\$ 431,720
Projects funded from Regional Roads Grants	\$ 590,000
Projects funded from the Sewer Fund	\$ 641,117
Projects (roads and plant) funded from the Glen Innes Aggregates surplus	\$ 300,000
Projects funded from other grants and contributions	\$11,068,529
Projects funded from borrowings	\$ 300,000
Projects funded from the Stormwater / Drainage Restricted Funds	\$ 429,000

*Local Infrastructure Renewal Scheme

A detailed breakdown of all of the various Capital Works Projects can be found in Council's Full Capital Works Program for the 2022/2023 Financial Year.

There is also significant expenditure proposed in the Economic Development Budget for the 2022/2023 Financial Year.

A total of \$522K is proposed to be spent on people, place, partnerships and prosperity. This will include expenditure on marketing, development strategy, research, design and development, events and on business incentives.

The Economic Development expenditure is to stimulate the Glen Innes economy so that the Glen Innes Severn Local Government Area (LGA) can prosper by attracting new businesses to the region and strengthening established businesses.

This will be particularly important as the LGA is still coming out of a major worldwide pandemic that started in the 2019/2020 Financial Year.

Once again, this focus is in line with the community's Vision contained within the CSP from 2022 until 2032 - Glen Innes Severn will have "A prosperous connected community that nurtures its people and places".

In closing, I would like to extend my sincere thanks and appreciation to the Mayor, Councillors, the rest of the Management Executive Team (MANEX), Council's Chief Financial Officer and Staff who have been involved in the preparation of this Operational Plan and Budget for the 2022/2023 Financial Year, for their very valued contributions.

Craig Bennett
General Manager

1.2 Council's Vision and Values

Council Vision

A prosperous connected community that nurtures its people and places.

Values

- Respect
- Integrity
- Courage
- Honesty
- Transparency

1.3 Strategic Objectives

(Developed by the newly elected Council in 2022)

The Glen Innes Severn Community Strategic Plan 2022-2032 contains five (5) strategic directions, with each having its own clear objective, being:

1. **An Attractive Quality of Life** - that is enhanced by cultural expression, an attractive inclusive community, with accessibility to the best possible services and facilities in a high country climate.
2. **A Prosperous Local Economy** - that is encouraged and supported by sustainable investment opportunities, in a diversified business environment with accessibility to a trained and willing labour market.
3. **Fit for Purpose Public Infrastructure** - that is designed, constructed and appropriately maintained, to keep our community and visitors, connected, safe and able to access the amenities and services they require.
4. **An Appealing Sense of Place** - that is protected and preserved, so that our authentic natural and built assets are showcased and enhanced for the enjoyment of all and enriched by new developments.
5. **Recognised for Local Leadership** – that upholds its values and responsibilities, is focused on the community through the custodianship of its assets and empowerment of its employees, to deliver the best value services and projects in partnership with others and within the means of Council.

These strategic directions are discussed in more detail within the Community Strategic Plan 2022-2032 along with the corresponding goals and strategic actions.

1.4 Strategic Financial Objectives

1. To maintain a realistic and achievable budgeted cash surplus each financial year to maintain an unrestricted current ratio of at least 2:1; thereby ensuring access to adequate working funds on a continual basis.

How: Council will budget for a realistic cash surplus each financial year.

2. To ensure that a realistic and reasonable percentage of Council's rates revenue is expended on roads infrastructure.

How: Council will identify the various grant components together with percentage of rate revenue allocated to roads infrastructure and report this to the community.

3. To maintain sufficient funds to meet known financial commitments beyond the current financial year, and to renew or acquire new capital infrastructure assets in line with Council's Asset Management Plans for its various infrastructure assets.

How: This long term financial plan has factored in the aspect of this objective and the new Asset Management Plans will be refined over time to advanced levels.

4. To continually assess all expenditure to ensure consistency with Council's newly developed and adopted strategic objectives.

How: This will be completed at budget quarterly reviews and reported to the community as well as forming part of Council's annual budget preparations for the Operational Plan and Budget. Council's Annual Reports will also reflect the budgets against the measures in the Delivery Program strategic objectives.

5. To continually review all operating expenditure and improve efficiency in service delivery where possible.

How: Council has developed a philosophy of "continuous improvement" where staff are continuously looking at creative ways in carrying out their functions with the best use of Council's resources whilst remaining focused on quality and customer service.

6. To concentrate expenditure upon capital renewal, rather than creating new assets, as this will increase Council's maintenance budget into the future.

How: This long term financial plan has kept new assets to a minimum and in all instances current assets will be sold so that the total number of Council assets that need to be maintained will actually decrease over time. For example, the co-location of Council's administrative offices into one (1) building will be replacing two (2) current assets with one. Roads infrastructure will focus on renewal of existing assets, and not creating new assets.

7. To reduce Council-owned assets which do not align with Council's adopted strategic objectives, and place an unnecessary ongoing maintenance burden on Council and the community.

How: Council will review, at least every three (3) years commencing in year one (1) of this plan, the Corporate Property Policy and assess land and building assets, including crown land of which Council is the trustee, for their status and potential. For example, should property be sold, leased commercially or new land be purchased.

8. To implement user-pay principles on service provision and assets, excluding known and Council-approved community service obligations.

How: Council will continue to implement user-pay principles and expand these principles into commercial and market rates where applicable.

9. To maximise returns on Council's investments, without increasing Council's investment risk above acceptable levels.

How: Council reports to the community on a monthly basis of funds invested and what institutions are holding these investments. In addition, Council's Investment Policy is reviewed at least every two (2) years or when required.

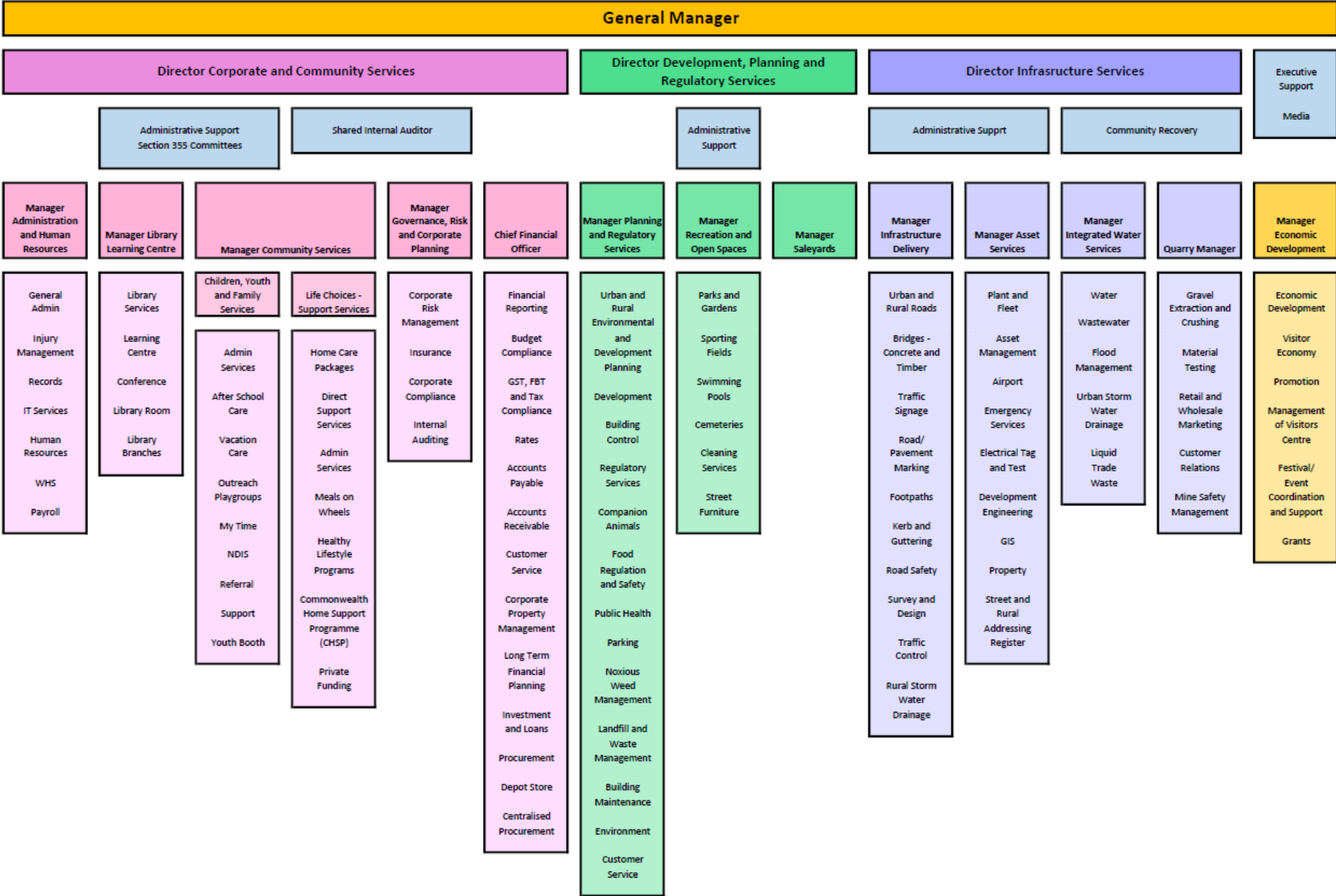
10. To attract and maximise government grants and subsidies as external funding sources for Council services.

How: Council has factored in funding from State and Federal Government throughout the long term financial plan both in respect to recurrent and one-off grants.

11. To extend and augment Council's own source revenue stream through business opportunities that align with Council's core business.

How: Council will pursue business opportunities like the quarry, private works for Service NSW and facilitation of business development of using treated water from the Sewerage Treatment Plant.

1.5 Structure from 1 April 2022



2 COUNCIL'S OPERATIONAL ACTION PLAN

2.1 The Integrated Planning and Reporting Framework and Council's Operational Plan and Budget

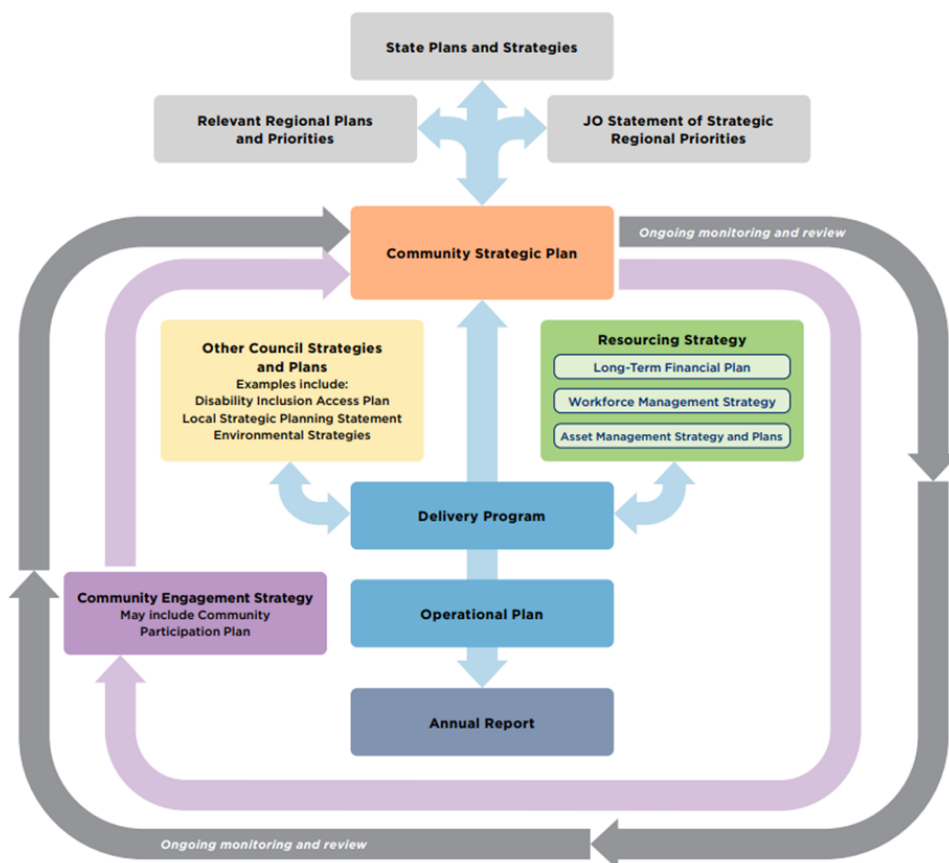
The Integrated Planning and Reporting (IP&R) Guidelines were first issued by the Office of Local Government (OLG) in 2010. The Guidelines have been updated to reflect legislative changes enacted through the *Local Government Amendment (Governance and Planning) Act 2016*. All councils in NSW use the IP&R framework to guide their planning and reporting activities.

The IP&R framework allows Council to draw its various plans together, to understand how they interact and inform each other, and to get the maximum benefit from its efforts by planning holistically for the future.

Under section 405 of the *Local Government Act 1993*, Council must have an Operational Plan that is adopted before the beginning of each financial year, detailing the activities and actions to be undertaken by Council during that year to achieve the Delivery Program commitments.

The Operational Plan must also include a detailed budget for the actions to be undertaken in that year.

Figure 1: The Integrated Planning and Reporting Framework



2.2 Strategic Outcomes

Some of the key activities within the plan are listed below:

- Deliver the Glen Innes Highlands Skywalk Experience integrating with Geotourism and investigate its potential to drive direct revenue (CS 1.1.5.2);
- Develop welcoming, safe and flexible community spaces, with real and virtual services, open to all members of the community (CS 1.2.1.1);
- Deliver the annual Family Picnic Day via collaborative partnerships that promote family participation and social interaction for all community members (CS 1.2.9.2);
- Expand Housing Supply to Critical Groups to support low-income households, older residents and key workers (CS 1.6.1.2);
- Advocate for the provision of improved medical services (CS 1.7.1.1);
- Deliver an Agri-Innovation Action Plan in consultation with GLENRAC and Industry (ED 2.1.1.1);
- Deliver the Tourism Signage Plan to improve the visitor experience giving more reason to stop, explore, stay longer and spend more (ED 2.2.1.4);
- Seek grant funding to deliver a Geotourism experience on the New England Rail Trail from Glen Innes to Ben Lomond by partnering with innovative experience and mapping technology, industry and educational institutions (ED 2.2.1.9);
- Continually seek grant funding and investment to improve 'things to do' to improve liveability and attract more families (ED 2.3.1.10);
- Coordinate periodic inspections of Council's road network to identify defects and prioritise repairs using a risk management approach, and for the purpose of monitoring changes in the condition of network assets (IM 3.2.6.1);
- Develop and implement a plan for Open Spaces and Parks and Gardens assets maintenance (IM 3.2.16.1);
- Provide assistance to customers for lodgement of Development Applications on the online E-planning website as required (EH 4.1.3.1);
- Investigate options to expand the existing landfill (EH 4.6.2.1);
- Develop a Professional Development Program for all Councillors and implement the program (STC 5.2.3.1); and
- Implement Project Jigsaw and create new operating procedures to ensure financial and budget compliance (STC 5.3.1.2).

2.3 Operational Plan and Budget 2022/2023 in line with the Delivery Program 2022/2025 (next page)



Operational Plan 2022/2023

1: Community Services

CS 1: An Attractive Quality of Life - that is enhanced by cultural expression, an active inclusive community, with accessibility to the best possible services and facilities in a high country climate.

CS 1.1: Encourage an Inclusive Active Lifestyle

To work in partnership to increase opportunities for all age groups and abilities to utilise sporting venues and active recreational settings and events.

CS 1.1.1: Provide and maintain suitable sporting fields for community use including the delivery of relevant aspects and review of the Glen Innes Sporting facilities Master Plan.

Code	Action	Responsibility
CS 1.1.1.1	To continue to apply for grant funding to achieve the outcomes as outlined in the Sporting Facilities Master Plan in a priority order.	Manager of Recreation and Open Spaces

CS 1.1.2: Deliver Healthy Lifestyle Programs through Life Choices-Support Services.

Code	Action	Responsibility
CS 1.1.2.1	Review Gentle Exercise Programs delivered through Life Choices - Support Services to ensure they meet current demands.	Manager of Community Services

CS 1.1.3: Provide and maintain adequate exercise and playground equipment in the LGA's parks and recreation areas.

Code	Action	Responsibility
CS 1.1.3.1	To establish a maintenance and replacement program for exercise and playground equipment throughout the LGA's recreation areas.	Manager of Recreation and Open Spaces

CS 1.1.4: Deliver the aquatic centre services and facilities, including ongoing maintenance programs.

Code	Action	Responsibility
CS1.1.4.1	Ensure that aquatic services including Learn to Swim and Aqua Aerobics programs are delivered and a maintenance program is implemented.	Manager of Recreation and Open Spaces

CS 1.1.5: Deliver the key actions and initiatives from the Economic Development Strategy 2020-2040 and Action Plan 2020-2025 relating to CS 1.1 Encourage an Inclusive Active Lifestyle.

Code	Action	Responsibility
CS 1.1.5.2	Deliver the Glen Innes Highlands Skywalk Experience integrating with Geotourism and investigate its potential to drive direct revenue.	Tourism and Events Officer

CS 1.1.6: Deliver the actions and tasks from the Destination Management Summary and Action Plan 2021-2025 relating to CS 1.1 Encourage an Inclusive Active Lifestyle.

Code	Action	Responsibility
CS 1.1.6.1	Facilitate the development of new attractions, activities and events that leverage under-utilised assets that are supported by local community interest groups.	Tourism and Events Officer
CS 1.1.6.2	Develop touring routes, self-guided tours, scenic drives and activity-based trails to benefit both the town and surrounding villages.	Tourism and Events Officer

CS 1.1.7: Review and Implement the Disability Inclusion Action Plan (DIAP) relating to CS 1.1 Encourage an Inclusive Active Lifestyle.

Code	Action	Responsibility
CS 1.1.7.1	Complete the actions contained within the Disability Inclusion Action Plan (DIAP) for 2022-2023.	Manager of Community Services
CS 1.1.7.2	Provide support to the Community Access Committee through proactive participation at meetings and promotion of positive outcomes through Council's communication and media modes.	Manager of Community Services

CS 1.1.8: Implement the Pedestrian Access and Mobility Plan.

Code	Action	Responsibility
CS 1.1.8.1	Complete construction of shared paths identified in the capital works program for 2022/2023.	Manager of Infrastructure Delivery

CS 1.2: Encourage Community Connectivity and Cohesion

To work in partnership to increase the opportunities for the participation of those from all age groups and abilities to participate in appropriate passive recreational and learning opportunities and events.

CS 1.2.1: Deliver Library and Learning Centre Services to enhance the equity of access to information, education and recreation for all members of the community.

Code	Action	Responsibility
CS 1.2.1.1	Develop welcoming, safe and flexible community spaces, with real and virtual services, open to all members of the community.	Manager of Library and Learning Centre

CS 1.2.2: Deliver wellbeing and facilitation support to promote access to community-based programs.

Code	Action	Responsibility
CS 1.2.2.1	Promote community awareness of wellbeing and support facilitation services for community-based programs which are available at Life Choices - Support Services and Children, Youth and Family Services.	Manager of Community Services
CS 1.2.2.2	Review Council's Aged and Disability Strategy.	Manager of Community Services

Code	Action	Responsibility
CS 1.2.2.3	Maintain support for local community-based programs and initiatives relating to domestic violence. Raise awareness of local support groups throughout the LGA having a particular focus on raising this awareness with young people.	Manager of Community Services
CS 1.2.2.4	Maintain community awareness of the harm associated with drug and alcohol misuse by having a presence on the local Community Drug Action Team (CDAT).	Manager of Community Services

CS 1.2.3: Deliver the Strategic Plan - Deepwater, Emmaville, Glencoe Library Services 2021-2025.

Code	Action	Responsibility
CS 1.2.3.1	Continue to maintain high levels of library service in the village libraries; along with cultural and community services programs for families and children.	Manager of Library and Learning Centre

CS 1.2.4: To actively seek grant opportunities to increase opportunities for connectivity and cohesion. (Strategic Marketing Plan - Glen Innes Severn Learning Centre - Action Plan - Sustainability.)

Code	Action	Responsibility
CS 1.2.4.1	Seek grant opportunities for connectivity, cohesion and sustainability.	Manager of Library and Learning Centre

CS 1.2.7: Implement the Youth Strategy and Action Plans and review as necessary.

Code	Action	Responsibility
CS 1.2.7.1	Complete the actions within Council's Youth Strategy for 2022-2023.	Manager of Community Services
CS 1.2.7.2	Maintain support for young people from within the LGA by working towards the action plans contained within the Youth Strategy 2021-2025.	Manager of Community Services

CS 1.2.8: Deliver outcomes under individual National Disability Insurance Scheme (NDIS) plans.

Code	Action	Responsibility
CS 1.2.8.1	Maintain Council's registration as an approved National Disability Insurance Scheme (NDIS) Provider and deliver corresponding NDIS services to the community.	Manager of Community Services

CS 1.2.9: Deliver Children, Youth and Family Services including Out of School Hours (OOSH) Care, Playgroups, and Parenting programs and initiatives.

Code	Action	Responsibility
CS 1.2.9.1	Maintain existing services from Council's Children, Youth and Family Services and work collaboratively with other organisations to deliver two (2) parenting programs annually.	Manager of Community Services

Code	Action	Responsibility
CS 1.2.9.2	Deliver the annual Family Picnic Day via collaborative partnerships that promote family participation and social interaction for all community members.	Manager of Community Services

CS 1.2.10: Implement the Disability Inclusion Action Plan (DIAP) relating to CS 1.2 Encourage Community Connectivity and Cohesion.

Code	Action	Responsibility
CS 1.2.10.1	In partnership with the Community Access Committee, maintain Council's Mobility Brochure so that it includes current information related to venue accessibility within the LGA.	Manager of Community Services

CS 1.3: Encourage Opportunities for Cultural Expression

To work in partnership to increase opportunities for the participation of those from all age groups and abilities in appropriate cultural venues, events and commissions which showcase and celebrate the area's artistic talents across all cultural mediums.

CS 1.3.1: Promote Public Art in the LGA and encourage participation by local artists.

Code	Action	Responsibility
CS 1.3.1.1	Undertake public art projects as the budget allows and ensure local artists are encouraged to participate.	Manager of Regulatory and Planning Services

CS 1.3.2: To actively seek grant opportunities to increase opportunities for cultural expression. (Strategic Marketing Plan - Glen Innes Severn Learning Centre - Action Plan - Sustainability).

Code	Action	Responsibility
CS 1.3.2.1	Provide a stimulating cultural program that is creative, inclusive, informative and fun. While also seeking grant opportunities for additional cultural projects.	Manager of Library and Learning Centre

CS 1.3.3: Deliver an annual cultural Harmony Day event and celebration.

Code	Action	Responsibility
CS 1.3.3.1	Plan coordinate and deliver an annual Harmony Day celebration event which celebrates the cultural diversity within the LGA.	Manager of Community Services

CS 1.3.4: Implement the Cultural Plan and review as necessary.

Code	Action	Responsibility
CS 1.3.4.1	Complete the actions within the Cultural Plan for 2022-2023.	Manager of Library and Learning Centre

CS 1.4: Increase Community Transport Access to Services

To work in partnership to advocate for accessible community transport options that connect the Hamlets and Villages to the Town and Regional Centres for access to medical, educational, recreational and cultural activities.

CS 1.4.2: Provide information to the Community on available transport options.

Code	Action	Responsibility
CS 1.4.2.1	Facilitate information to the community on available transport options within the LGA.	Manager of Community Services

CS 1.5: Support the Voluntary and Not-For-Profit Sector to strengthen its capability

To work in partnership to provide appropriate support to the Voluntary and Not-For-Profit Sector which strengthens its capability to provide services.

CS 1.5.1: Provide assistance in an advisory capacity to community organisations seeking grant funding opportunities such as through identifying and communicating opportunities for Grant Funding by providing a regular community grants newsletter.

Code	Action	Responsibility
CS 1.5.1.1	Investigate potential grant opportunities for community groups and volunteer organisations to assist with their plans, initiatives and events.	Grants Officer

CS 1.5.2: Support Volunteer Week and proactively encourage volunteering within the community.

Code	Action	Responsibility
CS 1.5.2.1	Maintain support for local volunteers and consider new and proactive ways to encourage an increase of volunteering within the community.	Manager of Community Services

CS 1.6: Support an Increase of housing options

To advocate for an increase in residential development to enable population growth including affordable housing options.

CS 1.6.1: Deliver the Housing Strategy and associated action plan/s.

(Subject to Council adoption of the Housing Strategy)

Code	Action	Responsibility
CS 1.6.1.1	Share the Glen Innes Highlands Housing Assessment and the Housing Strategy 2022-2041 to encourage a healthy residential land development and construction sector. This is also a crucial part of any local economy, directly supporting local jobs and businesses, whilst enabling population growth and improved lifestyle options for residents.	Manager of Economic Development
CS 1.6.1.2	Expand Housing Supply to Critical Groups to support low-income households, older residents and key workers.	Director Development, Planning and Regulatory Services

Code	Action	Responsibility
CS 1.6.1.3	Increase the Contribution of Housing Industry to the Local Economy - Increase apprenticeship and work opportunities in local building.	Community and Business Development Officer
CS 1.6.1.4	Improve the Sustainability and Liveability of Local Housing Stock - Support sustainable construction methods in new housing stock.	Director Development, Planning and Regulatory Services
CS 1.6.1.5	Improve the Sustainability and Livability of Local Housing Stock - Encourage retrofitting of housing with insulation and renewable energy to increase livability and well being.	Director Development, Planning and Regulatory Services
CS 1.6.1.6	Increase the Contribution of Housing Industry to the Local Economy - Enable dedicated housing supply to support growth in the local renewable energy and tourism sectors.	Director Development, Planning and Regulatory Services
CS 1.6.1.7	Ensure availability of land supply in accordance with the Housing Strategy.	Manager of Regulatory and Planning Services
CS 1.6.1.8	Assess subdivision applications to encourage adequate lot creation in line with planning requirements.	Manager of Regulatory and Planning Services

CS 1.6.2: Deliver the key actions and initiatives from the Economic Development Strategy 2020-2040 and Action Plan 2020-2025 relating to CS 1.6 Support an Increase of housing options.

Code	Action	Responsibility
CS 1.6.2.1	Provide a positive and collaborative planning and regulatory environment to assist businesses with development assessment advice at Development Assessment Unit meetings prior to the lodgement of Development Applications.	Manager of Regulatory and Planning Services

CS 1.6.3: Leverage the Regional Activators Alliance and Regional Australia Institute programs and campaigns to drive population growth.

Code	Action	Responsibility
CS 1.6.3.1	Utilise research, tools and policy data to inform the delivery of strategic priorities of the Housing Strategy and to encourage people to move to the Glen Innes Highlands.	Manager of Economic Development

CS 1.7: Support for improved medical services

To advocate for an increase in the provision of medical services to meet the changing health requirements of the community.

CS 1.7.1: Advocate for the provision of improved medical services.

Code	Action	Responsibility
CS 1.7.1.1	Advocate for the provision of improved medical services.	General Manager

CS 1.7.2: Support and promote initiatives for improved healthcare, workforce and service outcomes.

Code	Action	Responsibility
CS 1.7.2.1	Support and promote initiatives for improved healthcare, workforce and service outcomes.	General Manager

CS 1.7.3: Deliver the key actions and initiatives from the Economic Development Strategy 2020-2040 and Action Plan 2020-2025 relating to CS 1.7 Support for improved medical services.

Code	Action	Responsibility
CS 1.7.3.1	Lobby State Government for the inclusion and participation in the new Hospital upgrade and the attraction of GP's and healthcare professionals to regional areas.	Manager of Economic Development
CS 1.7.3.2	Lobby State Government and partner with the NSW Rural Doctors Network to provide incentive packages to attract additional healthcare professionals to the LGA/Regions.	Manager of Economic Development

2: Economic Development

ED 2: A Prosperous Local Economy - that is encouraged and supported by sustainable investment opportunities, in a diversified business environment with accessibility to a trained and willing labour market.

ED 2.1: Support Agricultural Diversification and Resilience

To work in partnership to support and promote emerging research and technologies which enable the Agricultural sector's ability to improve productivity, to diversify and to improve resilience to changing markets and environmental conditions.

ED 2.1.1: Deliver the key actions and initiatives from the Economic Development Strategy 2020-2040 and Action Plan 2020-2025 relating to ED 2.1 Support Agricultural Diversification and Resilience.

Code	Action	Responsibility
ED 2.1.1.1	Deliver an Agri-Innovation Action Plan in consultation with GLENRAC and Industry.	Manager of Economic Development
ED 2.1.1.2	Lobby State and Regional Government Planning Departments to provide more transparency and collaboration in state-managed investment opportunities to better benefit the local community.	Manager of Economic Development
ED 2.1.1.3	Provide support to the local Agricultural Industry to encourage on-farm diversification.	Manager of Economic Development
ED 2.1.1.4	Provide an annual report to Council on local economic leakage and leverage the report to drive local growth and supply-chain opportunities in the subsequent financial year.	Manager of Economic Development
ED 2.1.1.5	Leverage the New England Renewable Energy Zone to drive industry growth and economic diversification opportunities that benefit the community.	Manager of Economic Development

ED 2.1.2: Delegate a Councillor and Council employee representative to attend GLENRAC meetings enabling collaboration and partnership opportunities.

Code	Action	Responsibility
ED 2.1.2.1	Advocate to build reputation as a high-quality food and fibre production region in collaboration with GLENRAC.	Manager of Economic Development
ED 2.1.2.2	Partner with GLENRAC and other organisations to deliver grant-funded projects.	Grants Officer

ED 2.1.3: Participate and support the Community Resilience Network (CRN) subject to full grant funding.

Code	Action	Responsibility
ED 2.1.3.1	Leverage the Community Resilience Network to identify any local recovery issues or service gaps for local business and economic development.	Manager of Economic Development

ED 2.2: Support the Growth of the Visitor Economy

To work in partnership to expand the branding, promotion, attraction and opportunities in support of the growth of the visitor economy.

ED 2.2.1: Deliver the actions and tasks from the Destination Management Summary and Action Plan 2021-2025.

Code	Action	Responsibility
ED 2.2.1.1	Refresh/adapt/amend/update existing marketing and promotional assets and content to incorporate new positioning - "Where adventure meets nature, culture and history".	Marketing Assistant
ED 2.2.1.2	Deliver a proposal for the lease of the Glen Innes Railway Station to enable the future establishment of a cultural centre as the key bookend to the New England Rail Trail (NERT).	Manager of Economic Development
ED 2.2.1.3	Deliver a master plan for the development of Stonehenge Recreational Reserve as a New England Rail Trail (NERT) attraction and activity node.	Manager of Economic Development
ED 2.2.1.4	Deliver the Tourism Signage Plan to improve the visitor experience giving more reason to stop, explore, stay longer and spend more.	Tourism and Events Officer
ED 2.2.1.5	Review Caravan, RV and Long-bay locations and recommend improvements to improve customer experience and access to amenities and the local retail precinct.	Tourism and Events Officer
ED 2.2.1.6	Participate in the New England High Country (NEHC) tourism group to develop product experiences and promotional activity through the NEHC regional destination brand.	Marketing Assistant
ED 2.2.1.7	Encourage and support Glen Innes Highlands Visitor Association (GIHVA) to merge with Business In Glen (BIG) to provide whole-of-business approach to establishing a local Chamber of Commerce.	Manager of Economic Development
ED 2.2.1.8	Grow the business conferences and events sector leveraging the Highlands Hub and other local assets to package products and services.	Community and Business Development Officer
ED 2.2.1.9	Seek grant funding to deliver a Geotourism experience on the New England Rail Trail from Glen Innes to Ben Lomond by partnering with innovative experience and mapping technology, industry and educational institutions.	Grants Officer
ED 2.2.1.10	Define our GeoRegion in collaboration with the NSW Geological Survey whilst continuing to develop Geotrail and Geotales on new and existing products and experiences.	Tourism and Events Officer

Code	Action	Responsibility
ED 2.2.1.11	Encourage and advocate LGA's in the defined GeoRegion to embrace Geotourism to contribute to the collection of region-wide geotrails and geotales whilst building product and experience to create a case to nominate the defined GeoRegion as an aspiring UNESCO Global Geopark.	Manager of Economic Development

ED 2.2.2: Deliver the annual Australian Celtic Festival in alignment with the Australian Celtic Festival Strategic Plan 2021-2025.

Code	Action	Responsibility
ED 2.2.2.1	Execute the Australian Celtic Festival Operational Plan in partnership with the Australian Standing Stones Management Board (ASSMB) and the volunteer Australian Celtic Festival (ACF) Working Groups.	Tourism and Events Officer
ED 2.2.2.2	Seek grant funding to enhance the event experience and attract more visitors to the area.	Grants Officer
ED 2.2.2.3	Deliver the strategic outcomes across sustainability, visitor experience, marketing and promotion, organisational infrastructure and governance in the ACF Strategic Plan.	Tourism and Events Officer

ED 2.2.3: Deliver the annual Minerama Fossicking, Gem and Jewellery Show in collaboration with the Minerama Festival Committee.

Code	Action	Responsibility
ED 2.2.3.1	Provide event support to the Minerama Committee, a 355 Committee of Council in delivering a successful event and leverage growth opportunities.	Tourism and Events Officer
ED 2.2.3.2	Deliver a new website for Minerama in consultation with the Minerama Committee.	Marketing Assistant
ED 2.2.3.3	Deliver a proposal including a governance framework that will enable the event to grow and be less reliant on volunteers.	Manager of Economic Development

ED 2.2.4: Deliver the annual Christmas in the Highlands event.

Code	Action	Responsibility
ED 2.2.4.1	Develop and execute the Christmas in the Highlands Annual Event Operational Plan in partnership with community groups and local businesses.	Tourism and Events Officer
ED 2.2.4.2	Provide a dedicated Christmas tree, new decorations, refreshed street and highway signage for Grey Street, Glen Innes.	Tourism and Events Officer

ED 2.2.5: Provide an event support service to the community.

Code	Action	Responsibility
ED 2.2.5.1	Act as the key gateway contact to facilitate community event requirements and requests of Council.	Tourism and Events Officer

Code	Action	Responsibility
ED 2.2.5.2	Develop priority projects maximising the potential of key attractions, events, and assets via establishing partnerships with event organisers to facilitate new events to the LGA aligned to the brand positioning to strengthen product and experiences across the annual events calendar.	Tourism and Events Officer
ED 2.2.5.3	Provide promotional support for community events at the Visitor Information Centre through displaying event collateral and uploading events to the Australian Tourism Data Warehouse (ATDW).	Tourism and Events Officer
ED 2.2.5.4	Provide marketing support for community events through Glen Innes Highlands channels.	Marketing Assistant

ED 2.2.6: Provide an Australian Visitor Information Centres (AVIC) accredited Visitor Information Centre (VIC).

Code	Action	Responsibility
ED 2.2.6.1	Provide a well-resourced Tourism and Events section, acknowledging the Visitor Information Centre as the vital hub for tourism.	Tourism and Events Officer
ED 2.2.6.2	Continue to utilise volunteers to assist with staffing of the Visitor Information Centre.	Tourism and Events Officer
ED 2.2.6.3	Improve, brand and refresh VIC promotional and informational collateral including the Glen Innes Highlands Visitor Guide ensuring service information is readily accessible.	Marketing Assistant
ED 2.2.6.4	Leverage digital technology to enhance and optimise the customer experience to 24/7 servicing and improve the ability of visitors to self-serve at the Visitor Information Centre.	Manager of Economic Development
ED 2.2.6.5	Provide regular updates on Tourism and Events to the local visitor economy and relevant associations.	Tourism and Events Officer
ED 2.2.6.6	Maintain accreditation under the NSW Accredited Visitor Information Centre Network scheme and leverage the network for continual improvements of visitor services.	Tourism and Events Officer

ED 2.2.7: Partner with the New England High Country (NEHC) Tourism Group to deliver programs, campaigns and content for the Destination Brand.

