

OPERATIONAL PLAN AND BUDGET 2021/2022



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.....	8
1.4	Strategic Financial Objectives	9
1.5	Structure from 1 July 2021	11

2 COUNCIL'S OPERATIONAL ACTION PLAN

2.1	The Integrated Planning and Reporting Framework and Council's Operational Plan and Budget.....	12
2.2	Strategic Outcomes.....	12
2.3	Operational Plan and Budget 2021/2022 in line with the Delivery Program 2017/2021	13

3 FINANCIALS

3.1	Rating and Revenue Policy Statement 2021/2022	62
3.1.1	Rates.....	62
3.1.2	Water Services Fees and Charges	69
3.1.3	Sewerage Services Fees and Charges.....	71
3.1.4	Domestic Waste Management Charges (DWMC).....	76
3.1.5	Drainage Service Charges	77
3.1.6	Schedule of Fees for Glen Innes Aggregates	78
3.1.7	Schedule of Private Plant Hire Rates	80
3.1.8	Other Fees and Charges.....	85
3.2	Summary and Operational Budget	120
3.3	Capital Works Program	171
3.4	Some Industry Related Key Performance Indicators (KPIs)	174

4 LONG TERM FINANCIAL PLAN UPDATE

179

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 placed the Draft Operational Plan and Budget for the 2021/2022 Financial Year on public display from Thursday, 20 May 2021 until Wednesday, 16 June 2021.

The Operational Plan and Budget for the 2021/2022 Financial Year was adopted at the Ordinary Council Meeting held on Thursday, 24 June 2021.

1.1 Message from the General Manager

Glen Innes Severn Council's 2021/2022 Operational Plan and Budget are a component of the original four (4) year Delivery Program that now runs from 1 July 2017 until 30 June 2022. The 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, thus becoming a new 5-year Delivery Program due to COVID-19.

The Delivery Program and Operational Plan or DPOP, are part of the 10-year Community Strategic Plan that currently runs from 1 July 2017 until 30 June 2027.

The Glen Innes Severn Community Strategic Plan contains five (5) strategic directions.

They are as follows:

1. *Community Services,*
2. *Economic Development,*
3. *Infrastructure Management,*
4. *Environment and Heritage and*
5. *Council Sustainability, Transparency and Communication.*

Each of these strategic directions then have a series of objectives, goals, strategic and specific actions and performance measures. All of these are cascaded down into firstly the five-year (5) year Delivery Program and then down to the yearly Operational Plan.

The Operational Plan for the 2021/2022 Financial Year has several actions and targets that are required to be reported to Council on a six-monthly basis. Responsible Officers are required to provide an update to Council and the Community on the progress being made on these actions and targets.

The first report for the 2021/2022 Financial Year will be for the period ending 31 December 2021. Progress on all the actions will be reported to the February 2022 Ordinary Council Meeting.

Council's budget for the 2021/2022 Financial Year is made up of the following (the previous year's figures are shown in brackets):

- Operating Income (including Capital Grants and Contributions) **\$46,705,006** (\$35,021,519)
- Operating Income (excluding Capital Grants and Contributions) **\$34,913,460** (\$30,310,090)
- Operating Expenditure **\$34,913,460** (\$32,743,621)
- Capital Expenditure **\$17,464,451** (\$12,217,780)
- Loan Principal and Lease Repayments **\$ 2,325,790** (\$ 2,026,344)

The Operational Budget for the 2021/2022 Financial Year proposes for a balanced Operational Budget. The Operational Budget for the 2020/2021 Financial Year showed a deficit of \$2.4M. There has therefore been an improvement in the 2021/2022 Financial Year.

For the 2021/2022 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.

This is in line with the community's Vision contained within the Community Strategic Plan from 2017 until 2027 - "Glen Innes Severn will have a vibrant, confident and inclusive community supported by a sustainable and prosperous economy **underpinned by a well-maintained road network**".

Maintenance spending on Council's roads, bridges and footpaths infrastructure has yet again received Council's priority attention; with a total amount of \$2.368M.

This is down by almost \$500K on the previous year's figure of \$2.872M as Council will be focusing on a significant Capital Improvement Program for its roads, bridges and footpaths infrastructure in the 2021/2022 Financial Year. The Capital Improvement Program is budgeted for \$13.610M.

This capital budget amount includes a provisional budget for the upgrade of Bald Nob Road under the Roads of Strategic Importance program.

Council has been requested to consider co-funding this project in the amount of 20% of project costs and has therefore included \$4.48M of grant funding for the project in anticipation of receiving confirmation of this funding within the 2021/2022 Financial Year.

Council is also very pleased to have been allocated funding under the Fixing Local Roads Program (Round 2) (\$3M in April 2021). This funding will provide new bitumen seal on eight local roads including Strathbogie Road, West Furracabad Road, Pinkett Road, Mt Mitchell Road, Maybole Road, Yarraford Road, Ten Mile Road, Tent Hill Road.

This is a project which will have significantly positive impacts on rural residents in those areas, and builds on the significant gravel re-sheeting work that Council has already been undertaking on its unsealed road network over the term of the current Delivery Program.

The above-mentioned amount of approximately \$2.4M provided for maintenance activities, together with the capital expenditure of approximately \$13.6M, will have a further positive impact on the condition of Council's roads, bridges and footpaths.

That equates to a combined amount of \$16M budgeted to be spent on roads, bridges and footpaths in the 2021/2022 Financial Year. This represents an increase of \$6.7M or 72% on the amount allocated in the 2020/2021 Financial Year.

It is also important to note that Council's total rate revenue is budgeted to be approximately \$7.2M for the 2021/2022 Financial Year (with approximately \$3.2M coming from the Farmland rating category and approximately \$3.3M coming from the Residential rating category (including townships, villages and non-urban)).

Council therefore proposes to spend more than double the amount of the budgeted rates revenue (\$7.2M) on its road network for the 2021/2022 Financial Year. Council is proposing to spend an additional \$8.8M or an additional 122% on its roads network. Council's Capital Works Budget of \$17,464,451 is funded as follows:

	\$
Projects funded from Roads to Recovery Grants	878,768
Projects funded through the Bridge Renewal Program	2,345,000
Projects (roads and footpaths) funded from the General Fund	1,768,639
Projects (bridges) funded through the LIRS* loans scheme	50,000
Plant and Equipment funded from the General Fund	644,814
Projects funded from the Water Fund	1,360,000
Projects funded from the General Fund	857,480
Projects funded from Regional Roads Grants	620,000
Projects funded from the Sewer Fund	546,972
Projects (roads and plant) funded from the Glen Innes Aggregates surplus	300,000
Projects funded from other grants and contributions	7,075,349
Local Roads and Community Infrastructure Grant	872,429
Projects funded from the Stormwater / Drainage Restricted Funds	145,000

*Local Infrastructure Renewal Scheme

A detailed breakdown of all the various Capital Works Projects can be found in Council's Full Capital Works Program for the 2021/2022 Financial Year.

There is also significant expenditure proposed in the Economic Development Budget for the 2021/2022 Financial Year.

A total of \$335,000 is proposed to be spent 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 was still coming out of a major worldwide pandemic in the 2020/2021 Financial Year.

Once again, this focus is in line with the community's Vision contained within the Community Strategic Plan from 2017 until 2027 - "Glen Innes Severn will have a vibrant, confident and inclusive community **supported by a sustainable and prosperous economy** underpinned by a well-maintained road network".

In closing, I would like to extend my sincere thanks and appreciation to the Mayor, Councillors, the rest of the Manex team, Council's Chief Financial Officer and Staff who have been involved in the preparation of this Operational Plan and Budget for the 2021/2022 Financial Year, for their very valued contributions.

Craig Bennett
General Manager

1.2 Council's Vision and Values

Council Vision

Glen Innes Severn will have a vibrant, confident and inclusive community supported by a sustainable and prosperous economy underpinned by a well-maintained road network.

Council Slogan

Embracing Change, Building on History.

Mission

To be a 'can do' Council, that is, a Council that is proactive and prioritises affordable and relevant service delivery for its community.

Values

- Respect
- Integrity
- Courage
- Honesty
- Transparency

1.3 Strategic Objectives

(Developed by the newly elected Council in 2016)

The Glen Innes Severn Community Strategic Plan 2017-2027 contains five (5) strategic directions, with each having its own clear objective, being:

1. Community services

Create a growing community with optimal access to community services and facilities.

2. Economic development

Facilitate a growing local economy by continuing to support an attractive business climate.

3. Infrastructure management

As a priority, provide adequate infrastructure and facilities for the existing and future population.

4. Environment and heritage

Manage the natural values of our local area and conserve our heritage to ensure that it is enjoyed by the community, visitors and future generations.

5. Council sustainability, transparency and communication

Continue to be a sustainable and independent council, and foster transparency through clear communication with both internal and external customers.

These strategic directions are discussed in more detail within the Community Strategic Plan 2017-2027 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 Community Services into one (1) building will be replacing two (2) current assets with one. Roads infrastructure will focus on renewal or 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.

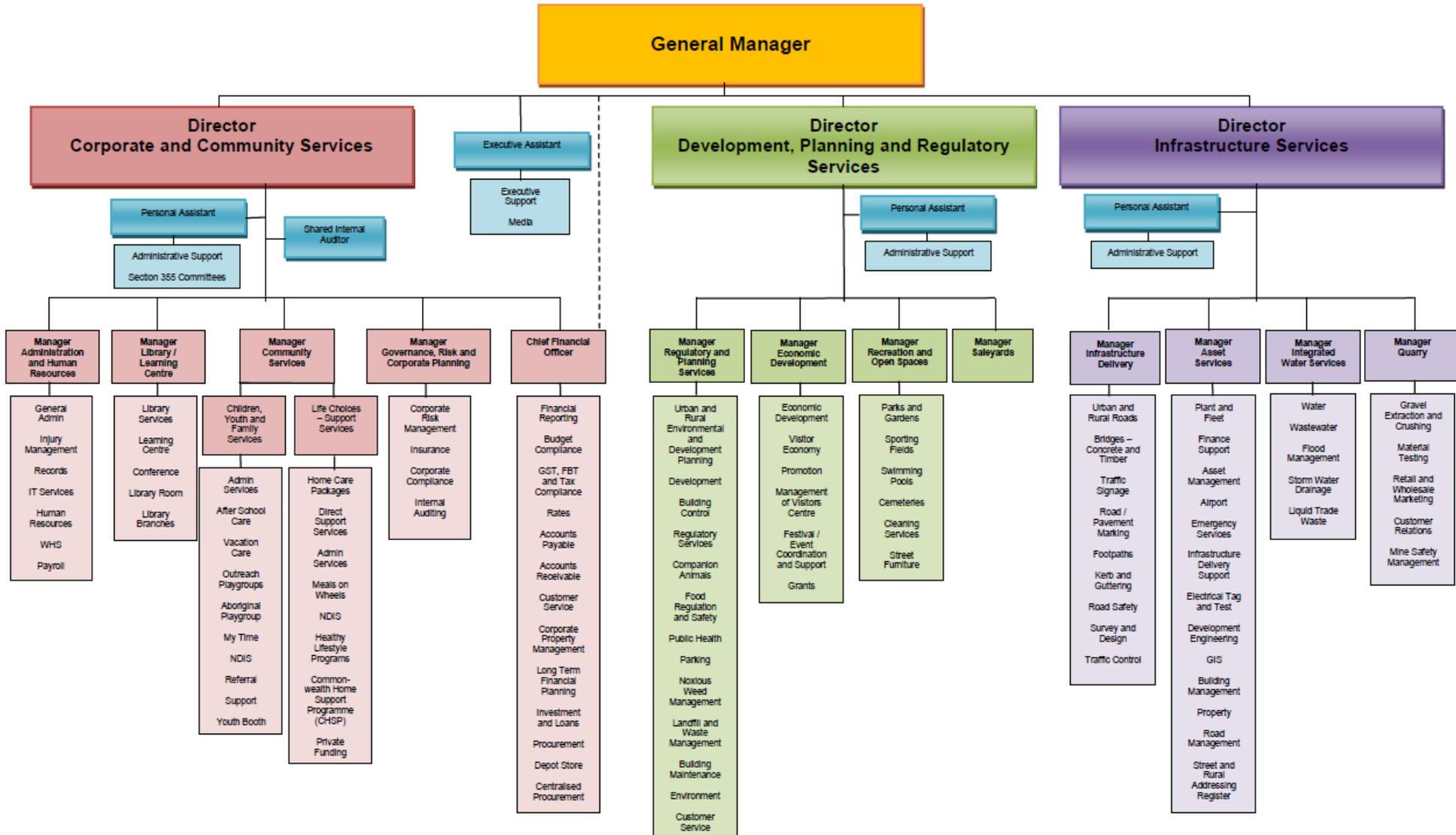
10. To attract and maximise government grants and subsidies as external funding sources for Council services.

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 Roads and Maritime Services and facilitation of business development of using treated water from the Sewerage Treatment Plant.

1.5 Structure from 1 July 2021



2 COUNCIL'S OPERATIONAL ACTION PLAN

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

In line with the changes to the *Local Government Act 1993*, relating to Integrated Planning and Reporting, Council is now required to develop an annual Operational Plan and Budget that is derived from the four (4) year Delivery Program that in turn is developed from the 10 year Community Strategic Plan. This Operational Plan and Budget replaces Council's current Operational Plan and Budget for the 2020/2021 financial year.

Council's Operational Plan and Budget for the 2021/2022 Financial Year provides a direct strategic link to the four (4) year Delivery Program and in turn the Community Strategic Plan. The Community Strategic Plan contains five (5) strategic directions, namely: *Community Services, Economic Development, Infrastructure Management, Environment and Heritage, and Council Sustainability, Transparency and Communication*. Each strategic direction has a cascading objective, goal, strategic actions and targets.

2.2 Strategic Outcomes

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

- Achieve 100% compliance of Council's Silver rated Open Spaces as specified by Council's adopted Open Spaces Hierarchy Policy (CS 1.2.2.5);
- Maintain support for local initiatives relating to domestic violence. Increase awareness of local support groups and organisations for victims of Domestic Violence within the LGA. Focus on raising this awareness with the young people from within the LGA (CS 3.1.2.6);
- Plan, coordinate and facilitate an annual Family Picnic Day through collaborative partnerships - to promote family participation and social interactions for all community members by 30 April 2022 (CS 3.5.2.5);
- Deliver Christmas in the Highlands event with relevant local collaborations (CS 6.1.3.7);
- Ensure Glen Innes Highlands Brand is utilised to promote Glen Innes as a place to VISIT, LIVE, INVEST (ED 2.1.1.5);
- Organise and implement the re-sealing and heavy patch program for Council's sealed road assets (ED 4.1.3.7);
- Unsealed roads that are not remaining in a satisfactory condition between grades are prioritised for gravel re-sheeting and drainage upgrades to ensure water damage is not contributing to early failure of the Unsealed Road network. (IM 3.2.2.7);
- Ten (10) kilometres of 'High Conservation Value' roadsides will be treated for environmental weed invasion (EH 1.1.2.4);

- Implement a minimum of one (1) key short term action identified in the adopted Renewable Energy Action Plan by the 30 June 2022. (EH 1.4.4.4);
- Complete the implementation of the 2021/2022 Beautification Program as adopted by the Emmaville and Deepwater Beautification Committees (EH 6.1.2.9 and EH 6.1.2.10);
- Start the implementation of Council's new integrated computer management system (STC 2.1.7.4);
- Provide bi-annual updates to the community on its progress against the Delivery Program and annual Operational Plan objectives and actions, as well as report on Council's achievements (STC 1.2.2.5); and
- Establish a community-based working group to develop a long-term plan, for the future use and refurbishment of the Town Hall, and the Working Group provides Council a long-term plan, for the future use of the Town Hall for Council's consideration. (STC 5.1.4.1).

2.3 Operational Plan and Budget 2021/2022 in line with the Delivery Program 2017/2021 (next page)



Operational Plan 2021/2022

1: Community Services

OBJECTIVE: CREATE A GROWING COMMUNITY WITH OPTIMAL ACCESS TO COMMUNITY SERVICES AND FACILITIES

CS 1: Grow the population to 10,000 residents over the next 10 years

CS 1.1: Engage and encourage young people to later return to the Local Government Area (LGA) to raise their families, work in the area, work remotely from this area or establish their own business and or industries in the area.

CS 1.1.4: Send out an annual letter from the Mayor and General Manager to high school leavers, encouraging them to move back to the Glen Innes Highland community later in their lives.

Code	Action	Responsibility	Operational Plan Target
CS 1.1.4.5	Send out a friendly letter annually to all school leavers; inviting them to return to the Glen Innes Highlands community later in their lives to establish businesses or industries, or to work and raise their families in the LGA.	General Manager	A well worded letter is sent out to all High School leavers by 30 September 2021.

CS 1.2: Attract the population segment looking for a lifestyle change (branding for tree changers).

CS 1.2.1: Assist the Glen Innes Art Gallery Committee so that they can have access to a larger gallery/exhibition space in time.

Code	Action	Responsibility	Operational Plan Target
CS 1.2.1.5	Assist the Glen Innes Art Gallery (GIAG) committee by attending Committee meetings and offering / providing advice when needed.	Manager of Library and Learning Centre	Attend two (2) GIAG Committee meetings and assist the Committee to develop clear strategies and actions, to encourage professional management of the Art Gallery exhibitions.

CS 1.2.2: Implement Council's adopted Open Spaces Hierarchy through the Open Spaces and Recreation team.

Code	Action	Responsibility	Operational Plan Target
CS 1.2.2.7	Achieve 100% compliance of Council's Silver rated Open Spaces as specified by Council's adopted Open Spaces Hierarchy Policy.	Manager of Recreation and Open Spaces	<ol style="list-style-type: none"> 1. Areas are maintained in accordance with the service levels as specified in the adopted Open Spaces Hierarchy. 2. No more than eight (8) complaints per year are received in relation to the standard of maintenance. 3. The Hierarchy Plan is reviewed by January 2022 and a draft plan presented to the March 2022 Council Meeting.
CS 1.2.2.8	Achieve 100% compliance of Council's Platinum and Gold rated Open Spaces as specified by Council's adopted Open Spaces Hierarchy Policy.	Manager of Recreation and Open Spaces	<ol style="list-style-type: none"> 1. Areas are maintained in accordance with the service levels as specified in the adopted Open Spaces Hierarchy. 2. Ensure that less than five (5) complaints per year are received in relation to the standard of maintenance. 3. The Hierarchy Plan is reviewed by January 2022 and presented to the March 2022 Council Meeting.

CS 1.2.3: Implement Council's four (4) year Street Tree Replacement Program through the Open Spaces and Recreation team.

Code	Action	Responsibility	Operational Plan Target
CS 1.2.3.5	Implement the 2021/2022 Tree Replacement Program.	Manager of Recreation and Open Spaces	<ol style="list-style-type: none"> 1. Implement the 2021/2022 tree replacement program as endorsed by Council's Open Spaces Committee. 2. Replace the Prunus nigra in Lang, Meade, Bourke and Macquarie Streets. 3. Plant Acer species in Lang Street, Callistermon plantings to commence on showground fence Bourke Street, and Tilia plantings on western side of Church street.

CS 1.2.6: Investigate and develop walking and cycling tracks in and around Glen Innes.

Code	Action	Responsibility	Operational Plan Target
CS 1.2.6.5	Investigate and develop walking and cycling tracks in and around Glen Innes.	Manager of Infrastructure Delivery	The Pedestrian Access and Mobility Plan will be used as the basis for all grant funding applications with regard to the shared path network.

CS 1.3: Ensure there are adequate facilities for the ageing population.**CS 1.3.4: Implement an appropriate Pedestrian Access Mobility Plan.**

Code	Action	Responsibility	Operational Plan Target
CS 1.3.4.5	Apply for all available Roads and Maritime Services (RMS) contributions to implement the actions set out in the Work Schedule of Council's adopted Pedestrian Access and Mobility Plan (PAMP).	Manager of Infrastructure Delivery	An application is made to RMS Active Transport funding programs for identified PAMP projects during each and every round of funding.