Code	Action	Responsibility
ED 2.2.7.1	Advocate to the New England High Country (NEHC) group of Councils to embrace Geotourism as a socio-economic opportunity for our region.	Manager of Economic Development

ED 2.2.8: Deliver the annual marketing and promotional program for Glen Innes Highlands to encourage visitation.

Code	Action	Responsibility
ED 2.2.8.1	Deliver an annual marketing campaign program for Glen Innes Highlands to encourage people to Visit and Stay longer leveraging our strengths, opportunities and assets.	Marketing Assistant
ED 2.2.8.2	Utilise available funding and partnerships to create new brand, experience and product content whilst leveraging user-generated content through social media channels.	Marketing Assistant

ED 2.3: Enable an Attractive Industry Investment Environment

To work in partnership to create an environment and policy platform that attracts and encourages partners from across diversified employment sectors to invest with confidence in the LGA.

ED 2.3.1: Deliver the applicable actions, projects and initiatives from the 2020-2040 Economic Development Strategy and 2020-2025 Action Plan.

Code	Action	Responsibility
ED 2.3.1.1	Leverage the endorsed 'Investment Attraction Policy' to encourage industry across sectors identified as growth opportunities.	Manager of Economic Development
ED 2.3.1.2	Deliver an 'open for business' approach to attracting business through effective support and guidance.	Manager of Regulatory and Planning Services
ED 2.3.1.3	Lobby Federal Government to address mobile blackspots in the LGA.	General Manager
ED 2.3.1.4	Partner with Telco's servicing the LGA to improve broadband internet connection, infrastructure and speed prioritising local businesses.	Manager of Economic Development
ED 2.3.1.5	Leverage the Glen Innes Highlands brand to encourage government, business and industry to 'INVEST' in Glen Innes.	Manager of Economic Development
ED 2.3.1.6	Seek State and/or Federal assistance to fund the 'Remote Ready' programs and initiatives and deliver through the Highlands Hub.	Grants Officer
ED 2.3.1.7	Lobby for State Government to share the burden of asset depreciation costs to enable more infrastructure projects.	General Manager
ED 2.3.1.8	Attend industry specific trade shows, exhibitions and other events related directly to identified growth opportunities and improving local strategies and outcomes.	Manager of Economic Development
ED 2.3.1.9	Commence to facilitate Community Wealth Building Opportunities by partnering and creating opportunities to improve socio-economic wellbeing through place-based initiatives.	Manager of Economic Development

Code	Action	Responsibility
ED 2.3.1.10	Continually seek grant funding and investment to improve 'things to do' to improve liveability and attract more families.	Grants Officer

ED 2.4: Support Skills Development for Existing, Expanding and Emerging Industries

To work in partnership to grow skills development, training and support opportunities for existing, expanding and emerging industries.

ED 2.4.1: Collaborate with TAFE Glen Innes on skill shortages and industry requirements for skills to enable a local skilled workforce to meet industry needs.

Code	Action	Responsibility
ED 2.4.1.1	Seek partnership with TAFE Glen Innes as a part of the solution to closing the local Professional Trades and Professional Services skills gaps for our future workforce requirements.	Manager of Economic Development
ED 2.4.1.2	Advocate for TAFE Glen Innes to leverage the Highlands Hub online platform and co-working operation to create awareness of TAFE courses and connect with the local community whilst supporting various training initiatives at the Highlands Hub through their networks.	Community and Business Development Officer
ED 2.4.1.3	Research the opportunity to build a formal traineeship program to enable staff development and succession planning and to provide opportunities to school-leavers at Council.	Manager of Economic Development

ED 2.4.2: Deliver key actions and initiatives from the Glen Innes Severn Council – Future Jobs Growth and local skills Gap Research – Workforce Attraction and Retention Strategy

(Subject to Council adoption of the Workforce Attraction and Retention Strategy)

Code	Action	Responsibility
ED 2.4.2.1	Pilot a Regional Learning Systems approach in collaboration providing the right environment and support for the needed connections to evolve and address workforce and skills challenges in the LGA.	Manager of Economic Development
ED 2.4.2.2	Strengthen the business community, to support its workforce challenges, share information and provide input to the Regional Learning System.	Community and Business Development Officer
ED 2.4.2.3	Establish a mechanism to lead the development and implementation of the pilot Regional Learning System by ensuring regular communication between Council, business community and education providers to develop integrated education, training and employment pathways.	Manager of Economic Development

Code	Action	Responsibility
ED 2.4.2.4	Strengthen local liveability to improve services and infrastructure to ensure that the LGA is an attractive place to live and work leveraging the RAI Toolkit, Strengthening Liveability which includes: 1. Health services; 2. Education services; 3. Cost of living, including cost of housing 4. Amenity; 5. Connection to community; 6. Lifestyle.	Manager of Economic Development
ED 2.4.2.5	Build pride, advocacy and positivity within our local community through a collaborative marketing ecosystem driven by one purpose.	Community and Business Development Officer
ED 2.4.2.6	Showcase the LGA's liveability factors to targeted audiences to ensure they are aware of the opportunities available by marketing, programs and activities to encourage people to MOVE to Glen Innes highlands.	Marketing Assistant
ED 2.4.2.7	Secure membership in the Regional Activators Alliance to partner with Regional Australia Institute on their 'Move to More' campaign and leverage the benefits of the Alliance.	Marketing Assistant

ED 2.5: Support Workforce Attraction and Retention

To work in partnership to support the attraction and retention of a workforce with the required skills to support targeted industry requirements.

ED 2.5.1: Deliver the applicable actions, projects and initiatives from the 2020-2040 Economic Development Strategy and 2020-2025 Action Plan.

Code	Action	Responsibility
ED 2.5.1.1	Seek grant funding to facilitate the delivery of a range of local education programs, workshops and initiatives at the Highlands Hub co-working space.	Grants Officer
ED 2.5.1.2	Advocate for a local mentoring program to address the lower levels of high school completion rates and to cultivate their human network and improve their future socio-economic capital.	Manager of Economic Development
ED 2.5.1.3	Facilitate a detailed study into the outflow of people moving to the area to create incentives to stem the outflow and retain families, investigating the link between occupation types leaving and industry services local demand.	Manager of Economic Development
ED 2.5.1.4	Seek State and/or Federal assistance to fund the 'Local Jobs Program' / Regional Learning System.	Grants Officer

Code	Action	Responsibility
ED 2.5.1.5	Provide opportunity through the Highlands Hub programs and initiatives to provide a pathway for high-school and university leavers to consider remaining in the LGA, starting a business and contributing to local economic prosperity.	Community and Business Development Officer
ED 2.5.1.6	Support local businesses to promote Glen Innes Highlands as a great place to live and work and create a solution to monitor in and out migration.	Community and Business Development Officer
ED 2.5.1.7	Investigate and recommend how the 'Clean Jobs Plan' can assist in building our local economy whilst tackling climate change and creating more local job opportunities.	Manager of Economic Development

ED 2.6: Optimise Returns from Council Trading Enterprises

To operate Council's trading enterprises with an optimum profit returned to Council after full cost attribution.

ED 2.6.1: Deliver the Glen Innes Saleyards Services to a break-even or profitable level.

Code	Action	Responsibility
ED 2.6.1.1	Implement measures to ensure the Glen Innes Saleyards breaks-even or creates a profit.	Manager of Regulatory and Planning Services
ED 2.6.1.2	Monitor the Glen Innes Saleyards to ensure a break-even or profit is achieved; if not achieved determine the ongoing viability of and strategy for the Glen Innes Saleyards.	General Manager

ED 2.6.2: If Item ED 2.6.1 is not being delivered, determine the ongoing viability of and strategy for the Glen Innes Saleyards.

Code	Action	Responsibility
ED 2.6.2.1	If Item ED 2.6.1 is not being delivered, determine the ongoing viability of and strategy for the Glen Innes Saleyards.	General Manager

ED 2.6.3: Deliver the program of services at Glen Innes Aggregates to optimise returns including gravel extraction and crushing, material testing, retail and wholesale marketing and customer relations whilst adhering strictly to mine safety management.

Code	Action	Responsibility
ED 2.6.3.1	Maintain adequate supplies of unsealed road gravel at various locations around the local government area to facilitate gravel road re-sheeting.	Quarry Manager
ED 2.6.3.2	Return a profit of at least \$500,000 from the Glen Innes Aggregates business unit to provide funding for ongoing management of the road network.	Quarry Manager

ED 2.6.4: Deliver the key actions and initiatives from the Economic Development Strategy 2020-2040 and Action Plan 2020-2025 relating to ED 2.6 Optimise Returns from Council Trading Enterprises.

Code	Action	Responsibility
ED 2.6.4.1	Operate the Highland Business and Community Hub incorporating programs and initiatives to drive local socio-economic prosperity and support social enterprise.	Community and Business Development Officer
ED 2.6.4.2	Secure funding to build and deliver the pilot 'Tourism Itinerary and Packages Platform' as an opportunity for Council to create a new business unit that generates additional revenue to Council.	Manager of Economic Development

3: Infrastructure Management

IM 3: Fit for Purpose Public Infrastructure - that is designed, constructed and appropriately maintained, to keep our community and visitors, connected, safe and able to access the amenities and services they require.

IM 3.1: Construct or renew capital works projects and programs to quality, time and budget

To design, quality assure, schedule, cash flow and construct, fully accessible capital works projects and programs for each asset class to agreed asset management policies, standards, time and budget.

IM 3.1.1: Implement Capital Roads Infrastructure works according to adopted service levels.

Code	Action	Responsibility
IM 3.1.1.1	Implement and complete the Capital Works Program for the 2022/2023 financial year.	Manager of Infrastructure Delivery

IM 3.1.2: Implement Capital Bridge infrastructure works according to adopted service levels.

Code	Action	Responsibility
IM 3.1.2.1	Implement and complete all planned Capital Bridge Infrastructure works for the 2022/2023 financial year.	Manager of Infrastructure Delivery

IM 3.1.3: Maintain an engineering oversight and customer service delivery function.

Code	Action	Responsibility
IM 3.1.3.1	Oversee the design and construction of the New England Rail Trail - Glen Innes to Ben Lomond stage.	Director of Infrastructure Services
IM 3.1.3.2	Oversee construction of the grant-funded Glen Innes Highlands Skywalk.	Director of Infrastructure Services

IM 3.1.4: Implement the Infrastructure Backlog Management Plan and review as necessary.

Code	Action	Responsibility
IM 3.1.4.1	Implement the Infrastructure Backlog Management Plan and review as necessary.	Manager of Asset Services

IM 3.1.5: Maintain a Survey and Design and Road Safety customer service delivery function.

Code	Action	Responsibility
IM 3.1.5.1	Arrange for the newly constructed and newly sealed roads to be design for all required signage and shape correction.	Manager of Infrastructure Delivery

IM 3.1.6: Pursue Grant Funding opportunities where viable, considering lifetime costs.

Code	Action	Responsibility
IM 3.1.6.1	Pursue grant funding opportunities where viable, considering lifetime costs.	Director of Infrastructure Services

IM 3.1.7: Assess need for Open Spaces and Parks and Gardens assets construction or renewal.

Code	Action	Responsibility
IM 3.1.7.1	Carry out an audit to assess any further requirements of street furniture in the LGA either to renew or to be constructed.	Manager of Recreation and Open Spaces

IM 3.2: Maintain Council's infrastructure assets to adopted standards, time and budget

To maintain Council's infrastructure assets for each infrastructure asset class, to agreed asset management policies, design standards, time and budget in accordance with approved, costed, prioritised and time -lined Maintenance Schedules.

IM 3.2.1: Implement Maintenance infrastructure works according to adopted service levels.

Code	Action	Responsibility
IM 3.2.1.1	Review the performance of maintenance works against the adopted levels of service and identify areas for improvement. Monitor and track progress of maintenance works.	Manager of Infrastructure Delivery

IM 3.2.2: Provide adequate plant and fleet levels for excellence in service delivery.

Code	Action	Responsibility
IM 3.2.2.1	Provide adequate plant and fleet levels for excellence in service delivery.	Manager of Asset Services

IM 3.2.3: Maintain and/or further develop advanced Asset Management Plans across all asset classes.

Code	Action	Responsibility
IM 3.2.3.1	Create an Asset Management Plan for all Council buildings.	Manager of Regulatory and Planning Services

IM 3.2.4: Implement an advanced Building Asset Maintenance Program.

Code	Action	Responsibility
IM 3.2.4.1	Implement maintenance tasks in accordance with the maintenance program and allocated budget.	Manager of Regulatory and Planning Services

IM 3.2.5: Deliver Property Management and Geographic Information System (GIS) internal customer service functions.

Code	Action	Responsibility
IM 3.2.5.1	Deliver Property Management and Geographic Information System (GIS) internal customer service functions.	Manager of Asset Services

IM 3.2.6: Deliver Best Practice Road Management Functions.

Code	Action	Responsibility
IM 3.2.6.1	Coordinate periodic inspections of Council's road network to identify defects and prioritise repairs using a risk management approach, and for the purpose of monitoring changes in the condition of network assets.	Manager of Infrastructure Delivery

IM 3.2.7: Monitor the street lighting maintenance program within Glen Innes and the villages.

Code	Action	Responsibility
IM 3.2.7.1	Monitor the street lighting program within Glen Innes and the villages.	Personal Assistant - Director Infrastructure Services

IM 3.2.8: Deliver a Rural Addressing Register Customer Service Function.

Code	Action	Responsibility
IM 3.2.8.1	Manage the delivery of the grant-funded Rural Address Signage Project.	Manager of Asset Services

IM 3.2.9: Implement the Asset Management Plan for footpaths and review as necessary.

Code	Action	Responsibility
IM 3.2.9.1	Implement the Asset Management Plan for footpaths.	Manager of Infrastructure Delivery

IM 3.2.10: Implement the Bridges Asset Management Plan and review as necessary.

Code	Action	Responsibility
IM 3.2.10.1	Complete all works identified in the asset management plan for bridges in the 2022/2023 financial year.	Manager of Infrastructure Delivery

IM 3.2.11: Implement the Buildings and Other Structures Asset Management Plan and review as necessary.

Code	Action	Responsibility
IM 3.2.11.1	Create a buildings and other structures management plan and implement actions as budget permits.	Manager of Regulatory and Planning Services

IM 3.2.12: Implement the Plant and Fleet Asset Management Plan and review as necessary.

Code	Action	Responsibility
IM 3.2.12.1	Implement the Plant and Fleet Asset Management Plan and review as necessary.	Manager of Asset Services

IM 3.2.13: Implement the Urban Drainage Asset Management Plan and review as necessary.

Code	Action	Responsibility
IM 3.2.13.1	Implement the Urban Drainage Asset Management Plan and review as necessary.	Manager of Asset Services

IM 3.2.14: Implement the Roads Asset Management Plan and review as necessary.

Code	Action	Responsibility
IM 3.2.14.1	Implement the Roads Asset Management Plan for the 2022/2023 financial year.	Manager of Infrastructure Delivery

IM 3.2.15: Implement the Cemetery Management Plan and review as necessary.

Code	Action	Responsibility
IM 3.2.15.1	That the Cemetery Management Plan is implemented and the areas are maintained as per the adopted plans.	Manager of Recreation and Open Spaces

IM 3.2.16: Develop and implement a plan for Open Spaces and Parks and Gardens assets maintenance.

Code	Action	Responsibility
IM 3.2.16.1	Develop and implement a plan for Open Spaces and Parks and Gardens assets maintenance.	Manager of Recreation and Open Spaces

IM 3.2.17: Deliver Cleaning Services for Council's assets as required and to adopted service levels.

Code	Action	Responsibility
IM 3.2.17.1	That cleaners maintain areas of responsibility to the adopted service levels.	Manager of Recreation and Open Spaces

IM 3.3: Build Resilience and maintain capability to repair Council's infrastructure assets following extreme weather damage

To work in partnership, to strengthen an appropriate response capability to repair damage caused by extreme weather conditions.

IM 3.3.1: Oversee Emergency Services within the LGA.

Code	Action	Responsibility
IM 3.3.1.1	Oversee Emergency Services within the LGA.	Manager of Asset Services

IM 3.3.2: Deliver Flood Management and Storm Water Drainage Services to adopted service levels.

Code	Action	Responsibility
IM 3.3.2.1	Deliver Flood Management and Storm Water Drainage Services to adopted service levels.	Manager of Integrated Water Services

IM 3.3.3: Implement the Drought Management Plan and review as necessary.

Code	Action	Responsibility
IM 3.3.3.1	Implement the Drought Management Plan and review as necessary.	Manager of Integrated Water Services

IM 3.3.4: Continue the Rural Drainage program.

Code	Action	Responsibility
IM 3.3.4.1	Continue the Rural Drainage program.	Manager of Infrastructure Delivery

IM 3.4: Design, maintain, manage and improve water and sewerage services

To ensure that water and sewerage services are designed, implemented and maintained in accordance with the adopted Integrated Water Cycle Management Plan to meet the requirements of the town and villages.

IM 3.4.1: Manage water functions according to adopted service levels.

Code	Action	Responsibility
IM 3.4.1.1	Manage water functions according to adopted service levels.	Manager of Integrated Water Services

IM 3.4.2: Manage wastewater functions according to adopted service levels.

Code	Action	Responsibility
IM 3.4.2.1	Manage wastewater functions according to adopted service levels.	Manager of Integrated Water Services

IM 3.4.3: Implement the Water Asset Management Plan and review as necessary.

Code	Action	Responsibility
IM 3.4.3.1	Implement the Water Asset Management Plan and review as necessary.	Manager of Integrated Water Services

IM 3.4.4: Implement the Sewer Asset Management Plan and review as necessary.

Code	Action	Responsibility
IM 3.4.4.1	Implement the Sewer Asset Management Plan and review as necessary.	Manager of Integrated Water Services

IM 3.4.5: Implement the Integrated Water Cycle Management Plan and review as necessary.

Code	Action	Responsibility
IM 3.4.5.1	Implement the Integrated Water Cycle Management Plan and review as necessary.	Manager of Integrated Water Services

IM 3.5: Strengthen the digital and communication footprint covering the LGA

To work with partners, to enhance communication, internet, Wi-Fi and smart city technology access and availability across the LGA.

IM 3.5.1: Advocate for continued improvements of the communication footprint in the LGA.

Code	Action	Responsibility
IM 3.5.1.1	Partner with Telco's servicing the LGA to improve broadband internet connection, infrastructure and speed prioritising local businesses.	Manager of Economic Development

IM 3.6: Optimise Underutilised Assets

To work in partnership and across the organisation, to optimise the use of existing public assets (as identified by the Disused Asset Audit) for community and industry purposes.

IM 3.6.1: Continue to investigate options for increased utilisation of the Airport, whilst maintaining current service levels.

Code	Action	Responsibility
IM 3.6.1.1	Continue to investigate options for increased utilisation of the Airport, whilst maintaining current service levels.	Manager of Asset Services

IM 3.6.2: Implement the Corporate Property Policy

Code	Action	Responsibility
IM 3.6.2.1	Implement the Corporate Property Policy.	Manager of Asset Services

4: Environment Heritage

EH 4: An Appealing Sense of Place - that is protected and preserved, so that our authentic natural and built assets are showcased and enhanced for the enjoyment of all and enriched by new developments.

EH 4.1: Land use planning instruments and Policies regulate and support the LGA’s Vision and encourage population growth

To revise planning instruments and policies so that population growth, in the LGA is supported with well-planned housing and business investment.

EH 4.1.1: Review and update Planning Documents including the Development Control Plan and the Land Use Strategy.

Code	Action	Responsibility
EH 4.1.1.1	Review and update as required the Land Use Strategy, Local Environmental Plan and Development Control Plan as budget permits.	Manager of Regulatory and Planning Services

EH 4.1.2: Provide Industrial Land availability.

Code	Action	Responsibility
EH 4.1.2.1	Implement strategies and update planning documents to assist with providing industrial land within the Local Government Area. Assist and implement industrial land within Glen Innes.	Director Development, Planning and Regulatory Services

EH 4.1.3: Provide Urban and Rural Environmental and Development Planning services to adopted customer service standards.

Code	Action	Responsibility
EH 4.1.3.1	Provide assistance to customers for lodgement of Development Applications on the online E-planning website as required.	Manager of Regulatory and Planning Services
EH 4.1.3.2	Provide the opportunity for a weekly Development Assessment Unit meeting to provide developers with the opportunity to discuss proposed developments prior to the lodgement of Development Applications.	Manager of Regulatory and Planning Services

EH 4.1.4: Implement the Community Participation Plan and review as necessary.

Code	Action	Responsibility
EH 4.1.4.1	Review the Community Participation Plan and update as required.	Manager of Regulatory and Planning Services

EH 4.2: Support the protection, conservation, enhancement, accessibility and interpretation of the cultural heritage of habitation sites

To work with partners, to encourage, the protection, conservation, enhancement, interpretation and accessibility of Indigenous (as appropriate), European and Asian cultural sites of habitation, streetscapes and public places of significance, as identified in the updated Aboriginal Heritage Study and State and Local Heritage Registers.

EH 4.2.1: Apply for Heritage grant funding to support the maintenance and upgrade of heritage buildings.

Code	Action	Responsibility
EH 4.2.1.1	Provide heritage funding for the upgrade and maintenance of heritage listed buildings in the Glen Innes CBD as budgeted. Apply for heritage funding if grants become available.	Manager of Regulatory and Planning Services

EH 4.3: Support the protection, conservation, enhancement accessibility and interpretation of World Heritage National Parks

To work with partners, to encourage, appropriate protection, conservation, enhancement, interpretation and accessibility of the local World Heritage National Parks, including the interpretation of flora, fauna, Indigenous (as appropriate) and European cultural heritage.

EH 4.3.1: Advocate for increased signage and other advertising for the World Heritage listed National Parks within the LGA.

Code	Action	Responsibility
EH 4.3.1.1	Consult with National Parks and Wildlife regarding opportunities to increase signage of the National Parks in the LGA.	Tourism and Events Officer

EH 4.4: Support the protection, conservation, enhancement accessibility and interpretation of Sites of High Conservation Value

To work with partners, to encourage, appropriate protection, conservation, enhancement, interpretation and accessibility of nominated sites of high environmental conservation value including, biodiversity corridors, water tables, waterways and freshwater fish habitats as identified by the NSW Department of Planning Industry and Environment and the NSW Department of Primary Industry and Council.

EH 4.4.1: Deliver an Environmental Management Function and service.

Code	Action	Responsibility
EH 4.4.1.1	Provide a weeds management reduction service within the Local Government Area as funds allow.	Manager of Regulatory and Planning Services
EH 4.4.1.2	Complete Emissions Reduction Plan and consider implementing actions as budget allows.	Waste and Environmental Management Officer

EH 4.5: Encourage the community's use of renewable energy in the LGA and reduce Council's carbon footprint and energy costs

To work with partners, to promote the use of renewable energy across the LGA and minimise Council's carbon footprint and energy costs.

EH 4.5.1: Implement the Climate Risk Assessment and Adaptation Plan.

Code	Action	Responsibility
EH 4.5.1.1	Implement actions from the Renewable Energy Action Plan as budget allows. Undertake an Emissions Reduction Plan as detailed in the Renewable Energy Action Plan to mitigate the effects of climate change.	Manager of Regulatory and Planning Services

EH 4.5.2: Implement the Renewable Energy Action Plan.

Code	Action	Responsibility
EH 4.5.2.1	Finalise the draft Renewable Energy Action Plan.	Manager of Regulatory and Planning Services

EH 4.6: Encourage waste minimisation and recycling and regulate waste management practices to protect the environment

To work with partners, to manage waste minimisation and recycling and regulate the communities waste management practices to protect the environment, whilst reducing Council's own waste generation and management practices.

EH 4.6.1: Deliver Waste and Recycling Services to the Community to adopted customer service standards.

Code	Action	Responsibility
EH 4.6.1.1	Provide a waste and recycling service throughout the Local Government Area.	Manager of Regulatory and Planning Services

EH 4.6.2: Investigate the expansion of the existing landfill.

Code	Action	Responsibility
EH 4.6.2.1	Investigate options to expand the existing landfill.	Manager of Regulatory and Planning Services

EH 4.6.3: Review and implement the Landfill Environmental Management Plan

Code	Action	Responsibility
EH 4.6.3.1	Operate and implement actions at the Glen Innes Landfill in accordance with the Landfill Environmental Management Plan.	Manager of Regulatory and Planning Services

EH 4.6.4: Implement initiatives to decrease contamination levels in recycling, increase recycling diversion rates to minimise waste going into the landfill, and to promote a waste education and recycling program.

Code	Action	Responsibility
EH 4.6.4.1	Monitor contamination in the recycling service monthly to reduce diversion rates into the landfill. Provide an ongoing waste education and recycling program in conjunction with the New England Regional Waste Group.	Manager of Regulatory and Planning Services

EH 4.7: Support Weed Management and Control

To work with partners, to support weed management control and regulate the community's weed management practices, in waterways, landscapes, habitats and corridors across the LGA.

EH 4.7.1: Provide a noxious weed management function and service and continue to maintain environmental weed control on "high Conservation Value" roadsides.

Code	Action	Responsibility
EH 4.7.1.1	Provide a service to control noxious weeds on "High Conservation Value" areas on the roadside corridor within 10km of Glen Innes.	Manager of Regulatory and Planning Services

EH 4.8: Strengthen Resilience to the Negative Impacts of Extreme Weather

To work with partners to prepare for and lessen the catastrophic impacts, including hazard and flood mitigation from extreme weather and natural disasters on our built and natural environments.

EH 4.8.1: Convert priority roads from unsealed to sealed surface as funding allows to mitigate storm erosion and maintenance issues during drought.

Code	Action	Responsibility
EH 4.8.1.1	Convert priority roads from unsealed to sealed surface as funding allows to mitigate storm erosion and maintenance issues during drought.	Manager of Infrastructure Delivery

EH 4.8.2: Improve drainage to reduce road pavement damage during future storm events.

Code	Action	Responsibility
EH 4.8.2.1	Improve drainage to reduce road pavement damage during future storm events.	Manager of Infrastructure Delivery

EH 4.9: Regulatory Services are provided to support the health, safety and wellbeing of the community.

To ensure that regulatory services are provided in compliance with and in the spirit of relevant legislation and are aimed at providing a benefit to the wellbeing of the community.

EH 4.9.1: Provide Building Control services to adopted customer service standards.

Code	Action	Responsibility
EH 4.9.1.1	Issue construction certificates and complying development certificates in accordance with legislative requirements. Maintain accreditation and continued professional development training. Provide accreditation service to the Glen Innes Severn Council Local Government Area in accordance with legislative requirements.	Manager of Regulatory and Planning Services

EH 4.9.2: Provide Food Regulation and Safety services to adopted customer service standards.

Code	Action	Responsibility
EH 4.9.2.1	Continue to provide a food inspection program in accordance with the NSW Food Authorities Food Regulation.	Manager of Regulatory and Planning Services

EH 4.9.3: Provide Regulatory and Public Health Safety services to adopted customer service standards.

Code	Action	Responsibility
EH 4.9.3.1	Provide Regulatory and Public Health service to the community in the Local Government Area in accordance with legislative requirements.	Manager of Regulatory and Planning Services

EH 4.9.4: Provide Town Planning services to adopted customer service standards.

Code	Action	Responsibility
EH 4.9.4.1	Provide town planning advice to the general public regarding town planning issues. Provide a development assessment service for the Glen Innes Severn Council Local Government area.	Manager of Regulatory and Planning Services

EH 4.9.5: Provide a companion animals register and Ranger functions to adopted customer service standards.

Code	Action	Responsibility
EH 4.9.5.1	Update the Companions Animal Register as required and provide a Ranger to administer Companion Animal functions in accordance with Council's Policies and NSW Legislation.	Manager of Regulatory and Planning Services

5: Council Sustainability, Transparency and Communication

STC 5: Recognised for Local Leadership - that upholds its values and responsibilities, is focused on the community through the custodianship of its assets and empowerment of its employees, to deliver the best value services and projects in partnership with others and within the means of Council.

STC 5.1: Maintain the focus, importance and relevance of the CSP

To regularly communicate and consult with the Community, Councillors, Partners and Staff on the importance and progress of the 2022 - 32 Community Strategic Plan and its Delivery Programs and ensure contributing strategies and plans are current with a clear line of sight to all of Council's functions, projects, budgets and performance assessment methodologies.

STC 5.1.1: Deliver the Integrated Planning and Reporting Framework (IPRF) requirements.

Code	Action	Responsibility
STC 5.1.1.1	Provide a Q1 and Q3 report to MANEX on the Operational Plan 2022/2023 progress measured against the Delivery Program 2022-2025.	Manager of Governance, Risk and Corporate Planning
STC 5.1.1.2	Provide a Q2 and Annual report to Council on the Operational Plan 2022/2023 progress measured against the Delivery Program 2022-2025.	Manager of Governance, Risk and Corporate Planning
STC 5.1.1.3	Coordinate an Annual Report to Council that is informative and meets legislative compliance requirements.	Manager of Governance, Risk and Corporate Planning
STC 5.1.1.4	Coordinate the creation of an Annual Operational Plan across Council.	Manager of Governance, Risk and Corporate Planning

STC 5.1.2: Develop an integrated framework so that budget management responsibility, project delivery, and operational plan delivery are all combined into Council's Performance Management systems through both objective data and a capability framework that has full line of sight to the Delivery Program and Community Strategic Plan.

Code	Action	Responsibility
STC 5.1.2.1	Establish a working group to research models of capability frameworks used at other councils. Presenting a report to the Management Executive Team (MANEX) recommending a pathway forward, associated timeline and estimation of implementation costs for Council to achieve Delivery Program STC 5.1.2 prior to June 2025.	Director of Corporate and Community Services

STC 5.2: Councillors and employees demonstrate appropriate Capabilities and Behaviours

To maintain and reinforce, a culture of compliance with the expected behaviours and regulatory requirements for public leaders and officials as articulated in Council's Code of Conduct, Values and Governance Framework.

STC 5.2.1: Deliver a 10-point rating increase through implementation of the Governance Health Check Assessment and Action Plans.

Code	Action	Responsibility
STC 5.2.1.1	Complete a full review of the Enterprise Risk Management System.	Manager of Governance, Risk and Corporate Planning
STC 5.2.1.2	Develop a Legislative Compliance Register.	Manager of Governance, Risk and Corporate Planning
STC 5.2.1.3	Implement the Pulse Policies and Delegations Register and maintain compliance.	Manager of Governance, Risk and Corporate Planning

STC 5.2.2: Formalise the Governance Framework and deliver compliance across all governance areas.

Code	Action	Responsibility
STC 5.2.2.1	Document a Governance Framework and methodology for assessing governance health across the organisation.	Manager of Governance, Risk and Corporate Planning

STC 5.2.3: Deliver a program of Councillor Inductions and continued Professional Development.

Code	Action	Responsibility
STC 5.2.3.1	Develop a Professional Development Program for all Councillors and implement the program.	Manager of Governance, Risk and Corporate Planning

STC 5.2.4: Implement the Fraud Control Plan.

Code	Action	Responsibility
STC 5.2.4.1	Create an action plan and budget for implementation of the Fraud Control Plan.	Manager of Governance, Risk and Corporate Planning

STC 5.2.5: Implement the Work Health and Safety Management Plan.

Code	Action	Responsibility
STC 5.2.5.1	Implement all relevant actions in the Work Health and Safety Management Plan.	WHS Coordinator

STC 5.2.6: Deliver a Public Interest Disclosure (PID) service within Council in line with legislation.

Code	Action	Responsibility
STC 5.2.6.1	Deliver a Public Interest Disclosure (PID) service within Council in line with legislation.	Director of Corporate and Community Services
STC 5.2.6.2	Implement the Internal Reporting Policy - Public Interest Disclosures (and Procedures) and review as necessary.	Manager of Governance, Risk and Corporate Planning

STC 5.2.7: Deliver ICT administrative support services across Council to adopted customer service standards.

Code	Action	Responsibility
STC 5.2.7.1	Maintain an ICT helpdesk support service that is responsive to Council's and employees' needs.	Manager of Administration and Human Resources

STC 5.2.8: Provide a Records Management Function in accordance with relevant legislation.

Code	Action	Responsibility
STC 5.2.8.1	Review Council's Records Management Strategic / Operational Plan to ensure that it is current, meets Council's needs and is compliant with relevant record keeping standards.	Records Supervisor
STC 5.2.8.2	Research alternatives to Council's ECM Records management program and develop a proposal to replace or upgrade it.	Records Supervisor
STC 5.2.8.3	Research the digitisation and long-term storage of State Records and other high value hardcopy records and develop a plan to manage them.	Records Supervisor

STC 5.2.9: Implement the Privacy Management Plan and review as necessary.

Code	Action	Responsibility
STC 5.2.9.1	Review the Privacy Management Plan and Framework implementation within Council.	Manager of Governance, Risk and Corporate Planning

STC 5.2.10: Implement the Enterprise Risk Management Framework and Plan.

Code	Action	Responsibility
STC 5.2.10.1	Report half yearly to the Audit Risk and Improvement Committee on the implementation of the Enterprise Risk Management system.	Manager of Governance, Risk and Corporate Planning

Code	Action	Responsibility
STC 5.2.10.2	Report quarterly to MANEX on the implementation and management of the Enterprise Risk Management System (ERM).	Manager of Governance, Risk and Corporate Planning

STC 5.3: Councillors and staff uphold budget and financial accountability

To maintain budgeting and financial management disciplines required to establish and adjust the longer term and annual budget forecasts so that managers of functional cost centres and projects are held accountable for their delivery.

STC 5.3.1: Provide financial and budget compliance reporting to Council and the community.

Code	Action	Responsibility
STC 5.3.1.1	Deliver financial and budget compliance reporting to Council and the community.	Chief Financial Officer
STC 5.3.1.2	Implement Project Jigsaw and create new operating procedures to ensure financial and budget compliance.	Chief Financial Officer

STC 5.3.2: Ensure Council meets its Tax compliance requirements.

Code	Action	Responsibility
STC 5.3.2.1	Implement Project Jigsaw and create new operating procedures for tax compliance.	Financial Accountant
STC 5.3.2.2	Ensure Council meets its tax compliance requirements.	Financial Accountant

STC 5.3.3: Deliver Rates notification and collection services to adopted customer service standards.

Code	Action	Responsibility
STC 5.3.3.1	Implement Project Jigsaw and create new operating procedures for Rates.	Financial Accountant
STC 5.3.3.2	Deliver Rates notification and collection services to adopted customer service standards.	Financial Accountant

STC 5.3.4: Deliver an Accounts Payable service to adopted customer service levels.

Code	Action	Responsibility
STC 5.3.4.1	Implement Project Jigsaw and create new operating procedures for Accounts Payable.	Chief Financial Officer
STC 5.3.4.2	Deliver an Accounts Payable service to adopted customer service levels.	Finance Officer

STC 5.3.5: Deliver an Accounts Receivable service to adopted customer service levels.

Code	Action	Responsibility
STC 5.3.5.1	Implement Project Jigsaw and create new operating procedures for Accounts Receivable.	Chief Financial Officer

Code	Action	Responsibility
STC 5.3.5.2	Deliver an Accounts Receivable service to adopted customer service levels.	Financial Accountant

STC 5.3.6: Implement the Long Term Financial Plan.

Code	Action	Responsibility
STC 5.3.6.1	Review and implement the Long Term Financial Plan (LTFP) using the newly purchased LG Solutions LTFP software template. Map the Open Office chart of accounts to the LTFP software.	Chief Financial Officer

STC 5.3.7: Provide an Audit Risk and Improvement Committee in line with the Office of Local Government Risk Management Framework and Internal Audit Guidelines and ensure it has sufficiently resourced secretariat support to function optimally.

Code	Action	Responsibility
STC 5.3.7.1	Continue to provide an Audit, Risk and Improvement Committee (ARIC) with a minimum of four (4) meetings annually and ensure secretarial support is provided to the committee.	Manager of Governance, Risk and Corporate Planning

STC 5.3.8: Provide an Independent Internal Audit Function in line with the Office of Local Government Risk Management Framework and Internal Audit Guidelines.