CS 2: Ensure that land use planning supports the vision and role of each village and town.**CS 2.1: Review and update the existing Land Use Strategy and implement any changes through the Local Environmental Plan (LEP).****CS 2.1.3: Prepare a revised Glen Innes Severn LEP and lodged it via the Department of Planning's gateway process.**

Code	Action	Responsibility	Operational Plan Target
CS 2.1.3.3	Undertake a review of the 2010 Glen Innes Land Use Strategy, Glen Innes Severn LEP 2012 and 2014 Development Control Plan by 31 December 2021.	Manager of Regulatory and Planning Services	<p>1. A review of the 2010 Glen Innes Land Use Strategy, Glen Innes Severn LEP 2012 and 2014 Development Control Plan is completed by 31 December 2021.</p> <p>2. A Planning Proposal is prepared and presented to Council by 30 June 2022.</p>

CS 3: Ensure community service levels meet the need of a diverse community with a focus on inclusion of youth, children and families, people who are older and people with a disability.

CS 3.1: Advocate for family violence support including a women's refuge service.

CS 3.1.2: Maintain support for local initiatives relating to domestic violence.

Code	Action	Responsibility	Operational Plan Target
CS 3.1.2.6	Maintain support for local initiatives relating to domestic violence. Increase awareness of local support groups and organisations for victims of Domestic Violence within the LGA. Focus on raising this awareness with the young people from within the LGA.	Manager of Community Services	Maintain the attendance of two (2) proactive Community Services staff at Safe In Our Town (SIOT) meetings. One (1) of these staff to be from Children, Youth and Family Services.

CS 3.3: Advocate for and continue to develop a network of youth facilities across the community.

CS 3.3.1: Work with young people and Council's Youth Worker to develop a program and ideas to address youth needs and issues in the LGA.

Code	Action	Responsibility	Operational Plan Target
CS 3.3.1.6	Work towards the successful achievement of actions contained in the GISC Youth Strategy 2021-2025 listed as annual or 2021-2022.	Manager of Community Services	To ensure there are increased numbers of youth engaged in safe and respectful positive learning and social experiences across the Local Government Area (LGA) by 2021. Manager of Community Services will investigate definitive programs and learnings that can be delivered to youth within the LGA.
CS 3.3.1.7	Support young people of our LGA by completing actions within Councils Youth Strategy 2021 - 2025	Manager of Community Services	Work collaboratively with the young people and other interested parties within the LGA to deliver on the actions outlined with Council's Youth Strategy 2021 - 2025.

CS 3.5: Advocate for the extension and improvement of Children and Family Services, including early intervention programs and coordination between Council, school run services and parenting programs.

CS 3.5.2: Hold a free annual Family Picnic Day which delivers a day of fun, education, food, information, inclusion, equality and healthy activities through collaborative partnerships - to promote family participation and social interactions to all community members.

Code	Action	Responsibility	Operational Plan Target
CS 3.5.2.5	Plan, coordinate and facilitate an annual Family Picnic Day through collaborative partnerships - to promote family participation and social interactions for all community members.	Manager of Community Services	A Family Picnic Day is held no later than 30 April 2022 which is free to the whole community and promotes participation of the family unit. The day is inclusive, educational and has food and fun activities for everyone.

CS 3.5.3: Advocate for and collaborate with other community organisations to encourage attendance at parenting programs to improve skills and resilience, potentially offering a trial session at the Pool House.

Code	Action	Responsibility	Operational Plan Target
CS 3.5.3.5	Work collaboratively with local organisations including Glen Innes Family and Youth Support and Hunter New England Health to develop, promote and present two (2) parenting programs annually.	Manager of Community Services	A minimum of two (2) parenting programs are organised that provide the opportunity for parents to further develop their parenting skills and family well-being. These are to be conducted by 31 May 2022.

CS 3.5.4: Participate and support the Northern Tableland Cooperative Library Services Agreement on an ongoing basis.

Code	Action	Responsibility	Operational Plan Target
CS 3.5.4.3	Support the Northern Tableland Cooperative Library Services (NTCLS) network through their meetings, initiatives, resource transfers and staff training.	Manager of Library and Learning Centre	Attend two (2) NTCLS meetings and transfer resources in September 2021 and March 2022.

CS 3.7: Complete actions within the Disability Inclusion Action Plan 2017/21.

CS 3.7.01: Promote a welcoming and inclusive community that strengthens positive attitudes and behaviours towards people of all abilities.

Code	Action	Responsibility	Operational Plan Target
CS 3.7.1.9	Provide support of 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	Manager of Community Services to continue support of people with all abilities through attendance at the Community Access Committee meetings.
CS 3.7.1.10	Maintain Council's mobility brochure so that it includes only current information related to venue accessibility with the LGA.	Manager of Community Services	Consult with relevant organisations and groups such as The Community Access Committee to update Council's mobility brochure ensuring that it reflects current information about accessibility to venues in Glen Innes.

CS 3.7.07: Explore the feasibility of establishing a covered bus and vehicle set down point in Grey Street to support people requiring mobility assistance to transfer under cover.

Code	Action	Responsibility	Operational Plan Target
CS 3.7.7.2	Investigate the feasibility of a covered bus and vehicle set down point in Grey Street suitable for people who need mobility assistance.	Manager of Community Services	The feasibility of a covered vehicle and bus set down point in Grey Street Glen Innes is completed and should a positive outcome be received; the project will be completed by 30 June 2021.

CS 3.7.08: Advocate for a supportive community that creates opportunities for learning and employment for people of all abilities.

Code	Action	Responsibility	Operational Plan Target
CS 3.7.8.5	Promote and advocate for opportunities of employment for people of all abilities throughout the community.	Manager of Community Services	Increased numbers throughout the Local Government Area (LGA) are aware of the possibilities for employment of people with a disability. The LC-SS Team Leader Activity and Lifestyle advocates for same by face to face, social media, and engagement with local committees.

CS 3.7.11: Facilitate and/or identify a diverse range of activities that are inclusive of people who are older and people who have a disability.

Code	Action	Responsibility	Operational Plan Target
CS 3.7.11.5	Review the list of diverse activities available locally for people of all abilities and promote the list within the LGA.	Manager of Community Services	A current list of available activities is formulated and promoted to be inclusive of people of all abilities via websites, social media and other available forums.

CS 3.7.12: Support people who are older, people who have a disability and children and families receiving services from Council to maintain independence and choice within budgetary limits, whilst achieving their goals.

Code	Action	Responsibility	Operational Plan Target
CS 3.7.12.5	Proactively seek feedback from consumers and participants about their experiences, goal achievements and the degree of choice available to them.	Manager of Community Services	Conduct annual consumer and participant survey to gauge the level of choice, service satisfaction and benefits for services delivered through Council's Community Services outlets of LC-SS and Children, Youth and Family Services. Relate the information back to the relevant standards for each particular area.

CS 3.8: Work with the community to address drug and alcohol issues.**CS 3.8.1: Play a more proactive role in the Community Drug Action Team (CDAT), including promotion to increase membership, whilst continuing to add and review relevant information on Council's website and have more local activities.**

Code	Action	Responsibility	Operational Plan Target
CS 3.8.1.5	Advocate for continued support of local CDAT groups with the new management authority. Maintain two (2) community services staff as members of the Glen Innes CDAT and proactively work towards increasing community awareness of the harm associated with drug and alcohol misuse.	Manager of Community Services	Local CDAT activities reflect an increased awareness of the risks associated with drug and alcohol use.

CS 4: Promote transport accessibility, between villages and towns, particularly for vulnerable groups.

CS 4.1: Advocate for increased transport services within the LGA.

CS 4.1.7: Provide a Country Link Booking Service for residents of the LGA through the Visitor Information Centre.

Code	Action	Responsibility	Operational Plan Target
CS 4.1.7.5	Continue to provide a TrainLink Booking Service for residents of the LGA through the Visitor Information Centre.	Manager of Economic Development	Provide a TrainLink booking system at the Visitor Information Centre and such service has less than two (2) complaints per year regarding the CountryLink booking service.

CS 5: Celebrate and encourage community committees (volunteerism).

CS 5.1: Promote partnerships between the community and Council in achieving this objective.

CS 5.1.1: Provide annual training workshops for volunteers on Council Community Committees and where possible extend invitations to other Non-Council Community Committees.

Code	Action	Responsibility	Operational Plan Target
CS 5.1.1.5	Provide annual training workshops for volunteers on Council Community Committees and where possible extend invitations to other Non-Council Community Committees.	Director of Corporate and Community Services	One (1) workshop is delivered providing topical and relevant training to Council Community Committee volunteers. Where possible, collaboration with GLENRAC will take place and invitations extended to other Non-Council Community Committees / Groups.

CS 5.1.2: Provide a Grants Officer on a permanent part-time basis.

Code	Action	Responsibility	Operational Plan Target
CS 5.1.2.10	Provide a Permanent Part-Time Grants Officer.	Manager of Economic Development	Ensure a Grants Officer working a minimum of three (3) days per week, remains a permanent funded position within Council's Organisational Structure.

CS 5.1.3: Identify and communicate opportunities for grants by providing a regular grants newsletter to Community Groups.

Code	Action	Responsibility	Operational Plan Target
CS 5.1.3.5	Distribute a grants newsletter to relevant community groups and organisations	Manager of Economic Development	Deliver a minimum of 10 'Bid Blast' Newsletters per year to 355 Committees, MANEX, Council Managers, Glen Innes Highlands (GIH) Website, GIH and Glen Innes Severn Council social communication channels. Ensure grant approvals are featured in the Council Resident Newsletter.

CS 6: Promote community spirit and foster pride.**CS 6.1: Promote community events, including family-oriented entertainment, culture and arts.****CS 6.1.1: Promote family oriented and youth activities through the Glen Innes Severn Library Centre Marketing Plan action plan.**

Code	Action	Responsibility	Operational Plan Target
CS 6.1.1.4	Promote family oriented and youth activities from the Glen Innes Severn Library and Learning Centre Marketing Plan's Action Plan.	Manager of Library and Learning Centre	Utilise various media such as Facebook, posters and TV screen in Library, Council's newsletter etc. to promote activities, such as tiny tot's storytelling and school holiday activities on an ongoing basis as needed.

CS 6.1.3: Provide a dedicated Christmas tree for Grey Street, Glen Innes and undertake a review of the purchase of suitable, cost effective other Christmas decorations.

Code	Action	Responsibility	Operational Plan Target
CS 6.1.3.7	Council to provide an annual allocation of \$10,000 for Christmas Street Decorations and Christmas in the Highlands event in the Operational Plan and Budget for the 2021/2022 Financial Year.	Manager of Economic Development	Ensure the Christmas Tree and Decorations for Grey Street, Glen Innes are installed by 30 November 2021.
CS 6.1.3.8	Deliver Christmas in the Highlands event with relevant local collaborations.	Manager of Economic Development	Deliver Christmas in the Highlands event with relevant local collaborations by 30 December 2021.

CS 6.1.4: Investigate the provision of dedicated Christmas trees in Emmaville and Deepwater into the future.

Code	Action	Responsibility	Operational Plan Target
CS 6.1.4.2	Provide a dedicated Christmas tree in RSL Park, Emmaville.	Manager of Recreation and Open Spaces	<p>1. A meeting is held with the Emmaville Beautification Committee by 30 October 2021 a decision is made on the type and location of a proposed Christmas tree.</p> <p>2. A Christmas tree is provided by 1 December 2021 in a location as agreed by the respective beautification committees.</p>

CS 7: To have a safe community.**CS 7.1: Provide safe community spaces.****CS 7.1.4: Provide an effective regulatory service by way of suitably qualified and trained staff.**

Code	Action	Responsibility	Operational Plan Target
CS 7.1.4.5	Provide an effective regulatory service by way of suitably qualified and trained staff.	Manager of Regulatory and Planning Services	Ensure 50% of Regulatory Service Staff attend at least one (1) training and / or conference relevant to their industry per year. Ensure that 90% of customer service requests are responded to within 48 hours of receipt of request.

CS 7.1.5: Provide a Category Two (2) service in accordance with the NSW Food Authorities Food Regulation Partnership.

Code	Action	Responsibility	Operational Plan Target
CS 7.1.5.7	Council continues to provide a Category Two (2) service in accordance with the NSW Food Authorities Food Regulation Partnership.	Manager of Regulatory and Planning Services	<p>1. Ensure that 95% of food businesses are inspected annually.</p> <p>2. Ensure that 100% of food businesses with non-compliance are followed up and re-inspected within legislative timeframes.</p> <p>3. Scores on Doors certificates are issued to 100% of participating food businesses by 30 June 2022.</p>

CS 8: To have a healthy community.

CS 8.1: Encourage the community to be more physically active.

CS 8.1.5: Promote regular messages regarding the value of team sports within the community.

Code	Action	Responsibility	Operational Plan Target
CS 8.1.5.5	Promote regular messages regarding the value of sport within the community.	Manager of Recreation and Open Spaces	Ensure quarterly media releases highlighting the physical and mental benefits of participating in sports are disseminated to media outlets.

CS 8.1.6: Support and provide Life Choices - Support Services' current healthy lifestyle programs.

Code	Action	Responsibility	Operational Plan Target
CS 8.1.6.5	Review the level of healthy lifestyle programs delivered to the community and ensure they meet current needs.	Manager of Community Services	Life Choices - Support Services will continue to maintain or increase the number of Healthy Lifestyle classes currently available to the community and engage with the community to ascertain these are meeting current needs.

2: Economic Development

OBJECTIVE: FACILITATE A GROWING LOCAL ECONOMY BY CONTINUING TO SUPPORT AN ATTRACTIVE BUSINESS CLIMATE.

ED 1: Facilitate market and business opportunities.

ED 1.1: Update the existing GISC Economic Development Strategy to reflect the current economic climate and opportunities (understanding gaps in the market and opportunities).

ED 1.1.1: Undertake a review of the current Economic Development Strategy to ensure Council is capitalising on economic development opportunities in the LGA.

Code	Action	Responsibility	Operational Plan Target
ED 1.1.1.3	Implement the Glen Innes Highlands Economic Development Strategy and Action Plan.	Manager of Economic Development	Allocate an operational budget of \$50,000 to support the delivery of the Place Strategy & Action Plan.
ED 1.1.1.4	Leverage the GROW Glen Innes Think Tank (GGITT) to seek community consultation on 2021/2022 action items from the Glen Innes Highlands Economic Development Strategy and Action Plan.	Manager of Economic Development	Facilitate at least two (2) GGITT workshops on relevant action items by 30 June 2022.

ED 1.2: Maintain the Significant Development Committee as an important gateway to listen to and welcome new business proposals.

ED 1.2.1: Provide an internal development pathway to facilitate development.

Code	Action	Responsibility	Operational Plan Target
ED 1.2.1.5	Provide an internal development pathway to facilitate development.	Manager of Regulatory and Planning Services	Continue to provide a Significant Development Committee which meets as required to provide developmental facilitation for potential developers. Provide a weekly Development Assessment Unit meeting opportunity for applicants to discuss potential development applications.

ED 1.3: Review tourism opportunities and promotion with a particular focus on strengthening accessibility and providing incentives to draw visitors into the Glen Innes Highlands.

ED 1.3.1: Provide a well-resourced Tourism and Events section, acknowledging the Visitor Information Centre as the vital hub for tourism.

Code	Action	Responsibility	Operational Plan Target
ED 1.3.1.20	Provide a well-resourced Tourism and Events section, acknowledging the Visitor Information Centre as the vital hub for tourism and utilising volunteers where available.	Manager of Economic Development	<ol style="list-style-type: none"> 1. Maintain staffing levels of a minimum of 3.8 Full Time Equivalent (FTE) staff members. 2. Review the NSW Accredited Visitor Information Centre Network benefits and restrictions to establish a recommendation to Council regarding ongoing accreditation by 30 June 2022. 3. Investigate solutions to serve our visitors 20/7 utilising digital technology solutions by 30 June 2022.
ED 1.3.1.21	Continue to utilise volunteers to assist with staffing of the Visitor Information Centre.	Manager of Economic Development	Conduct a volunteer initiative to re-establish a minimum of six (6) volunteers to assist with manning the Visitor Information Centre by 30 June 2022.
ED 1.3.1.22	Maintain a clean and pleasant atmosphere at the Visitor Information Centre by ensuring that the washrooms, toilets, building and garden are maintained to a high standard.	Manager of Economic Development	No more than two (2) written complaints to Council are received regarding the facility per year.
ED 1.3.1.23	Provide regular updates on Tourism and Events to the Glen Innes Highlands Visitor Association (GIHVA) and communicate any opportunities, initiatives or collaboration to attract the Visitor Economy.	Tourism and Events Officer	<ol style="list-style-type: none"> 1. Attend GIHVA Committee meetings if appointed as the nominated Council representative. 2. Produce a monthly Tourism and Events E-newsletter to the Visitor Economy and utilise this to provide updates at the GIHVA committee meetings.

ED 1.3.2: Provide an annual budget allocation to promote the visitor economy to the LGA.

Code	Action	Responsibility	Operational Plan Target
ED 1.3.2.9	Council to provide an annual allocation of \$40,000 in the Operational Plan and Budget for the 2021/2022 Financial Year for the implementation of the key actions as identified in the Destination Management Plan by 30 June 2022.	Manager of Economic Development	<p>1. Develop Route 11 / Miners Way and Fossickers Way touring routes by 30 June 2022, to assist in encouraging visitors to stay longer.</p> <p>2. Deliver six (6) one (1) to three (3) day itineraries by 31 December 2021 to facilitate the best local experience for visitors based on nature-based adventure and experiences and our local strengths.</p>
ED 1.3.2.10	Provide opportunities for local businesses and subscribers to leverage Glen Innes Highlands information, activity and opportunities.	Manager of Economic Development	Continue the Business Engagement Program to regularly sent Economic Development E-newsletters and Glen Innes Highlands E-newsletters to relevant databases and subscribers. Utilise all other relevant communication channels to update the business community on activity and opportunities. Create a solution to ensure the community have direct access to Council information as well as to facilitate improved perceptions of Council through delivery of a bespoke communication solution aligned to and demonstrating Council values.

ED 1.3.7: Monitor the New England and Gwydir Highway traffic numbers to provide perspective regarding the potential business flow.

Code	Action	Responsibility	Operational Plan Target
ED 1.3.7.5	Arrange collection of traffic counts on the Gwydir Highway and New England Highway at fixed locations, to supplement periodic vehicle counts published on the Transport for NSW online Traffic Volume Viewer.	Manager of Infrastructure Delivery	Obtain traffic count data on highway approaches to Glen Innes by December 2021 and update this information on an annual basis into the future.

ED 1.4: Advocate for the decentralisation of State Government agencies including the Roads and Maritime Services and Department of Primary Industries.

ED 1.4.1: Advocate to the State and Federal Members of Parliament for further decentralisation of Government departments.

Code	Action	Responsibility	Operational Plan Target
ED 1.4.1.5	Advocate and lobby the local State and Federal Members of Parliament for the decentralisation of Government departments to the LGA.	General Manager	One (1) new Government service function is relocated to Glen Innes by 2022.

ED 2: Develop a strong brand for Glen Innes Severn Highlands.

ED 2.1: Support and promote the new Glen Innes Highlands destination branding.

ED 2.1.1: Adopt an economic development brand.

Code	Action	Responsibility	Operational Plan Target
ED 2.1.1.5	Ensure Glen Innes Highlands Brand is utilised to promote Glen Innes as a place to VISIT, LIVE, INVEST	Manager of Economic Development	<ol style="list-style-type: none"> 1. Provide an allocation of \$100,000 in the Operational Plan and Budget for the 2021/2022 Financial Year for the purposes of marketing and promotion. 2. A minimum of two (2) initiatives are developed to encourage people to visit, live and invest to Glen Innes Highlands and are available on all marketing channels and programs.

ED 3: Facilitate growth and support business development.

ED 3.1: Be responsive and proactive to business interest/receptive to innovation and relocation.

ED 3.1.1: Support "Business in Glen" and the "Glen Innes Severn Tourist Association" to ensure a consistent approach to encouraging development within the LGA, and to provide for a regular discussion opportunity with Council staff.

Code	Action	Responsibility	Operational Plan Target
ED 3.1.2.5	Promote and seek applications by July 2021 to deliver the Local Economic Development Support Fund Policy and provide the community with access to financial assistance in alignment with the criteria.	Manager of Economic Development	Allocate \$91,000 in the Operational Plan and Budget for the 2021/2022 Financial Year to fund the Local Economic Development Support Fund Policy by July 2021.

ED 3.1.4: Hold "Development Assessment Unit" meetings with developers to provide them with an opportunity to discuss their developments with key Council staff before the actual Development Applications are lodged.