Code	Action	Responsibility
STC 5.3.8.1	Continue to provide an Independent Internal Audit Function.	Director of Corporate and Community Services

STC 5.4: Responsible custodianship of the community's assets

To ensure appropriate policies and standards for the management of Council's assets which optimises their use, leverages optimal resources from partners and commercial activities and maintains their upkeep, whilst balancing competing priorities in keeping with Community aspirations, known risks and Council's financial means.

STC 5.4.1: Provide a Corporate Property Management service to oversee Council property assets.

Code	Action	Responsibility
STC 5.4.1.1	Provide a Corporate Property Management service to oversee Council property assets.	Manager of Asset Services

STC 5.4.2: Ensure Council's Investment and Borrowings Policies and practices meet the requirements of STC 5.4 Responsible custodianship of the community's assets.

Code	Action	Responsibility
STC 5.4.2.1	Ensure Council's Investment and Borrowings Policies and practices meet the requirements of STC 5.4 Responsible custodianship of the community's assets.	Financial Accountant

STC 5.4.3: Provide a centralised, standardised and regulated Procurement service across Council to adopted customer service levels, with procurement policies and guidelines in compliance with the Fraud Control Plan.

Code	Action	Responsibility
STC 5.4.3.1	Provide a centralised, standardised and regulated Procurement service across Council; that meets adopted customer service levels, is within the Procurement Policies and Guidelines in complies with the Fraud Control Plan.	Finance Officer
STC 5.4.3.2	Implement Project Jigsaw and create new operating procedures for procurement and inventory, and train staff in the revised system procurement procedures.	Chief Financial Officer
STC 5.4.3.3	Implement ArcBlue and create new operating procedures for procurement and train staff in the revised system procurement procedures.	Finance Officer

STC 5.4.4: Provide a Stores service that provides efficiencies to Council Operations.

Code	Action	Responsibility
STC 5.4.4.1	Provide a stores service that provides efficiencies to Council operations.	Finance Officer

STC 5.4.5: Seek funding opportunities to assist in offsetting annual operational plan expenditure, whilst considering the whole of life costs of any new asset acquisition or development.

Code	Action	Responsibility
STC 5.4.5.1	Provide a part time Grants Officer position to administrate the application of grants for Council.	Manager of Economic Development

STC 5.4.6: Ensure risk management practices are employed across Council including acquiring adequate insurance cover.

Code	Action	Responsibility
STC 5.4.6.1	Coordinate the Statewide Mutual Continuous Improvement Pathway (CIP) across Council.	Manager of Governance, Risk and Corporate Planning
STC 5.4.6.2	Coordinate the annual Insurance renewal questionnaires, organise budgets and ensure Council is adequately insured.	Manager of Governance, Risk and Corporate Planning
STC 5.4.6.3	Review the Business Continuity Plan.	Manager of Governance, Risk and Corporate Planning

STC 5.4.7: Provide a viable plan to co-locate the Church Street and Town Hall offices.

Code	Action	Responsibility
STC 5.4.7.1	Create a viable plan to consolidate Council's administrative offices into a single building.	General Manager

STC 5.5: Enhance an ethos of customer service

To enhance a customer service ethos across all of Council's internal and external service functions, by establishing a range of customer satisfaction measures, to be used for service improvement and performance assessment methodology.

STC 5.5.1: Deliver (Town Hall) Customer Service functions to adopted customer service levels.

Code	Action	Responsibility
STC 5.5.1.1	Deliver (Town Hall) Customer Service functions to adopted customer service levels.	Financial Accountant

STC 5.5.2: Deliver (Church Street) Customer Service functions to adopted customer service levels.

Code	Action	Responsibility
STC 5.5.2.1	Deliver (Church Street) Customer Service functions to adopted customer service levels.	Manager of Regulatory and Planning Services

STC 5.5.3: Deliver a Complaints Management Service to adopted customer service standards.

Code	Action	Responsibility
STC 5.5.3.1	Continue to provide oversight and advice on complaints management (including Code of Conduct and Unreasonable Complainant Conduct management) throughout Council.	Manager of Governance, Risk and Corporate Planning
STC 5.5.3.2	Review the Complaints Management Policy and Procedures, and the Code of Conducts and Procedures.	Manager of Governance, Risk and Corporate Planning

STC 5.5.4: Implement the Continuous Improvement Plan.

Code	Action	Responsibility
STC 5.5.4.1	Document an action plan for promoting the Continuous Improvement Plan and raising awareness of continuous improvement opportunities and initiatives throughout the organisation.	Manager of Governance, Risk and Corporate Planning

STC 5.5.5: Implement the Communication Strategy and Action Plans.

Code	Action	Responsibility
STC 5.5.5.1	Provide regular, timely media releases on topical issues as they arise to ensure the community is well informed.	Media and Communications Officer
STC 5.5.5.2	Develop the new Council website to go live as an integrated central digital hub with linkages to all areas of Council.	Media and Communications Officer
STC 5.5.5.3	Focus on using Council's Facebook site as a communication tool to update the community.	Media and Communications Officer

Code	Action	Responsibility
STC 5.5.5.4	Provide at least four (4) quarterly resident newsletters during the year.	Media and Communications Officer
STC 5.5.5.5	Provide better access, utility and value to Council's communication to the community by using a diverse media mix.	Media and Communications Officer
STC 5.5.5.6	Research and develop new communication products including digital and non-digital to diversify and value-add to Council's communication opportunities.	Media and Communications Officer

STC 5.6: Deliver best value services

To develop a methodology and train and empower staff to undertake a rolling program of best value service reviews across Council's services, designed to improve customer service and efficiencies, using staff involvement, customer service data, process analysis, cost data, and innovation.

STC 5.6.1: Develop and deliver a program of service reviews.

Code	Action	Responsibility
STC 5.6.1.1	Undertake education in the new requirements under the Integrated Planning and Reporting (IP&R) Guidelines for Service Reviews and report to MANEX on what is expected and how these service reviews can be structured, including estimation of cost so that a plan of service reviews may be created.	Manager of Governance, Risk and Corporate Planning

STC 5.7: Recruit, empower, assess and develop employees whilst maintaining accountability

To develop a consistently applied capability framework and training program, for all people managers and their staff, which supports recruitment, performance management, staff development and an empowered culture of accountability.

STC 5.7.1: Implement the Workforce Strategy and Plan

Code	Action	Responsibility
STC 5.7.1.1	Implement all relevant actions in the Workforce Management Strategy and Plan.	Manager of Administration and Human Resources

STC 5.7.2: Staff training and development is integrated into the performance management framework and is visibly connected to a "line of sight" in delivering the Community Strategic Plan.

Code	Action	Responsibility
STC 5.7.2.1	Develop a Corporate Training Plan and training resources that have "line of sight" in delivering the Community Strategic Plan.	Human Resources Officer (Payroll)
STC 5.7.2.2	Become a Child Safe Council by implementing the NSW Child Safe Standards and demonstrating leadership in Child Safe Strategies across the LGA.	Manager of Community Services

STC 5.7.3: Deliver a Human Resources function to adopted customer service standards.

Code	Action	Responsibility
STC 5.7.3.1	Maintain a Human Resources function in accordance with adopted customer service standards.	Manager of Administration and Human Resources

STC 5.8: Information Technology Systems are integrated, resilient and support customer service and efficiency

To ensure Council's Information technology architecture and systems are fit for operational requirements (including remote staff access), interoperable, reliable, recoverable in the event of a disaster and support customer service, performance reporting and service improvement.

STC 5.8.1: Deliver the Information Communications Technology (ICT) Strategic Plan and review as necessary.

Code	Action	Responsibility
STC 5.8.1.1	Implement all relevant actions in the Information Communications Technology (ICT) Strategic Plan.	Manager of Administration and Human Resources

STC 5.9: Collaborate with partners to deliver the Community Strategic Plan's Goals and Priorities

To engage with local representatives, government ministers and agencies, private and not for profit sector partners, who are critical to the successful implementation of the Community Strategic Plan; to understand their views and seek their commitment to its implementation.

STC 5.9.1: Engage with local representatives, government ministers and agencies, private and not for profit sector partners, who are critical to the successful implementation of the Community Strategic Plan; to understand their views and seek their commitment to its implementation.

Code	Action	Responsibility
STC 5.9.1.1	Provide support connection and access through Highlands Business and Community Hub to improve leadership, growth and employment outcomes as well as reduce local economic leakage and promote local partnerships and collaborations.	Manager of Economic Development

3 FINANCIALS

3.1 Rating and Revenue Policy Statement 2022/2023

Council's Revenue Policy aims for:

- **Equity of application;**
- **Ease and economy of assessment;**
- **Simplicity in understanding.**

3.1.1 Rates

Two rate scenarios have been developed. In one (1) scenario Council has adopted the 0.7% general rate income increase which reflects the increase in permissible income as approved by the **Independent Pricing and Regulatory Tribunal (IPART)** for the 2022/2023 financial year. The 0.7% increase yields approximately \$51,471 additional income to Council.

The second has been developed in accordance with the Additional Special Variation process for 2022/2023 announced on Monday, 7 March 2022. In line with this announcement the second rate scenario is a two percent (2%) increase being the lower of the allowed increase (including population factor) and the rate peg as exhibited in the 2021/2022 Long Term Financial Plan (including population factor). A two percent (2%) increase yields approximately \$147,060 additional income to Council, an increase of \$95,589 over the original rate page.

The Additional Special Variation guidelines allow for this increase to be one-off or permanent basis. Over 10 years the impact of applying for the Additional Special Variation on a permanent basis would be an increase in long term revenue of approximately \$860,000.

Scenario One – Rate Peg 0.7%

The revenue from each of the differential categories has increased by approximately 0.7%.

The proposed rating structure has differential rates for the categories of Farmland, Residential, Business and Mining properties. The Residential and Business properties have further differentials based on the different sub-categories of residential and business properties.

There are two (2) components to the rates – a Minimum Rate (or Base Rate in the case of the Farmland category) and an Ad Valorem Rate (or rate in the dollar) applied to the land valuation of the properties.

The amount of income collected from the base rate, in the case of the Farmland category cannot be more than 50% of the income collected from that category. For Council, the figure sits at around 13.13%.

Scenario Two – Rate Peg 2%

The revenue from each of the differential categories has increased by approximately two percent (2%).

The proposed rating structure has differential rates for the categories of Farmland, Residential, Business and Mining properties. The Residential and Business properties have further differentials based on the different sub-categories of residential and business properties.

There are two (2) components to the rates – a Minimum Rate (or Base Rate in the case of the Farmland category) and an Ad Valorem Rate (or rate in the dollar) applied to the land valuation of the properties.

The amount of income collected from the base rate, in the case of the Farmland category cannot be more than 50% of the income collected from that category. For Council, the figure sits at around 13.25%.

Council has determined ordinary rates in accordance with Section 537 of the *Local Government Act 1993*, and these are set out in the following pages. No Special Rates as per Section 552 of the *Local Government Act 1993* are proposed.

Pensioner Rebates

In accordance with the mandatory pensioner concessions (under Section 575 of the *Local Government Act 1993*), pensioner rebates will be granted as follows:

- 50% of ordinary rates and waste management charges up to a \$250 maximum rebate. (This is apportioned between rates and waste management charges on a pro-rata basis);
- 50% of annual water charges up to a maximum \$87.50 rebate; and
- 50% of annual sewer charges up to a maximum \$87.50 rebate.

Please refer to Council's Rates – Pensioner Concession Policy for further details.

Categorisation of land for the purposes of ordinary rates

Council determines rating categories for rating purpose in accordance with Sections 514 to 529 of the *Local Government Act 1993*, and the *Local Government (General Regulation) 2005*.

The Act only allows four (4) available categories of rateable land: residential, business, farmland and mining; Council has rateable land in each of these categories. As noted within Section 514 of the Act, land falls within the “business” category if it cannot be categorised as farmland, residential or mining. The main land uses that will fall within the “business” category are commercial and industrial.

Council will use the plans approved under a development application or building application as a basis for determining the initial categorisation of a property, unless other more relevant information is available. The ratepayer will be advised through the issue of an annual or supplementary rate notice.

- **Farmland Category Definition (Section 515 of the Act)**

Land used generally for primary production. The dominant use of the land must be for the business or industry of grazing, dairying, the growing of crops or other purposes defined in the Act. The activities must have a significant and commercial purpose or character and be engaged in for the purpose of profit on a continuous or repetitive basis.

- **Residential Category Definition (Section 516 of the Act)**

Land is to be categorised as residential if it is a parcel of rateable land valued as one (1) assessment and:

- (a) its dominant use is for residential accommodation (otherwise than as a hotel, motel, guest house, backpacker hostel or nursing home or any other form of residential accommodation (not being a boarding house or a lodging house) prescribed by the regulations); or
- (b) in the case of vacant land, it is zoned or otherwise designated for use under an environmental planning instrument (with or without development consent) for residential purposes.

Council has further sub-categorised rateable land within this category as follows:

- Residential – Non-Urban (Land which is not within a Centre of Population);
- Residential – Deepwater;
- Residential – Emmaville;
- Residential – Glencoe;
- Residential – Red Range;
- Residential – Wellingrove; or
- Residential – Glen Innes.

- **Business Category Definition (Section 518 of the Act)**

Rateable land that cannot be categorised as either farmland or residential (Field Survey conducted in 1990).

Council has further sub-categorised rateable land within this category as follows:

- Business – Non-Urban (Land which is not within a Centre of Population);
- Business – Deepwater;
- Business – Emmaville;
- Business – Glencoe;
- Business – Red Range;
- Business – Wellingrove; or
- Business – Glen Innes.

- **Mining Category Definition (Section 517 of the Act)**

Land is to be categorised as mining if it is a parcel of rateable land valued as one (1) assessment and its dominant use is for a coal mine or metalliferous mine.

Change to Category for Rating Purpose

A review of the categorisation of land for rating purposes may arise in response to a ratepayer request (application), or because Council elects to review one (1) or a number of parcels of land because it believes that the current categorisation may be incorrect. Council may request further information and/or access to inspect the property to assist with making this determination.

Applications for “Change in Categorisation of Land for Rating purposes” must be made on the approved form that can be found on Council’s website. If approved, the change in category will take effect from the date of application or the issue date of the “Final Occupation Certificate” (which ever is most applicable), and the current year’s rates will be adjusted accordingly.

The ratepayer will be formally advised in writing of the outcome and, where applicable, will receive an annual or supplementary rates notice.

Debt Recovery and Financial Hardship

The *Local Government Act 1993* and the *Local Government (General Regulation) 2005* require Council to assist in effective and efficient collection of the rates and annual charges due to Council, while being responsive and supportive to those ratepayers who are suffering genuine financial hardship.

When is a debt recoverable and what actions may be taken to recover the debt?

Rates and charges will be deemed overdue when the due date for instalment has passed, and payment has not been received.

Where an instalment is not paid within 14 days of being due, Council may commence recovery action, either directly or via its debt recovery agent.

Council’s recovery action options will generally include a reminder, through verbal or written correspondence. If payment is still not received, then a final demand will be issued. Failing resolution, Council may commence legal recovery action to recover the overdue rate and charges in accordance with Section 695 of the *Local Government Act 1993*, and any costs incurred in this regard will be recoverable from the ratepayer.

Payment Arrangements

To assist in recovery of the overdue amount, the Council and a ratepayer may at any time agree to a payment arrangement whereby regular scheduled payments pay off the debt, in accordance with Section 564 of the *Local Government Act 1993*. The arrangement must be formally approved by Council or its debt recovery agent.

Payment arrangements must include any legal or interest charges that will or already have occurred due to the rates being overdue.

Council will generally seek an arrangement whereby the overdue debt is paid within 90 days from the original due date (being the instalment due date).

If the payments are not made in accordance with the agreed payment arrangement, Council may commence recovery action at any time seven (7) days after the payment due date.

Interest on Overdue Rates

Interest is charged on all overdue rates and annual charges in accordance with Section 566(3) of the *Local Government Act 1993*. The maximum rate of interest payable on overdue rates and charges for 2021/2022 was six percent (6%). The rate for 2022/2023 has not yet been advised and for the moment has been assumed at six percent (6%).

Ratepayers subject to genuine Financial Hardship

While ratepayers are required to pay their annual rate and charges to support Local Government operations, Council is mindful of the need to support ratepayers who suffer genuine financial hardship.

The pensioner rebate described above generally covers those in greatest need of support; however, there will still be ratepayers whose financial circumstances for a specific period of time render them unable to meet their obligations as they fall due.

To address these situations, ratepayers are able to apply for consideration of extended payment terms, by completing a “Financial Hardship” application form which is available on Council’s website.

Options for eligible ratepayers may include:

- a) a short term deferment for paying their current rates and charges; or
- b) longer term arrangement plans for arrears owed, with current instalments being paid as they become due.

Provided that an approved hardship repayment plan is maintained, Council can consider reducing or waiving interest on overdue rates in accordance with Sections 564 and 567 of the *Local Government Act 1993*.

Financial Hardship as a result of valuation changes

Section 601 of the *Local Government Act 1993*, specifically caters for ratepayers who may suffer financial hardship arising from an increased rate levy due to changes in the valuation of their property.

Ratepayers in this position would also complete the “Financial Hardship Application” form, however, the evaluation of any such application will be considered in light of the valuation change and subsequent rate increase.

ESTIMATED RATE DIFFERENTIALS AND INCOME 2022/2023 @ 0.7%

SCHEDULE No. 2 (a) SCHEDULE No. 2 (a)		2022-2023 as at 1 July 2022			
Particulars		No. of Assessments	Notional Land Value	Total Ad Valorem & Base Amounts	Notional General Income
Farmland					
Cents in the Dollar	0.002804196	1,015	1,005,673,553	2,820,105.35	3,246,405.35
Base Amount	420.00	1,015		426,300.00	
Percentage of Income from Base Amount				13.13%	
Residential - Non-Urban					
Cents in the Dollar	0.007944425	552	84,861,600	674,176.61	855,368.61
Minimum Amount	568.00	319	12,629,375	181,192.00	
Residential - Deepwater					
Cents in the Dollar	0.010364894	8	632,600	6,556.83	116,748.83
Minimum Amount	568.00	194	5,262,370	110,192.00	
Residential - Dundee					
Cents in the Dollar	0.004717283	1	135,000	636.83	11,996.83
Minimum Amount	568.00	20	462,920	11,360.00	
Residential - Emmaville					
Cents in the Dollar	0.008385146	2	155,400	1,303.05	100,703.05
Minimum Amount	568.00	175	3,308,460	99,400.00	
Residential - Glencoe					
Cents in the Dollar	0.006516970	0	0	0.00	28,400.00
Minimum Amount	568.00	50	1,535,400	28,400.00	
Residential - Red Range					
Cents in the Dollar	0.006531338	1	87,000	568.23	22,720.23
Minimum Amount	568.00	39	1,229,600	22,152.00	
Residential - Wellingrove					
Cents in the Dollar	0.009491434	1	60,000	569.49	3,409.49
Minimum Amount	568.00	5	145,000	2,840.00	
Residential - Glen Innes					
Cents in the Dollar	0.018375811	2,253	118,510,900	2,177,733.96	2,285,653.96
Minimum Amount	568.00	190	4,587,820	107,920.00	
Residential - Glen Innes (Postponed)					
Cents in the Dollar	0.018375811	4	276,100	5,073.56	5,073.56
Minimum Amount	0.00	0		0.00	
Business - Non-Urban					
Cents in the Dollar	0.017925694	43	10,448,100	187,289.45	194,673.45
Minimum Amount	568.00	13	176,930	7,384.00	
Business - Deepwater					
Cents in the Dollar	0.014635490	5	346,000	5,063.88	20,399.88
Minimum Amount	568.00	27	427,120	15,336.00	
Business - Dundee					
Cents in the Dollar	0.013242072	0	0	0.00	0.00
Minimum Amount	568.00	0	0	0.00	
Business - Emmaville					
Cents in the Dollar	0.015581780	1	41,700	649.76	7,465.76
Minimum Amount	568.00	12	173,180	6,816.00	
Business - Glencoe					
Cents in the Dollar	0.013246166	2	108,000	1,430.59	3,134.59
Minimum Amount	568.00	3	52,680	1,704.00	
Business - Red Range					
Cents in the Dollar	0.032952968	1	17,900	589.86	1,725.86
Minimum Amount	568.00	2	2,000	1,136.00	
Business - Wellingrove					
Cents in the Dollar	0.058948533	1	10,000	589.49	1,157.49
Minimum Amount	568.00	1	3,200	568.00	
Business - Glen Innes					
Cents in the Dollar	0.021012587	254	23,059,288	484,535.30	497,599.30
Minimum Amount	568.00	23	422,340	13,064.00	
Mine					
Cents in the Dollar	0.006999396	0	0	0.00	331.00
Minimum Amount	331.00	1	13,100	331.00	
Total Ad Valorem Rates		4,140	1,244,423,141	6,366,872.22	
Total Minimum Amounts		1,074	30,431,495	1,036,095.00	
Total - General Rates		5,214	1,274,854,636	7,402,967.22	7,402,967.22
Base Date of Land Valuation.					1st July, 2019
Total Rateable Land Valuation in respect of General Rates.					1,274,854,636

* Minor variations in income when multiplying the rate in the dollar by the valuation are due to rounding

ESTIMATED RATE DIFFERENTIALS AND INCOME 2022/2023 @ 0.7% (Continued)

SCHEDULE No. 3			
TOTAL PERMISSIBLE INCOME FOR 2022/23			
Total Notional General Income - 2021 /2022			7,352,603
			7,352,603
Add: 2021/2022 Catch-Up / (Excess) - As per 2021/22 Rating Return			422
			7,353,025
			0
Rate Peg	0.70%	×	7,353,025
			51,471
Permissible Income for 2022 /2023 before Catch-Up / (Excess)			7,404,496
Total Permissible General Income - 2022/ 2023			7,404,496
Less: Notional General Income Yield - 2022/2023			-7,402,967
Available Catch-up / (Excess) on and from 1st July, 2023			1,529

ESTIMATED RATE DIFFERENTIALS AND INCOME 2022/2023 @ 2%

SCHEDULE No. 2 (a)					
CALCULATION OF THE 2020/2021 NOTIONAL GENERAL INCOME YIELD.					
2022-2023 as at 1 July 2022					
Particulars		No. of Assessments	Notional Land Value	Total Ad Valorem & Base Amounts	Notional General Income
Farmland					
Cents in the Dollar	0.002840961	1,015	1,005,673,553	2,857,079.32	3,293,529.32
Base Amount	430.00	1,015		436,450.00	
Percentage of Income from Base Amount				13.25%	
Residential - Non-Urban					
Cents in the Dollar	0.008048340	561	85,499,700	688,130.69	864,210.69
Minimum Amount	568.00	310	11,991,275	176,080.00	
Residential - Deepwater					
Cents in the Dollar	0.010500470	8	632,600	6,642.60	116,834.60
Minimum Amount	568.00	194	5,262,370	110,192.00	
Residential - Dundee					
Cents in the Dollar	0.004778987	1	135,000	645.16	12,005.16
Minimum Amount	568.00	20	462,920	11,360.00	
Residential - Emmaville					
Cents in the Dollar	0.008494827	3	222,500	1,890.10	100,722.10
Minimum Amount	568.00	174	3,241,360	98,832.00	
Residential - Glencoe					
Cents in the Dollar	0.006602214	1	87,000	574.39	28,406.39
Minimum Amount	568.00	49	1,448,400	27,832.00	
Residential - Red Range					
Cents in the Dollar	0.006616770	1	87,000	575.66	22,727.66
Minimum Amount	568.00	39	1,229,600	22,152.00	
Residential - Wellingrove					
Cents in the Dollar	0.009615585	1	60,000	576.94	3,416.94
Minimum Amount	568.00	5	145,000	2,840.00	
Residential - Glen Innes					
Cents in the Dollar	0.018616173	2,255	118,572,300	2,207,362.41	2,314,146.41
Minimum Amount	568.00	188	4,526,420	106,784.00	
Residential - Glen Innes (Postponed)					
Cents in the Dollar	0.018616173	4	276,100	5,139.93	5,139.93
Minimum Amount	0.00	0		0.00	
Business - Non-Urban					
Cents in the Dollar	0.018160168	43	10,448,100	189,739.25	197,123.25
Minimum Amount	568.00	13	176,930	7,384.00	
Business - Deepwater					
Cents in the Dollar	0.014826927	5	346,000	5,130.12	20,466.12
Minimum Amount	568.00	27	427,120	15,336.00	
Business - Dundee					
Cents in the Dollar	0.013415282	0	0	0.00	0.00
Minimum Amount	568.00	0	0	0.00	
Business - Emmaville					
Cents in the Dollar	0.015785595	1	41,700	658.26	7,474.26
Minimum Amount	568.00	12	173,180	6,816.00	
Business - Glencoe					
Cents in the Dollar	0.013419430	2	108,000	1,449.30	3,153.30
Minimum Amount	568.00	3	52,680	1,704.00	
Business - Red Range					
Cents in the Dollar	0.033384003	1	17,900	597.57	1,733.57
Minimum Amount	568.00	2	2,000	1,136.00	
Business - Wellingrove					
Cents in the Dollar	0.059719597	1	10,000	597.20	1,165.20
Minimum Amount	568.00	1	3,200	568.00	
Business - Glen Innes					
Cents in the Dollar	0.021287438	254	23,059,288	490,873.17	503,937.17
Minimum Amount	568.00	23	422,340	13,064.00	
Mine					
Cents in the Dollar	0.007091164	0	0	0.00	329.00
Minimum Amount	329.00	1	13,100	329.00	
Total Ad Valorem Rates		4,153	1,245,276,741	6,457,662.05	
Total Minimum Amounts		1,061	29,577,895	1,038,859.00	
Total - General Rates		5,214	1,274,854,636	7,496,521.05	7,496,521.05
Base Date of Land Valuation.					1st July, 2019
Total Rateable Land Valuation in respect of General Rates.					1,274,854,636

* Minor variations in income when multiplying the rate in the dollar by the valuation are due to rounding

ESTIMATED RATE DIFFERENTIALS AND INCOME 2022/2023 @ 2% (Continued)

SCHEDULE No. 3			
TOTAL PERMISSIBLE INCOME FOR 2022/23			
Total Notional General Income - 2021 /2022			7,352,603
			7,352,603
Add: 2021/2022 Catch-Up / (Excess) - A s per 2021/22 Rating Return			422
			7,353,025
			0
Rate Peg	2.00%	x	7,353,025
			147,060
Permissible Income for 2022 /2023 before Catch-Up / (Excess)			7,500,085
Total Permissible General Income - 2022/ 2023			7,500,085
Less: Notional General Income Yield - 2022/2023			-7,496,521
Available Catch-up / (Excess) on and from 1st July, 2023			3,564

3.1.2 Water Services Fees and Charges

Council implements best practice pricing standards for Water Services as determined by the Minister for the **Department of Primary Industries - Water (DPI-Water)** for Glen Innes. The basis of recovering the costs of supplying water under best practice guidelines is as follows:

A water availability charge of \$363 per connected water meter (for a standard size 20mm water meter) is intended to represent a contribution to the costs of providing the infrastructure. It is a requirement that at least 50% of water revenue must be generated from water usage charges. Therefore, 50% of revenue should be raised from the water availability charge. The water availability charge of \$363 is also assessed under Section 501 (1) of the *Local Government Act 1993*, as amended, for properties within 225 metres of a water pipe.

- With regard to best practice pricing, the water availability charge mentioned above is to be charged per metered connection, rather than per assessment, and is related to the size of the water meter as follows:

METER CONNECTION	2021/2022	2022/2023
Unconnected	\$354	\$363
20mm	\$354	\$363
25mm	\$419	\$430
32mm	\$489	\$502
40mm	\$630	\$646
50mm	\$1,049	\$1,076
63mm	N/A	\$1,762
80mm	\$2,518	\$2,581
100mm	\$4,203	\$4,309
150mm	\$8,927	\$9,151
200mm	\$17,855	\$18,302

- The supply of water at both Glen Innes and Deepwater shall be charged to residential customers by measure of metered water consumption and shall be charged at the rate of \$2.79 per kilolitre. For every kilolitre of metered water consumed exceeding 450 kilolitres, \$4.28 per kilolitre will be charged.
- The supply of water at Emmaville shall be charged to customers by measure of metered water consumption and shall be charged at the rate of \$1.31 per kilolitre. Such rate shall only apply to those customers currently connected to the Emmaville system.
- The supply of water for Council Sporting Fields shall be charged by measure of metered water consumption and shall be charged at the rate of \$0.51 per kilolitre.

- Water will be charged to commercial and non-rateable customers by measure of metered water consumption and will be charged at the rate of \$2.79 per kilolitre, excepting the rate applicable to those Emmaville customers currently connected to the Emmaville system.
- Water from standpipe/overhead fill points will be charged at the rate of \$3.18 per kilolitre.
- Council has identified its water supply service as a Category Two (2) Business and operates this in accordance with the *Competitive Neutrality Guidelines 1997*.
- The **Water Supply and Sewerage Development Servicing Plan (DSP)** details the contributions that are required to be paid by developers towards the provision of water supply and sewerage infrastructure. These contributions are levied under the *Water Management Act 2000*. A copy of the DSP is available on Council's website.

3.1.3 Sewerage Services Fees and Charges

RESIDENTIAL SEWERAGE - Glen Innes

An annual sewerage availability charge of \$601 per assessment (unconnected - \$451) is intended to represent a contribution towards the cost of providing and maintaining the infrastructure.

Residential properties discharging septic tank effluent into the sewerage system will also be charged an annual sewerage availability charge of \$601 per connection.

RESIDENTIAL SEWERAGE – Deepwater

Residential properties discharging septic tank effluent into the common effluent system will be charged an annual sewerage availability charge of \$480 per connection (unconnected - \$361).

COMMERCIAL AND NON-RATEABLE SEWERAGE - Glen Innes and Deepwater

Sewerage and trade waste prices are calculated in accordance with the NSW Government's Best Practice Management of Water and Sewerage Guidelines 2007.

SEWERAGE

In accordance with best practice pricing standards, commercial and non-rateable properties will incur a sewerage access charge proportional to the customer's water connection diameter, plus a nominal charge per kilolitre for sewerage discharge, calculated hereunder:

$$\text{Annual non-residential sewerage bill}^* = \text{SDF} \times (\text{AC} + \text{C} \times \text{UC})$$

Where:

SDF	Sewer Discharge Factor (dependent on the type of business, assumed to be 0.95 unless stated otherwise within the Council's <i>Trade Waste Policy</i>). This factor may be reduced upon evidence from the customer of reduced discharge to the sewerage system.
C	Customer's annual water consumption.
UC	Sewer usage charge (\$1.28/kL).
AC	Access Charge.

Water Connection (mm)	Access Charge 2021/2022	Access Charge 2022/2023
Unoccupied	\$236	\$242
20	\$236	\$242
25	\$365	\$375
32	\$603	\$619
40	\$943	\$967
50	\$1,472	\$1,509
63	N/A	\$1,762
80	\$3,771	\$3,866
100	\$5,880	\$6,027
150	\$13,628	\$13,969
200	\$23,876	\$24,473

Commercial and non-rateable customers discharging septic tank effluent to the sewerage system will be charged as detailed above.

TRADE WASTE

The Liquid Trade Waste fees and charges are calculated in accordance with the *Glen Innes Severn Council Liquid Trade Waste Regulation Policy*.

The fees and charges are set out below:

Trade Waste Application Fee ##	2021/2022	2022/2023
Category 1 Discharger	Nil	Nil
Category 2 Discharger	\$121	\$125
Category 3 Discharger	\$222	\$228

Trade Waste Approval Renewal Fee (5 years) ##	2021/2022	2022/2023
Category 1 Discharger	Nil	Nil
Category 2 Discharger	\$64	\$66
Category 3 Discharger	\$110	\$113
Change of Ownership (no change to conditions of Trade Waste approval)	\$25	\$26
Re-inspection Fee	\$94	\$97
Non-compliance penalty	\$204	\$210

Annual Trade Waste Fee ##	2021/2022	2022/2023
Category 1 Discharger	\$104	\$107
Category 2 Discharger	\$205	\$211
Large Discharger	\$729	\$748
Industrial Discharger	\$729	\$748
Re-inspection Fee	\$97	\$100

Trade Waste Usage Charges ##	2021/2022	2022/2023
Category 1 Discharger with appropriate equipment	Nil	Nil
Category 1 Discharger without appropriate pre-treatment	\$1.90/kL	\$1.95/kL
Category 2 Discharger with appropriate pre-treatment	\$1.90L	\$1.95/kL
Category 2 Discharger without appropriate pre-treatment	\$17.55/kL	\$17.99/kL
Food Waste Disposal Charge	\$31.75 per bed	\$32.54 per bed
Non-compliance pH charge(k value)	\$0.47	\$0.48
Value of coefficient K in equation 3 of Liquid Trade Waste Policy	\$0.48	\$0.49

Excess Mass Charges ##		
Substance	2021/2022 Price/kg	2022/2023 Price/kg
Aluminium	\$0.84	\$0.86
Ammonia* (as N)	\$3.43	\$3.52
Arsenic	\$86.11	\$88.26
Barium	\$43.05	\$44.13
Biochemical oxygen demand* (BOD)	\$0.84	\$0.86
Boron	\$0.84	\$0.86
Bromine	\$17.20	\$17.63
Cadmium	\$395.55	\$405.44
Chloride	No Charge	No Charge
Chlorinated hydrocarbons	\$43.05	\$44.13

Excess Mass Charges ##		
Substance	2021/2022 Price/kg	2022/2023 Price/kg
Chlorinated phenolics	\$1,722.35	\$1,765.41
Chlorine	\$1.75	\$1.79
Chromium	\$30.50	\$31.26
Cobalt	\$17.55	\$17.99
Copper	\$17.55	\$17.99
Cyanide	\$86.11	\$88.26
Fluoride	\$4.29	\$4.40
Formaldehyde	\$1.75	\$1.79
Oil and Grease* (Total O&G)	\$1.58	\$1.62
Herbicides/defoliants	\$861.85	\$883.40
Iron	\$1.76	\$1.80
Lead	\$43.05	\$44.13
Lithium	\$8.61	\$8.83
Manganese	\$8.61	\$8.83
Mercaptans	\$86.11	\$88.26
Mercury	\$2,871.00	\$2,942.78
Methylene blue active substances (MBAS)	\$0.84	\$0.86
Molybdenum	\$0.84	\$0.86
Nickel	\$28.71	\$29.43
Nitrogen* (Total Kjeldahl Nitrogen – Ammonia) as N	\$0.24	\$0.25
Organoarsenic compounds	\$862.42	\$883.98
Pesticides general (excludes organochlorines and organophosphates)	\$862.42	\$883.80
Petroleum hydrocarbons (non-flammable)	\$2.87	\$2.94
Phenolic compounds (non-chlorinated)	\$8.61	\$8.83
Phosphorous* (Total P)	\$1.75	\$1.79
Polynuclear aromatic hydrocarbons	\$17.55	\$17.99
Selenium	\$60.61	\$62.13
Silver	\$1.60	\$1.64
Sulphate* (SO4)	\$0.21	\$0.22
Sulphide	\$1.75	\$1.79
Sulphite	\$1.89	\$1.94

Excess Mass Charges ##		
Substance	2021/2022 Price/kg	2021/2022 Price/kg
Suspended Solids* (SS)	\$1.08	\$1.11
Thiosulphate	\$0.33	\$0.34
Tin	\$8.43	\$8.64
Total dissolved solids* (TDS)	\$0.07	\$0.07
Uranium	\$8.43	\$8.64
Zinc	\$17.04	\$17.47

These fees and charges will increase annually according to the Consumer Price Index for Sydney for the twelve-month period ending in September of the preceding year.

Council has identified its sewerage supply service as a Category Two (2) Business and operates this in accordance with the *Competitive Neutrality Guidelines 1997*.

TANKED WASTE

Licence to discharge trucked septic waste (via designated manhole Wilson Park) \$33 per month.

ONSITE SEWERAGE

Fee to operate an onsite sewerage system \$105 per annum levied on the annual Rate Notice.

3.1.4 Domestic Waste Management Charges (DWMC)

Section 496 of the *Local Government Act 1993* requires Council to recover the full cost of providing the Domestic Waste Management Service:

(1) A council must make and levy an annual charge for the provision of domestic waste management services for each parcel of rateable land for which the service is available.

Every dwelling in a strata lot or company titled unit is to be taken as a separate parcel and levied a separate DWMC [Section 518A].

Similarly, the form of a charge may be expressed as the number of individual units or dwellings forming part of that assessment [Section 540]. For example, a block of units with 10 residential premises (flats, bedsits etc.) may be owned by one (1) ratepayer subject to a single rates assessment, but the DWMC charge would be for 10 dwellings, that is 10 DWMC's.

Council retains the right to determine the most suitable means of providing the service particularly in terms of the bin size and type and frequency of collection to suit particular properties and localities mindful of efficiencies and practicalities.

For Glencoe and vicinity, the 240 litre fortnightly recycling service is substituted with a 360 litre monthly recycling service.

New 240 litre bins will only be sold for recycling or domestic garbage with prior Council approval and payment of any additional service charges.

Schedule of Fees for Waste Management

Description	2021/2022	2022/2023
Waste Management Facility Charge (all rateable properties) to assist in covering the cost of Council's waste management facilities and other environmental initiatives	\$74	\$76
Standard – one (1) 140 litre waste and one (1) 240 litre recycling bin per assessment	\$333	\$342
Additional standard waste service per assessment	\$169	\$174
Large – one (1) 240 litre waste and one (1) 240 litre recycling bin per assessment	\$456	\$468
Additional Large Service per Assessment	\$246	\$253
Vacant Land within Scavenging Area	\$149	\$153
New 140 litre Bin*	\$97	\$100
New 240 litre Bin*	\$97	\$100
New 360 litre Bin*	\$154	\$158
Delivery – New Bin*	Nil included in new bin price	Nil included in new bin price
Bin Exchange (to swap bin sizes, bin must be tidy and fully functional)	\$53	\$55

*Includes GST

3.1.5 Drainage Service Charges

Council maintains networks of urban stormwater drainage assets in Glen Innes, Emmaville and Deepwater.

Under Section 501 of the *Local Government Act 1993*, an annual drainage charge may be levied on land that is within the basin that is served or proposed to be served by those drainage works.

Council has resolved to levy a charge of \$105 per assessment for all assessments upon which a drainage charge may be levied for all properties in the Local Government Area.

3.1.6 Schedule of Fees for Glen Innes Aggregates

Retail Price List 2022/2023			
PRODUCTS	Price per tonne excluding GST	GST	GST Inclusive
<u>Unprocessed</u>			
Overburden	\$8.64	\$0.86	\$9.50
Select fill	\$15.91	\$1.59	\$17.50
<u>Aggregates</u>			
Crusher dust	\$23.64	\$2.36	\$26.00
Crusher dust <3mm	\$32.27	\$3.23	\$35.50
5mm Aggregate	\$44.09	\$4.41	\$48.50
7mm Aggregate	\$39.09	\$3.91	\$43.00
10mm Aggregate	\$37.27	\$3.73	\$41.00
14mm Aggregate	\$36.36	\$3.64	\$40.00
20mm Aggregate	\$33.18	\$3.32	\$36.50
Pre-coated Aggregate	Bulk-order customers only		
Sand and Aggregate Mix	\$48.64	\$4.86	\$53.50
<u>Roadbase</u>			
20mm Scalps (non spec)	\$23.64	\$2.36	\$26.00
40mm Scalps (non spec)	\$23.64	\$2.36	\$26.00
DGB 20 (RMS spec)	\$37.73	\$3.77	\$41.50
MB 20 (RMS spec)	\$37.73	\$3.77	\$41.50
DGS 20mm (RMS spec)	\$29.55	\$2.95	\$32.50
DGS 40mm (RMS spec)	\$29.55	\$2.95	\$32.50
Crosby's Pit 40mm Road Base (ex bin + loading costs)	\$17.27	\$1.73	\$19.00
McCoskers Pit 40mm Road Base (ex bin + loading costs)	\$26.36	\$2.64	\$29.00
Deepwater Pit 40mm Road Base (ex bin + loading costs)			
<u>Broken Rock</u>			
Quarry rock – ex-pit	\$29.55	\$2.95	\$32.50
Gabion	\$29.55	\$2.95	\$32.50
150mm – 250mm Drainage Rock	\$29.55	\$2.95	\$32.50
60mm < Drainage Rock	\$29.55	\$2.95	\$32.50
Granite	\$31.36	\$3.14	\$34.50
Prices shown are for cash or low-volume sales. Bulk-order customers will be provided with quotations for supply of product and delivery if required. Please contact the Quarry Manager to discuss your requirements, or if you require a special quarry product not shown above.			

Retail Price List 2022/2023			
<u>DELIVERY</u>	Price excluding GST	GST	GST inclusive
12 Tonne Tipper - in town	\$55.45	\$5.55	\$61.00
12 Tonne Tipper - out of town per km	\$5.91	\$0.59	\$6.50
Truck & Dog and B-Double	By quotation		
Weighbridge Ticket	\$28.64	\$2.86	\$31.50
<u>PRIVATE PLANT HIRE RATES</u>	Price per hour excluding GST	GST	GST inclusive
Dozer - Komatsu D65	\$198.64	\$19.86	\$218.50
Excavator (30T)	\$198.64	\$19.86	\$218.50
Truck – 12 Tonne Bogie Axle Tipper	\$114.55	\$11.45	\$126.00
Truck – 30 Tonne Tipper with Dog Trailer	\$156.36	\$15.64	\$172.00

3.1.7 Schedule of Private Plant Hire Rates

Rates proposed to be charged for the carrying out by Council of work on private land:

SCHEDULE A – PLANT HIRE RATES FOR PRIVATE WORKS (Incl GST)
MAJOR PLANT ITEMS

	2021/2022		2022/2023	
Backhoe - JCB 3CX	\$149 per hour		\$152 per hour	
Jetpatcher	\$388 per hour	plus consumables (bitumen and gravel)	\$396 per hour	plus consumables (bitumen and gravel)
Bitumen Patching Truck & 2 Men - spraying	By Quotation		By Quotation	
Excavator (20-29T)	\$221 per hour		\$225 per hour	
Forklift	\$110 per hour	plus \$23.50 attachments	\$112 per hour	
Grader - JD 670	\$210 per hour		\$214 per hour	
Industrial Outfront or Zero-Turn Mower	\$113 per hour		\$115 per hour	
Loader (12T) – Komatsu WA250	\$157 per hour		\$160 per hour	
Prime Mover with Quad-Axle Low Loader	\$4.84 per kilometre, min charge \$200		\$4.94 per kilometre, min charge \$200	
Roller (Broons)	\$59 per hour	Plus towing tractor	\$60 per hour	Plus towing tractor
Roller (SP 11t Vibrating) – Dynapac CA302	\$176 per hour		\$180 per hour	
Roller (SP 16t Multi-tyre) - Ammann AP240	\$176 per hour		\$180 per hour	
Asphalt Zipper	\$168 per hour	Plus Komatsu loader	\$171 per hour	Plus Komatsu loader
Excavator (4-19T)	\$132 per hour		\$135 per hour	
Skid Steer Loader	\$138 per hour		\$141 per hour	
Street Sweeper	\$199 per hour		\$203 per hour	
Tractor (>100kW)	\$161 per hour	Plus \$22.50 attachments	\$164 per hour	Plus \$23.00 attachments
Tractor (75-99kW)	\$152 per hour	Plus \$22.50 attachments	\$155 per hour	Plus \$23.00 attachments
Tractor (0-74kW)	\$142 per hour	Plus \$22.50 attachments	\$145 per hour	Plus \$23.00 attachments
Water Cart (12,900-15,000L)	\$153 per hour		\$156 per hour	
Wood Chipper & Truck, 2 operators	\$296 per hour		\$302 per hour	
	2021/2022		2022/2023	
General Utility	\$24 + \$1 per kilometre, minimum charge \$79		\$25 + \$1 per kilometre, minimum charge \$80	
Truck – 3-4 Tonne Single Axle Tray	\$23 + \$113 per hour		\$25 + \$115 per hour	
Truck >6 Tonne GVM Single Axle Tray	\$23 + \$118 per hour		\$25 + \$120 per hour	
Truck 4.5 – 9 Tonne Single Axle Tipper	\$23 + \$139 per hour		\$25 + \$142 per hour	
	2021/2022		2022/2023	
Labourer	By Quotation		By Quotation	
Plant Operator (including transport utility only)	\$66 per hour		\$68 per hour	
Minor Hand Plant ⁵	\$76 per ½ day	Plus operator & consumables	\$77.50 per ½ day	Plus operator & consumables
Traffic Control Signs/Devices for private works and private hire	\$32 administration charge plus \$11.50 per day per sign/device. Witches hats/Bollards \$5.50 per day	By quotation for hire in excess of \$250 or for public and non-profit events. Full replacement cost will be charged for items not returned.	\$33 administration charge plus \$12 per day per sign/device. Witches hats/Bollards \$6 per day	By quotation for hire in excess of \$250 or for public and non-profit events. Full replacement cost will be charged for items not returned.

NOTES:

1. All rates are comprehensive and include one (1) operator and hand tools, but excluding attachments, unless otherwise stated.
2. A 30% surcharge will apply for all activities undertaken outside normal working hours (including operator rostered days-off).
3. A minimum charge of one (1) hour applies for all plant; it is then charged in half-hourly increments.
4. Plant will not be 'Dry Hired' without specific Council approval (Director of Infrastructure Services).
5. Council's small plant (e.g. chainsaws, mowers, cement mixers etc.) are not available for private use.
6. Plant hours shall include the time of travel to and from the place of hire. Travel costs will be cheaper if the plant is already working in the vicinity.
7. Operator travel time will be an additional charge for plant hired for use outside of the Council's Local Government Area.
8. Plant and equipment will only be hired where it is surplus to Council's operational requirements.
9. The listed hire rates may be discounted at the discretion of the Director of Infrastructure Services, where any proposed hire will have benefits to Council and have no detrimental impact on Council's service delivery, notwithstanding that discounted rates shall not be less than Council's internal plant hire rates.



2022/2023

Fees and Charges

3.1.8 Other Fees and Charges

FACTORS INFLUENCING REVENUE AND PRICING

The following factors may influence Council's proposed pricing of the goods, services and facilities.

Community Service Obligations

Council's community service obligation is a fundamental consideration when determining a pricing policy for community services and facilities. Council's community service obligation is reflected in the proposed pricing structure for the hire and use of services and facilities such as the Town Hall, Community Centres, the Visitors Information Centre, public swimming pools, libraries, parks, gardens, sporting and recreation fields and facilities.

Full Cost Recovery

The principle of full cost recovery is the recovery of all direct and indirect costs involved in the provision of a service.

User-Pays

The User-Pays principle involves pricing the provision of goods, services and facilities, which require the user/consumer to pay the actual cost of the service provided. Full, partial or zero cost recovery describes how the aggregate level of revenue derived from a service relates to its fully absorbed or 'true cost'.

The pricing policy applied to a particular service is guided by Council's motivation for being involved in the service. The following table notes each circumstance by which Council is involved in a service and describes the policy principle or basis.

The table below provides a legend of the motive and pricing principle relating to the Other Fees and Charges listed in the following pages:

Pricing Principle and Motive legend:

Code	Motive	Pricing Principal
A	Public Goods and the Exclusion Principle	Council services may be provided free of charge in those circumstances where it is impossible or impractical to exclude users who for various reasons do not have the ability to pay.
B	Legislation or Regulations	Include fees and charges which are set by external bodies through legislation or regulations.
C	Subsidised Goods and Services	Fees may be discounted to a level below the cost of a service if full cost recovery would prevent or discourage its consumption and the service is regarded as having particular merit to the welfare and well-being of the community (hence creating a community service obligation); provided the cost of the discount does not exceed the estimated benefit.
D	User-Pays/Full Cost Recovery/Natural Monopoly	The User-Pays principle involves pricing the provision of goods, services and facilities, which require the user/consumer to pay the actual cost of the service provided. This cost may be estimated or calculated to ensure that the aggregate level of revenue derived from a service relates to its fully absorbed or 'true cost'. Further, where Council has a monopoly over the production of a good or service, prices should be set at a level to fully recover costs unless there are explicit community service obligations or equity objectives.
E	Set by Agreement	The setting of prices by agreement will affect agreements such as leases, licenses and any other agreements to occupy or use Council facilities. Generally, these agreements will specify that prices increase by the Consumer Price Index on an annual basis

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST Pricing Principle
-------------	----------------------------------	----------------------------------	--------------------------

GLEN INNES SEVERN COUNCIL

HIGHLANDS HUB CO-WORKING

HOT-DESKS

Hot-desks / day	\$0.00	\$33.00	Y
Hot-desks / half day per seat	\$0.00	\$22.00	Y
Hot-desks /hour per Seat	\$0.00	\$11.00	Y

DEDICATED WORK-DESKS

Dedicated Work-desks/ 6 months	\$0.00	\$1,760.00	Y
Dedicated Work-desks/day	\$0.00	\$44.00	Y
Dedicated Work-desks/Half day	\$0.00	\$27.50	Y
Dedicated Work-desks/month	\$0.00	\$330.00	Y
Dedicated Work-desks/week	\$0.00	\$77.00	Y

OFFICE

Office for 1/6-months	\$0.00	\$4,752.00	Y
Office for 1/day	\$0.00	\$55.00	Y
Office for 1/month	\$0.00	\$880.00	Y
Office for 1/week	\$0.00	\$203.50	Y
Office for 2 /6-months	\$0.00	\$7,128.00	Y
Office for 2/day	\$0.00	\$82.50	Y
Office for 2/month	\$0.00	\$1,320.00	Y
Office for 2/week	\$0.00	\$308.00	Y

MEETING ROOM

Meeting Room (6-8 people)/day	\$0.00	\$77.00	Y
Meeting Room (6-8 people)/hour	\$0.00	\$11.00	Y
Meeting Room (6-8 people)/week	\$0.00	\$346.50	Y

BOARDROOM

Boardroom (14 people)/day	\$0.00	\$275.00	Y
Boardroom (14 people)/hour	\$0.00	\$77.00	Y
Boardroom (14 people)/week	\$0.00	\$1,237.50	Y

TRAINING ROOM

Training Room (20-40 people)/day	\$0.00	\$550.00	Y
Training Room (20-40 people)/half-day	\$0.00	\$369.00	Y

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
COMMUNITY AREA				
Community Area (afterhours only) (10-40 people)	\$0.00	\$165.00	Y	
Community Membership Annual Package	\$0.00	\$1,650.00	Y	
LUNCH & LEARN				
Lunch & Learn	\$0.00	\$27.50	Y	
SERVICES				
Advertising and Marketing Services	\$0.00	\$66.00	Y	
Business Development Services	\$0.00	\$88.00	Y	
Consultation Services		Quote on Request	Y	
Event Management Services	\$0.00	\$55.00	Y	
Grant Services	\$0.00	\$55.00	Y	
Highlands Hub - Printing and Laminating		As per Library fees	Y	
PACKAGES				
Catering Package		Quote on Request	Y	
Corporate Event Packages		Quote on Request	Y	
Corporate Training Packages		Quote on Request	Y	
Specialist Event Package		Quote on Request	Y	
Specialist Training Package		Quote on Request	Y	
CORPORATE AND GOVERNANCE INCOME				
INTEREST AND OVERDUE ACCOUNT CHARGES				
Interest on Outstanding Rate, Water & Debtor Accounts		6%	N	B
		Last year fee 6.00%		
Overdue Account Contact Fee	\$16.50	\$16.50	N	C
RECOVERY OF OUTSTANDING ACCOUNTS				
Debt recovery - Legal action		At cost incurred	N	
Legal costs incurred in the recovery of outstanding rates and charges				
Early Stage Intervention for defaulting ratepayers (pre legal action)		At cost incurred	N	
Includes costs associated with Early Stage Intervention (pre legal action) ie. visit, mediation, financial counselling				
DEED PREPARATION AND CERTIFICATE FEES				
Section 603 Certificates (Outstanding Rates & Charges)	\$85.00	\$90.00	N	B
Section 603 Urgency Fee	\$150.00	\$155.00	N	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

DEED PREPARATION AND CERTIFICATE FEES [continued]

Standard Deed Preparation Fee (Prepared by Council)	\$100.00	\$100.00	Y	C
Standard Deed Preparation Fee (Prepared by Solicitor or Agent)		Invoice Cost	Y	C

PROPERTY ENQUIRIES

Property Enquiries – Verbal		Free	N	A
Property Enquiries – Written	\$42.00	\$44.00	N	C

DISHONOUR ADMINISTRATION FEE

Dishonour Cheque Fee	\$25.00	\$30.00	N	D
Admin Charge (Staff) re Road Toll follow up	\$45.45	\$47.00	N	D

PHOTOCOPYING (BLACK AND WHITE)

A4 (single sided) Black & White	\$1.00	\$1.00	Y	D
A4 (double sided) Black & White	\$1.00	\$1.00	Y	D
A3 (single sided) Black & White	\$2.00	\$2.00	Y	D
A3 (double sided) Black & White	\$2.00	\$2.00	Y	D

PHOTOCOPYING (COLOUR)

A4 (single sided) Colour	\$2.00	\$2.00	Y	D
A4 (double sided) Colour	\$2.00	\$2.00	Y	D
A3 (single sided) Colour	\$4.00	\$4.00	Y	D
A3 (double sided) Colour	\$4.00	\$4.00	Y	D

LAMINATING

Card	\$1.00	\$1.00	Y	D
A4 – per page	\$4.00	\$4.00	Y	D
A3 – per page	\$6.00	\$6.00	Y	D
Large Quantities (sales exceeding 20)		By Quotation	Y	D

RATING INFORMATION

Extracts of valuation	\$55.00	\$57.00	N	D
Other enquiries of rating staff – per hour – First 15 Minutes Free	\$55.00	\$57.00	N	D
Copy of Rates & Water Notices	\$12.00	\$13.00	N	D
Copy of Rates & Water Notices and receipts	\$21.00	\$22.00	N	D
Refund Processing Fee	\$21.00	\$22.00	N	D
Will include GST if overpayment included GST				

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

GOVERNMENT INFORMATION PUBLIC ACCESS ACT

Application Fee	\$30.00	\$30.00	N	B
Processing Fee – per hour	\$30.00	\$30.00	N	B
Review Fee (internal)	\$40.00	\$40.00	N	B
Holder of a Commonwealth Health Benefit Card is entitled to half fees and charges		Half fee	N	C
Work involved in dealing with an application		By Quotation	N	A

PERMANENT ROAD CLOSURE APPLICATION

Permanent Road Closure Application Administration Fee – Non Refundable		External costs plus 20%	N	D
		Last year fee Actual cost plus Admin Fee		

COMPANION ANIMAL REGISTRATION

LIFETIME REGISTRATION

De-sexed Cat - owned by pensioner	\$0.00	\$27.00	N	
De-sexed cat or written notification from Vet that the cat should not be desexed	\$50.00	\$56.00	N	
De-sexed cat sold by eligible pound/shelter	\$25.00	\$0.00	N	
Non de-sexed cat – owned by registered breeder	\$50.00	\$56.00	N	
Permit Dangerous Dog non de-sexed	\$195.00	\$197.00	N	
Permit non de-sexed Cat by 4 months	\$80.00	\$81.00	N	
Permit Restricted Dog	\$195.00	\$197.00	N	
Non de-sexed dog or cat (even if owned by pensioner)	\$216.00	\$224.00	N	B
De-sexed dog	\$60.00	\$66.00	N	B
De-sexed dog or cat – owned by pensioner	\$26.00	\$27.00	N	B
Non de-sexed dog – owned by registered breeder	\$60.00	\$66.00	N	B
Non de-sexed dog under 6 months	\$60.00	\$66.00	N	B
De-sexed dog or cat sold by eligible pound/shelter	\$30.00	\$0.00	N	B
Late fee – where registration is not paid within 28 days of required registration date	\$17.00	\$18.00	N	B
Non de-sexed or de-sexed cat under 4 months	\$50.00	\$56.00	N	

Please Note: Lifetime Registration fees may be subject to change – fee set by Office of Local Government

STOCK IMPOUNDING CHARGES

FEE FOR LOSS OR DAMAGE (APPLIES TO COUNCIL/PRIVATE PROPERTY)

Horse, Ass, Mule, Cow, Camel, Alpaca – per head	\$23.00	\$24.00	N	D
Sheep – per head	\$11.00	\$12.00	N	D
Goat, Pig – per head	\$23.00	\$24.00	N	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

TRANSPORT OF ANIMALS TO POUND

Cartage cost		\$50.00 plus Actual Cost	N	D
Walking of animals to pound		\$38.00 plus (staff hourly rate x 1.5)	N	D
Muster stray stock – per hour	\$150.00	\$150.00	N	D

SUSTENANCE

Sheep and Goats – per head per day	\$5.00	\$6.00	N	D
Cattle and Horses – per head per day	\$33.00	\$34.00	N	D

OTHER CHARGES

Veterinary costs		Actual cost = \$42.00/call	N	D
		Last year fee Actual cost = \$41.00/call		

STOCK NOTIFICATION FEE

By post	\$17.50	\$17.50	N	D
By messenger		\$15.50 = 95c/km	N	D
Advertising Costs		\$37.50 = actual cost	N	D

VEHICLE IMPOUNDING

IMPOUNDING FEES

Impounding holding Fee (maximum two weeks) – Vehicles	\$61.00	\$63.00	N	
Impounding Fee – Vehicles	\$151.00	\$155.00	N	D
Transporting other articles to pound (cars, trolleys etc)		Actual cost plus \$38.00	N	D
		Last year fee Actual cost = \$38.00		

VEHICLE NOTIFICATION FEE

Advertising Costs		Advertising cost = \$38.00 per advert	N	D
-------------------	--	---------------------------------------	---	---

COMPANION ANIMAL POUND CHARGES

ANIMAL POUND CHARGES

First seizure/release of animal	\$56.00	\$70.00	N	D
Repeat seizures/releases within 12 months	\$112.00	\$115.00	N	D
Sustenance fee (including boarding) – per day – including day impounded and day released	\$25.00	\$26.00	N	D
Out of Hours release fee + actual other costs		\$119.00 + other costs	N	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

SUNDRY ANIMAL CHARGES

Microchip fee	\$48.00	\$50.20	Y	D
Hire of Barking Dog Collar and Animal Trap Hire (Refundable Deposit)	\$25.00	\$25.00	Y	C
Cost of Barking Dog Collar if not returned or damaged when hired	\$250.00	\$250.00	Y	C
Compliance Certificate – Dangerous/Restricted Dog Enclosure	\$150.00	\$150.00	N	D
Collar and Sign Package – Dangerous/Restricted Dog	\$150.00	\$150.00	Y	D

ENVIRONMENTAL CHARGES

WATER ANALYSIS

General Water Analysis		By Quotation	N	D
Swimming Pool Water Analysis		By Quotation	N	D

ADMINISTRATION FEES

Prevention Notice issued under section 96 of Env Ops Act 1997 – Clause 99 of Regns.	\$535.00	\$535.00	N	B
Clean Up Notice issued under section 91 of the Env Ops Act 1997 – Clause 99 of Regns	\$535.00	\$535.00	N	B

LOCAL APPROVALS

FEES AND CHARGES

Part A – Install a Structure	\$85.00	\$88.00	N	D
Part B – Approval to carry out water supply, sewerage and/or storm water drainage works including inspections	\$220.00	\$227.00	N	D
Part C – Approval to install, construct or alter an on-site sewerage system including inspection	\$220.00	\$227.00	N	D
Part F – Operate a Caravan Park	\$85.00	\$88.00	N	D
Part F – Install solid fuel heating device (where not exempt under local approvals policy)	\$85.00	\$88.00	N	D
Part F – Install or operate amusement device (under 14 rpm exempt)	\$55.00	\$57.00	N	D
Part F – Use of a Standing Vehicle or any Article for the purpose of selling any article in a public place	\$85.00	\$88.00	N	D
Part D, E, F – Miscellaneous Approvals	\$85.00	\$88.00	N	D
Annual Approval To Operate an Onsite Sewerage Management System Fee (Charged on Rates Notice)	\$90.00	\$105.00	N	D
Inspection Fee (High Risk Onsite Sewerage Management System)	\$135.00	\$139.00	N	D

PUBLIC HEALTH

FOOD OUTLET INSPECTIONS

First Inspection	\$103.00	\$106.00	N	D
Subsequent Inspection Charge	\$51.00	\$53.00	N	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

FOOD OUTLET INSPECTIONS [continued]

Annual Administration Charge	\$206.00	\$212.00	N	D
Administration Fee for Not for Profit organisations (Food outlet)		No Charge	N	A
Inspection – if satisfactory		No Charge	N	C

OTHER OUTLETS

Hairdresser/Beauty Salon/Skin Penetration Premises Inspection	\$103.00	\$106.00	N	D
Hairdresser/Beauty Salon/Skin Penetration Premises Inspection in conjunction with trade waste inspection		No Charge	N	D
Registration of Skin Penetration Premises	\$80.00	\$83.00	N	D

OUTSTANDING ORDERS & NOTICES

ENVIRONMENTAL PLANNING & ASSESSMENT CERTIFICATE

Per Certificate (Environmental Planning & Assessment Act 121ZP)	\$87.00	\$90.00	N	A
Per certificate requiring inspection (Environmental Planning & Assessment Act)	\$150.00	\$155.00	N	A

NOTICES AND ORDERS

Certificate as to outstanding Notices and Orders issued under the Local Government Act (section 735A)	\$98.00	\$95.00	N	A
---	---------	---------	---	---

Please Note: Related to any outstanding notice, order, direction or demand but only to those matters issued under the Local Government Act. It specifically excludes those outstanding.

Per certificate (Local Government Act)	\$93.00	\$90.00	N	B
Per certificate requiring inspection (Local Government Act)	\$150.00	\$140.00	N	A

NOXIOUS WEEDS

Biosecurity Weeds Act – Provision of biosecurity certificate	\$200.00	\$200.00	N	A
--	----------	----------	---	---

WASTE MANAGEMENT CONTROL

DISPOSAL OF WASTE MATERIALS

Sorted Domestic Waste (Recyclables separated minimum of 1/3 recycling required, not including green waste)		Free	Y	A
Recyclables separated including metal		Free	Y	A
Unsorted Waste up to 500 kg		\$26.00 per load	Y	A
		Last year fee		
		\$25.00 per load		
Unsorted waste over 500 kg charged at tonne rate		\$85.00/tonne	Y	A
		Last year fee		
		\$80.00/tonne		

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

DISPOSAL OF WASTE MATERIALS [continued]

Green Waste up to 500 kg	\$10.00	\$13.00	Y	A
Green waste over 500 kg charged at tonne rate		\$52.00/tonne	Y	C
		Last year fee \$50.00/tonne		
Privet (subject to prior notification to and approval by Council)		Free	Y	A
Clean Fill – Soil		Free	Y	A
White goods certified as de-gassed		Free	Y	A
White goods if not certified de-gassed	\$50.00	\$53.00	Y	D
Local Registered Charities – disposal of unwanted goods – unsorted (sorted 1/3 recyclables – free)		\$62.00/Truck Load	Y	D
		Last year fee \$60.00/Truck Load		
Local Registered Charities – Council collection & disposal of unwanted goods		By Quotation	Y	A
Asbestos Waste – Glen Innes Waste Depot ONLY	\$155.00/tonne (Min \$75)		Y	A
		Last year fee \$150.00/tonne (Min \$75)		
Disposable asbestos bag (includes bag & bag/content disposal)	\$28.00	\$29.00	Y	C
Builders Rubble (Concrete, Brick, Blocks, Pavers, Tiles only) – per tonne		\$44.00/tonne	Y	C
		Last year fee \$42.00/tonne		
E waste (deferment of charge subject to recycling options available)		Free	Y	C
Drillers Waste – per tonne	\$75.00	\$77.00	Y	C
Processed Construction and Demolition waste		Not for public sale	Y	C

DISPOSAL OF TYRES

Motor Cycle Tyres	\$6.00	\$7.00	Y	C
Passenger Car Tyres	\$8.00	\$9.00	Y	C
Truck Tyres – small (15' to 16' rim)	\$28.00	\$29.00	Y	C
Truck Tyres – large	\$82.00	\$85.00	Y	C
Tractor Tyres	\$184.00	\$190.00	Y	C
Tyres on rim		Tyres with rim will be charged double the relevant charge	Y	C

WASTE SUNDRY ITEMS

Bulk waste from other Local Government Authorities is subject to approval		By Quotation	Y	D
---	--	--------------	---	---

RENTALS, LEASES AND ANNUAL FEES

COMMERCIAL LEASES

Service Station, Cnr Church and Bourke Streets, Glen Innes		As per lease (CPI)	Y	E
--	--	--------------------	---	---

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

COMMERCIAL LEASES [continued]

Crofters Cottage		As per lease	Y	E
		Last year fee		
		As per lease (CPI)		
Northern Room, VIC, Church Street, Glen Innes		As per lease (CPI)	Y	E
Southern Rooms, VIC, Church Street, Glen Innes		As per lease (CPI)	Y	E
Town Hall Tea and Coffee Shop		As per lease (CPI)	Y	E
Lease of Hangar		As per lease (CPI)	Y	E
Lease of Land for Hangar		As per lease (CPI)	Y	E
Recycling Centre		As per lease (CPI)	Y	E
Private lease of land for Hangars		As per lease (CPI)	Y	E
Lease of GI Aerodrome Land		As per lease (CPI)	Y	E
Glen Innes Aggregates Off Stream Storage – Grazing Lease		As per lease (CPI)	Y	E
Glen Innes Aggregates Off Stream Storage – Storage Lease		As per lease (CPI)	Y	E
Lease of Wattle Vale		As per lease (CPI)	Y	E
All other leases		As per lease (CPI)	Y	E

TOWN PLANNING

DEVELOPMENT APPLICATIONS

Dwelling House Estimated Cost Less than or equal to \$100,000 (CI 247)	\$455.00	\$455.00	N	B
Development NOT INVOLVING the erection of a building, carrying out of a work, subdivision of land or demolition of a building or work (CI 250)	\$285.00	\$285.00	N	B
Up to \$5,000	\$110.00	\$110.00	N	B
\$5,001 to \$50,000	\$170.00 plus an additional \$3.00 for each \$1,000 (or part of \$1,000) of estimated cost.		N	B
\$50,001 to \$250,000	\$352.00 plus an additional \$3.64 for each \$1,000.00 (or part of \$1,000.00) of estimated cost when exceeds \$50,000.		N	B
\$250,001 to \$500,000	\$1,160.00 plus an additional \$2.34 for each \$1,000.00 (or part of \$1,000.00) of estimated cost when exceeds \$250,000.		N	B
\$500,001 to \$1,000,000	\$1,745.00 plus an additional \$1.64 for each \$1,000.00 (or part of \$1,000.00) of estimated cost when exceeds \$500,000.		N	B
\$1,000,001 to \$10,000,000	\$2,615.00 plus an additional \$1.44 for each \$1,000.00 (or part of \$1,000.00) of estimated cost when exceeds \$1,000,000.		N	B
More than \$10,000,000	\$15,875.00 plus an additional \$1.19 for each \$1,000.00 (or part of \$1,000.00) of estimated cost when exceeds \$10,000,000.		N	B

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

REFUND OF FEES – DEVELOPMENT APPLICATION

Application withdrawn prior to assessment	90% of DA fee paid refunded		N	B
Application withdrawn after assessment and prior to determination of DA	25% of DA fee paid refunded		N	B

REFUND OF FEES – CONSTRUCTION CERTIFICATE

Application withdrawn prior to determination of DA	100% of CC fee paid refunded		Y	B
Application withdrawn after assessment and prior to determination of CC	Refund of all inspection fees		Y	B

MODIFICATION OF CONSENT (CLAUSE 258)

Minor Amendment to DA s.96(1)		Max \$71.00	N	B
Dwelling House Estimated Cost Less than or equal to \$250,000	\$190.00	\$190.00	N	B
Amendment to DA s.4(55) – Minimal environmental impact (Clause 1)	\$645.00 or 50% of the original DA whichever is the lesser		N	B

MAJOR AMENDMENT TO DEVELOPMENT APPLICATION S.4(55)

Major Amendment up to \$5,000	\$55.00	\$55.00	N	B
Major Amendment \$5,001 to \$250,000	\$85.00 plus an additional \$1.50 for each \$1,000.00 (or part of \$1,000.00) of the estimated cost.		N	B
Major Amendment \$250,001 to \$500,000	\$500.00 plus an additional \$0.85 for each \$1,000.00 (or part of \$1,000.00) by which the estimated cost exceeds \$250,000.		N	B
Major Amendment \$500,001 to \$1,000,000	\$712.00 plus an additional \$0.50 for each \$1,000.00 (or part of \$1,000.00) by which the estimated cost exceeds \$500,000.		N	B
Major Amendment \$1,000,001 to \$10,000,000	\$987.00 plus an additional \$0.40 for each \$1,000.00 (or part of \$1,000.00) by which the estimated cost exceeds \$1,000,000.		N	B
Major Amendment over \$10,000,000	\$4,737.00 plus an additional \$0.27 for each \$1,000.00 (or part of \$1,000.00) by which the estimated cost exceeds \$10,000,000.		N	B

SECTION 10.7 PLANNING CERTIFICATION (FORMERLY S149)

Minimum Certificate pursuant to section 10.7 (2) of the Environmental Planning & Assessment Act 1979	\$53.00	\$53.00	N	B
Additional Fee for urgent provision of section 10.7 (2) Certificate	\$110.00	\$110.00	N	B
Additional information provided pursuant to section 10.7 (5) of the Environmental Planning & Assessment Act 1979	\$80.00	\$80.00	N	B
Additional Fee for urgent provision of section 10.7 (5) Certificate	\$110.00	\$110.00	N	B

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

REVIEW OF DEVELOPMENT CONSENT

Dwelling House Estimated Cost Less than or equal to \$100,000 (CI 257)	\$190.00	\$190.00	N	B
Development NOT INVOLVING the erection of a building, the carrying out of a work or demolition of a work or building (CI 257)	50% of the fee for the original DA		N	B
Up to \$5,000	\$55.00	\$55.00	N	B
\$5,001 to \$250,000	\$85.00, plus an additional \$1.50 for each \$1,000.00 (or part of \$1,000.00) of the estimated cost.		N	B
\$250,001 to \$500,000	\$500.00, plus an additional \$0.85 for each \$1,000.00 (or part of \$1,000.00) of the estimated cost exceed \$250,000.		N	B
\$500,001 to \$1,000,000	\$712.00, plus an additional \$0.50 for each \$1,000.00 (or part of \$1,000.00) of the estimated cost exceeds \$500,000.		N	B
\$1,000,001 to \$10,000,000	\$987.00, plus an additional \$0.40 for each \$1,000.00 (or part of \$1,000.00) of the estimated cost exceeds \$1,000,000.		N	B
More than \$10,000,000	\$4,737.00, plus an additional \$0.27 for each \$1,000.00 (or part of \$1,000.00) of the estimated cost exceeds \$10,000,000.		N	B

SUBDIVISION FEES

Subdivision Works Certificate	\$0.00	\$325.00	N	
New Road	\$665.00 plus \$65.00 per additional lot		N	B
No New Road (Min \$330.00)	\$330.00 plus \$53.00 per additional lot		N	B
Strata	\$330.00 plus \$65.00 per additional lot		N	B
Subdivision Certificate/Linen release fee	\$225.00	\$225.00	N	D
Planning Proposal (Min \$2,480.00)	\$2,480.00 plus costs and staff time at \$70.00 per hour		N	D

DEVELOPER CONTRIBUTIONS

s. 7.12 (Previously 94A) – where the estimated cost of the development is between \$100,001 and \$200,000 (in accordance with Council's policy)	0.5% of development cost		N	D
s. 7.12 – where the estimated cost of the development is in excess of \$200,000 (in accordance with Council's policy)	1.0% of development cost		N	D
Advertising Fee (per application)	\$320.00	\$320.00	N	B
Neighbour Notification Fee	\$80.00	\$80.00	N	D
Designated development (advertising fee) (Clause 252 (1) (a))	\$2,200.00	\$2,200.00	N	B
Prohibited development (advertising fee) (Clause 252 (1) (c))	\$1,105.00	\$1,105.00	N	B

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

CEMETERY

BURIAL

Plot (each)	\$462.00	\$490.00	Y	D
Burial – Normal Working Days	\$686.00	\$728.00	Y	D
Burial – Saturdays	\$1,023.00	\$1,085.00	Y	D
Children's Section (under 1.1m) Under 5	\$220.00	\$234.00	Y	D
Reception of Ashes for Burial	\$170.00	\$180.00	Y	D
Re-opening, closing vault	\$170.00	\$180.00	Y	D
Perpetual Care – lawn cemetery (payable at time of burial)	\$895.00	\$949.00	Y	D
Perpetual Care – monumental cemetery (payable at time of burial)	\$1,812.00	\$1,925.00	Y	D
Burial where Hand Digging is required (Old Sections)	\$872.00	\$925.00	Y	D
Burial – Villages – additional charge for machinery transport	\$308.00	\$327.00	Y	D

EXHUMATION

Exhumation Fee	\$890.00	\$944.00	Y	D
----------------	----------	----------	---	---

TOMBS AND MONUMENTS

Application to erect a tomb or monument	\$109.09	\$116.00	N	D
---	----------	----------	---	---

NICHES, COLUMBARIUM

Reservation in columbarium	\$263.00	\$279.00	Y	D
Interment & Plaque (at time of interment) or replacement plaque	Cost of plaque + \$131.00		Y	D
Cancellation of Lease – Administration Fee	\$47.00	\$50.00	Y	D
Sale of Cemetery Record Book	\$40.00	\$43.00	N	D
Application for Private Burial (includes inspection)	\$384.00	\$408.00	N	D
Records – Search and supply	\$50.00	\$53.00	N	D

SWIM CENTRES

TURNSTILE ADMISSIONS

Adults, Seniors & Children under 16	\$5.00	\$5.00	Y	C
Children under four (4)		Free	Y	C
Spectators & Carers	\$2.50	\$2.50	Y	C
School Groups and/or Carnivals (teachers free)	\$3.00	\$3.00	Y	C

Fees were compared with surrounding and like pools in 2020-21 and should be left for another year before increasing. There will also be a user fee and charge review in 2021-2022 involving public consultation.