Code	Action	Responsibility	Operational Plan Target
ED 3.1.4.9	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 a Development Application.	Manager of Regulatory and Planning Services	Development Assessment Unit Meetings are held for 100% of all requests to meet from customers and developers.
ED 3.1.4.10	Promote Council's Development Assessment Unit as an opportunity for applicants to discuss proposed developments prior to the lodgement of a Development Application.	Manager of Regulatory and Planning Services	Development Assessment Unit Meeting Flyers are available constantly at both Town Hall and Church Street Reception. Development Assessment Unit Meetings are promoted utilising a mix of Council's available media platforms four (4) times per year.

ED 3.1.5: Provide a Planning and Accreditation Service.

Code	Action	Responsibility	Operational Plan Target
ED 3.1.5.5	Maintain a minimum service level of 2.5 Full Time Equivalent (FTE) Accredited Building Surveyors and one (1) FTE Town Planner within the organisational structure.	Manager of Regulatory and Planning Services	Ensure the (2.5) FTE Accredited Building Surveyors and one (1) FTE Town Planner continue to be fully funded positions within Council's Organisational Structure. Council's Accredited Building Surveyors and Town Planner continue membership with the relevant Building Accreditation Scheme and Planning Institute respectively.

ED 4: Recognise and support the agricultural sector as the most significant local industry within the LGA.

ED 4.1: Have a particular focus on the maintenance and renewal of Council's rural local roads network.

ED 4.1.1: Develop and maintain advanced Asset Management Plans for the local road network.

Code	Action	Responsibility	Operational Plan Target
ED 4.1.1.5	Develop and maintain advanced Asset Management Plans for public transport infrastructure, integrated with Council's Long Term Financial Plan.	Technical Services Coordinator	An updated Transport Infrastructure Asset Management Plan is further developed and refined by 30 June 2022.

ED 4.1.2: Maintain a routine inspections program for the road network.

Code	Action	Responsibility	Operational Plan Target
ED 4.1.2.5	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	Periodic inspections of the road and footpath networks are completed and defects are prioritised for repair according to the relevant risk inspection plan timetable.

ED 4.1.3: Manage the maintenance and renewal of the rural sealed road network according to adopted service levels.

Code	Action	Responsibility	Operational Plan Target
ED 4.1.3.9	Organise and implement the re-sealing and heavy patch program for Council's sealed road assets.	Manager of Infrastructure Delivery	The 2021/2022 sealed roads heavy patching and resealing program is 90% expended by 31 May 2022.
ED 4.1.3.10	Organise and implement a rehabilitation program, heavy patching program and reseal program for Council's road infrastructure to maintain and improve the road user's experience.	Manager of Infrastructure Delivery	Ensure the heavy patch program is 90% completed by 31 May 2022.

ED 4.1.4: Manage the maintenance and renewal of the rural unsealed road network according to adopted service levels.

Code	Action	Responsibility	Operational Plan Target
ED 4.1.4.5	Maintain a network of roads that provide optimum access for livestock freight movements.	Manager of Infrastructure Delivery	Ensure the Old Grafton Road Bridge over the Mann River is replaced by February 2022.

ED 4.1.5: Manage the maintenance and renewal of the rural road drainage network according to adopted service levels.

Code	Action	Responsibility	Operational Plan Target
ED 4.1.5.6	Maintain rural drainage network using a dedicated team comprising three (3) staff, two (2) backhoes and a tip truck.	Manager of Infrastructure Delivery	Ensure the drainage maintenance expenditure provision is 90% expended by 31 May 2022.

3: Infrastructure Management

OBJECTIVE: AS A PRIORITY, PROVIDE ADEQUATE INFRASTRUCTURE AND FACILITIES FOR THE EXISTING AND FUTURE POPULATION.

IM 1: Ensure there are optimal services.

IM 1.1: Continue to engage with the community through established Community Committees to ensure their needs are understood.

IM 1.1.1: Support the existing Roads Committee and Access Committee.

Code	Action	Responsibility	Operational Plan Target
IM 1.1.1.5	Facilitate the function of the Roads Consultative Committee.	Personal Assistant - Director Infrastructure Services	Roads Consultative Committee meetings are held as determined by the committee on a quarterly basis.

IM 1.1.2: Support the existing Open Spaces Committee, Glen Innes and District Sports Council, Cemetery Committee, Australian Standing Stones Management Board, Emmaville and Deepwater Village Beautification Committees, and Emmaville Mining Museum committees.

Code	Action	Responsibility	Operational Plan Target
IM 1.1.2.9	Council provides staff representation to the monthly Australian Standing Stones Management Board (ASSMB) meetings.	Director Development, Planning and Regulatory Services	Council appointed staff attend 90% of scheduled ASSMB meetings.
IM 1.1.2.10	Council's delegate attends the Open Spaces, Glen Innes and District Sports Council, Glen Innes Severn Cemetery Committee, Emmaville and Deepwater Beautification Committee Meetings.	Manager of Recreation and Open Spaces	Council's Delegate attends 90% of scheduled meetings of the Open Spaces, Glen Innes and District Sports Council, Glen Innes Severn Cemetery Committee, Emmaville and Deepwater Beautification Committees by June 2022.

IM 1.2: Ensure there is timely response and clear communication regarding infrastructure customer service requests.

IM 1.2.1: Maintain an up-to-date register of customer requests.

Code	Action	Responsibility	Operational Plan Target
IM 1.2.1.5	Maintain customer requests for Infrastructure issues in a managed register and respond in a timely manner.	Personal Assistant - Director Infrastructure Services	Ensure 90% of customer requests are completed within priority timeframes.

IM 1.3: Maintain appropriate levels of service across the LGA.**IM 1.3.01: Implement Capital Roads infrastructure works according to adopted service levels.**

Code	Action	Responsibility	Operational Plan Target
IM 1.3.1.5	Implement and complete the Capital Works Program for the 2021/2022 financial year.	Manager of Infrastructure Delivery	The Capital Roads Infrastructure program is 90% completed within budget by 31 May 2022.

IM 1.3.02: Implement Capital Bridge infrastructure works according to adopted service levels.

Code	Action	Responsibility	Operational Plan Target
IM 1.3.2.4	Implement and complete all planned Capital Bridge Infrastructure works for the 2021/2022 financial year.	Manager of Infrastructure Delivery	The capital works program for bridges is completed within budget by 31 May 2022.

IM 1.3.03: Implement maintenance infrastructure works according to adopted service levels.

Code	Action	Responsibility	Operational Plan Target
IM 1.3.3.5	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	Maintenance grading and other activities are completed in accordance with the "Roads Hierarchy" and service level agreements. The unsealed roads maintenance budget is 90% expended by 31 May 2022.

IM 1.3.04: Manage water functions according to adopted service levels.

Code	Action	Responsibility	Operational Plan Target
IM 1.3.4.5	Manage water functions according to adopted service levels.	Manager of Integrated Water Services	Achieve 100% compliance with Australian Drinking Water Guideline Standards.
IM 1.3.4.6	Manage water functions according to adopted service levels.	Manager of Integrated Water Services	Ensure the budget allocation for "Town Water: Consultants Fess" is used to undertake a review of Council's Integrated Water Cycle Management Plan.

IM 1.3.05: Manage wastewater functions according to adopted service levels.

Code	Action	Responsibility	Operational Plan Target
IM 1.3.5.5	Operate the Glen Innes Sewer system in accordance with Environmental Protection Authority (EPA) licence conditions.	Manager of Integrated Water Services	Achieve 100% compliance with the conditions of EPA licence number 576.

IM 1.3.06: Provide adequate plant and fleet levels for excellence in service delivery.

Code	Action	Responsibility	Operational Plan Target
IM 1.3.6.5	Manage the acquisition, maintenance and disposal of plant and fleet assets in accordance with Council policies and procedures and adopted capital and operational budgets.	Technical Services Engineer	Internal plant rates are set at adequate levels to ensure sustainable funding for the plant renewal program. The procurement of plant and fleet items identified in the annual Operational Plan is completed by 31 March 2022 within budget parameters.

IM 1.3.07: Maintain an engineering oversight and customer service delivery function.

Code	Action	Responsibility	Operational Plan Target
IM 1.3.7.5	Maintain a full complement of staff in the Department of Infrastructure Services' adopted structure.	Director of Infrastructure Services	All positions within the Infrastructure Services department are filled with competent and capable staff - with a particular focus on providing excellent customer service.

IM 1.3.08: Oversee Emergency Services within the LGA.

Code	Action	Responsibility	Operational Plan Target
IM 1.3.8.10	Coordinate and provide administrative support for three (3) Local Emergency Management Committee meetings each year.	Technical Services Coordinator	Three (3) Local Emergency Management Meetings are held by 30 June 2022.
IM 1.3.8.11	Provide support for the NSW Rural Fire Service (RFS) and State Emergency Service (SES) in accordance with legislative requirements and service level agreements.	Technical Services Coordinator	Two (2) service level meetings are held with the NSW Rural Fire Service by 31 May 2022.

IM 1.3.11: Deliver on the action plan of the Strategic Marketing Plan for branch libraries at Deepwater, Emmaville and Glencoe.

Code	Action	Responsibility	Operational Plan Target
IM 1.3.11.5	Continue to survey the community for feedback on current and future services needs and satisfaction levels.	Manager of Library and Learning Centre	Branch library users' satisfaction levels remain above 75% in all customer satisfaction surveys.

IM 1.3.12: Maintain and/or further develop advanced Asset Management Plans across all asset classes.

Code	Action	Responsibility	Operational Plan Target
IM 1.3.12.4	Develop and maintain advanced Asset Management Plans across all asset classes, integrated with Council's Long Term Financial Plan.	Technical Services Coordinator	Asset Management Plans are updated for all asset categories by 30 June 2022 and progress toward the International Infrastructure Management Manual's definition of advanced asset management, as follows: "Asset management which employs predictive modelling, risk management and optimised decision-making techniques to establish asset lifecycle treatment options and related long term cash flow predictions.

IM 1.4: Advocate for reliable telecommunications infrastructure across the LGA.**IM 1.4.1: Submit mobile black spot funding applications when the opportunity arises.**

Code	Action	Responsibility	Operational Plan Target
IM 1.4.1.5	Review mobile telephone coverage and competition within the local government area, develop proposals, and submit applications for telecommunications Infrastructure funding under the Australian Government's Mobile Black Spots Program.	Manager of Economic Development	Applications are submitted for mobile black spot locations under each round of any applicable funding programs as may be offered during 2021/2022.