SEASON TICKETS

Family – Full Season (No Further discounts)	\$350.00	\$350.00	Y	C
Family – Half Season (No Further discounts)	\$175.00	\$175.00	Y	C

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

SEASON TICKETS [continued]

Individual Season Pass	\$200.00	\$200.00	Y	C
Individual Half Season Pass	\$100.00	\$100.00	Y	C

Fees were compared with surrounding and like pools in 2020-21 and should be left for another year before increasing. There will also be a user fee and charge review in 2021-2022 involving public consultation.

POOL HIRE: SOLE USE

School Groups – learn to swim	\$2.50 per child plus \$100 per hour (teachers free)		Y	C
Private Use – Other (per hour including admission)	\$365.00 plus Normal Entry Fee		Y	C
Hire of Pool aid Equipment for Private Lesson Teachers – per session	\$5.00	\$5.00	Y	C

Fees were compared with surrounding and like pools in 2020-21 and should be left for another year before increasing. There will also be a user fee and charge review in 2021-2022 involving public consultation.

PROGRAMMES

Aqua Aerobics – per class	\$8.00	\$8.00	Y	C
Season Pass Aqua Aerobics Classes	\$300.00	\$300.00	Y	C
Swim Classes Baby Classes – 1 lesson	\$15.00	\$15.00	Y	C
Swim Classes Pre-school – 10 lessons – for one season only	\$120.00	\$120.00	Y	C
Swim Classes School Age – 10 lessons – for one season only	\$120.00	\$120.00	Y	C

Fees were compared with surrounding and like pools in 2020-21 and should be left for another year before increasing. There will also be a user fee and charge review in 2021-2022 involving public consultation.

WARWICK TWIGG FACILITY FEES

Badminton P/H	\$0.00	\$25.00	Y	
Birthday Party fixed fee -2 hours max, additional time extra cost per hour	\$0.00	\$100.00	Y	
Birthday Party fixed fee addition hours per hour (after 2 hours)	\$45.00	\$45.00	Y	
Birthday Party using Kitchen - additional to fixed fee	\$0.00	\$15.00	Y	
Community Programs Weekdays per hour (PCYC, Tai Chi)	\$0.00	\$30.00	Y	
General Entry per person - excluding court hire	\$0.00	\$3.50	Y	
Hire of a Court per Hour (Competition)	\$0.00	\$45.00	Y	
Hire of a Court per Hour (Training)	\$0.00	\$30.00	Y	
Multi Purpose Space per Hour	\$0.00	\$30.00	Y	
Office Lease (per Year)	\$0.00	\$2,000.00	Y	
School hire of a Court per Hour	\$0.00	\$25.00	Y	

SPORTSGROUNDS RENTALS

TENNIS ASSOCIATION

Tennis Association – per annum	As per lease (CPI)		Y	A
--------------------------------	--------------------	--	---	---

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
RUGBY LEAGUE – MEAD PARK				
Rugby League – Mead Park – per annum		As per lease (CPI)	Y	A
RUGBY UNION PARK				
Rugby Union Park Fee		As per lease (CPI)	Y	A
PARKS & RESERVES				
MOWING				
Mowing request outside of Normal Schedule for Ovals		\$115.00 per hour	Y	D
COMMERCIAL HIRE				
Access to Electricity in Public Space per day	\$0.00	\$25.00	Y	
Commercial Hire Security Bond (refundable on Conditions)	\$688.00	\$709.00	N	D
Commercial Hire rental – per day	\$136.00 + private works rates for associated services		Y	D
Hire of surveillance camera trailer	\$160 per week or \$40 per day		Y	
PRIVATE HIRE				
All Playing fields for Schools – Booked		Free	Y	A
Rallies, weddings, private functions Administration Charge (not for profit)	\$50.00	\$50.00	Y	C
RESERVES RENTALS				
ANNUAL CHARGES				
Road off Church Street		As per agreement (CPI)	Y	E
Lane at Rear of Glen Innes Gasworks		As per agreement (CPI)	Y	E
Part Herbert Street, near Hunter Street		As per agreement (CPI)	Y	E
Part Herbert Street		As per agreement (CPI)	Y	E
Wellingrove Pump Station		As per agreement (CPI)	Y	E
Manns Lane Reserve – grazing		As per agreement (CPI)	Y	E
Sewerage Treatment Works – West of railway line – grazing		As per agreement (CPI)	Y	E
East of Railway Line – grazing		As per agreement (CPI)	Y	E
Council Reserve – Red Range		As per agreement (CPI)	Y	E
West Avenue Reserve		As per agreement (CPI)	Y	E
Red Range Cemetery Reserve		As per agreement (CPI)	Y	E
Glen Innes Cemetery Reserve		As per agreement (CPI)	Y	E
Glencoe Reserve		As per agreement (CPI)	Y	E
Red Range Reserve		As per agreement (CPI)	Y	E
Section 3 Oswald St, Dundee		As per agreement (CPI)	Y	C

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
ANNUAL CHARGES [continued]				
Grazing Land at Deepwater		As per agreement (CPI)	Y	C
LIBRARY AND LEARNING CENTRE				
BLACK & WHITE PHOTOCOPYING				
Photocopying – A4 Library Black & White	\$0.25	\$0.25	Y	C
Photocopying – A3 Library Black & White	\$0.35	\$0.35	Y	C
COLOUR PHOTOCOPYING				
Photocopying – A4 Library Colour	\$0.30	\$0.35	Y	C
Photocopying – A3 Library Colour	\$0.40	\$0.40	Y	C
COMPUTER PRINTING				
Black & White - A4	\$0.25	\$0.25	Y	C
Colour – A4	\$0.30	\$0.30	Y	C
FAX				
International	\$8.30	\$8.30	Y	C
EMAILING				
Email – pdf documents – per page	\$0.25	\$0.25	Y	C
LAMINATING				
A4 – per page	\$2.10	\$2.10	Y	C
A3 – per page	\$3.30	\$3.30	Y	C
SUNDRY FEES AND CHARGES				
Espresso Coffee	\$4.00	\$4.00	Y	C
Library Bag	\$2.00	\$2.10	Y	C
PLAYAWAY headphones	\$2.50	\$2.50	Y	C
Replacement Library Membership cards	\$3.82	\$4.00	N	C
INTER LIBRARY LOAN				
Administration Fee	\$7.50	\$7.50	Y	C
Exchange Fee	\$16.50	\$18.70	Y	B
Replacement cost of lost / damaged items		\$12.50 + actual cost	Y	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
CONFERENCE ROOM				
Community – Rate per Hour	\$25.00	\$25.00	Y	D
Government, Commercial/ Business – Rate per Hour	\$45.00	\$45.00	Y	D
ADDITIONAL CHARGES				
EQUIPMENT HIRE				
Community – Per Day Rate	\$25.00	\$25.00	Y	D
Government, Commercial/ Business	\$45.00	\$45.00	Y	D
ADMINISTRATION FEE – (ONCE OFF)				
Community (Once Off Rate)	\$12.50	\$12.50	Y	D
Government (excl. Council and DET), Commercial/ Business	\$25.00	\$25.00	Y	D
SECURITY AND CLEANING				
Security Swipe card Refundable Deposit	\$90.00	\$95.00	Y	D
Security Call out	\$90.00	\$95.00	Y	D
Cleaning Cost	\$45.00	\$50.00	Y	D
CHILDREN AND FAMILY SERVICES				
OUT OF SCHOOL HOURS CARE				
Out of School Hours Care (Includes \$1 per day transport charge for the Bus)	\$36.00	\$38.00	N	C
Out of School Hours Care (Casual bookings for days not booked a week in advance)	\$40.00	\$42.00	N	C
VACATION CARE				
Vacation Care Fee	\$73.00	\$76.00	N	C
Vacation Care (Casual bookings for days not booked a week in advance)	\$80.00	\$83.00	N	C
LATE COLLECTION FEE				
Late Collection Fee – applicable 10 minutes after closing time per 10 minute lot after closing time	\$25.00	\$26.00	N	D
CAFS FEES AND CHARGES				
External Fee Team Leader CAFS		\$100 per hour	N	D
Excursions and Special Activities Cost Recovery		Variable	N	D
Specialised home-based assistance for a child*		As per NDIS rates	N	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

CAFS FEES AND CHARGES [continued]

Training for carers / parents*		As per NDIS rates	N	D
Specialised group early childhood interventions*		As per NDIS rates	N	D
Specialised individual therapy for early childhood*		As per NDIS rates	N	D
Trans-disciplinary early childhood intervention*		As per NDIS rates	N	D
Financial Intermediary – set up costs*		As per NDIS rates	N	D
Financial Intermediary monthly processing*		As per NDIS rates	N	D
Support Connection*		As per NDIS rates	N	D
Coordination of Supports*		As per NDIS rates	N	D
Implement Behaviour Support Plan		As per NDIS rates	N	D

LIFE CHOICES – SUPPORT SERVICES

CENTRE ATTENDANCE

Attendance at Centre – per person		Nil	Y	C
-----------------------------------	--	-----	---	---

MEALS

Frozen Meals - home delivered, Meals on Wheels	\$12.50	\$13.00	N	
Meals – Centre based	\$10.00	\$11.00	Y	D
Meals – Light	\$8.00	\$9.00	Y	D
Hot Meals – home delivered, Meals on Wheels	\$18.50	\$18.50	Y	D
Morning or Afternoon Tea	\$4.50	\$5.00	Y	D

TRANSPORT

Bus Transport to Life Choices	\$6.00	\$8.00	Y	D
-------------------------------	--------	--------	---	---

OUTINGS AND ACTIVITIES

Outings and Activities Fee		At Cost	Y	D
Exercise Programs (unfunded)	\$12.00	\$13.00	Y	D
Yetman Outings and Activities		At Cost	Y	C

ROOM HIRE

Hire of LC-SS Room – per day or part thereof	\$50.00	\$52.00	Y	D
Hire of LC-SS Room – per hour or part thereof	\$15.00	\$15.60	Y	D

PACKAGE MANAGEMENT FEES

Package Management Fee HCP per fortnight Level 1 (of funding and reduced income)	\$42.14	\$44.00	N	D
Package Management Fee HCP per fortnight Level 2 (of funding and reduced income)	\$88.90	\$92.00	N	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

PACKAGE MANAGEMENT FEES [continued]

Package Management Fee HCP per fortnight Level 3 (of funding and reduced income)	\$232.26	\$240.00	N	D
Package Management Fee HCP per fortnight Level 4 (of funding and reduced income)	\$391.16	\$403.00	N	D

CARE MANAGEMENT FEES

Care Management Fee per fortnight HCP Level 1	\$60.00	\$62.00	N	D
Care Management Fee per fortnight HCP Level 2	\$93.00	\$96.00	N	D
Care Management Fee per fortnight HCP Level 3	\$139.50	\$144.00	N	D
Care Management Fee per fortnight HCP Level 4	\$170.50	\$176.00	N	D

OTHER MANAGEMENT FEES

HCP exit fee	\$550.00	\$567.00	Y	D
Clinical Assessment Registered Nurse – per hour	\$90.00	\$93.00	N	D
Direct Support Worker per hour (external) + award rates after 6pm, weekends and Public Holidays	\$55.00	\$57.00	N	D
Direct Support Worker per hour (internal) + award rates after 6pm, weekends and Public Holidays	\$50.00	\$52.00	N	D
Administration Fee CHSP		15.00%	N	D
Support Facilitation per hour (internal)	\$65.00	\$67.00	N	D
Support Facilitator per hour (external)	\$80.00	\$83.00	N	D
Travel Costs (per km) (exclusive of staff time)	\$1.00	\$1.00	N	D
Maintenance Worker per hour (external)	\$60.00	\$63.00	N	D
Commonwealth Home Support Program (In accordance with program guidelines)		15.00%	N	D

NDIS SERVICES

NDIS Services	As per NDIS Quality and Safeguards Commission Price Guide		N	
		Last year fee As per NDIS Quality and Safeguards Commission Price Guide		

YOUTH SERVICES

MEALS, INCLUDING BARBEQUES

Meals, including barbeques		At Cost	Y	C
----------------------------	--	---------	---	---

OUTINGS AND SPORT, CULTURAL AND OTHER ACTIVITIES

Sporting or Cultural Activities		At Cost	Y	C
Outings and Activities		At Cost	Y	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
BUILDING HIRE				
Local community groups and events, schools and religious / political groups		Free	Y	A
Seminars, conferences, commercial concerts, exercise classes and other profit raising events over 5 hours – per day	\$200.00	\$206.00	Y	C
Seminars, conferences, commercial concerts, exercise classes and other profit raising events. 5 hours or less – per hour	\$30.00	\$31.00	Y	C
TOWN HALL HIRE				
NOT FOR PROFIT ORGANISATIONS				
Local community groups and events, schools and religious / political groups		Free	Y	A
PRIVATE FUNCTIONS				
Wedding receptions, anniversaries and other private functions 5 hours or less – per hour	\$25.00	\$26.00	Y	C
Wedding receptions, anniversaries and other private functions over 5 hours – per day	\$170.00	\$176.00	Y	C
FOR PROFIT COMMERCIAL ORGANISATIONS				
Seminars, conferences, commercial concerts, exercise classes and other profit raising events over 5 hours – per day	\$375.00	\$387.00	Y	C
Seminars, conferences, commercial concerts, exercise classes and other profit raising events. 5 hours or less – per hour	\$31.00	\$32.00	Y	C
DAMAGES AND CLEANING DEPOSITS				
Refundable damages / cleaning deposit (all Classes – daily hire)	\$265.00	\$273.00	N	D
Refundable damages / cleaning deposit (all Classes – hourly hire)	\$133.00	\$137.00	N	D
Chair Refundable Damages Deposit	\$117.00	\$121.00	N	D
Trestle Table Refundable Damages Deposit (single fee)	\$117.00	\$121.00	N	D
Refundable damages / cleaning deposit for all Classes – per hire	\$125.00	\$125.00	N	C
KITCHEN HIRE				
Town Hall Kitchen Hire	\$70.00	\$73.00	Y	C
CLEANING FEE				
Town Hall Cleaning Fee (all Classes – daily hire only)	\$92.00	\$95.00	Y	C
COMMITTEE ROOM IN TOWN HALL				
Hire of Committee Room in Town Hall Complex (including hire of adjoining kitchen)	\$50.00	\$52.00	Y	C

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
TOWN HALL HIRE FEE				
Fee for setting up Town Hall furniture	\$194.00	\$200.00	Y	C
Piano		Free	Y	A
RED CARPET HIRE				
Not for Profit Organisations – per hire		Free	Y	C
All other Users – per hire	\$80.00	\$83.00	Y	C
Additional days hire – per day	\$50.00	\$52.00	Y	C
ROADS & FOOTPATHS				
CONTRIBUTIONS				
Kerb & Guttering contribution – per metre – New Assets in front of properties		50% of costs	N	C
Paved Paths contribution – per metre – New Assets in front of properties		25% of costs	N	C
ROAD OPENING REINSTATEMENT				
Road opening reinstatement – Concrete – per square metre		By Quotation	N	D
Road opening reinstatement – Bitumen Sealed – per square metre		By Quotation	N	D
Road opening reinstatement – Unsealed, Gravel – per square metre		By Quotation	N	D
KERB, GUTTER AND BITUMEN FEES				
Driveway kerb crossover – construct layback in kerb		By Quotation	Y	D
Bitumen reinstatement only – per square metre		By Quotation	N	D
PUBLIC GATE PERMIT				
Public gate permit – includes advertising	\$680.00	\$715.00	N	B
TRAFFIC CONTROL PLAN				
Design traffic control plan		By quotation min \$50.00 if standard TCP used	Y	D
ROAD DILAPIDATION RECOVERY FEE				
Road Dilapidation Recovery Fee – Wind & Solar Farms		As per Agreement	Y	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

STREET LIGHTING CHARGES

NEW ENGLAND CLUB

New England Club (One only)		At cost +20% administration charge	Y	D
-----------------------------	--	------------------------------------	---	---

GLEN INNES SERVICES CLUB

GI Services Club (Three)		At cost +20% administration charge	Y	D
--------------------------	--	------------------------------------	---	---

POPLAR CARAVAN PARK

Poplar Caravan Park (One only)		At cost +20% administration charge	Y	D
--------------------------------	--	------------------------------------	---	---

ENGINEERING INSPECTIONS

WATER FEES

Prior to Backfill	\$186.00	\$191.00	N	D
Final completion	\$186.00	\$191.00	N	D

SEWER FEES

Prior to Backfill	\$200.00	\$205.00	N	D
Final completion	\$200.00	\$205.00	N	D

STORMWATER FEES

Prior to Backfill	\$200.00	\$205.00	N	D
Final completion	\$200.00	\$205.00	N	D

INSPECTION FEES

Additional inspection required by development consent	\$200.00	\$205.00	N	D
Re-inspection due to non compliance with construction standards	\$200.00	\$205.00	N	D

ROAD RENAMING

Road re-naming/application including advertisement	\$1,277.00	\$1,309.00	N	D
--	------------	------------	---	---

RURAL ADDRESSING

Street/rural addressing (includes supply of addressing numbers and attaching to existing post/fence)		As per quotation	Y	D
Street/rural addressing (includes supply of addressing numbers for residents to affix.)		As per quotation	Y	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

SECTION 138 APPROVAL

Section 138 Approval under the Roads Act, including Road Opening Permit, Road Occupancy Permit, Fence line Clearing Permit, Hazard Reduction Burn Permit (includes one pre-approval inspection & one post-work inspection and one complimentary standard traffic control plan)	\$171.00	\$175.00	N	D
Section 138 Approval – additional inspection	\$59.00	\$60.00	N	D
Section 138 Approval – traffic control plan (non-standard)	By Quotation min \$55.00		N	D
Section 138 – Approval – Re-inspection due to non compliance with permit or construction standards	\$75.00	\$80.00	N	D

TEMPORARY ROAD CLOSURES

Approvals under Section 144 Roads Act 1993		By Quotation	N	D
Administration costs to temporarily close lane/road		By Quotation	N	D
Supply and erect directional signs		By Quotation	Y	D

ECONOMIC SERVICES

PRIVATE WORKS

Plant Hire and Ancillary items		See schedule	Y	D
Undertake private works		By Quotation	Y	D
Emulsion – per litre		Cost + 20%	Y	D
Surveying (Two staff, vehicle and survey equipment) – per hour		By Quotation	Y	D

RECYCLED BRIDGE TIMBER

Sawn lengths 2.5m or less per cubic metre	\$813.51	\$800.00	Y	D
Sawn lengths 2.5m plus per cubic metre	\$1,220.51	\$1,200.00	Y	D

BUILDING FEES

CONSTRUCTION AND COMPLYING DEVELOPMENT CERTIFICATES

Certificate less than \$5,000	\$155.60	\$160.25	Y	D
Certificates from \$5,001 to \$50,000	\$269.51	\$277.60	Y	D
Certificates from \$50,001 to \$250,000	\$100.00 + \$4.05 every \$1,000.00		Y	D
		Last year fee		
		\$100.00 + \$4.00 every \$1,000.00		
Certificates over \$250,000	\$600.00 + \$2.00 for every \$1,000.00		Y	D
		Last year fee		
		\$525.00 + \$2.00 for every \$1,000.00		

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

BUILDING CERTIFICATE (S 149D)

Building Certificates (Section 149D) Set by legislation.		n/a	N	B
---	--	-----	---	---

NATURAL DISASTER (BUSHFIRE) BUILDING APPLICATIONS

Complying Development or Construction Certificate for the replacement of a bushfire damaged building where there is no previous evidence of Council approval	\$250.00	\$250.00	Y	D
Complying Development or Construction Certificate for the replacement of a bushfire damaged building where there is evidence of Council Approval, including the issuing of a Building Certificate		Waived	Y	D
Building Inspection Fee – for applicant lodging Complying Development or Construction Certificates		Waived	Y	D
Occupation Certificate Fees – for applicant lodging Complying Development or Construction		Waived	Y	D

PROFESSIONAL ADVICE

Bush Fire and Flood Certificates associated with Complying Development Certificate enquiries	\$250.00 per Certificate		N	D
--	--------------------------	--	---	---

SALE OF COPY OF BUILDING APPROVAL

Schedule – per annum	\$88.00	\$91.00	N	D
Search Building Records	\$88.00	\$91.00	N	D

BUILDING INSPECTION FEES/COMPLIANCE CERTIFICATES

Building Inspections/Plumbing & Drainage Inspection	\$138.00	\$145.00	Y	D
Additional inspections	\$156.00	\$165.00	Y	D
Occupation Certificate	\$85.00	\$90.00	Y	D
Compliance Certificate	\$85.00	\$90.00	Y	D
Classification Certificate	\$76.36	\$80.00	N	D

SWIMMING POOL COMPLIANCE CERTIFICATE

Registration of Swimming Pool/Spa Pool on Statewide Register by Council on behalf of owner (Clause 18D)	\$11.00	\$11.00	Y	B
Pool Exemption Fee (Clause 13)	\$72.00	\$72.00	N	B
Swimming Pool/Spa Pool Fencing Inspection – Initial Inspection (Clause 18A)	\$147.40	\$150.00	Y	B
Swimming Pool/Spa Pool Fencing Inspection – Reinspection (Clause 18A)	\$100.00	\$100.00	Y	B
Resuscitation Charts (each)	\$20.00	\$20.00	Y	D
Copy of Drainage Diagram or Approval to Operate	\$62.00	\$62.00	N	D
Drainage Diagram Drawing Fee – no fee will be charged if the plumber provides drainage diagrams in accordance with Council's requirements	\$85.00	\$90.00	Y	D
Lodgement of Construction/Complying Development Certificate by a Private Certifier	\$36.00	\$36.00	N	B

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

SALEYARDS

SALEYARD FEES (PER HEAD)

Cattle and Bulls: Ordinary Sales (excl. special Bull Sales) – processing charge per head	\$8.80	\$9.06	Y	D
Cow and calf (sold together)	\$14.00	\$14.60	Y	D
Lamb Weighing – per pen	\$0.00	\$0.00	Y	D
Stud Bulls/Cattle: Special Sales	\$38.50	\$40.00	Y	D
Sheep and Lambs – processing charge	\$1.10	\$1.15	Y	D
Horses	\$15.00	\$15.60	Y	D

FACILITIES FEES AND CHARGES

Use of Cattle Yards as depot	\$2,250.00	\$2,320.00	Y	D
Emergency NLIS Tags (each)	\$25.50	\$27.00	Y	D
Weighbridge usage – per head	\$5.00	\$5.10	Y	D
Scanning of private weighs (if required)	\$2.75	\$2.90	Y	D
Scale testing fee		By Quotation	Y	D
Burial of Large Animals (Cattle, Horses etc)	\$392.00	\$404.00	Y	D
Burial of Small Animals (Sheep etc)	\$100.00	\$110.00	Y	D

SALEYARD ADMINISTRATION FEES

Annual Advertising Sign Fee	\$336.00	\$347.00	Y	D
Annual Stock Auction Licence	\$3,500.00	\$3,605.00	N	D
Annual Stock Auction Licence (under 10,000 head)	\$1,750.00	\$1,805.00	N	D
Saleyard Booking Fee (each)	\$85.00	\$87.55	Y	D
Call-out during Operating Hours (urgency fee) – per hour	\$85.00	\$88.00	Y	D
Call-out after hours (excl animal welfare) – per hour	\$65.00	\$88.00	Y	D

TRANS-SHIPMENT

Administration Charge – Bulls	\$28.50 (inclusive of GST)		Y	D
	Min. Fee excl. GST: \$25.91			
	Last year fee			
	\$27.50 (inclusive of GST)			
Bulls per head (only applies to bulls not sold through Glen Innes Selling Agents Association)	\$20.00	\$21.00	Y	D
Bulls per head transshipment				
Cattle – per head	\$5.00	\$5.20	Y	D
Sheep – per head	\$0.75	\$1.15	Y	D
Horses – per head	\$15.00	\$15.60	Y	D
Use of Crush – per head	\$1.25	\$1.30	Y	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

TRUCKWASH FEES

Avdata Keys for Saleyards Truck Wash	\$33.00	\$35.00	Y	
Truck Wash – Avdata system – cents per minute	\$0.65	\$0.70	Y	D
Truck Wash – Avdata system – Minimum Charge	\$11.50	\$12.00	Y	D

WATER FUND

METER TESTING

Meter Test (in house)	\$65.00	\$67.00	N	D
Manufacturer's Test (20mm & 25mm)	\$210.00	\$216.00	N	D
Other Meters		By Quotation	N	D
Special Meter Reading Fee	\$78.00	\$80.00	N	D
Special Meter Reading Fee – Additional Urgency Fee	\$52.00	\$54.00	N	D

RETICULATION TESTING

Instantaneous Pressure / Flow Test	\$216.00	\$222.00	N	D
------------------------------------	----------	----------	---	---

WATER HEADWORKS CHARGES

Water – per Equivalent Tenement (ET)		As per DSP	N	D
--------------------------------------	--	------------	---	---

METER INSTALLATION

Water Meters – 20mm	\$851.00	\$873.00	N	D
Water Meters – 25mm	\$1,260.00	\$1,292.00	N	D
Water Meters – 32mm	\$1,776.00	\$1,821.00	N	D
Water Meters – 40mm	\$2,310.00	\$2,368.00	N	D
Water Meters – 50mm or larger		By Quotation	N	D
Additional Service Fee for Road crossings	\$1,000.00	\$1,025.00	N	
Connection requiring longer length		By Quotation	N	D

Please note: for water meters of less than 50mm this fee only applies to water connections of less than 20metres in length.
Connection requiring longer length by quotation

Tap on water meter	\$62.00	\$64.00	N	D
Alter location of water meter at ratepayer request		By Quotation	N	D
Disconnection (removal of water meter)		Free	N	A
Reconnection of existing meter (if same still in place)	\$204.00	\$210.00	N	D
Water meter box	\$101.50	\$105.00	N	D
Removal – Water Meter Restrictor	\$258.00	\$265.00	N	D
Sale of Recycled Water		By Quotation or User Agreement	N	D

OTHER WATER CHARGES

Avdata Keys for Glen Innes / Deepwater Overhead Fill Point	\$33.00	\$35.00	Y	
--	---------	---------	---	--

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

SEWER FUND

PUMPING CHARGE

Charge for Pumping into Sewer Mains – Glen Innes	\$590.50	\$606.00	N	D
--	----------	----------	---	---

CONNECTION FEE – NO JUNCTION AVAILABLE

Depth of connection <1.5m	\$845.00	\$867.00	N	D
Depth of connection 1.5m-2.0m	\$1,692.50	\$1,735.00	N	D
Depth of connection <2.0m		By Quotation	N	D
Additional Service Fee for Road crossings	\$1,000.00	\$1,025.00	N	
Inspection Fee, at sale of property	\$102.00	\$105.00	N	D

SEWER HEADWORKS CHARGES

Sewer – per Equivalent Tenement (ET)		As per DSP	N	D
--------------------------------------	--	------------	---	---

OTHER SEWER CHARGES

Sewer Camera with operator		\$99.00 per hour	N	D
		Last year fee \$96.00 per hour		

ECONOMIC DEVELOPMENT

CONFERENCE & CORPORATE EVENTS

Conference & Corporate Events Income		By Quotation	Y	C
Economic Development - Printing and Laminating		As per Library fees	Y	

GLEN INNES HIGHLANDS

Glen Innes Highlands Online Packages Commission		By Quotation	Y	C
Glen Innes Highlands Advertising Sales		By Quotation	Y	C

VISITOR INFORMATION CENTRE

COUNTRYLINK BOOKING

Countrylink TrainLink Booking Fee	\$5.00	\$5.00	Y	C
Countrylink Booking – Ticket Change Fee	\$5.00	\$5.00	Y	C

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

COMMUNITY COMMITTEES

AUSTRALIAN CELTIC FESTIVAL SPONSORSHIP

Sponsor – Entertainment		By Quotation	Y	C
-------------------------	--	--------------	---	---

GENERAL TWO (2) DAY PASS

Standard (Two Day Pass)	\$60.00	\$60.00	Y	C
New England High Country Resident (Two Day Pass)	\$35.00	\$35.00	Y	C
Commercial Coach – Tour – 15 + group (Two Day Pass)	\$45.00	\$45.00	Y	C
Visiting friends and Relatives (Two Day Pass)	\$40.00	\$40.00	Y	C
Concession (Two Day Pass)	\$50.00	\$50.00	Y	C

GENERAL ONE (1) DAY PASS

Standard	\$40.00	\$40.00	Y	C
New England High Country Resident	\$25.00	\$25.00	Y	C
Commercial Coach – Tour – 15 + group	\$30.00	\$30.00	Y	C
Visiting friends and Relatives	\$25.00	\$25.00	Y	C
Concession	\$25.00	\$25.00	Y	C

EARLY BIRD TWO (2) DAY PASS

Standard (Early Bird Two Days)	\$51.00	\$51.00	Y	C
New England High Country Resident (Early Bird Two Days)	\$30.00	\$30.00	Y	C
Commercial Coach – Tour – 15 + group (Early Bird Two Days)	\$38.00	\$38.00	Y	C
Visiting friends and Relatives (Early Bird Two Days)	\$34.00	\$34.00	Y	C
Concession (Early Bird Two Days)	\$43.00	\$43.00	Y	C

EARLY BIRD ONE (1) DAY PASS

Standard	\$34.00	\$34.00	Y	C
New England High Country Resident	\$21.00	\$21.00	Y	C
Commercial Coach – Tour – 15 + group	\$25.00	\$25.00	Y	C
Visiting friends and Relatives	\$21.00	\$21.00	Y	C
Concession	\$21.00	\$21.00	Y	C

DAILY FUNCTIONS

Thursday Night 100K Welcome – No Meal	\$15.00	\$15.00	Y	C
Thursday Night 100K Welcome – No Meal – Concession Expires 4th May 2018	\$12.50	\$12.50	Y	C
Friday Night Function Festival Site – per adult & children over 12y	\$10.00-\$20.00		Y	C
Friday Night Function Town Hall Ceilidh – (Donated to Red Cross)	Gold Coin		N	C
Saturday Function Festival Site for those attendees who do not have a Weekend or Saturday Pass – per adult	\$0.00-\$30.00		Y	C
Saturday Function Off Site – per adult & children over 12y	\$10.00-\$30.00		Y	C

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

DAILY FUNCTIONS [continued]

Friends of the Festival Event		\$10.00-\$60.00	Y	C
-------------------------------	--	-----------------	---	---

TRADER SITE FEES

Trader Site Fees – Premium Powered Site 10m x 6m *Allowance 100amps	\$800.00	\$800.00	Y	C
Trader Site Fees – Premium Non Powered Site 10m x 6m	\$700.00	\$700.00	Y	C
Trader Site Fees – Powered Site 6m x 4m Allowance 15amps	\$280.00	\$280.00	Y	C
Trader Site Fees – Powered Site 6m x 4m Allowance 25amps	\$300.00	\$300.00	Y	C
Trader Site Fees – Corner Powered Site 6m x 4m Allowance 15amps	\$300.00	\$300.00	Y	C
Trader Site Fees – Corner Powered Site 6m x 4m Allowance 20amps	\$320.00	\$320.00	Y	C
Trader Site Fees – Unpowered Site 6m x 4m	\$200.00	\$200.00	Y	C
Trader Site Fees – Corner Unpowered Site 6m x 4m	\$220.00	\$220.00	Y	C
Trader Site Fees – Powered Site 4m x 4m Allowance 20amps	\$200.00	\$200.00	Y	C
Trader Site Fees – Corner Powered Site 4m x 4m Allowance 20amps	\$220.00	\$220.00	Y	C
Trader Site Fees – Unpowered Site 4m x 4m	\$150.00	\$150.00	Y	C
Trader Site Fees – Clan/ASSMB Unpowered Site 4m x 4m		Free	Y	C
Trader Site Fees – Clan Unpowered Site 3m x 3m (inc 3 passes)		Free	Y	C
Trader Site Fees – Children's Activity (Maximum of 2 Sites Allocated)		Free	Y	C

TRADER SITE DEPOSIT AND CHARGES

Trader Site Deposit			Y	C
		Full fee on Booking. Non refundable after 28th February 2022 if selected to attend. All applications from 1st March 2022 100% of site fee on application – Non Refundable after 31st March 2022 if selected to attend.		
		Full fee if selected to attend by 14 March 2022. Non Refundable if application cancelled after 1 April 2022		
Trader corner unpowered 4x4 site	\$170.00	\$170.00	Y	C

MINERAMA

INSIDE TRADERS

Inside Traders (New Pavilion) – Per Table	\$80.00	\$80.00	Y	C
Inside Traders (Old Pavilion) – Per Table	\$60.00	\$60.00	Y	C

OUTSIDE TRADERS

Outside Traders – Powered – 10m x 6m – for Festival Period	\$100.00	\$125.00	Y	C
Outside Traders – Powered – 6m x 3m for Festival Period	\$50.00	\$100.00	Y	C
Outside Traders - Powered - Double site 12m x 10m for Festival Period	\$150.00	\$150.00	Y	

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
WORKSHOPS				
Onsite (showground) Showground Workshop Fees per person	\$53.00	\$65.00	Y	C
BOOKING FEES				
Camping Fees Per Night	\$20.00	\$25.00	Y	
FOSSICKING FIELD TRIPS				
Fossicking Field Trips – Per Day – Adult	\$25.00	\$30.00	Y	C
Fossicking Field Trips – Per Day – 5 years and under		Free	Y	A
Fossicking Field Trips – Per Day – Under 16 years	\$10.00	\$15.00	Y	C
FOSSICKING TRIP COMMISSION				
Commission to Landholders for Fossicking Trips – Adult	\$10.00	\$10.00	Y	C
Commission to Landholders for Fossicking Trips – Child	\$5.00	\$5.00	Y	C
ENTRY FEES				
Festival Gate Entry - Per Day - Per Adult	\$0.00	\$5.00	Y	
Festival Gate Entry - Per Day - Per Child under 16yrs		Free	N	
AUSTRALIAN STANDING STONES MANAGEMENT BOARD				
PLAQUE INSTALLATION				
Installation of plaque on Celtic Family Wall		At Cost plus 10%	Y	C
EMMAVILLE WAR MEMORIAL HALL				
FULL HALL HIRE				
Full Hall including Kitchen and Supper Room	\$90.00	\$90.00	Y	C
SESSION HIRE				
Fitness Classes – per session	\$10.00	\$10.00	Y	C
KITCHEN/SUPPER ROOM				
Kitchen and Supper Room	\$60.00	\$60.00	Y	C
MEETING HIRE				
Meetings (day)	\$25.00	\$25.00	Y	C

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
MEETING HIRE [continued]				
Meetings (night)	\$33.00	\$33.00	Y	C
VARIOUS HIRE FEES				
Preschool	\$30.00	\$30.00	Y	C
Children's Party or Funeral Gatherings	\$30.00	\$30.00	Y	C
Library Hire	\$772.50	\$772.50	Y	C
REFUNDABLE SECURITY DEPOSIT				
Refundable Security Deposit for Children's Parties & Funerals	\$40.00	\$40.00	Y	C
PINKETT RECREATION RESERVE COMMITTEE				
HALL HIRE				
Day or Night – General Usage	\$165.00	\$200.00	Y	D
Membership	\$1.00	\$1.00	Y	D
Stationery Reimbursement	\$200.00	\$200.00	Y	D
Refundable Security Deposit	\$200.00	\$200.00	N	D
GLENCOE COMMUNITY HALL				
HALL HIRE				
Not for Profit Organisations and Events		FREE	Y	
Hall use per half day	\$50.00	\$50.00	Y	
Hall use per full day	\$100.00	\$100.00	Y	
Regular Users per annum	\$100.00	\$100.00	Y	
Refundable Cleaning Deposit	\$20.00	\$20.00	Y	
CLEANING DEPOSIT REFUNDABLE				
Refundable Cleaning Deposit	\$20.00	\$20.00	N	A
EMMAVILLE MINING MUSEUM				
ENTRY FEE				
Entry Fee (Donation)	\$2.00	\$2.00	N	D
MUSEUM ADMINISTRATION FEES				
Research – per hour charge	\$30.00	\$30.00	Y	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
-------------	----------------------------------	----------------------------------	-----	----------------------

MUSEUM ADMINISTRATION FEES [continued]

Photocopying (per Council's Fees)		See Corporate & Governance section	Y	D
Faxes (per Council's Fees)		See Corporate & Governance section	Y	D

SPORTS COUNCIL

ANNUAL MEMBERSHIP FEES

Annual membership fee	\$55.00	\$55.00	Y	C
-----------------------	---------	---------	---	---

GLEN ELGIN

GROUND HIRE

Hire of Ground per day (includes fuel for the generator and gas)	\$330.00	\$330.00	Y	D
--	----------	----------	---	---



2022/2023

Operational Budget

GLEN INNES SEVERN COUNCIL

Budget Highlights 2022/2023

Budget Summary 2022/2023

Council's Draft Budget is made up of the following:

Operating Income of \$36,983,667
(after Capital Income has been removed);
Operating Expenditure of \$36,948,756;
Capital Income of \$11,202,241;
Capital Expenditure \$19,534,216;
Loan / Lease Repayments \$2,276,992.