IM 2: Continue to systematically reduce the infrastructure backlog.**IM 2.1: Pursue and deliver the Fit for the Future Action Plan.****IM 2.1.2: Identify and investigate opportunities for Council to supplement its Own Source Revenue.**

Code	Action	Responsibility	Operational Plan Target
IM 2.1.2.5	Identify and investigate opportunities for Council to extend its Own Source Revenue when preparing the 2022/2023 Annual Fees and Charges as part of the Annual Operational Plan and Budgeting process.	Director of Corporate and Community Services	At least one (1) additional revenue stream is identified, investigated and included in the Draft Operational Plan and Budget for the 2022/2023 Financial Year in February 2022.

IM 2.1.3: Target annual asset renewal expenditure to ensure the infrastructure backlog is addressed within the next 10 to 15 years.

Code	Action	Responsibility	Operational Plan Target
IM 2.1.3.9	Target annual asset renewal expenditure to ensure the Infrastructure backlog is addressed within the next 10 years.	Chief Financial Officer	The amount of funding annually spent on asset renewal is higher than the required one (1) to one (1) ratio - to ensure a backlog reduction over time.
IM 2.1.3.10	Ensure Operating Surpluses are sufficient to address Infrastructure backlog requirements.	Chief Financial Officer	The Long-Term Financial Plan is reviewed and updated as part of the 2022/2023 Operational Plan and Budgeting process by 31 March 2022. Operating surpluses are adequate to assist with the funding of the backlog requirements.

IM 2.2: Set and communicate the delivery of annual infrastructure backlog targets.**IM 2.2.1: Develop and implement an Infrastructure Backlog Management Plan.**

Code	Action	Responsibility	Operational Plan Target
IM 2.2.1.4	Develop and implement an 'Infrastructure Backlog Management Plan'.	Technical Services Coordinator	The Infrastructure Backlog Management Plan is reviewed in conjunction with Asset Management Plans and informs the preparation of the annual capital works budget.

IM 2.2.2: Continue to achieve annual operating surpluses sufficient to meet the reduction in infrastructure backlog targets.

Code	Action	Responsibility	Operational Plan Target
IM 2.2.2.5	Continue to achieve annual operating surpluses sufficient to meet the reduction in Infrastructure backlog targets, as determined by the Infrastructure Backlog Management Plan.	Chief Financial Officer	The Draft Operational Plan and Budget for the 2022/2023 Financial Year, clearly identifies a surplus that is sufficient to meet the reduction target in the Infrastructure Backlog Management Plan.

IM 3: Ensure proper management of infrastructure and assets.

IM 3.1: Optimise the management of assets, with a focus on Council's road network and drainage.

IM 3.1.2: Provide a supply of affordable and optimal gravel for the sheeting of unsealed roads.

Code	Action	Responsibility	Operational Plan Target
IM 3.1.2.5	Maintain adequate supplies of unsealed road gravel at various locations around the local government area to facilitate gravel road re-sheeting.	Quarry Manager	High quality gravel is stockpiled in sufficient quantities around the local government area to maintain constant availability for unsealed road re-sheeting.

IM 3.1.3: Return an annual profit from Glen Innes Aggregates to provide additional funding for the ongoing management of the local road network.

Code	Action	Responsibility	Operational Plan Target
IM 3.1.3.5	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	The annual profits of Glen Innes Aggregates are equal to or greater than \$500,000.

IM 3.2: Develop and implement best operational practices, including the empowerment of staff to take ownership of outcomes.

IM 3.2.1: Develop and maintain a culture of community stewardship among field staff.

Code	Action	Responsibility	Operational Plan Target
IM 3.2.1.5	Maintain regular meetings with team leaders to discuss working standards and expectations.	Manager of Infrastructure Delivery	Road works staff are taking ownership and pride in their work, which is supported by feedback from Roads Committee members and a reduction in customer service requests and complaints.

IM 3.2.2: Implement best practice techniques for road management.

Code	Action	Responsibility	Operational Plan Target
IM 3.2.2.9	Unsealed roads that are not remaining in a satisfactory condition between grades are prioritised for gravel re-sheeting and drainage upgrades to ensure water damage is not contributing to early failure of the Unsealed Road network.	Manager of Infrastructure Delivery	The unsealed road re-sheeting budget is 90% expended by 31 May 2022.
IM 3.2.2.10	The quality standards for maintenance staff are internally audited and maintained at best practice.	Manager of Infrastructure Delivery	A "best practice" procedure is utilised by maintenance staff. At least 95% of pothole repairs meet internal best practice standards.

IM 3.2.3: Implement a street lighting maintenance program within Glen Innes and the villages.

Code	Action	Responsibility	Operational Plan Target
IM 3.2.3.5	Manage the maintenance, renewal and upgrade of street lighting assets in accordance with service level agreements and operational plan budgets.	Technical Services Engineer	Street lighting is provided to public areas in accordance with service level agreements and the annual operational budget.

IM 3.2.4: Implement the Asset Management Plan for car parks.

Code	Action	Responsibility	Operational Plan Target
IM 3.2.4.5	Complete planned maintenance on car parks for the 2021/2022 financial year.	Manager of Infrastructure Delivery	Council owned car parks are inspected, and routine maintenance is performed on a quarterly basis.

IM 3.2.5: Implement the Asset Management Plan for footpaths.

Code	Action	Responsibility	Operational Plan Target
IM 3.2.5.5	Complete all planned maintenance and capital works involving footpaths for the 2021/2022 financial year.	Manager of Infrastructure Delivery	All maintenance and renewal of footpaths is completed within budget by 31 May 2022.

IM 3.2.6: Implement the Asset Management Plan for bridges.

Code	Action	Responsibility	Operational Plan Target
IM 3.2.6.5	Complete all works identified in the asset management plan for bridges in the 2021/22 financial year.	Manager of Infrastructure Delivery	All bridge works identified in the capital works program are completed by 31 May 2022.

IM 4: Strive for adequate funding for infrastructure and assets.

IM 4.1: Optimise funding and service delivery.

IM 4.1.2: Consider implementing a "Special Rate Variation" if surpluses generated do not provide sufficient funds to meet the community's expectations.

Code	Action	Responsibility	Operational Plan Target
IM 4.1.2.5	Determine the ability of Council to meet service levels expected of the community particularly in the area of roads maintenance and renewal.	Chief Financial Officer	The Long-Term Financial Plan (LTFP) is reviewed and updated as part of the process for developing the Operational Plan and Budget for the 2022/2023 Financial Year by March 2022.

IM 5: Ensure proper freight transport planning.

IM 5.1: Optimise the road network for freight access to adopted service levels.

IM 5.1.1: Identify key heavy transport routes within the LGA and those connecting the area externally, including key works and pinch points that need to be addressed.

Code	Action	Responsibility	Operational Plan Target
IM 5.1.1.4	National Heavy Vehicle Regulator requests for approval of over-mass and over-dimension vehicles are processed in a timely manner.	Manager of Infrastructure Delivery	National Heavy Vehicle Regulator requests for approval of over-mass and over-dimension vehicles are processed within 21 days of receipt.

4: Environment Heritage

OBJECTIVE: MANAGE THE NATURAL VALUES OF OUR LOCAL AREA AND CONSERVE OUR HERITAGE TO ENSURE THAT IT IS ENJOYED BY THE COMMUNITY, VISITORS AND FUTURE GENERATIONS.

EH 1: Continue to be a leader in environmental sustainability.

EH 1.1: Maintain roadside environmental areas.

EH 1.1.2: Continue to maintain environmental weed control on "High Conservation Value" roadsides.

Code	Action	Responsibility	Operational Plan Target
EH 1.1.2.5	Maintain environmental weed control on 10 kilometres of "High Conservation Value" roadsides.	Manager of Regulatory and Planning Services	Ten (10) kilometres of 'High Conservation Value' roadsides are treated for environmental weed invasion by 30 June 2022.

EH 1.2: Develop a Waste Management Strategy with a particular focus on green waste and promoting industry accepted best recycling practices.

EH 1.2.3: Decrease contamination levels in existing recycling to an acceptable industry standard.

Code	Action	Responsibility	Operational Plan Target
EH 1.2.3.9	Decrease contamination levels in existing recycling to an acceptable industry standard of eight percent (8%) by 30 June 2022.	Manager of Regulatory and Planning Services	In collaboration with relevant internal and external stakeholders and the community, reduce contamination rates in recycling to eight percent (8%) by 30 June 2022.
EH 1.2.3.10	Collaborate with JR Richards and Sons to identify areas within the Local Government Area where high levels of recycling contamination exist and provide a stronger education and enforcement presence within these areas.	Manager of Regulatory and Planning Services	1. JR Richards and Sons provide monthly updates identifying high levels of recycling contamination within the Glen Innes LGA. 2. Council's Waste and Environmental Management Officer in collaboration with Council's Ranger undertake education and enforcement, within the LGA detailed to be of high recycling contamination every month, after receiving the report from JR Richards and Sons with the aim to reduce recycling contamination rates.

EH 1.2.4: Develop and promote a waste education and a recycling program within the LGA.

Code	Action	Responsibility	Operational Plan Target
EH 1.2.4.4	Develop a Waste Management Strategy incorporating future landfill and recycling requirements within the LGA that is adopted by Council by 31 December 2021.	Manager of Regulatory and Planning Services	A Draft Waste Management Strategy, including community consultation, is completed by 29 October 2021. The Waste Management Strategy adopted by Council by 31 December 2021.

EH 1.4: Promote energy efficiency and the use of renewable resources across Council facilities and assets.**EH 1.4.2: Investigate Council fleet vehicles that are suitable for replacement with hybrid and/or electric vehicles.**

Code	Action	Responsibility	Operational Plan Target
EH 1.4.2.7	Consider the acquisition of hybrid and/or electric vehicles for Council's vehicle fleet, subject to effectiveness and a review of life-cycle costs, and within available resources.	Technical Services Engineer	Electric vehicles are considered during all light vehicle renewals in accordance with Council's plant and fleet policy.

EH 1.4.4: Continue to monitor and audit energy use across Council facilities.

Code	Action	Responsibility	Operational Plan Target
EH 1.4.4.5	Implement a minimum of one (1) key short term action identified in the adopted Renewable Energy Action Plan by the 30 June 2022.	Manager of Regulatory and Planning Services	Implement opportunities identified in the Renewable Energy Action Plan for the Glen Innes Swim Centre by 30 June 2022.