The budget includes Flood Recovery grants of \$5,000,000 and Airport runway renewal grants for \$1,000,000.

Maintenance and capital spending on Council's roads, bridges and footpaths infrastructure total \$17M. Maintaining the focus on roads, bridges and footpaths infrastructure.

Overall, Council will have a balanced operating position. Please refer to the documents on public exhibition for more detailed information.

Budget Challenges 2022/2023

Council's Draft Budget includes the following:

- Rates funding increased by 2.0%;
- Water usage charge increased by 2.5%;
- Fees and charges increasing between 1.7% and 3.5%;
- Wages have increased by 2.0% plus 0.5% increase in superannuation.

To produce a balanced budget Council has focused on growing income and trimming non-essential expenditure.

IPART released a rate peg of 0.7% based on population Growth. This is the lowest rate peg in two (2) decades and less than half the previous record low of 1.5%, applied in 2017/2018. A special rate variation for 1.3% has been requested. Rate pegs below the inflation rate present a challenge to Councils ability to maintain service levels.

Infrastructure Capital Snapshot

ROADS

- Flood Recovery Works \$5,000,000
- Heavy Patching Program \$797,713;
- Nine Mile Road Resheeting \$281,400;
- Bullock Mountain Road Resheeting \$437,360;
- Haymarket Road Resheeting \$120,000;
- Caerleon Road Resheeting \$50,440;
- Emmaville Road Segment 70 \$114,000;
- Emmaville Road Segment 210 \$200,000;
- Wellington Vale Road Heavy Patch & Resealing Program \$206,000.

BRIDGES

- 5315 Tent Hill Road, Bark Hut Creek \$250,000;
- 5320 Tent Hill Road, Bark Hut Creek \$250,000;
- 5340 Wentworth St over Rocky Ponds Creek \$776,225;
- 5170 Furracabad Rd over Furracabad Creek \$800,858.

OTHER

Airport runway renewal \$1,000,000.

Other Highlights

- Commencement of operations for the Highland Business Hub;
- Tree planting establishment project for Tenterfield Street Deepwater;
- Replacement of Outdoor Furniture Settings;
- Replacement of Anzac Park Playground equipment.

OTHER CAPITAL WORKS PROJECTS

- Centennial Parklands Skywalk and Outdoor Area and Amenities;
- Replacing carpet for the William Gardner Conference room;
- Pool upgrades including the reapplying pool seals;
- Public Art Projects;
- Skate Park redevelopment and new shared pathways;
- Emmaville War Memorial Hall upgrades.

DRAFT OPERATIONAL BUDGET 2022/2023	Budget Summary			Budget Summary			Budget Summary	
	PROPOSED REVENUE			PROPOSED EXPENDITURE			PROPOSED BUDGET	
	2021/22 Revenue Budget	2022/23 Revenue Budget	Variance	2021/22 Expenditure Budget	2022/23 Expenditure Budget	Variance	2021/22 Budget Total	2022/23 Budget Total
FUNCTION								
General Purpose Revenues	10,267,396	10,443,491	176,095	25,000	28,207	3,207	10,242,396	10,415,284
Governance	-	-	-	504,044	744,027	239,983	(504,044)	(744,027)
Administration	4,771,653	4,961,400	189,747	8,726,779	7,891,264	(835,515)	(3,955,126)	(2,929,864)
Public Order and Safety	1,090,557	1,001,060	(89,497)	1,842,455	1,283,111	(559,344)	(751,898)	(282,051)
Health	12,500	14,753	2,253	105,031	138,516	33,485	(92,531)	(123,763)
Environment	-	200	200	141,810	149,857	8,047	(141,810)	(149,657)
Housing and Community Amenities	3,012,081	2,791,189	(220,892)	1,930,457	2,222,866	292,409	1,081,624	568,323
Recreation and Culture	278,106	261,906	(16,200)	2,057,794	2,689,506	631,712	(1,779,688)	(2,427,600)
Mining, Manufacturing and Construction	85,850	89,603	3,753	118,851	130,466	11,615	(33,001)	(40,863)
Glen Innes Aggregates	4,347,188	4,436,793	89,605	3,771,928	3,923,374	151,445	575,260	513,420
Transport and Communication	2,644,268	2,454,024	(190,244)	6,221,410	6,640,718	419,308	(3,577,142)	(4,186,693)
Community Services and Education	3,616,478	3,926,855	310,377	3,634,064	3,947,359	313,295	(17,586)	(20,504)
Economic Affairs	765,870	1,852,698	1,086,828	1,839,357	2,891,066	1,051,709	(1,073,487)	(1,038,368)
Committees of Council - Section 355	-	-	-	-	-	-	-	-
Water Supplies	2,698,095	2,850,738	152,643	2,316,194	2,536,481	220,287	381,901	314,257
Sewer Supplies	1,943,418	1,898,956	(44,462)	1,678,284	1,731,937	53,653	265,134	167,019
Capital Income	11,171,546	11,202,241	30,695	-	-	-	11,171,546	11,202,241
Total	46,705,006	48,185,908	1,480,901	34,913,459	36,948,756	2,035,297	11,791,547	11,237,152
								2022/2023
Operating Profit - Including Capital Grants								11,237,152
Less Capital Grants								11,202,241
Operating Profit after adjusting Capital Grants								34,911

	2021/22 Budget Total	2022/23 Budget Total
Budget Summary		
Non Cash Items:		
Depreciation	7,209,453	7,485,546
Provision for Rehabilitation Costs (Town Waste Amortisation)	288,894	288,894
Amount Available for Non Operating Items	7,498,347	19,011,592
Non Operating Expenditure		
Existing Loan Principal Repayments	1,673,726	1,624,928
New Loan Principal Repayments	-	
Lease Principle Payments	652,064	652,064
Capital Expenditure (By Funding Source)	17,464,451	19,534,216
-General Fund Infrastructure	1,768,639	987,713
- GIA Surplus	300,000	300,000
- Roads to Recovery Grants	878,768	889,200
- Regional Roads Grants	620,000	590,000
- Bridge Renewal	2,345,000	1,577,083
- Local Infrastructure Renewals Loans Scheme	50,000	500,000
- General Fund -Plant and Equipment Purchases	644,814	1,108,000
- Stormwater Drainage Funds	145,000	429,000
- Sewer Fund	546,972	641,117
- Water Fund	1,360,000	711,854
- Waste Fund	-	-
- Projects Funded from the General Fund	857,480	431,720
- Projects funded from Borrowings		300,000
- Other Grants and Contributions	7,947,778	11,068,529
Total Non Operating Expenditure	19,790,241	21,811,207

	2021/22 Budget Total	2022/23 Budget Total
Funded from Net Restricted Cash Movements detailed below:		
Grant Funding Not in Operating Statement		1,622,547
Add: Drawdown on Restricted Cash		
Local Infrastructure Renewal Loans Scheme Funding	50,000	500,000
Sewer Fund	546,972	641,117
Water Fund	1,360,000	711,854
Drainage Funds	145,000	429,000
New Loan Funds		300,000
Infrastructure/Plant Funds	-	1,108,000
Glen Innes Aggregates	300,000	300,000
Total Drawdowns on Restricted Cash	2,401,972	5,612,518
Less: Additions to Restricted Cash		
Water Fund	-	625,238.49
Sewer Fund	96,415	351,372
Developer Contributions	172,899	172,899
Waste Fund	648,428	651,570
Drainage	359,200	296,912
Plant Reserve	620,000	680,000
Infrastructure Backlog Reserve		
Total Additions to Restricted Cash	1,896,942	2,777,991

Function	Description	Revenue	Expense	Cost centre
General Purpose	Gen Pensioner Rebates Mandatory 55%	(175,483)		
General Purpose	Rates: Residential-Townships	2,314,523		
General Purpose	Rates: Residential-Villages	290,215		
General Purpose	Rates: Residential-Non-Urban	864,825		
General Purpose	Rates: Farmland	3,293,529		
General Purpose	Rates: Business-Townships	503,983		
General Purpose	Rates: Business-Non-Urban	231,232		
General Purpose	Rates: Mining	329		
General Purpose	Rates: Interest Charges-Overdue Rate	13,409		
General Purpose	Rates: Legal Fees-Debtors Recovered	28,207		
General Purpose	Rates: Doubtful Debts Expense	8,253		
General Purpose	Grant: Financial Assistance	3,070,469		
General Purpose	Legal Costs - Rates & Charges		28,207	
General Purpose	function total	10,443,491	28,207	
Governance	Councillor Training		15,000	Councillors
Governance	Conf Training & Seminars		6,000	Councillors
Governance	Internet and Telephone		2,500	Councillors
Governance	Travelling Allowance		14,000	Councillors
Governance	Meetings		5,500	Councillors
Governance	Officer & Councillor - Insurance		38,500	Councillors
Governance	Accident & Corp Travel		5,000	Councillors
Governance	Civic Rec & Mayoral lunches		1,000	Councillors
Governance	Public Engagement Expenses		1,000	Councillors
Governance	Streaming/Archiving & Indexing		16,000	Councillors
Governance	Conferences, Training and Semi		4,000	Mayoral
Governance	Travel & Sustenance		6,000	Mayoral
Governance	Salaries and Wages		154,595	Governance - Administration
Governance	Superannuation		16,232	Governance - Administration
Governance	Legislative Compliance Database		5,000	Governance - Administration
Governance	ARIC member fees		23,000	Governance - Administration
Governance	ARIC Travel Allowance		5,000	Governance - Administration
Governance	Election Expenses		50,000	Governance - Administration
Governance	Consultants - BCP Review		5,000	Governance - Administration
Governance	Insurance - Public Liability		176,000	Governance - Administration
Governance	Insurance - Property		130,000	Governance - Administration
Governance	Insurance - Casual Hirers		5,000	Governance - Administration
Governance	Insurance - Crime		6,000	Governance - Administration
Governance	Motor Vehicle Expenses		13,000	Governance - Administration
Governance	Internal Audit Expenses		40,000	Governance - Administration
Governance	Pre-Approved Donations		700	Governance - Administration
Governance	function total		744,027	
Administration	GM: Salaries and Wages		421,331	GM Office
Administration	GM: Staff Review Expenses		7,400	GM Office
Administration	GM: Staff Travelling Costs		6,000	GM Office
Administration	GM: Motor Vehicle expenses		13,500	GM Office
Administration	GM: Superannuation		44,240	GM Office
Administration	GM: Conferences and Seminars		4,700	GM Office
Administration	GM: Team Development		6,000	GM Office
Administration	GM: Meeting Costs		2,000	GM Office
Administration	Advertising		55,000	GM Office
Administration	GM: Memberships & Subscription		700	GM Office
Administration	Web page maintenance Annual Fee		5,000	GM Office
Administration	Memberships and Subscriptions		30,000	GM Office
Administration	NEJOC		15,000	GM Office
Administration	Festivals: Anzac Day Expense		360	GM Office
Administration	Festivals: Anzac traffic		2,700	GM Office
Administration	Other Events: Citizenship Cost		100	GM Office
Administration	Staff Service Awards		3,000	GM Office
Administration			617,031	GM Office
Administration	CCSDOO: Vehicle Leaseback	13,000		DCCS Administration
Administration	Salaries and Wages		241,033	DCCS Administration
Administration	Staff Travelling Costs		13,000	DCCS Administration
Administration	Motor Vehicle Expenses		13,000	DCCS Administration
Administration	Superannuation		25,308	DCCS Administration
Administration	Staff Uniform		2,000	DCCS Administration
Administration	Conferences & Seminars		9,000	DCCS Administration
Administration	Other Staff Expenses		3,217	DCCS Administration
Administration	Team Development		2,500	DCCS Administration
Administration	Memberships & Subscriptions		800	DCCS Administration
Administration	Staff Functions and Christmas Party		5,500	DCCS Administration
Administration	Staff Amenities		4,800	DCCS Administration
Administration	Meeting Expenses		1,000	DCCS Administration
Administration	External Customer Survey		25,000	DCCS Administration
Administration	Sapphire Wind Farm	5,000		DCCS Donations
Administration	Sapphire Wind Farm		5,000	DCCS Donations
Administration	White Rock Donation	197,996		DCCS Donations
Administration	White Rock		197,996	DCCS Donations
Administration	Non Pre-App. Donations		10,000	DCCS Donations
Administration		215,996	559,154	DCCS
Administration	DDRS: Building Maint Salary		83,464	DDRS Administration
Administration	DDRS: Building Maint Superannuation		8,764	DDRS Administration
Administration	Directors Wages		175,327	DDRS Administration
Administration	Directors Superannuation		18,409	DDRS Administration
Administration	DDRS: Staff Travelling Costs		8,000	DDRS Administration
Administration	Motor Vehicle Expenses		53,500	DDRS Administration
Administration	DDRS: Conferences & Semi		10,000	DDRS Administration
Administration	DDRS: Oncosts		(640,000)	DDRS Administration
Administration	DDRS: Staff Incentives		2,000	DDRS Administration
Administration	Building Maintenance Expenses		140,000	DDRS Administration
Administration	Building Maintenance: Telephone		1,000	DDRS Administration
Administration	DDRS:Membership & Subscription		2,800	DDRS Administration
Administration	Security - Church Street		1,533	DDRS Administration
Administration	Amenities: Electricity & Heating		3,700	DDRS Administration
Administration	Wages Co-ordinator		79,735	DDRS Administration
Administration			(51,768)	DDRS
Administration	Engineering: Vehicle Lease-Back	13,520		DIS Administration
Administration	Engineering: Rural Address/Road Clos	500		DIS Administration
Administration	Engineering: Section 138 Approvals	5,150		DIS Administration
Administration	Engineering: Section 144 Approvals	500		DIS Administration
Administration	Engineering: Salaries & Wages		834,731	DIS Administration
Administration	Training & Meeting Expenses (wages)		50,000	DIS Administration
Administration	Staff Travelling Costs		10,000	DIS Administration
Administration	Engineering: Vehicle Exp DIS		13,390	DIS Administration
Administration	Engineering: Vehicle Exp MID		13,390	DIS Administration
Administration	Engineering: Vehicle Exp Survey		13,390	DIS Administration
Administration	Sick Leave		130,000	DIS Administration
Administration	Annual Leave		258,134	DIS Administration

Function	Description	Revenue	Expense	Cost centre
Administration	Long Service Leave		90,000	DIS Administration
Administration	Other Leave		8,756	DIS Administration
Administration	Public Holidays		113,186	DIS Administration
Administration	Superannuation		87,647	DIS Administration
Administration	Engineer: Uniforms, Safety etc		21,382	DIS Administration
Administration	Conferences & Seminars		10,300	DIS Administration
Administration	On-Cost Overheads		(600,076)	DIS Administration
Administration	Staff Incentives (Team Development)		2,060	DIS Administration
Administration	Meeting Costs		2,060	DIS Administration
Administration	Engineering: Electricity		5,150	DIS Administration
Administration	Engineering: Telephone & Comms		15,000	DIS Administration
Administration	Annual Rates & Charges		15,600	DIS Administration
Administration	Depot Water Consumption Chas		1,030	DIS Administration
Administration	Engineering: Contractor expense		30,900	DIS Administration
Administration	Engineering: Cleaning		9,000	DIS Administration
Administration	Salary & Wages		13,475	DIS Administration
Administration	Engineering: Printing & Stationery		4,120	DIS Administration
Administration	Engineering: Photocopying Cost		3,605	DIS Administration
Administration	Engineering: Professional Assoc		11,330	DIS Administration
Administration		19,670	1,167,559	DIS
Administration	Salaries and Wages		452,733	HRM
Administration	Superannuation		47,537	HRM
Administration	Staff Recruitment Advertising		20,000	HRM
Administration	Staff Recruitment Pre Employ		34,000	HRM
Administration	Employee Assistance Program		5,700	HRM
Administration	Employee Wellness Program		15,000	HRM
Administration	Employee Relations		2,500	HRM
Administration	Corporate Training		252,274	HRM
Administration	Catering for Staff Training		2,000	HRM
Administration	355 Committee Training		3,500	HRM
Administration	CAFS Training		3,500	HRM
Administration	Memberships & Subscriptions		31,000	HRM
Administration	Staff Engagement Survey		18,500	HRM
Administration	Security Grey Street		2,253	HRM
Administration	Record Disposal		1,500	HRM
Administration	Print & Stat - Printing & Stat		22,000	HRM
Administration	Statecover OHS incentive Rebate	30,000		WHS
Administration	WHS Health Checks		10,000	WHS
Administration	WHS Environmental Monitoring		18,000	WHS
Administration	WHS Drug & Alcohol Admin		6,000	WHS
Administration	WHS Chemwatch		3,000	WHS
Administration	WHS Immunisations		20,000	WHS
Administration	WHS Safety Hub WHS Online Trai		2,100	WHS
Administration	WHS Statecover Safety Health		30,000	WHS
Administration	WHS Mature age workforce job r		15,000	WHS
Administration	Workers Comp Insurance		280,000	WHS
Administration	Computer Maint (Info Council)		10,800	IT
Administration	Computer Maint (HR Module)		11,600	IT
Administration	Computer Maint (IPRF)		5,800	IT
Administration	Computer Maint (Risk Mment)ERM		3,700	IT
Administration	Computer Maint (Dataworks)		13,000	IT
Administration	Computer Maint (Civica/PCS)		10,500	IT
Administration	Computer Maint (General)		12,000	IT
Administration	Computer Maint (Network Support)		185,000	IT
Administration	Computer Lease Payments		125,000	IT
Administration	General Software Purchases		6,000	IT
Administration	Fibre Optic Rental Charges		20,700	IT
Administration	Zambezzy Intranet Annual Fee		6,500	IT
Administration	Ezescan Annual Maintenance Fee		2,400	IT
Administration	Office 365 E3 Licensing		55,000	IT
Administration	Cyber Security Testing		18,000	IT
Administration	Azure Active Directory Premium		10,200	IT
Administration	GIS Software		7,600	IT
Administration	Web Mapping System		14,800	IT
Administration	Asset Management System		13,750	IT
Administration	Snap Send Solve		1,200	IT
Administration	VIC: GIH Hosting & Domain Regn		2,500	IT
Administration	VIC: EMM Website Maint & Report		1,500	IT
Administration	LCSS: Computer Exp & IT Support		12,000	IT
Administration	E-Notices - Forms Express		15,000	IT
Administration	LG Solutions Finance		38,000	IT
Administration	EFT-Sure		3,400	IT
Administration	Kaon Security Policy Life		4,000	IT
Administration	Open Office		120,140	IT
Administration	IPWEA E-Library		1,725	IT
Administration	NAMS Plus		850	IT
Administration	Secure Signing Key Users		6,000	IT
Administration	Azure Disaster Recovery		25,200	IT
Administration	Azure Cloud Backup		62,896	IT
Administration	Pulse Software		5,840	IT
Administration	Telstra (new)		28,000	IT
Administration	Wave1 microwave link optimisation.		14,740	IT
Administration	CAFS site - upgrade of NBN link		8,000	IT
Administration	Microsoft Intune mobile device management		16,000	IT
Administration	Mobile device acquisition and replacement		16,500	IT
Administration	Wave1 Annual Maintenance Fees		4,000	IT
Administration	Survey and Design Software Licence Subscriptions		6,800	IT
Administration	Disaster Recovery Links for Key Sites		33,620	IT
Administration	Vendor Panel & TenderLink		12,000	IT
Administration	ArchBlue		10,000	IT
Administration		30,000	2,280,358	HRM
Administration	FINANCE OPERATIONAL			Finance
Administration	LG Procurement Rebate	500		Finance
Administration	Admin: Interest on Investments	180,000		Finance
Administration	Admin: Interest-Miscellaneous Debtor	4,000		Finance
Administration	Admin: Water Dividend	20,000		Finance
Administration	Admin: Debt Guarantee Fee	101,000		Finance
Administration	Admin: Photocopying & Fax Fees	10		Finance
Administration	Admin: Certificates-Section 603	28,000		Finance
Administration	Admin: Urgency Fee-Sec. 603 Cert.	1,500		Finance
Administration	Admin: Sundry Sales & Service NO GST	150		Finance
Administration	Admin: Sundry Sales & Services	1,500		Finance
Administration	Admin:Legal Fees-GF Debtors Recovery	300		Finance
Administration	Finance: Salaries & Allowances		734,426	Finance
Administration	Superannuation		77,115	Finance
Administration	Motor Vehicle Expenses		13,000	Finance
Administration	Fringe Benefits Tax		22,000	Finance
Administration	Finance - Interest Expenses		118,879	Finance

Function	Description	Revenue	Expense	Cost centre
Administration	Bank Charges & Fees		48,646	Finance
Administration	Bank Charges & Fees (NO GST)		2,645	Finance
Administration	Financial Rounding Account		10	Finance
Administration	AustPost Bill Pay Fees		10,000	Finance
Administration	Legal Fees - Debtors Recovery		500	Finance
Administration	Stores & Materials Written Off		2,000	Finance
Administration	Store Issues		100	Finance
Administration	Contractors Expenses		16,800	Finance
Administration	Valuation Fees		45,000	Finance
Administration	Postage and Rate Collections		53,000	Finance
Administration	Finance: Memberships & Subscriptions		800	Finance
Administration	Finance: S355 ABN Renewal		1,200	Finance
Administration	Finance: Hire of Plant		8,850	Finance
Administration	Admin: Administration Overheads		(1,020,338)	Finance
Administration	Electricity & Heating Grey St		16,000	Finance
Administration	Telephone Costs		60,213	Finance
Administration	Annual Rates		9,194	Finance
Administration	Water Consumption Charges		117	Finance
Administration	Admin Office: Equip Maintenance.		1,726	Finance
Administration	Admin: Cleaning Costs		3,500	Finance
Administration	Cleaning Costs Salaries		36,640	Finance
Administration	Consultants Fees		30,000	Finance
Administration	Auditor's Remuneration		61,350	Finance
Administration	Mayoral Allowance		53,560	Mayoral
Administration	Councillor Allowances		64,000	Councillors
Administration	Depn - Per Position Paper		111,829	Finance
Administration	Depn - Admin Buildings		203,118	Finance
Administration	Depn - Admin Furniture & Fittings		15,466	Finance
Administration	Depn - Admin Office Equipment		10,432	Finance
Administration	Depn - Admin Other Structures		4,281	Finance
Administration		336,960	816,059	Finance
Administration	Plant: Diesel Fuel Rebate	89,327		Plant
Administration	Plant: Sale of Assets	149,446		Plant
Administration	Internal Plant Hire Income	4,120,000		Plant
Administration	Depn - Plant & Equip Leased		109,121	Plant
Administration	Depn - Plant and Equip		827,862	Plant
Administration	Mechanics Salaries		458,000	Plant
Administration	Staff Travelling		3,450	Plant
Administration	Motor Vehicle Expenses		49,500	
Administration	JCB Backhoe Loader		2,997	Plant
Administration	John Deer Grader 670GP		5,240	Plant
Administration	24T Excavator		310	Plant
Administration	Watercart		234	Plant
Administration	Roller		146	Plant
Administration	Misc: Minor Hardware		7,000.00	
Administration	Welding Consumables		7,000.00	
Administration	Management Workshop Plant		13,000.00	
Administration	Plant: Trailer Expenses		3,009	Plant
Administration	summary fuel		450,000	Plant
Administration	summary rego		147,000	Plant
Administration	Summary Insurance		133,000	Plant
Administration	summary repairs		240,000	Plant
Administration	summary misc.		6,000	Plant
Administration	summary tyres		40,000	Plant
Administration		4,358,774	2,502,869	Plant
Administration	function total	4,961,400	7,891,264	
Public Order and Safety	Animal: Impounding Fees	1,000		Animal Welfare
Public Order and Safety	Animal: Fines-Regulatory	13,500		Animal Welfare
Public Order and Safety	Animal: Microchipping Fees	1,000		Animal Welfare
Public Order and Safety	Animal: Commission	25,000		Animal Welfare
Public Order and Safety	Animal: Sundry Income (GST)	1,000		Animal Welfare
Public Order and Safety	Animal: Salaries & Allowances		107,987	Animal Welfare
Public Order and Safety	Superannuation		11,339	Animal Welfare
Public Order and Safety	Animal: Wages		18,763	Animal Welfare
Public Order and Safety	Superannuation		1,970	Animal Welfare
Public Order and Safety	Animal: Livestock Impounding		1,000	Animal Welfare
Public Order and Safety	Animal: Printing & Stationery		550	Animal Welfare
Public Order and Safety	Animal: Sustenance Costs		6,000	Animal Welfare
Public Order and Safety	Animal: Maintenance Costs		4,500	Animal Welfare
Public Order and Safety	ELGR: Licences-Section 68 Approvals	15,000		ELGR
Public Order and Safety	ELGR:Swim Pool Compliance/Inspection	320		ELGR
Public Order and Safety	Ranger: Wages		133,856	ELGR
Public Order and Safety	Superannuation		14,055	ELGR
Public Order and Safety	Ranger: Staff Uniform Costs		750	ELGR
Public Order and Safety	Ranger: Telephone Costs		1,500	ELGR
Public Order and Safety		56,820	302,270	
Public Order and Safety	VRA: Rental-Glen Innes Rescue Squad	6,240		VRA
Public Order and Safety	1631-2240-0000 VRA: Contributions (Rental Ac)		6,240	VRA
Public Order and Safety	1631-2260-0000 VRA: Telephone Costs		601	VRA
Public Order and Safety	1631-2330-0040 VRA: Maintenance & Repairs		317	VRA
Public Order and Safety	1631-2340-0000 VRA: Motor Vehicle Expenses		1,037	VRA
Public Order and Safety	NSW SES Contributions		46,469	SES
Public Order and Safety	1632-2245-0000 SES Glen Innes: Insurance		1,000	SES
Public Order and Safety	1632-2275-0010 SES: Annual Rates & Charges		2,574	SES
Public Order and Safety	1632-2275-0020 SES: Water Consumption Charges		131	SES
Public Order and Safety	1632-2330-0000 SES Glen Innes: Buildings M&R		100	SES
Public Order and Safety	1633-2275-0010 SES: Annual Rates & Charges		1,697	SES
Public Order and Safety	1633-2275-0020 SES: Water Consumption Charges		18	SES
Public Order and Safety	1633-2330-0000 SES Deepwater: Buildings M & R		100	SES
Public Order and Safety	NSW Rural Fire Service Levy		357,654	RFS - Non Recoupable
Public Order and Safety	NSW Fire & Rescue Contributions		34,908	RFS - Non Recoupable
Public Order and Safety	RFS-Non Recoupable Loan Interest		21,701	RFS - Non Recoupable
Public Order and Safety	1535-2275-0010 RFS: Annual Rates & Charges		12,618	RFS - Non Recoupable
Public Order and Safety	1535-2275-0020 RFS: Water Consumption Charges		676	RFS - Non Recoupable
Public Order and Safety	Recoup RFS Special Projects	200,000		RFS - Non Recoupable
Public Order and Safety	Recoup RFS Special Projects		200,000	RFS - Non Recoupable
Public Order and Safety	Community Recovery Grant	20,500		Recoupable - Special Projects
Public Order and Safety	Wages: Comm Recovery Officer		20,000	Recoupable - Special Projects
Public Order and Safety	Community Recovery Grant Expenses		500	Recoupable - Special Projects
Public Order and Safety	RFS: Maintenance Subsidy	125,500		RFS - Maintenance Subsidy
Public Order and Safety	1541-2245-0020 RFS: Shed Insurance		10,000	RFS - Maintenance Subsidy
Public Order and Safety	1541-2255-0000 RFS: Recoup: Elect & Heating		28,591	RFS - Maintenance Subsidy
Public Order and Safety	1541-2260-0010 RFS: Recoup: Telephone		8,568	RFS - Maintenance Subsidy
Public Order and Safety	1541-2281-0000 RFS: Recoup: ERS Paging System		150	RFS - Maintenance Subsidy
Public Order and Safety	1541-2284-0000 RFS: Recoup: Community Safety		1,199	RFS - Maintenance Subsidy
Public Order and Safety	1541-2330-0010 RFS: Other Maintenance		38,291	RFS - Maintenance Subsidy
Public Order and Safety	1541-2330-0040 RFS: Station/Shed Maintenance		9,651	RFS - Maintenance Subsidy

Function	Description	Revenue	Expense	Cost centre
Public Order and Safety	1541-2330-1001 RFS: Vehicle Servicing Account		18,400	RFS - Maintenance Subsidy
Public Order and Safety	1541-2340-0000 RFS: Recoup: Fuel & Oils		6,376	RFS - Maintenance Subsidy
Public Order and Safety	1541-2360-0000 RFS: Security		1,308	RFS - Maintenance Subsidy
Public Order and Safety	1541-2391-0000 RFS: Recoup - Training Costs		2,966	RFS - Maintenance Subsidy
Public Order and Safety	RFS: Regional Exercise Contributions	7,000		Regional Exercise
Public Order and Safety	RFS: Regional Exercise Expense		30,000	Regional Exercise
Public Order and Safety	Flooding Recovery Income	470,000		
Public Order and Safety	RFS: Hazard Reduction Grant	115,000		RFS: Hazard Reduction Grant
Public Order and Safety	Recoupable - Special Projects		115,000	RFS: Hazard Reduction Grant
Public Order and Safety	Minor EOC Costs		2,000	Recoupable - Special Projects
Public Order and Safety		944,240	980,842	
Public Order and Safety	function total	1,001,060	1,283,111	
Health	Health: Vehicle Lease-Back	2,253		Health
Health	Health: Salaries & Allowances		109,562	Health
Health	Superannuation		11,504	Health
Health	Health: Staff Travel		2,000	Health
Health	Health: Staff Uniform Subsidy		550	Health
Health	Health: Telephone & Comms		1,000	Health
Health	Health: Printing & Stationery		1,200	Health
Health	Health: Photocopying Expenses		700	Health
Health	Health: Office Expenses		1,200	Health
Health	Food Control: Food Shop Inspections	12,500		Food Control
Health	Food Control: Inspection Costs		10,800	Food Control
Health		14,753	138,516	
Health	function total	14,753	138,516	
Environment	Noxious Weeds: Certificates	200		Noxious Weeds
Environment	Noxious Weeds: NEWA MOU		105,000	Noxious Weeds
Environment		200	105,000	
Environment	Environment: Wages & Salaries		40,594	Environment: Environmental Pro
Environment	Superannuation		4,262	Environment: Environmental Pro
Environment			44,857	
Environment	function total	200	149,857	
Housing and Community Amenities	Cemeteries: Columbarium Fee-Niches	8,240		Cemeteries
Housing and Community Amenities	Cemeteries: Interment Fees	30,900		Cemeteries
Housing and Community Amenities	Cemeteries: Perpetual Care Fees	30,900		Cemeteries
Housing and Community Amenities	Cemeteries: Plot Fees	20,600		Cemeteries
Housing and Community Amenities	Cemeteries: Tombs & Monument Fees	2,575		Cemeteries
Housing and Community Amenities	Mgr -Recreation & Open Spaces		67,371	Cemeteries
Housing and Community Amenities	Mgr -Recreation & Open Spaces - Superannuation		7,074	Cemeteries
Housing and Community Amenities	Annual Rates and Charges		3,708	Cemeteries
Housing and Community Amenities	Cemeteries: Maintenance & Repairs		20,600	Cemeteries
Housing and Community Amenities	Depn - Cemetery Buildings		1,539	Cemeteries
Housing and Community Amenities	Depn - Cemetery Other Structures		1,440	Cemeteries
Housing and Community Amenities		93,215	101,732	Cemeteries
Housing and Community Amenities	Privies: Electricity & Heating		3,464	Privies
Housing and Community Amenities	Privies: Annual Rates & Charges		2,250	Privies
Housing and Community Amenities	Privies: Water Cons. Charges		2,156	Privies
Housing and Community Amenities	Privies: Cleaning Expenses		56,194	Privies
Housing and Community Amenities	Depn - Privies Buildings		1,358	Privies
Housing and Community Amenities			65,422	Privies
Housing and Community Amenities	Waste: Sales of Recyclables	60,000		waste - landfill
Housing and Community Amenities	Waste: Buy-Back Shed Sales	3,000		waste - landfill
Housing and Community Amenities	Waste: Tipping Fees & Charges	300,000		waste - landfill
Housing and Community Amenities	Waste: Landfill Management		115,000	waste - landfill
Housing and Community Amenities	Waste: Landfill Licensing		4,150	waste - landfill
Housing and Community Amenities	Waste: Monitoring Costs		20,000	waste - landfill
Housing and Community Amenities	Waste: Leachate Disposal		100	waste - landfill
Housing and Community Amenities	Waste: Chemical Collection		5,100	waste - landfill
Housing and Community Amenities	Waste: Green Waste Processing		60,000	waste - landfill
Housing and Community Amenities	Waste: Demolition & Processing		60,000	waste - landfill
Housing and Community Amenities	Weighbridge Administration		5,000	waste - landfill
Housing and Community Amenities	Waste: Annual Collection Charge	940,000		Waste- admin
Housing and Community Amenities	Waste: Annual Collection-Vacant	31,000		Waste- admin
Housing and Community Amenities	Waste: Business Collection	155,000		Waste- admin
Housing and Community Amenities	Waste: Collection Pension Subsidy	(24,000)		Waste- admin
Housing and Community Amenities	Waste: Environmental Levy	381,000		Waste- admin
Housing and Community Amenities	Waste: Environmental Levy-Interest	2,000		Waste- admin
Housing and Community Amenities	Waste: Interest-Disposal Charges	300		Waste- admin
Housing and Community Amenities	Waste: Interest-Overdue Charges	2,200		Waste- admin
Housing and Community Amenities	Waste: Sales - Garbage/Recycle Bins	750		Waste- admin
Housing and Community Amenities	Waste: Sundry Income	10,000		Waste- admin
Housing and Community Amenities	Town Waste: Waste & Rec Coordin		73,760	Waste- admin
Housing and Community Amenities	Superannuation		7,745	Waste- admin
Housing and Community Amenities	Town Waste: Salaries & Wages Manager		64,890	Waste- admin
Housing and Community Amenities	Superannuation		6,813	Waste- admin
Housing and Community Amenities	Sal & Allow: Landfill Operator		73,514	Waste- admin
Housing and Community Amenities	Superannuation		7,719	Waste- admin
Housing and Community Amenities	Waste: Electricity & Heating		3,000	Waste- admin
Housing and Community Amenities	Waste: Telephone & Comms		1,000	Waste- admin
Housing and Community Amenities	Waste: Annual Rates & Charges		11,061	Waste- admin
Housing and Community Amenities	Waste: Collection Contractors		225,000	Waste- admin
Housing and Community Amenities	Waste: Street Bin Collection		3,500	Waste- admin
Housing and Community Amenities	Waste: Bin Replacement Exp.		6,000	Waste- admin
Housing and Community Amenities	Waste: Management Fees		130,000	Waste- admin
Housing and Community Amenities	Waste: Maintenance & Repairs		3,000	Waste- admin
Housing and Community Amenities	Administration Overheads		25,845	Waste- admin
Housing and Community Amenities	Amortisation of Discount		288,894	Waste- admin
Housing and Community Amenities	Waste: D/water Annual Collect Charge	63,000		Deepwater landfill
Housing and Community Amenities	Waste: D/water Business Collection	10,000		Deepwater landfill
Housing and Community Amenities	Waste: D/water Collect Charge Interest	250		Deepwater landfill
Housing and Community Amenities	Waste: D/water Collect Pension Subs.	(3,300)		Deepwater landfill
Housing and Community Amenities	Deepwater: Landfill Salary		11,574	Deepwater landfill
Housing and Community Amenities	Superannuation		1,215	Deepwater landfill
Housing and Community Amenities	Deepwater: Landfill Telephone		100	Deepwater landfill
Housing and Community Amenities	Deepwater: Waste Contractor		18,000	Deepwater landfill
Housing and Community Amenities	Deepwater: Landfill Costs		20,000	Deepwater landfill
Housing and Community Amenities	Waste: E/ville Annual Collect Charge	59,000		Emmaville landfill
Housing and Community Amenities	Waste: E/ville Business Collection	11,500		Emmaville landfill
Housing and Community Amenities	Waste: E/ville Collection-Interest	10		Emmaville landfill
Housing and Community Amenities	Waste: E/ville Collect Pension Subs.	(2,280)		Emmaville landfill
Housing and Community Amenities	Village Emmaville Landfill S&A		11,716	Emmaville landfill
Housing and Community Amenities	Superannuation		1,230	Emmaville landfill
Housing and Community Amenities	EMWASTE: Contractor's Costs		21,000	Emmaville landfill
Housing and Community Amenities	EMWASTE: Landfill Costs		22,000	Emmaville landfill
Housing and Community Amenities	Waste: Glencoe Business Waste Charge	5,200		Glencoe landfill
Housing and Community Amenities	Waste: Glencoe Annual Collect Charge	16,600		Glencoe landfill
Housing and Community Amenities	Waste: Glencoe Collect Pension Subs.	(700)		Glencoe landfill

Function	Description	Revenue	Expense	Cost centre
Housing and Community Amenities	GLWASTE: Contractor's Costs		2,800	Glencoe landfill
Housing and Community Amenities	GLWASTE: Water Cons. Charges		700	Glencoe landfill
Housing and Community Amenities	Waste: Village Interest on Overdue	500		Waste - villages
Housing and Community Amenities	VRR: Landfill Sal & Allowances		11,280	Waste - villages
Housing and Community Amenities	Superannuation		1,184	Waste - villages
Housing and Community Amenities	RRWASTE: Landfill Expenses		20,000	Waste - villages
Housing and Community Amenities	Depn - Waste Buildings		16,269	Waste- admin
Housing and Community Amenities	Depn - Waste Other Structures		4,135	Waste- admin
Housing and Community Amenities		2,021,030	1,364,295	Waste
Housing and Community Amenities	Planning: Develop Contribution S7.11		8,000	Planning
Housing and Community Amenities	Planning: Advertising Fees (Develop)		1,500	Planning
Housing and Community Amenities	Planning: Certificate by Clerk 10.7		20,000	Planning
Housing and Community Amenities	Planning: 10.7(2) or (5) Urgency Fee		800	Planning
Housing and Community Amenities	Planning: Development Applications		65,000	Planning
Housing and Community Amenities	Planning: Local Heritage Assistance		7,000	Planning
Housing and Community Amenities	Planning: Heritage Advisor		3,500	Planning
Housing and Community Amenities	Town Planning: Vehicle Leaseback		2,253	Planning
Housing and Community Amenities	Town Planning: Wages & Allowances		150,156	Planning
Housing and Community Amenities	Superannuation		15,766	Planning
Housing and Community Amenities	Planning: Staff Travel		2,000	Planning
Housing and Community Amenities	Planning: Staff Uniforms		850	Planning
Housing and Community Amenities	Planning: Telephone Expenses		2,000	Planning
Housing and Community Amenities	Planning: Printing & Stationery		1,000	Planning
Housing and Community Amenities	Planning: Photocopying Expense		550	Planning
Housing and Community Amenities	Planning: Heritage Assist Fund		14,000	Planning
Housing and Community Amenities	Planning: Heritage Advisor		7,000	Planning
Housing and Community Amenities	Planning: DA Plan First Reform		6,000	Planning
Housing and Community Amenities	Town Planning Consultant		30,000	Planning
Housing and Community Amenities	Planning: Staff Amenities		2,000	Planning
Housing and Community Amenities	Legal: Town Planning		11,529	Planning
Housing and Community Amenities	Sales - Impounded Vehicles	694		Enforcement
Housing and Community Amenities	Vehicle Impounding Fees	134		Enforcement
Housing and Community Amenities	OSAN: Derelict Vehicles	1,409		Enforcement
Housing and Community Amenities	Illegally Dumped Waste-Cleanup	543		Enforcement
Housing and Community Amenities	Septic Tanks: On-Site Fee (Sewerage)	19,000		Enforcement
Housing and Community Amenities	Septic Tanks: On-Site Fee (Interest)	200		Enforcement
Housing and Community Amenities	Removal of Derelict Vehicles		1,960	Enforcement
Housing and Community Amenities	Illegally Dumped Waste-Cleanup		2,250	Enforcement
Housing and Community Amenities		130,032	247,061	
Housing and Community Amenities	Drainage Charge - S501 Charge RD	545,076		Drainage
Housing and Community Amenities	Drainage Charge -Interest Overdue RD	650		Drainage
Housing and Community Amenities	Drainage Charge - Write Off RD	(45)		Drainage
Housing and Community Amenities	Drainage Charge -Interest Overdue GI	1,000		Drainage
Housing and Community Amenities	Drainage Charge - Write-off GI	(50)		Drainage
Housing and Community Amenities	Drainage Charge -Interest Overdue DW	148		Drainage
Housing and Community Amenities	Drainage Charge - Write-off DW	(7)		Drainage
Housing and Community Amenities	Drainage Charge - Interest Overdue	148		Drainage
Housing and Community Amenities	Drainage Charge - Write-off	(7)		Drainage
Housing and Community Amenities	Stormwater: Maintenance & Repairs		250,000	Drainage
Housing and Community Amenities	Depn - Stormwater Drainage		194,356	Drainage
Housing and Community Amenities		546,912	444,356	Drainage
Housing and Community Amenities	function total	2,791,189	2,272,866	
Recreation and Culture	SWIM: EM: Operational Expenses		125,000	Swim - Emmaville
Recreation and Culture	Swim Centre: Kiosk Sales	26,257		Swim - GI
Recreation and Culture	Swim Centre: Season Ticket Sales	31,229		Swim - GI
Recreation and Culture	Swim Centre: Swimming Lesson Fees	22,242		Swim - GI
Recreation and Culture	Swim Centre: Aqua Aerobics	11,519		Swim - GI
Recreation and Culture	Swim Centre: Turnstile Fees	29,668		Swim - GI
Recreation and Culture	SWIM: Pool Salary & Wages		203,671	Swim - GI
Recreation and Culture	Superannuation		21,385	Swim - GI
Recreation and Culture	SWIM: Emmaville Pool Salary - wrong description		37,984	Swim - GI
Recreation and Culture	Superannuation		3,988	Swim - GI
Recreation and Culture	Swim Centre: Interest on loans		50,913	Swim - GI
Recreation and Culture	SWIM: Promotional Activities		189	Swim - GI
Recreation and Culture	SWIM: Heating Expenses		60,665	Swim - GI
Recreation and Culture	SWIM: Electricity Costs		38,787	Swim - GI
Recreation and Culture	SWIM: Telephone Charges		1,171	Swim - GI
Recreation and Culture	SWIM: Annual Rates & Charges		9,000	Swim - GI
Recreation and Culture	SWIM: Water Cons. Charges		6,349	Swim - GI
Recreation and Culture	SWIM: Printing & Stationery		206	Swim - GI
Recreation and Culture	SWIM: Maintenance & Repairs		65,000	Swim - GI
Recreation and Culture	SWIM: COGS Pool Kiosk		20,956	Swim - GI
Recreation and Culture	SWIM: Chemical Costs		18,748	Swim - GI
Recreation and Culture	Depn - Swim Buildings		27,424	Swimming Pools
Recreation and Culture	Depn - Swim Furniture & Fittings		1,123	Swimming Pools
Recreation and Culture	Depn - Swim Other Structures		39,238	Swimming Pools
Recreation and Culture	Depn - Swim Plant and Equip		2,905	Swimming Pools
Recreation and Culture		120,915	734,703	Swimming Pools
Recreation and Culture	SPORT: MGR		58,903	Sport admin
Recreation and Culture	Superannuation		6,185	Sport admin
Recreation and Culture	SPORT: Electricity & Heating		6,068	Sport admin
Recreation and Culture	SPORT: Annual Rates & Charges		10,500	Sport admin
Recreation and Culture	Water Cons. Charges		956	Sport admin
Recreation and Culture	Sporting Grounds: Sport Ground Exp		46,315	Sport admin
Recreation and Culture	Sports Council: Donation Exp		10,000	Sport admin
Recreation and Culture	Depn - Sporting Buildings		91,529	Sport admin
Recreation and Culture	Depn - Sports Other Open Space		20,169	Sport admin
Recreation and Culture			250,626	Sport admin
Recreation and Culture	Open Areas: Commercial Hire Rental	100		Open Areas
Recreation and Culture	Open Areas: Lease of Urban Reserves	500		Open Areas
Recreation and Culture	Mgr - Rec. & Open Spaces		287,526	Open Areas
Recreation and Culture	Superannuation		30,190	Open Areas
Recreation and Culture	OPENA: Uniform & Safety Equip.		6,254	Open Areas
Recreation and Culture	Open Areas: Staff Travelling		1,845	Open Areas
Recreation and Culture	OPENA: Electricity & Heating		12,000	Open Areas
Recreation and Culture	OPENA: Telephone & Comm.		3,039	Open Areas
Recreation and Culture	OPENA: Rates & Charges		32,500	Open Areas
Recreation and Culture	OPENA: Water Cons.Charges		1,761	Open Areas
Recreation and Culture	Open Areas: Consultant Fees		33,149	Open Areas
Recreation and Culture	Open Ars:Tree Removal & Replacement		24,476	Open Areas
Recreation and Culture	Open Ars: Town Entry Maint		8,673	Open Areas
Recreation and Culture	OPENA: Printing and Stationery		251	Open Areas
Recreation and Culture	Open Areas: Deepwater Develop		38,000	Open Areas
Recreation and Culture	Open Areas: Emmaville Develop.		10,000	Open Areas
Recreation and Culture	Open areas: Parks Maintenance		45,000	Open Areas
Recreation and Culture	Depn - Parks Buildings		25,262	Open Areas
Recreation and Culture	Depn - Parks Other Open Space		45,248	Open Areas

Function	Description	Revenue	Expense	Cost centre
Recreation and Culture	Depn-Other Cultural Other Structures		2,127	Open Areas
Recreation and Culture		600	607,300	Open Areas
Recreation and Culture	EMMU: Electricity & Heating		3,200	Public hall - emmu
Recreation and Culture	EMMU: Telephone Expenses		350	Public hall - emmu
Recreation and Culture	EMMU: Annual Rates and Charges		1,100	Public hall - emmu
Recreation and Culture	COMC: Glen Innes Rent		17,194	Public Hall -COMC
Recreation and Culture	COMC: Annual Rates and Charges		1,000	Public Hall -COMC
Recreation and Culture	COMC: Water Cons. Charges		250	Public Hall -COMC
Recreation and Culture	Emma Public Hall M & R		1,000	Public hall - Emmaville public ha
Recreation and Culture	Glencoe Public Hall: Elect		650	Public Hall - Glencoe hall
Recreation and Culture	Public Halls: Town Hall Hire Fees	4,000		Public Hall - Town Hall
Recreation and Culture	Public Halls: Town Hall-Electricity		2,500	Public Hall - Town Hall
Recreation and Culture	Public Hall: Town Hall-Annual Rates		1,800	Public Hall - Town Hall
Recreation and Culture	Public Halls: Town Hall-Clean Wages		1,000	Public Hall - Town Hall
Recreation and Culture	Public Halls: Town Hall-M & R Furniture		1,000	Public Hall - Town Hall
Recreation and Culture	Depn - Halls Buildings		301,649	Public halls
Recreation and Culture	Depn - Public Halls Other Structures		1,675	Public halls
Recreation and Culture	Depn - Museums Buildings		26,411	Public halls
Recreation and Culture	Depn - Museums Other Structures		142	Public halls
Recreation and Culture		4,000	360,922	Public halls
Recreation and Culture	Libraries: Photocopying & Fax Fees	498		Libraries
Recreation and Culture	Libraries: Replace Membership Card	126		Libraries
Recreation and Culture	Libraries: Inter-Library Book Loans	166		Libraries
Recreation and Culture	Libraries: I T Printing Fees	1,825		Libraries
Recreation and Culture	Libraries: Donations-Books	211		Libraries
Recreation and Culture	Libraries: TAFE Contributions-Wages	14,981		Libraries
Recreation and Culture	Libraries: TAFE Contributions-IT	7,199		Libraries
Recreation and Culture	Libraries: Coffee Machine Fees	1,221		Libraries
Recreation and Culture	Libraries: Specific Purposes Grants	31,731		Libraries
Recreation and Culture	Libraries: Library Operations Grants	61,055		Libraries
Recreation and Culture	PLIB: Advertising		986	Libraries
Recreation and Culture	PLIB: Staff Salaries		352,791	Libraries
Recreation and Culture	PLIB: Staff Travelling Costs		4,969	Libraries
Recreation and Culture	Motor Vehicle Expenses		877	Libraries
Recreation and Culture	PLIB: Superannuation		37,043	Libraries
Recreation and Culture	PLIB: Staff Uniforms		600	Libraries
Recreation and Culture	PLIB: Glencoe Branch Lib Serv		6,727	Libraries
Recreation and Culture	PLIB: Telephone Expense		1,508	Libraries
Recreation and Culture	PLIB: Annual Rates and Charges		1,700	Libraries
Recreation and Culture	PLIB: Water Cons. Charges		197	Libraries
Recreation and Culture	PLIB: Postage Expense		1,106	Libraries
Recreation and Culture	PLIB: Printing & Stationery		1,279	Libraries
Recreation and Culture	PLIB: Photocopying Expenditure		2,399	Libraries
Recreation and Culture	PLIB: Computer Equipment		2,937	Libraries
Recreation and Culture	PLIB: Computer Operating Exp.		3,973	Libraries
Recreation and Culture	PLIB: Coffee Machine Expenses		843	Libraries
Recreation and Culture	PLIB: Subs. & Publications		4,633	Libraries
Recreation and Culture	PLIB: Cultural Education Prog		138	Libraries
Recreation and Culture	PLIB: Miscellaneous		353	Libraries
Recreation and Culture	PLIB: Story telling		767	Libraries
Recreation and Culture	PLIB: Inter Library Loans		53	Libraries
Recreation and Culture	PLIB: Kitchen Supplies		32	Libraries
Recreation and Culture	PLIB: Cultural Education Prog		1,016	Libraries
Recreation and Culture	PLIB: Software Support Expense		20,198	Libraries
Recreation and Culture	PLIB: Books		3,457	Libraries
Recreation and Culture	PLIB: Periodicals		4,795	Libraries
Recreation and Culture	eResources Library Services		3,500	Libraries
Recreation and Culture	Coop Library Services		12,000	Libraries
Recreation and Culture	Books & Assoc Library Resource		45,000	Libraries
Recreation and Culture	PLIB: Depot Rental		1,500	Libraries
Recreation and Culture	PLIB: Depot Telecommunications		2,526	Libraries
Recreation and Culture	PLIB: M & R		639	Libraries
Recreation and Culture	Concept Master Plan Preparation		7,700	Libraries
Recreation and Culture	Tree Removal		3,300	Libraries
Recreation and Culture	Learning: Rental-Conference Room	3,000		Learn
Recreation and Culture	Learning: Contributions-TAFE	14,379		Learn
Recreation and Culture	Learning: Interest on Loan No. 3 NAB		8,971	Learn
Recreation and Culture	LEARN: Electricity & Heating		14,442	Learn
Recreation and Culture	LEARN: Telephone (Security)		1,308	Learn
Recreation and Culture	LEARN: Cleaning Costs		24,052	Learn
Recreation and Culture	Cleaning Wages		3,954	Learn
Recreation and Culture	LEARN: Security Services		2,077	Learn
Recreation and Culture	Depn - Library Books		44,000	Libraries
Recreation and Culture	Depn - Library Buildings		88,752	Libraries
Recreation and Culture	Depn - Library Other Structures		3,446	Libraries
Recreation and Culture		136,391	722,545	Libraries
Recreation and Culture	Other Cultural: Cont. Arts NW		6,910	DCCS Cultural
Recreation and Culture	Arts North West Delegate Exp		400	DCCS Cultural
Recreation and Culture	Rates & Charges		1,100	DCCS Cultural
Recreation and Culture	Festivals: Australia Day Expenses		5,000	DCCS Cultural
Recreation and Culture			13,410	DCCS Cultural
Recreation and Culture	function total	261,906	2,689,506	
Mining, Manufacturing and Construction	Building: Certificates-Inspections	30,000		Building
Mining, Manufacturing and Construction	Building: Vehicle Lease-Back	2,253		Building
Mining, Manufacturing and Construction	Building: Certificates-Construction	30,000		Building
Mining, Manufacturing and Construction	Building: Inspections Fees-CC - CDC	50		Building
Mining, Manufacturing and Construction	Building: Certificates-Section 735A	1,500		Building
Mining, Manufacturing and Construction	Building: Commission-LSL Levy	800		Building
Mining, Manufacturing and Construction	Building: Certificates- Schedule 5	1,500		Building
Mining, Manufacturing and Construction	Building: Complying Development	3,000		Building
Mining, Manufacturing and Construction	Building: Drainage Diagram Fees	14,000		Building
Mining, Manufacturing and Construction	Building: Certificates-Section 149D	2,500		Building
Mining, Manufacturing and Construction	Building: SDRO Fines Recovered	4,000		Building
Mining, Manufacturing and Construction	Building: Salaries & Wages		109,562	Building
Mining, Manufacturing and Construction	Superannuation		11,504	Building
Mining, Manufacturing and Construction	Building: Staff Travelling Costs		1,000	Building
Mining, Manufacturing and Construction	Building: Staff Travelling Costs		1,000	Building
Mining, Manufacturing and Construction	Building: Telephone Costs		1,200	Building
Mining, Manufacturing and Construction	Building: Printing & Stationery		1,000	Building
Mining, Manufacturing and Construction	Building: Photocopying Expenses		900	Building
Mining, Manufacturing and Construction	Building: Office Expenses		100	Building
Mining, Manufacturing and Construction	CA & AUS Stand Purchases		1,200	Building
Mining, Manufacturing and Construction	Building Professional Board		3,000	Building
Mining, Manufacturing and Construction		89,603	130,466	Building
Mining, Manufacturing and Construction	function total	89,603	130,466	
Glen Innes Aggregates	Quarry - Sales of Product	3,806,325		Quarry
Glen Innes Aggregates	Quarry: Rental Income	56,940		Quarry

Function	Description	Revenue	Expense	Cost centre
Glen Innes Aggregates	Quarry: Freight & Delivery Charges	560,000		Quarry
Glen Innes Aggregates	Quarry: Weighbridge Tickets (Sales)	6,442		Quarry
Glen Innes Aggregates	Quarry: Vehicle Leaseback Revenue	7,086		Quarry
Glen Innes Aggregates	Quarry: Granite Purchases		40,000	Quarry Operating costs
Glen Innes Aggregates	Processing and Production Costs (Budget Holding)		1,890,050	Quarry Operating costs
Glen Innes Aggregates	Electricity		3,090	Quarry Operating costs
Glen Innes Aggregates	Product Testing Costs		20,600	Quarry Operating costs
Glen Innes Aggregates	Freight & Cartage (Budget Holding)		482,294	Quarry Operating costs
Glen Innes Aggregates	Fuel, Oils & Lubricants		5,000	Quarry Operating costs
Glen Innes Aggregates	Royalty Payments		180,000	Quarry Operating costs
Glen Innes Aggregates	Quarry: Salaries & Allowances		416,016	Quarry Operating costs
Glen Innes Aggregates	Quarry: Superannuation		43,682	Quarry Operating costs
Glen Innes Aggregates	Accommodation & Registration		1,030	Quarry overheads
Glen Innes Aggregates	Staff: Staff Safety Equipment		3,090	Quarry overheads
Glen Innes Aggregates	Staff: Morning Tea Supplies		515	Quarry overheads
Glen Innes Aggregates	Quarry: Environmental Testing		4,966	Quarry overheads
Glen Innes Aggregates	Consultant's Services		21,291	Quarry overheads
Glen Innes Aggregates	Quarry: Other Maintenance		5,150	Quarry overheads
Glen Innes Aggregates	Quarry: Fuels & Lubricants		1,030	Quarry overheads
Glen Innes Aggregates	Office Cleaning Costs		3,148	Quarry overheads
Glen Innes Aggregates	Rubbish Removal - external		515	Quarry overheads
Glen Innes Aggregates	Advertising Costs		4,567	Quarry overheads
Glen Innes Aggregates	Consumable Products		515	Quarry overheads
Glen Innes Aggregates	Postage		4,624	Quarry overheads
Glen Innes Aggregates	Stationery Supplies		1,776	Quarry overheads
Glen Innes Aggregates	Annual Rates & Charges		9,688	Quarry overheads
Glen Innes Aggregates	Water Consumption Charges		1,030	Quarry overheads
Glen Innes Aggregates	Quarry: Security Services		1,137	Quarry overheads
Glen Innes Aggregates	Memberships		378	Quarry overheads
Glen Innes Aggregates	Landline Telephone Costs		7,683	Quarry overheads
Glen Innes Aggregates	Annual Licence Fees		15,125	Quarry overheads
Glen Innes Aggregates	Quarry :Interest (Loan 17:Wattl Vale		41,848	Quarry overheads
Glen Innes Aggregates	Quarry: Interest (Loan No. 11-0001)		44,261	Quarry overheads
Glen Innes Aggregates	Quarry: Interest on Internal Loan		10,642	Quarry overheads
Glen Innes Aggregates	Quarry: Debt Guarantee Fee		68,929	Quarry overheads
Glen Innes Aggregates	Quarry: Administration Overheads		60,351	Quarry overheads
Glen Innes Aggregates	Quarry: Plant Running Costs (Budget Holding)		520,000	Quarry Operating costs
Glen Innes Aggregates	Depn - Quarry Buildings		8,888	Quarry overheads
Glen Innes Aggregates	Depn - Quarry Other Structures		467	Quarry overheads
Glen Innes Aggregates		4,436,793	3,923,374	Glen Innes Aggregates
Glen Innes Aggregates	function total	4,436,793	3,923,374	Glen Innes Aggregates
Transport and Communication	Financial assistance grant	751,513		Infrastructure Services - Admin
Transport and Communication	Financial assistance grant	751,513		Infrastructure Services - Admin
Transport and Communication	Section 7.11 contributions	170,703		Infrastructure Services - Admin
Transport and Communication	Interest Rebate (LIRS) Bridges	45,000		Infrastructure Services - Admin
Transport and Communication	Interest - Loans(LIRS)Transp Infra R		1,065	Infrastructure Services - Admin
Transport and Communication	Interest on Loans (LIRS) CBD		3,985	Infrastructure Services - Admin
Transport and Communication	Interest on Loans (LIRS) Bridges		40,571	Infrastructure Services - Admin
Transport and Communication	Interest -Loans(LIRS) Accel Road Ren		10,165	Infrastructure Services - Admin
Transport and Communication	Urban Roads: Maintenance (Budget Holding)		211,299	Urban Roads Sealed
Transport and Communication	Wages		87,724	Urban Roads Sealed
Transport and Communication	Urban Roads Unsealed - Maintenance (Budget Holding)		26,542	Urban Roads Unsealed - Mainte
Transport and Communication	Urban Roads Unsealed - wages		9,949	Urban Roads Unsealed - Mainte
Transport and Communication	RR: RMS Block Grant Revenue	426,420		Regional Roads maintenance
Transport and Communication	RR: RMS Supplementary Grant Revenue	98,880		Regional Roads maintenance
Transport and Communication	RR: Traffic Facilities Grant	72,100		Regional Roads maintenance
Transport and Communication	RR: REPAIR Program	102,896		Regional Roads maintenance
Transport and Communication	Regional Roads Maintenance (Budget Holding)		54,098	Regional Roads maintenance
Transport and Communication	Regional Roads: Maintenance Wages		78,288	Regional Roads maintenance
Transport and Communication	Sealed Roads Maintenance (Budget Holding)		241,436	Sealed Road maintenance
Transport and Communication	Sealed Rural Roads: Maintenance		121,455	Sealed Road maintenance
Transport and Communication	Unsealed Rural Roads: Maintenance (Budget Holding)		901,082	unsealed Road maintenance
Transport and Communication	Unsealed Rural Roads Maintenance		566,651	unsealed Road maintenance
Transport and Communication	Unsealed Rural Rds.: Drainage M		125,000	unsealed Road maintenance
Transport and Communication	Bridges: Timber Maintenance (Budget Holding)		12,875	Bridges: Timber Maintenance
Transport and Communication	Bridges: Timber Maintenance Wages		25,293	Bridges: Timber Maintenance
Transport and Communication	Concrete/Steel Bridge Maintenance Budget Holding		4,120	Concrete/Steel Bridge Maintena
Transport and Communication	Footpaths: Maintenance Budget Holding		14,895	Footpaths: Maintenance
Transport and Communication	Footpath Maintenance - wages		15,736	Footpaths: Maintenance
Transport and Communication	Aerodrome: Insurance		1,213	Aerodrome
Transport and Communication	Electricity Runways		700	Aerodrome
Transport and Communication	Electricity Terminal/Bom		1,100	Aerodrome
Transport and Communication	Aerodrome: Telephone		358	Aerodrome
Transport and Communication	Annual Rates and Charges		30,000	Aerodrome
Transport and Communication	Water Consumption Charges		2,520	Aerodrome
Transport and Communication	Aerodrome: AAA Membership		577	Aerodrome
Transport and Communication	Adrome:ExtAud,Inspect,Surv,Lic		6,860	Aerodrome
Transport and Communication	Aerodrome: Landing Billing Sys		2,500	Aerodrome
Transport and Communication	Maintenance Aero (Budget Holding)		84,200	Aerodrome
Transport and Communication	Car Parks: Rates and Charges		1,302	Car Parks: Maintenance & Lands
Transport and Communication	Street Lighting Income	35,000		Street Lighting
Transport and Communication	5230-2255-0000 Street Lighting: Electricity Charges		71,876	Street Lighting
Transport and Communication	Depn - Aerodrome Buildings		26,144	Transport & Communication
Transport and Communication	Depn - Aerodromes Other Structures		38,595	Transport & Communication
Transport and Communication	Depn - Bridges Concrete		515,104	Transport & Communication
Transport and Communication	Depn - Bridges Culverts		137,647	Transport & Communication
Transport and Communication	Depn - Footpaths		58,364	Transport & Communication
Transport and Communication	Depn - Kerb & Guttering		139,243	Transport & Communication
Transport and Communication	Depn - Transport Major St Furniture		53,703	Transport & Communication
Transport and Communication	Depn - Bridges Regional		26,233	Transport & Communication
Transport and Communication	Depn - Carparks		27,721	Transport & Communication
Transport and Communication	Depn - Causeways		83,972	Transport & Communication
Transport and Communication	Depn - Roads RSU (General)		12,291	Transport & Communication
Transport and Communication	Depn - Roads RSR		275,894	Transport & Communication
Transport and Communication	Depn - Roads LSR		815,751	Transport & Communication
Transport and Communication	Depn - Bridges Timber		35,098	Transport & Communication
Transport and Communication	Depn - Roads LSU		437,782	Transport & Communication
Transport and Communication	Depn - Roads LUR		1,201,739	Transport & Communication
Transport and Communication		2,454,024	6,640,718	Transport & Communication
Transport and Communication	function total	2,454,024	6,640,718	Transport & Communication
Community Services and Education	OOSH Fees and Charges	69,917		OOSH
Community Services and Education	CAFS: Childcare Subsidy Revenue	208,125		OOSH
Community Services and Education	Inclusion Subsidy Revenue	12,197		CAFS
Community Services and Education	Sundry Fundraising	509		CAFS
Community Services and Education	CAFS Wages		56,527	CAFS
Community Services and Education	CAFS Superannuation		5,935	CAFS
Community Services and Education	CAFS Staff Uniform Expenses		242	CAFS

Function	Description	Revenue	Expense	Cost centre
Community Services and Education	CAFS Insurance Expenditure		3,090	CAFS
Community Services and Education	CAFS Electricity & GAS		2,690	CAFS
Community Services and Education	CAFS-Annual Rates and Charges		2,300	CAFS
Community Services and Education	CAFS-Water Charges		218	CAFS
Community Services and Education	CAFS Garden and Mowing		5,000	CAFS
Community Services and Education	CAFS Cleaning Expenditure		2,000	CAFS
Community Services and Education	CAFS Security/Fire Expenditure		1,332	CAFS
Community Services and Education	Salary and Wages - Cleaning		13,390	CAFS
Community Services and Education	CAFS Telephone & Communication		2,782	CAFS
Community Services and Education	CAFS Advertising Expenditure		2,880	CAFS
Community Services and Education	CAFS Printing & Stationery		1,579	CAFS
Community Services and Education	CAFS Memberships & Subscriptions		1,029	CAFS
Community Services and Education	CAFS:Quickkids Registration		848	CAFS
Community Services and Education	Consumables & Health Supplies		757	CAFS
Community Services and Education	Outreach Play Subsidy Revenue	41,000		Outreach Play Subsidy
Community Services and Education	Outreach Play Sub Expenditure		41,000	Outreach Play Subsidy
Community Services and Education	Aboriginal Playgroup Grant Revenue	44,000		Aboriginal Playgroup
Community Services and Education	Aboriginal Plygrp Expenditure		44,000	Aboriginal Playgroup
Community Services and Education	My Time Grant Revenue	7,000		My Time
Community Services and Education	My Time Expenditure		7,000	My Time
Community Services and Education	Youth: Community Builders HSCS	20,500		Youth
Community Services and Education	Youth: Wages & Allowances		56,441	Youth
Community Services and Education	Youth: Superannuation		5,926	Youth
Community Services and Education	Youth : Staff Uniforms		300	Youth
Community Services and Education	Youth: Electricity		3,000	Youth
Community Services and Education	Youth: Annual Rates & Charges		3,700	Youth
Community Services and Education	Youth: Water Consumption		50	Youth
Community Services and Education	Youth: Printing and Stationery		1,000	Youth
Community Services and Education	Youth: Mowing Expenses		1,200	Youth
Community Services and Education	Youth: Cleaning Expenses		9,000	Youth
Community Services and Education	Youth: Equipment and Activities		5,000	Youth
Community Services and Education	Youth: Food Purchases		5,600	Youth
Community Services and Education	Youth: Youth Week Donations	3,300		Youth
Community Services and Education	Youth: Youth Week Expenses		3,300	Youth Grants
Community Services and Education	DFACS		269	CAFS
Community Services and Education	Inclusion Subsidy Expenditure		19,445	CAFS
Community Services and Education	Groceries OOSH		5,000	CAFS
Community Services and Education	Resources OOSH		2,000	CAFS
Community Services and Education	Taxi Fares for OOSH		1,176	CAFS
Community Services and Education	OOSH Expenditure		115,895	CAFS
Community Services and Education	hpc - Expenses		1,911,290	HCP
Community Services and Education	HCP- Grant Revenue	1,911,290		HCP
Community Services and Education	HCP -Client packages	25,750		HCP
Community Services and Education	CHSP : Client Contributions (Budget Holding)	123,600		CHSP
Community Services and Education	CHSP Grant Revenue (Budget Holding)	829,222		CHSP
Community Services and Education	CHSP : Activity Expenditure		704,839	CHSP
Community Services and Education	LCSS Other/Miscellaneous Revenue	710		LCSS
Community Services and Education	Motor Vehicle Lease-Back Revenue	14,000		LCSS
Community Services and Education	strategic plan - expense		20,000	LCSS
Community Services and Education	LCSS Salaries and Wages Indirect		1,907,818	LCSS
Community Services and Education	Wages Offset LCSS		(1,930,230)	LCSS
Community Services and Education	Motor Vehicle Expenses		210,000	LCSS
Community Services and Education	LCSS Superannuation		181,827	LCSS
Community Services and Education	LCSS Staff Uniforms		3,000	LCSS
Community Services and Education	LCSS Personal Protective Equip		12,000	LCSS
Community Services and Education	Staff Mandatory Check Expense		750	LCSS
Community Services and Education	LCSS Staff Amenities		1,113	LCSS
Community Services and Education	LCSS: Creditors Offset		(15,000)	LCSS
Community Services and Education	LCSS: Plant Offset		(100,000)	LCSS
Community Services and Education	LCSS Electricity & Heating		9,289	LCSS
Community Services and Education	LCSS Compliance Quality Review		13,797	LCSS
Community Services and Education	LCSS Telephone & Internet Expenses		10,033	LCSS
Community Services and Education	LCSS: Rates & Annual Charges		3,650	LCSS
Community Services and Education	LCSS: Water Consumption		147	LCSS
Community Services and Education	LCSS Consumables		2,130	LCSS
Community Services and Education	LCSS Minor Equipment, Tools		5,000	LCSS
Community Services and Education	LCSS Advertising & Promotion		5,000	LCSS
Community Services and Education	LCSS Volunteer Expenses		200	LCSS
Community Services and Education	LCSS Postage & Stationery		5,468	LCSS
Community Services and Education	LCSS -Printing & Photocopying		6,251	LCSS
Community Services and Education	Garden & Mowing		1,500	LCSS
Community Services and Education	Cleaning Expenditure		14,057	LCSS
Community Services and Education	Minor Repairs & Maintenance		1,500	LCSS
Community Services and Education	Memberships, Subs & Publication		3,000	LCSS
Community Services and Education	LCSS Security Services		2,000	LCSS
Community Services and Education	HCP Administration		(319,461)	LCSS
Community Services and Education	CHSP Administration		(127,242)	LCSS
Community Services and Education	HCP Meals Administration		(8,801)	LCSS
Community Services and Education	NDIS Administration		(1,683)	LCSS
Community Services and Education	Admin Overheads		213,648	LCSS
Community Services and Education	CAFS :NDIS Revenue	23,860		NDIS
Community Services and Education	CAFS : NDIS Expenses		2,460	NDIS
Community Services and Education	CAFS: NDIS Wages and Salaries		16,000	NDIS
Community Services and Education	NDIS Client Contribution Revenue	8,000		NDIS
Community Services and Education	NDIS Revenue	575,873		NDIS
Community Services and Education	NDIS Salaries & Wages		232,466	NDIS
Community Services and Education	NDIS Expenditure General		343,406	NDIS
Community Services and Education	Direct Support Services - Revenues	3,000		PRIVATE FUNDING
Community Services and Education	Fee Services Expenditure		3,000	PRIVATE FUNDING
Community Services and Education	CSM: Mosman Council Contributions	5,000		Life Choice Admin
Community Services and Education	MCS: Salaries		60,681	Life Choice Admin
Community Services and Education	Motor Vehicle Expenses		13,000	Life Choice Admin
Community Services and Education	MCS: Superannuation		6,372	Life Choice Admin
Community Services and Education	MCS: IWD		2,500	Life Choice Admin
Community Services and Education	MCS: Family Fun Day		3,000	Life Choice Admin
Community Services and Education	MCS: Mosman Council Project		5,000	Life Choice Admin
Community Services and Education	Depn - CAFS Buildings		13,720	Life Choice Admin
Community Services and Education	Depn - CAFS Other Structures		623	Life Choice Admin
Community Services and Education	Depn - Youth Buildings		12,095	Life Choice Admin
Community Services and Education	Depn - Youth Other Structures		694	Life Choice Admin
Community Services and Education	Depn - LCSS Buildings		52,047	Life Choice Admin
Community Services and Education	Depn - LCSS Other Structures		501	Life Choice Admin
Community Services and Education		3,926,855	3,947,359	Life Choice
Community Services and Education	function total	3,926,855	3,947,359	Life Choice
Economic Affairs	Saleyards: Fees & Dues	46,000		Saleyards
Economic Affairs	Saleyards: Licence Agreement Fees	20,000		Saleyards
Economic Affairs	Saleyards: Special Sales-Weighing	12,000		Saleyards
Economic Affairs	Saleyards: Sundry Income	8,500		Saleyards