EH 2: Support conservation efforts in relation to heritage.

EH 2.2: Better utilise existing heritage grant budget provisions and advocate for additional funding and/or supplement funding from Council's funds.

EH 2.2.1: Provide/lobby for additional heritage funding for the upgrade of heritage facades in the Glen Innes CBD.

Code	Action	Responsibility	Operational Plan Target
EH 2.2.1.8	Continue to provide heritage funding for the upgrade of heritage facades in the Glen Innes CBD.	Manager of Regulatory and Planning Services	A provision of \$14,000 is included in the Operational Plan for the 2021/2022 Financial Year for the Local Heritage Assistance Fund with the priority of the fund being for the restoration of heritage facades in the CBD. Ensure a minimum of two (2) CBD heritage restoration projects are approved by 30 June 2021.

EH 2.3: Monitor the built environment around existing heritage places.

EH 2.3.1: Ensure that an adequate number of planning and compliance staff are employed by Council.

Code	Action	Responsibility	Operational Plan Target
EH 2.3.1.5	Ensure all works undertaken on heritage items are carried out in accordance with the provisions of the NSW Planning Legislation and the Glen Innes Severn Local Environmental Plan 2012.	Manager of Regulatory and Planning Services	Ensure 100% of all applications related to works on heritage items are referred to Council's Consultant Heritage Advisor to ensure compliance with NSW Planning Legislation and the Glen Innes Severn Local Environmental Plan (as amended).

EH 3: Improve opportunities for passive recreation around our natural and heritage assets.

EH 3.2: Advocate for the development of a rail trail to promote pedestrian and cycle connectivity.

EH 3.2.1: Engage with the community and the New England Rail Trail Group (Guyra) to undertake a review of the feasibility, cost and economic benefit to develop a rail trail in the LGA.

Code	Action	Responsibility	Operational Plan Target
EH 3.2.1.5	Engage with Armidale Regional Council, the community and the New England Rail Trail Group (Guyra) to advocate for the Rail Trail.	Manager of Economic Development	Seek funding for the New England Rail Trail and facilitate the lodging of a development application for the Glen Innes to Ben Lomond section, should funding be secured by 30 June 2022.

EH 4: Work with existing organisations to enhance the environment.

EH 4.1: Identify opportunities to collaborate with local and regional environmentally focused organisations.

EH 4.1.1: Maintain membership of GLENRAC.

Code	Action	Responsibility	Operational Plan Target
EH 4.1.1.4	Council provides staff representation to GLENRAC Executive meetings so as to ensure Council has input into environmental initiatives in the Local Government Area (LGA).	Director Development, Planning and Regulatory Services	Council's delegated officer attends 75% of GLENRAC meetings.

EH 5: Further pursue the creation of innovative public art attractions and the establishment of an artistic culture and ambiance within Glen Innes.

EH 5.1: Liaise and work with the Glen Innes arts community to establish a Master Plan for future public art locations and themes.

EH 5.1.1: Continue membership and support of Arts North West.

Code	Action	Responsibility	Operational Plan Target
EH 5.1.1.5	Continue financial membership and support of Arts North West, ensuring that Council continues to be represented on the Board of Arts North West.	Director of Corporate and Community Services	Council pays its annual contribution to Arts North West (ANW) by 31 August 2021. Council's representative attends and participates in the ANW Strategic Advisory Committee meetings.

EH 6: Improve the entrances to Glen Innes and villages that are representative of its proud and environmentally conscious community.

EH 6.1: Provide for the necessary budgetary provisions to upgrade and maintain all the entrances to Glen Innes and for villages beautification.

EH 6.1.1: Develop entrance landscape plans for the four (4) main approaches to Glen Innes.

Code	Action	Responsibility	Operational Plan Target
EH 6.1.1.5	Implement the adopted entrance landscape and maintenance plans for the four (4) main approaches to Glen Innes.	Manager of Recreation and Open Spaces	A Service Level Agreement with a local Contractor for the mowing of the town entrances to Glen Innes is in place by the 30 September 2021.

EH 6.1.2: Further develop the beautification plans for Emmaville and Deepwater.

Code	Action	Responsibility	Operational Plan Target
EH 6.1.2.11	Complete the implementation of the 2021/2022 Beautification Program as adopted by the Emmaville Beautification Committee.	Manager of Recreation and Open Spaces	An upgrade of the playground at RSL Park is completed by 30 June 2022.
EH 6.1.2.12	Complete the implementation of the 2021/2022 Beautification Program as adopted by the Deepwater Beautification Committee.	Manager of Recreation and Open Spaces	Develop a concept for exhibitions and the use of the old brick toilet building in Apex Park by 31 December 2021.

5: Council Sustainability, Transparency and Communication

OBJECTIVE: CONTINUE TO BE A SUSTAINABLE AND INDEPENDENT COUNCIL, AND FOSTER TRANSPARENCY THROUGH CLEAR COMMUNICATION WITH BOTH INTERNAL AND EXTERNAL CUSTOMERS.

STC 1: Continue to improve Council communication with the community, including celebrating successes and achievements.

STC 1.1: Consistently communicate the role of Council to the community (i.e. what Council does and does not do).

STC 1.1.1: Provide regular, timely media releases on topical issues as they arise to ensure the community is informed.

Code	Action	Responsibility	Operational Plan Target
STC 1.1.1.5	Provide regular, timely media releases on topical issues as they arise to ensure the community is well informed.	Media and Communications Officer	Provide regular and accurate media releases about topical issues to media outlets in a timely manner in line with Council's Media Policy.

STC 1.1.2: Provide four (4) quarterly resident newsletters per year.

Code	Action	Responsibility	Operational Plan Target
STC 1.1.2.5	Provide four (4) quarterly resident newsletters during the year.	Media and Communications Officer	Provide at least quarterly resident newsletters that address topical issues in a clear and succinct manner, and if the dissemination of information warrants bi-monthly distribution it be considered on its merits.

STC 1.2: Provide clear messaging of Council's achievements, strategic objectives and actions.

STC 1.2.1: Provide access to the Community Strategic Plan, Delivery Program, Annual Operational Plan and Budget (along with associated resourcing documents) on Council's website for viewing or downloading by the public.

Code	Action	Responsibility	Operational Plan Target
STC 1.2.1.5	Provide access to the Community Strategic Plan, Delivery Program and Annual Operational Plan and Budget (along with associated resourcing documents) on Council's website for viewing or downloading by the public.	Director of Corporate and Community Services	The Community Strategic Plan, Delivery Program, Annual Operational Plan and budget documents, along with the associated resourcing documents, are always readily available on Council's website.

STC 1.2.2: Provide quarterly updates to the community on progress against the Delivery Program and Annual Operational Plan objectives and actions, and report on Council's achievements.

Code	Action	Responsibility	Operational Plan Target
STC 1.2.2.5	Provide bi-annual updates to the community on its progress against the Delivery Program and annual Operational Plan objectives and actions, as well as report on Council's achievements.	Director of Corporate and Community Services	Bi-annual progress reports will be provided in the Council Business Paper in February and August each year. Media releases highlighting Council's progress and achievements are also distributed to various media outlets.

STC 1.3: Further develop social media as a key messaging platform, supported by Council's website.**STC 1.3.1: Focus increasingly on using social media as a communication tool with the community for Council announcements.**

Code	Action	Responsibility	Operational Plan Target
STC 1.3.1.5	Focus on using Council's Facebook site as a communication tool to update the community.	Media and Communications Officer	Council's Facebook page is continuously used as a platform to share and disseminate noteworthy information about Council's actions and functions. All posts are completed in an accurate and timely fashion.

STC 1.4: Provide greater transparency around rates, revenue and expenditure including detail on where the funds are spent (urban, village and rural).**STC 1.4.1: Mail an information pamphlet to residents as part of the annual Operational Plan development process.**

Code	Action	Responsibility	Operational Plan Target
STC 1.4.1.5	Mail an information pamphlet to residents as part of the annual Operational Plan process, communicating points of interest from the Operational Plan and Budget for the 2022/2023 Financial Year.	Director of Corporate and Community Services	An information pamphlet is mailed to all residents as part of the community consultation phase of the Operational Plan and Budget for the 2022/2023 Financial Year during May 2022.

STC 1.7: Strive for excellence in all customer service areas.

STC 1.7.2: Upgrade ICT systems and associated procedures to streamline and further improve internal and external customer service, in accordance with actions set out in Council's ICT Strategic Plan.

Code	Action	Responsibility	Operational Plan Target
STC 1.7.2.31	Maintain an ICT helpdesk support service that is responsive to Council's and employees' needs.	Manager of Administration and Human Resources	Support requests are dealt with responsively and within acceptable time frames. Support staff are knowledgeable and helpful. All problems are solved in accordance with the Service Level Agreement. Service is cost effective for Council and the community.
STC 1.7.2.32	Upgrade / replace all desktop computers, mobile ICT devices and associated equipment in accordance with identified needs.	Manager of Administration and Human Resources	The main order for new equipment is placed by August 2021, in line with Council's lease term. ICT desktop equipment is up-to-date, reliable and meets customers' requirements.
STC 1.7.2.33	Engage an independent consultant to conduct penetration / phishing attack testing of Council's internal IT network to identify security vulnerabilities. (ICT Strategic Plan / Enterprise Risk Management)	Manager of Administration and Human Resources	A consultant is engaged and penetration testing is completed by 30 November 2021. The results of testing provide meaningful information on Council's potential ICT security vulnerabilities, which is used to inform Council's future direction and strategies for improved ICT and data security.
STC 1.7.2.34	Organise and deliver end user security training to all staff who use computers and mobile ICT equipment, as part of Council's annual Corporate Training Plan. (Enterprise Risk Management)	Manager of Administration and Human Resources	ICT security training is delivered to all affected staff (31 March 2022). Staff are aware of expectations and standards that impact on the use of ICT systems. Staff with computer access are fully trained in and aware of everyday security issues and what they need to do to maintain security (e.g. avoiding phishing attacks and not sharing passwords).