Function	Description	Revenue	Expense	Cost centre
Economic Affairs	Saleyards: Truck Washing Fees	45,000		Saleyards
Economic Affairs	Saleyards: Manager Salaries		42,339	Saleyards
Economic Affairs	Saleyards: Manager Super		4,446	Saleyards
Economic Affairs	Saleyards Plant Hire		5,000	Saleyards
Economic Affairs	Saleyards: OHS Improvement Exp		1,500	Saleyards
Economic Affairs	Saleyards: Electricity		16,000	Saleyards
Economic Affairs	Saleyards: Telephone		2,700	Saleyards
Economic Affairs	Annual Rates and Charges		9,300	Saleyards
Economic Affairs	Water Consumption Charges		20,000	Saleyards
Economic Affairs	Saleyards: Licences		7,000	Saleyards
Economic Affairs	Saleyards: Comp & Stationary Exp		150	Saleyards
Economic Affairs	Saleyards: Cattle Yard Repairs		14,000	Saleyards
Economic Affairs	Saleyards: General Blding Rep		5,000	Saleyards
Economic Affairs	Saleyards: Gen Grounds Mntce		3,200	Saleyards
Economic Affairs	Saleyards: M & R Yards & Bldgs		1,400	Saleyards
Economic Affairs	Saleyards: Sheep Yard Repairs		1,400	Saleyards
Economic Affairs	Saleyards: Truckwash Mntce		6,000	Saleyards
Economic Affairs	Saleyards: Water Leaks & Rep		3,700	Saleyards
Economic Affairs	Saleyards: Cleaning		500	Saleyards
Economic Affairs	Saleyards: Sundry Expenses		2,200	Saleyards
Economic Affairs	Depn - Saleyards Buildings		11,368	Saleyards
Economic Affairs	Depn - Saleyards Other Structures		82,235	Saleyards
Economic Affairs		131,500	239,437	Saleyards
Economic Affairs	Minerama: Trader fees	14,000		Minerama
Economic Affairs	Minerama: Fossicking Trips	6,000		Minerama
Economic Affairs	Minerama: Gate takings Donation	5,000		Minerama
Economic Affairs	Minerama: Other Income	2,500		Minerama
Economic Affairs	Minerama: Donations	600		Minerama
Economic Affairs	Minerama: Sponsorships	6,000		Minerama
Economic Affairs	Minerama: Destination NSW Grant	20,000		Minerama
Economic Affairs	Minerama: Website & IT		4,000	Minerama
Economic Affairs	Minerama: Promotional Expenses		300	Minerama
Economic Affairs	Minerama: Security		2,900	Minerama
Economic Affairs	Minerama: Marketing		5,000	Minerama
Economic Affairs	Minerama: Hire of Plant & Equipment		2,000	Minerama
Economic Affairs	Minerama: Hire of Showground		6,044	Minerama
Economic Affairs	Minerama: Office Expenses		650	Minerama
Economic Affairs	Minerama: Workshop Expenses		2,600	Minerama
Economic Affairs	Minerama: Clean & Waste Removal		600	Minerama
Economic Affairs	Minerama: Landholder Fees		2,000	Minerama
Economic Affairs	Minerama: UNE Voyager Expenses		1,000	Minerama
Economic Affairs	Minerama: Comm Group donation		4,000	Minerama
Economic Affairs	Minerama: General Expenditure		1,500	Minerama
Economic Affairs	Minerama: Parks Staff		1,256	Minerama
Economic Affairs	Minerama: Sponsorship Generation		250	Minerama
Economic Affairs	Minerama: Destination NSW Grant - Expenses		20,000	Minerama
Economic Affairs	ACF: Admission Income	145,000		ACF
Economic Affairs	ACF: Stall Fees	14,000		ACF
Economic Affairs	ACF: Website Advertising	5,750		ACF
Economic Affairs	ACF: School Concert Sales	2,000		ACF
Economic Affairs	ACF: Bar Income	19,000		ACF
Economic Affairs	ACF: Program Income	7,500		ACF
Economic Affairs	ACF: EB- T-shirt Income	7,000		ACF
Economic Affairs	ACF - 100K Welcome Cellidh	3,000		ACF
Economic Affairs	ACF - Showground Dinner Sales	6,000		ACF
Economic Affairs	ACF: Donations	1,000		ACF
Economic Affairs	ACF: Sponsorships	20,000		ACF
Economic Affairs	ACF: Advertising & Marketing	18,000		ACF
Economic Affairs	ACF: Merchandise & Design	5,000		ACF
Economic Affairs	ACF: Site Expenses		9,000	ACF
Economic Affairs	ACF: Event Insurance		6,000	ACF
Economic Affairs	ACF: Sponsorship Generation		1,000	ACF
Economic Affairs	ACF: Website		1,800	ACF
Economic Affairs	ACF: Advertising & Marketing		10,000	ACF
Economic Affairs	ACF: Showground Expenses		6,000	ACF
Economic Affairs	ACF: School Concert Ticket Sales		2,000	ACF
Economic Affairs	ACF: Postage		600	ACF
Economic Affairs	ACF: Printing & Stationery		200	ACF
Economic Affairs	ACF: Function Expenses		2,000	ACF
Economic Affairs	ACF: Research Stats & Plan		500	ACF
Economic Affairs	ACF: Honoured Guests		3,000	ACF
Economic Affairs	ACF: Ticket Sales, Refunds Exp		5,000	ACF
Economic Affairs	ACF: First Aid		2,500	ACF
Economic Affairs	ACF: Bar Stock		9,000	ACF
Economic Affairs	ACF:Liquor & APRA Licence		1,000	ACF
Economic Affairs	ACF: Accommodation		4,000	ACF
Economic Affairs	ACF: Artist Performance Exp		50,000	ACF
Economic Affairs	ACF: Security Services		4,000	ACF
Economic Affairs	ACF: Production - Sound & Lighting		35,000	ACF
Economic Affairs	ACF: Equipment Hire		47,000	ACF
Economic Affairs	ACF: Strongman and Fun Run		2,000	ACF
Economic Affairs	ACF: Volunteer Expenses		1,500	ACF
Economic Affairs	ACF: Ticketing/Data Collection		2,150	ACF
Economic Affairs	ACF: Merchandising & Design		5,000	ACF
Economic Affairs	ACF:General Office Expenditure		2,000	ACF
Economic Affairs	ACF:Office Administration		2,500	ACF
Economic Affairs	ACF:Parks Staff		4,800	ACF
Economic Affairs	ACF:Traffic Mgmt. Control		11,050	ACF
Economic Affairs	ACF:Contractor		10,000	ACF
Economic Affairs	VIC: Country Link	25,000		VIC
Economic Affairs	VIC: Sale of Goods	116,000		VIC
Economic Affairs	VIC: Sale of Goods - GST Free	400		VIC
Economic Affairs	VIC: Rental Revenue	18,000		VIC
Economic Affairs	VIC: Other Operational Revenue	500		VIC
Economic Affairs	VIC:ATDW	500		VIC
Economic Affairs	VIC: Printing & Stationery	200		VIC
Economic Affairs	VIC Accreditation		1,750	VIC
Economic Affairs	Telephone & Communications		1,200	VIC
Economic Affairs	Country Link Expenditure		16,000	VIC
Economic Affairs	VIC: Merchandise		55,000	VIC
Economic Affairs	VIC: Shopify Expenses		2,000	VIC
Economic Affairs	VIC: Shopify Postage & Freight		2,000	VIC
Economic Affairs	VIC: Display & Merchandising		500	VIC
Economic Affairs	Postage and Freight		1,000	VIC
Economic Affairs	Printing & stationery Outsourced		3,000	VIC
Economic Affairs	Printing & Stationery Inhouse		3,500	VIC
Economic Affairs	VIC: Music Licence (One Music)		7,000	VIC
Economic Affairs	Bus Lounge Security		2,700	VIC

Function	Description	Revenue	Expense	Cost centre
Economic Affairs	Other Trans: Bus Lounge Clean		2,000	VIC
Economic Affairs	Volunteer Expenses		500	VIC
Economic Affairs	Cleaning Vic		11,000	VIC
Economic Affairs	Electricity Power & Heating		12,000	VIC
Economic Affairs	Annual Rates & Charges		6,137	VIC
Economic Affairs	Water Consumption Charges		780	VIC
Economic Affairs	VIC: Security Services		1,700	VIC
Economic Affairs	Economic: Lone Piper		5,000	VIC
Economic Affairs	Economic: Christmas		15,000	Christmas Events
Economic Affairs	Traffic Management Control		1,000	Christmas Events
Economic Affairs	Parks Staff		1,500	Christmas Events
Economic Affairs	Traffic Staff		500	Christmas Events
Economic Affairs	Marketing		1,000	Christmas Events
Economic Affairs	Hot-desks	7,800		Highlands Hub
Economic Affairs	Dedicated Work-desks	3,600		Highlands Hub
Economic Affairs	Office for 1	28,800		Highlands Hub
Economic Affairs	Office for 2	14,400		Highlands Hub
Economic Affairs	Meeting Room (6-8 people)	1,040		Highlands Hub
Economic Affairs	Meeting Room (6-8 people)	7,280		Highlands Hub
Economic Affairs	Boardroom (14 people)	26,000		Highlands Hub
Economic Affairs	Training Room (20-40 people)	24,000		Highlands Hub
Economic Affairs	Community Area (afterhours only) (10-40 people)	3,600		Highlands Hub
Economic Affairs	Community Membership Annual Package	3,000		Highlands Hub
Economic Affairs	Salaries and Wages	74,399		Highlands Hub
Economic Affairs	Program Subsidisation	89,335		Highlands Hub
Economic Affairs	BLERF- Highland Comm Hub Prog	21,324		Highlands Hub
Economic Affairs	Lease of Premises		25,000	Highlands Hub
Economic Affairs	Utilities		7,600	Highlands Hub
Economic Affairs	Annual Rates & Charges		7,000	Highlands Hub
Economic Affairs	Water Consumption Charges		1,000	Highlands Hub
Economic Affairs	Cleaner		20,000	Highlands Hub
Economic Affairs	Misc. - It and Consumables		18,000	Highlands Hub
Economic Affairs	Telstra monthly plan		1,800	Highlands Hub
Economic Affairs	Printing		1,270	Highlands Hub
Economic Affairs	Council Phone & Printing		2,500	Highlands Hub
Economic Affairs	Software		10,320	Highlands Hub
Economic Affairs	Security		1,800	Highlands Hub
Economic Affairs	HH Coordinator - 12 months		35,040	Highlands Hub
Economic Affairs	Fitout operating expenses		25,613	Highlands Hub
Economic Affairs	Salaries & Wages		493,465	Econ Development - Admin
Economic Affairs	Superannuation		51,814	Econ Development - Admin
Economic Affairs	Memberships & Subscriptions		15,000	Econ Development - Admin
Economic Affairs	Visit & Visitor Info Centre Ex		150,000	Econ Development - Admin
Economic Affairs	New England High Country Campaign & Activity		10,000	Econ Development - Admin
Economic Affairs	Economic: Office expenses		1,000	Econ Development - Admin
Economic Affairs	Economic: Upgrade Signage		30,000	Econ Development - Admin
Economic Affairs	Staff Uniforms		2,000	Econ Development - Admin
Economic Affairs	VIC: Staff Amenities		1,200	Econ Development - Admin
Economic Affairs	Destination Manage Plan Initial		25,000	People, Place, Partnerships & Pr
Economic Affairs	Local ED Support Fund		91,000	People, Place, Partnerships & Pr
Economic Affairs	ED Projects & Initiatives		40,000	People, Place, Partnerships & Pr
Economic Affairs	Economic: Investment Attraction Policy Initiatives		50,000	People, Place, Partnerships & Pr
Economic Affairs	Phase 2 community resilience and recovery programs		31,311	People, Place, Partnerships & Pr
Economic Affairs	Phase 2 community resilience and recovery programs	31,311		People, Place, Partnerships & Pr
Economic Affairs	Community capability & confidence training through partner GLENRAC		75,420	People, Place, Partnerships & Pr
Economic Affairs	Community capability & confidence training through partner GLENRAC	90,319		People, Place, Partnerships & Pr
Economic Affairs	Escape Rooms Visitor Attraction		25,000	People, Place, Partnerships & Pr
Economic Affairs	Escape Rooms Visitor Attraction	25,000		People, Place, Partnerships & Pr
Economic Affairs	Rural Address Signs and Asset Register for LGA rural landholders		600,000	People, Place, Partnerships & Pr
Economic Affairs	Rural Address Signs and Asset Register for LGA rural landholders	600,000		People, Place, Partnerships & Pr
Economic Affairs	Pinkett Reserve upgrades		7,269	People, Place, Partnerships & Pr
Economic Affairs	Pinkett Reserve upgrades	7,269		People, Place, Partnerships & Pr
Economic Affairs	Depn - VIC Buildings		33,204	Econ Development - Admin
Economic Affairs	Depn - VIC Other Structures		10,236	Econ Development - Admin
Economic Affairs		1,526,427	2,348,329	Economic Development
Economic Affairs	Carparks: Rental Income	1,372		Property DIS
Economic Affairs	Lease Income: Crofters	561		Property DIS
Economic Affairs	Lease Income: TH Coffee Shop	12,277		Property DIS
Economic Affairs	Lease Income: Emmaville Caravan	561		Property DIS
Economic Affairs	Property: Rental-Jamesies Fuel & Fix	20,000		Property DIS
Economic Affairs	Property: Rentals		1,200	Rental Property
Economic Affairs	Property: Electricity		3,300	Rental Property
Economic Affairs	Property: Council Rates		20,747	Rental Property
Economic Affairs	Water Consumption Charges		100	Rental Property
Economic Affairs	Property: Legal Costs		6,000	Rental Property
Economic Affairs	Property: Valuations		800	Rental Property
Economic Affairs	Property: Repairs & Maintenance		2,500	Rental Property
Economic Affairs	Legal: Property	2,000		Property DIS
Economic Affairs	Depn - Property Buildings		18,061	Property DIS
Economic Affairs	Depn - Property Other Structures		1,742	Property DIS
Economic Affairs	Annual Rates and Charges		1,590	Caravan Park
Economic Affairs	Water Consumption Charges		50	Caravan Park
Economic Affairs	Caravan Parks: Insurance		361	Caravan Park
Economic Affairs	Depn - Caravan Other Open Space		1,985	Property DIS
Economic Affairs	Depn - Caravan Park Buildings		7,243	Property DIS
Economic Affairs	Property Officer: Asset Valuations		87,000	Property DIS
Economic Affairs	Property Officer: Surveying		6,000	Property DIS
Economic Affairs	Property Officer: Tank testing		3,500	Property DIS
Economic Affairs	Other Bus: RTA Private Works		7,000	Private Works
Economic Affairs	Private Works Expenses		134,120	Private Works
Economic Affairs	Private Works Income	8,000		Private Works
Economic Affairs	Private Works Income	150,000		Private Works
Economic Affairs		194,771	303,300	Property
Economic Affairs	function total	1,852,698	2,891,066	
Water Supplies	Village Water:PensionRebateMandatory	(7,210)		Water - Villages
Water Supplies	Village Water: Annual Charges	89,610		Water - Villages
Water Supplies	Village Water: Water Interest Charge	721		Water - Villages
Water Supplies	Village Water: Water Consumption	44,721		Water - Villages
Water Supplies	Village Water: Pension Rate Subsidy	3,966		Water - Villages
Water Supplies	Town Water: Annual Charges	1,151,540		Water Town
Water Supplies	Waterfill Point, Saleyards	19,683		Water Town
Water Supplies	Town Water: Contribution Main Extensions	9,407		Water Town
Water Supplies	Town Water: Meter Applications Fees	13,405		Water Town
Water Supplies	Town Water: Section 64 Contributions	12,061		Water Town
Water Supplies	Town Water: Interest - Annual Charge	2,729		Water Town
Water Supplies	Town Water: Interest on Investments	15,000		Water Town
Water Supplies	Town Water: Interest - Water Usage	3,008		Water Town

Function	Description	Revenue	Expense	Cost centre
Water Supplies	Town Water: Meter Test & Reading Fee	14,670		Water Town
Water Supplies	Town Water: Reading Fee (Urgency)	613		Water Town
Water Supplies	Town Water: Vehicle Lease-Back	6,989		Water Town
Water Supplies	Town Water: Pension Rebate Mandatory	(36,050)		Water Town
Water Supplies	Town Water: Meter Restrictor Fees	199		Water Town
Water Supplies	Town Water: Water Consumption Sales	1,171,985		Water Town
Water Supplies	Town Water: Concessional Policy	(15,277)		Water Town
Water Supplies	Town Water: Pension Rate Subsidy	36,050		Water Town
Water Supplies	Town Water: Grant Funding	312,920		Water Town
Water Supplies	Town Water: Salaries		99,311	Water Town
Water Supplies	Town Water: Staff Travelling		8,500	Water Town
Water Supplies	Water: Superannuation		31,623	Water Town
Water Supplies	Water: Uniforms & Safety Equip		13,349	Water Town
Water Supplies	Water: Oncosts		(49,440)	Water Town
Water Supplies	Consultant Fees - Water		377,225	Water Town
Water Supplies	Water: Memberships & Subscript		11,845	Water Town
Water Supplies	Town Water: Mains Maintenance Salaries		121,137	Water Town
Water Supplies	Water: Mains M & R		118,697	Water Town
Water Supplies	Water: Reservoirs		500	Water Town
Water Supplies	Water: P Station		117,216	Water Town
Water Supplies	Water: Treatment Wages & Salaries		80,725	Water Town
Water Supplies	Water: Treatment		20,539	Water Town
Water Supplies	Water: Treatment		5,390	Water Town
Water Supplies	Water: Annual Rates & Charges		16,243	Water Town
Water Supplies	Water Treatment Other Expenses		71,559	Water Town
Water Supplies	Chemical - Activated Carbon		6,415	Water Town
Water Supplies	Chemical - Alum		49,567	Water Town
Water Supplies	Chemical - Chlorine		14,623	Water Town
Water Supplies	Chemical - Soda Ash		25,435	Water Town
Water Supplies	Chemical - HCl		32,165	Water Town
Water Supplies	Red Range Bore Maintenance		2,107	Water Town
Water Supplies	Quarry Bore Maintenance		2,107	Water Town
Water Supplies	Town Water: Light Vehicle/plant		62,870	Water Town
Water Supplies	Town Water: Interest on Loans		118,451	Water Town
Water Supplies	Water: Dividend Payment		10,531	Water Town
Water Supplies	Water: Debt Guarantee		69,010	Water Town
Water Supplies	Town Water: Admin. Overheads		484,100	Water Town
Water Supplies	Depn - Village Water Buildings		1,918	Water Town
Water Supplies	Depn - Village Water Supply Network		37,853	Water Town
Water Supplies	Depn - Water Buildings		52,124	Water Town
Water Supplies	Depn - Water Other Structures		384	Water Town
Water Supplies	Depn - Water Plant and Equip		249,276	Water Town
Water Supplies	Depn - Water Supply Network		273,129	Water Town
Water Supplies		2,850,738	2,536,481	Water
Water Supplies	function total	2,850,738	2,536,481	Water
Sewer Supplies	Town Sewer: Annual Charges	1,682,336		Sewer - Town
Sewer Supplies	Town Sewer: Pension Rebate Mandatory	(35,020)		Sewer - Town
Sewer Supplies	Town Sewer: Pension Rate Subsidy	35,020		Sewer - Town
Sewer Supplies	Town Sewer: Interest-Annual Charges	3,936		Sewer - Town
Sewer Supplies	Town Sewer: Interest on Investments	8,240		Sewer - Town
Sewer Supplies	Town Sewer: Lease Fees	7,338		Sewer - Town
Sewer Supplies	Town Sewer: Sundry Income	3,942		Sewer - Town
Sewer Supplies	Town Sewer: Contribution Main Extensions	8,000		Sewer - Town
Sewer Supplies	Town Sewer: Junction Applications	2,000		Sewer - Town
Sewer Supplies	Town Sewer: Trade Waste Fees	42,183		Sewer - Town
Sewer Supplies	Town Sewer: Section 64 Contributions	17,132		Sewer - Town
Sewer Supplies	Town Sewer: Interest - Non-Res. User	80		Sewer - Town
Sewer Supplies	Town Sewer: Vehicle Lease-Back	6,989		Sewer - Town
Sewer Supplies	Town Sewer: Non-Residential User Fee	23,439		Sewer - Town
Sewer Supplies	Town Sewer: Salaries		99,311	Sewer - Town
Sewer Supplies	Town Sewer: Mains Maintenance Salaries		86,526	Sewer - Town
Sewer Supplies	Sewer: Mains - Mntce & Repair		136,804	Sewer - Town
Sewer Supplies	Town Sewer: Pump Stations-Energy Cos		7,766	Sewer - Town
Sewer Supplies	Sewer: Treatment-Wages & Salaries		56,507	Sewer - Town
Sewer Supplies	Sewer: Staff Travelling Costs		8,210	Sewer - Town
Sewer Supplies	Sewer: Light, Power & Heating		10,304	Sewer - Town
Sewer Supplies	Electricity & Gas		74,318	Sewer - Town
Sewer Supplies	Telephone		1,484	Sewer - Town
Sewer Supplies	Sewer: Annual Rates & Charges		10,700	Sewer - Town
Sewer Supplies	Town Sewer: Treatment-EPA Licence		20,071	Sewer - Town
Sewer Supplies	Town Sewer: Treatment-Working Expense		56,260	Sewer - Town
Sewer Supplies	Town Sewer: Treatment-Chemical Costs		91,581	Sewer - Town
Sewer Supplies	Saleyards: Truck Wash Operating Exp.		5,073	Sewer - Town
Sewer Supplies	Sewer: Superannuation		25,446	Sewer - Town
Sewer Supplies	Sewer: Uniforms & Safety Equipment		1,605	Sewer - Town
Sewer Supplies	On-Cost Overheads		(2,807)	Sewer - Town
Sewer Supplies	Sewer: Laboratory Testing Costs		15,233	Sewer - Town
Sewer Supplies	Sewer: Interest on Loans		50,732	Sewer - Town
Sewer Supplies	Sewer: Debt Guarantee		32,960	Sewer - Town
Sewer Supplies	Sewer: Dividend Payment		10,300	Sewer - Town
Sewer Supplies	Sewer: Admin. Overheads		422,300	Sewer - Town
Sewer Supplies	Village Sewer: Annual Charges	96,820		Sewer - Villages
Sewer Supplies	Village Sewer:PensionRebateMandatory	(8,755)		Sewer - Villages
Sewer Supplies	Village Sewer: Pension Rate Subsidy	3,966		Sewer - Villages
Sewer Supplies	Village Sewer: Interest Revenues	572		Sewer - Villages
Sewer Supplies	Village Sewer: Non-Res. User Charges	739		Sewer - Villages
Sewer Supplies	Sewer: Doubtful Debts Expense		3,090	Sewer - Villages
Sewer Supplies	Depn - Sewer Buildings		9,518	Sewer Supplies
Sewer Supplies	Depn - Sewer Plant & Equipment		111,262	Sewer Supplies
Sewer Supplies	Depn - Sewerage Network		357,529	Sewer Supplies
Sewer Supplies	Depn - Village Sewerage Network		29,384	Sewer Supplies
Sewer Supplies	Depn - Sewer Other Structures		470	Sewer Supplies
Sewer Supplies		1,898,956	1,731,937	
Sewer Supplies	function total	1,898,956	1,731,937	
Total		36,983,667	36,948,756	



2022/2023








Capital Works Program

GLEN INNES SEVERN COUNCIL CAPITAL WORKS PROGRAM 2022/2023		
PROJECT	COMMENTS	PROPOSED BUDGET PER CATEGORY
INFRASTRUCTURE PROJECTS FUNDED FROM GENERAL FUND		\$987,713
Heavy Patching Program		\$797,713
New cycleways / shared path		\$50,000
Kerb & Gutter Installation	Railway Street	\$40,000
Kerb & Gutter Installation	Hunter Street	\$30,000
Kerb & Gutter Installation	Emmaville	\$20,000
Causeway Renewal		\$50,000
PROJECTS FUNDED FROM BORROWINGS		\$300,000
Infrastructure Backlog Projects		\$300,000
PROJECTS FUNDED FROM ROADS TO RECOVERY (RTR) GRANTS		\$889,200
Unsealed Roads Resheeting	Nine Mile Road	\$281,400
Unsealed Roads Resheeting	Bullock Mountain Road	\$437,360
Unsealed Roads Resheeting	Haymarket Road	\$120,000
Unsealed Roads Resheeting	Caerleon Rd	\$50,440
PROJECTS FUNDED FROM REGIONAL ROADS GRANTS		\$590,000
Regional Roads Block Grant / REPAIR Program	Emmaville Road segment 70	\$114,000
Regional Roads Block Grant / REPAIR Program	Emmaville Road segment 210 Heavy Patch and Resealing Program	\$200,000
Regional Roads Block Grant	Wellington Vale Road Heavy Patch and Resealing Program	\$206,000
Traffic Facilities		\$70,000
BRIDGE RENEWALS		\$2,077,083
Local Bridges - LIRS Accelerated Bridge Program	5315 Tent Hill Road, Bark Hut Creek	\$250,000
Local Bridges - LIRS Accelerated Bridge Program	5320 Tent Hill Road, Bark Hut Creek	\$250,000
Fixing Country Bridges	5340 Wentworth St over Rocky Ponds Creek	\$776,225
Fixing Country Bridges	5170 Furracabad Rd over Furracabad Creek	\$800,858
PROJECTS FUNDED FROM THE GLEN INNES AGGREGATES SURPLUS		\$300,000
New Bitumen Seals	Blue Hills/Rodgers Rd	\$300,000
PROJECTS FUNDED THROUGH THE STORMWATER/DRAINAGE RESERVE		\$429,000
Renew Drainage - Drainage Charge Reserve	Rural Drainage Renewals	\$282,471
Renew Drainage - Drainage Charge Reserve	Urban Drainage Renewals	\$146,529
PROJECTS FUNDED FROM THE SEWER FUND		\$641,117
Capital Renewal (Matches depreciation plus 30%)	Reticulation Renewal	\$621,117
New Mains	Private Works Charges	\$10,000
New Service	Private Works Charges	\$10,000
PROJECTS FUNDED FROM THE WATER FUND		\$711,854
Capital Renewal	Mains Renewal	\$591,854
Capital new	New Water reservoir design	\$100,000
New Mains	Private works charges	\$10,000
New Service	Private works charges	\$10,000
PROJECTS FUNDED THROUGH THE PLANT FUND		\$1,108,000
<i>Plant and Fleet Replacement Program</i>	<i>Disposing plant item</i>	
Bogie Tipper Truck and Dog Trailer		\$420,000
Hino Ranger 14 FM1JLPM	1107	\$285,000
Hino Ranger Nine	1102	\$285,000
Cat 3 leaseback (MIWS)		\$40,000
Cat 3 leaseback (MID)		\$40,000
Workshop Utility	2518	\$38,000
PROJECTS FUNDED FROM OTHER GRANTS & CONTRIBUTIONS		\$11,068,529
Roads of Strategic Importance	Bald Nob Upgrade	\$2,550,000
Local Roads and Community Infrastructure Grant	Bitumen Reseals	\$154,416
Airport runway renewal	Local Government Recovery Grants program	\$1,000,000
Flood Recovery	Essential Public Asset Restoration Claim	\$5,000,000
Outdoor netball courts		\$251,310
Pathways linking Warwick Twigg to existing pathways		\$266,466
Pathway from Warwick Twigg to High School		\$266,466
Emmaville War Memorial Hall Upgrades		\$131,651
Centennial Parklands Skywalk		\$700,000
Centennial Parklands - Amenities and Outdoor Area construction		\$402,485
Skate Park redevelopment and new shared pathways		\$221,557
BSBR000316 Warwick Twigg Indoor Sports Stadium Stage Two		\$124,178
PROJECTS FUNDED FROM GENERAL FUND		\$431,720
Signage Upgrades		\$50,000
Public Art Projects		\$50,000
Replacement of Emmaville Pool Covers		\$8,950
Replacement of Anzac Park Playground equipment		\$200,000
G I Aquatic Centre 25mt and LTS pools reapply top coat		\$45,000
Carpet for William Gardner Conference Room		\$22,770
LC-SS Outdoor Furniture Settings x 2		\$5,000
CAFS Sun Shade for playground equipment		\$50,000
GRAND TOTAL CAPITAL EXPENDITURE REQUESTS		\$19,534,216

3.4 Some Industry Related Key Performance Indicators (KPIs)

Council's Key Performance Indicators (KPIs):

Council's KPIs, expressed as the required FFF Benchmarks, can be visually depicted as follows:

Measure / benchmark	2022/2023
	ESTIMATED
Operating Performance Ratio (Greater than or equal to breakeven average over 3 years)	
Own Source Revenue Ratio (Greater than 60% average over 3 years)	
Building and Infrastructure Asset Renewal Ratio (Greater than 100% average over 3 years)	
Infrastructure Backlog Ratio (Less than 2%)	
Asset Maintenance Ratio (Greater than 100% average over 3 years)	
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over 3 years)	
Real Operating Expenditure Per Capita (A decrease in Real Operating Expenditure per capita over time)*	

*Based on the false assumption that Council's service levels remain the same when in fact they are increasing.

A more detailed analysis of the above ratios is provided on the following pages.

Operating Performance Ratio

This ratio measures Councils ability of containing operating expenditure within operating revenue

Calculated as:

Total Continuing Operating Revenue (excluding Capital Grants and Contributions) - Operating Expenses

Total Continuing Operating Revenue (excluding Capital Grants and Contributions)

Benchmark

=>0

(greater or equal to break even average over three (3) years)

Expected Performance

2022/2023 current year only = 0.09%

Three (3) Year Average benchmark is forecast to be met at 0.00%.

Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Calculated as:

Total Continuing Operating Revenue (excluding all Grants and Contributions)

Total Continuing Operating Revenue (including Capital Grants and Contributions)

Benchmark

>60%

(average over three (3) years)

Expected Performance

2022/2023 current year only = 55.53%

Three (3) Year Average benchmark is forecast to be met.

Own Source Operating Revenue Ratio (Rural Council version)

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Calculated as:

Total Continuing Operating Revenue (excluding all Grants and Contributions except Financial Assistance Grants)

Total Continuing Operating Revenue (including Capital Grants and Contributions)

Benchmark

>60%

(average over three (3) years)

Expected Performance

2022/2023 current year only = 65.02%

Three (3) Year Average benchmark is forecast to be met.

Building and Infrastructure Renewal Ratio

This ratio measures the rate at which assets are being renewed relative to the rate they are being depreciated.

Calculated as:

Asset Renewals (Building and Infrastructure)

Depreciation, Amortisation and Impairment (Building and Infrastructure)

Benchmark

>100%

(average over three (3) years)

Expected Performance

2022/2023 current year only = 184.36%

Three (3) Year Average benchmark is forecast to be met%.

Infrastructure Backlog Ratio

This ratio shows the annual renewal backlog as a proportion of the total value of Council's infrastructure

Calculated as:

Estimated Costs to bring assets to a satisfactory condition

Total value of infrastructure and building assets

Benchmark

<2%

(average over three (3) years)

Expected Performance

2022/2023 current year only = Est. 13.00%

Three (3) Year Average benchmark is unlikely to be met in 2022/2023.

Asset Maintenance Ratio

This ratio compares actual asset maintenance with required asset maintenance. A ratio above 100% indicates Council is investing enough funds to stop the infrastructure backlog through insufficient funds.

Calculated as:

Actual Asset Maintenance

Required Asset Maintenance

Benchmark

=>100%

(average over three (3) years)

Expected Performance

2022/2023 current year only = 100.00%

Three (3) Year Average benchmark is likely to be met.

Debt Service Ratio

This ratio measures the availability of operating cash to service debt.

Calculated as:

Debt Service Costs (Interest Expense and Principal Repayments)

Income from continuing operations (excluding capital items and specific purpose grants and contributions)

Benchmark

>0% and <=20%

(average over three (3) years)

Expected Performance

2022/2023 current year only = 8.02%

Three (3) Year Average benchmark is likely to be met.