Code	Action	Responsibility	Operational Plan Target
STC 1.7.2.35	Develop and implement comprehensive approval processes to grant access to ICT systems for staff who are commencing, exiting or changing roles, and equivalent systems to remove users. (Enterprise Risk Management)	Manager of Administration and Human Resources	Approval processes for ICT access, including relevant policies, procedures and approval templates, are consulted on, developed and implemented by 30 November 2021. Access is controlled at all stages to mitigate the cyber security risks arising from unauthorised or poorly controlled access, as required by internal and external audits.
STC 1.7.2.36	Develop an internal training program based on Council's new Policy Lite system for computer and mobile device users and deliver the training to staff. (Enterprise Risk Management)	Manager of Administration and Human Resources	The policy training system is developed and delivered to staff by 31 December 2021 and is incorporated into new staff onboarding programs. Staff are aware of requirements. Cyber security risk is mitigated across Council and incidents arising from a lack of staff awareness are reduced.
STC 1.7.2.37	Implement Azure Disaster Recovery and cloud backups and / or upgrade Council's main tape backup system with a new tape drive and tapes capable of dealing with current data levels. (ICT Strategic Plan / Enterprise Risk Management)	Manager of Administration and Human Resources	Disaster Recovery (DR) and backup systems are upgraded to the required standard by 31 March 2022. Council's data is backed up, stored and protected to a standard that ensures business continuity in the event of an unexpected cyber security incident / disaster, or physical damage to the servers.
STC 1.7.2.38	Upgrade equipment at the Glen Innes Severn Library / William Gardner Conference Room to include a managed system for both public and secure wi-fi systems and current video conferencing equipment. (ICT Strategic Plan / Enterprise Risk Management)	Manager of Administration and Human Resources	All wi-fi and conferencing equipment is purchased, installed and configured by 30 November 2021. Internet / wi-fi access and audio visual conferencing equipment meet customer expectations and the standards expected of a modern conference centre.

STC 2: Ensure ongoing organisational sustainability.**STC 2.1: Continue to be a financially sustainable and independent Council.**

STC 2.1.01: Ensure that the Long-Term Financial Plan includes all identified savings and revenue, and expenditure increases and identifies a profit before and after capital items.

Code	Action	Responsibility	Operational Plan Target
STC 2.1.1.9	Ensure that the Long-Term Financial Plan (LTFP) is annually reviewed and updated to include all identified savings and revenue increases and has an operating profit before and after capital items.	Chief Financial Officer	The LTFP is reviewed and updated during the budget preparation process in March 2022 to include all identified savings and revenue and expenditure increases and continues to identify healthy profits before and after capital items.
STC 2.1.1.10	Review the Long-Term Financial Plan to include all identified savings and revenue increases and identifies an operating profit before and after capital items for each year.	Chief Financial Officer	The Long-Term Financial Plan is reviewed and updated as part of the process for the Operational Plan and Budget for the 2022/2023 Financial Year in March 2022.

STC 2.1.03: Pay Debt Guarantee Fees from the Water, Sewer and Quarry Funds to the General Fund in accordance with National Competition Principles and best practice guidelines.

Code	Action	Responsibility	Operational Plan Target
STC 2.1.3.5	Ensure maximum allowable water and sewer dividends are transferred to the General Fund and that the Integrated Water Cycle Management Plan (IWCM) and Best Practice Requirements are completed.	Chief Financial Officer	The 2022/2023 Budget is prepared in such a way to ensure that the maximum allowable water and sewer dividends will be able to be transferred to the General Fund.

STC 2.1.04: Ensure that fees and charges are set based on cost recovery where allowable and reasonably affordable.

Code	Action	Responsibility	Operational Plan Target
STC 2.1.4.5	Review fees and charges annually as part of the Operational Plan and Budget process to ensure that they are set based on cost recovery where allowable and reasonably affordable.	Chief Financial Officer	Fees and charges are reviewed by March 2022 as part of the process for the Operational Plan and Budget for the 2022/2023 Financial year to ensure full cost recovery where possible.

STC 2.1.05: Budget for ongoing capital expenditure over and above the required amount to continue addressing the infrastructure backlog.

Code	Action	Responsibility	Operational Plan Target
STC 2.1.5.5	Ensure that the amount budgeted each year for capital expenditure is such that it addresses the Infrastructure backlog.	Chief Financial Officer	Capital (asset renewal) expenditure within the 2022/2023 Budget is budgeted for in accordance with the 10-year Infrastructure Backlog Management Plan, in order to continue addressing the Infrastructure backlog systematically.

STC 2.1.06: Use the Local Infrastructure Renewal Scheme funding of \$5million to address the entire bridge infrastructure backlog and \$1million in road infrastructure backlog.

Code	Action	Responsibility	Operational Plan Target
STC 2.1.6.4	Complete identified bridge capital works in accordance with the funding guidelines for the Local Infrastructure Renewals Scheme (LIRS).	Director of Infrastructure Services	The LIRS Funded bridge replacement program is completed by 30 June 2022.

STC 2.1.07: Review the existing financial accounting software and investigate potential alternative software solutions to ensure that the finance system meets requirements in respect of organisational reporting and asset management.

Code	Action	Responsibility	Operational Plan Target
STC 2.1.7.4	Start the implementation of Council's new integrated computer management system.	Director of Corporate and Community Services	The implementation of the new computer system is commenced by 1 February 2022. The new computer system will replace a number of individual applications to give a whole of Council integrated computer management system. This new system aims to provide more efficient processes, improve access to data, ensure timely reporting and update processes as per the auditor's recommendations. Ensure that the system be ready to go live from 1 July 2022.

STC 2.1.10: Strengthen working relationships and cooperation with neighbouring councils by understanding opportunities associated with the proposed New England Joint Organisation (NEJO) in terms of (1) Regional Strategic Planning and Priority Setting, (2) Intergovernmental Collaboration, and (3) Regional Leadership, and potentially (4) Strategic Capacity Building, (5) Shared Service Delivery and (6) Other Functions.

Code	Action	Responsibility	Operational Plan Target
STC 2.1.10.5	Regularly attend meetings of and participate in the New England Joint Organisation's functions with the view of identifying opportunities for potential cost savings for Council and better regional collaboration and advocacy.	General Manager	The Mayor and General Manager annually actively participate in the discussions and identified projects of NEJO.

STC 2.1.11: Strengthen working relationships and cooperation with neighbouring councils by maintaining and nurturing relationships with State and Federal Government agencies, NEGOC/NEJO member councils, and Northern Inland Regional Development Australia (RDANI).

Code	Action	Responsibility	Operational Plan Target
STC 2.1.11.5	Attend meetings of and participate in the activities of the New England Joint Organisation on a regular basis; through which contact with Government Agencies and Regional Development Australia within the regional context will be maintained.	General Manager	The Mayor and General Manager annually actively participate in the discussions and identified projects of NEJO.

STC 2.1.12: Be a leading NSW Council regarding procurement strategies and processes.

Code	Action	Responsibility	Operational Plan Target
STC 2.1.12.5	Ensure that Council and the Procurement Committee are well informed of Local Government Procurement (LGP) initiatives and maintain close relationships with Local Government Procurement staff.	Director of Corporate and Community Services	Manex, Finance and purchasing staff keep abreast with LGP initiatives. Maintain close relationships with LGP staff and have up to date procurement knowledge.

STC 2.1.13: Implement Council's Enterprise Risk Management System.

Code	Action	Responsibility	Operational Plan Target
STC 2.1.13.5	Provide ongoing training and support to staff in the use of the Pulse Enterprise Risk Management system to promote the effective use of the system.	Manager of Governance, Risk and Corporate Planning	Risks within the Enterprise Risk Management System are being reviewed when they become due by the relevant staff. Staff are able to identify and pro-actively address risks and opportunities, as well as protecting the interests of creating value for stakeholders.
STC 2.1.13.6	Provide a Risk Management training and workshop day focusing on risk identification, assessment, causes, consequences, mitigation and controls and understanding the Risk Matrix. (GHCAP2 - 2.1 Risk Management)	Manager of Governance, Risk and Corporate Planning	To further implement Council's Enterprise Risk Management System (ERM), training and awareness of risk management principles is required by responsible Risk Owners of ERM.

STC 2.1.15: Pursue the strategic and operational actions within the Work Health and Safety Plan to further improve Council's WHS standards and ensure a safe and productive work environment.

Code	Action	Responsibility	Operational Plan Target
STC 2.1.15.22	Commission a three (3) year legal compliance and WHS management review by external WHS legal experts to assess compliance of the Glen Innes Severn Council WHS management system against WHS laws and best practice (including a review of the Due Diligence Framework). Distribute the report to Officers as soon as practicable after completion. (WHS Management Plan)	Manager of Administration and Human Resources	The review is completed and findings reported to Council's Officers of Due Diligence by 31 May 2022. Findings and recommendations from the review inform Council's WHS management systems and practices and contribute meaningfully to the continuous improvement of such systems.

Code	Action	Responsibility	Operational Plan Target
STC 2.1.15.23	Review Council's Emergency Preparedness Plan(s) in accordance with AS 3745 Planning for Emergencies in Facilities, identifying all potential emergency situations throughout Council and specifying procedures, equipment, training and other relevant information. (WHS Management Plan)	Manager of Administration and Human Resources	The Emergency Preparedness Plan(s) is consulted on, reviewed and adopted / authorised for use by 30 June 2022. Emergency preparedness at all major permanent worksites meets the standards required under AS 3745 "Planning for Emergencies in Facilities".
STC 2.1.15.24	Review the Personal Protective Equipment (PPE) Policy and Procedures to ensure that PPE is suitable for the nature of the work and associated hazards, fits well and is comfortable, is maintained, repaired and replaced to keep it in good condition, and is worn and used when necessary.	Manager of Administration and Human Resources	The PPE Policy and associated procedures are consulted on, reviewed and adopted by 31 August 2021. PPE meets all WHS and legal requirements and systems are in place to ensure that it is suitable for the purpose and is issued, stored, maintained and disposed of in accordance with requirements. Relevant staff are aware of such requirements.
STC 2.1.15.25	Improve job and work task design for all high-risk workers in Council's mature age workforce category (50+), through sound ergonomic management and the elimination or mitigation of poor work practices that lead to injury. (Mature Age Workforce Program / WHS Management Plan)	Manager of Administration and Human Resources	Appropriately qualified experts are engaged to assess high risk work activities in consultation with affected workers, with the aim of improving job and work task design (30 September 2021). Recommendations from the assessments are used to mitigate risks associated with poor design (30 June 2022). Target group employees have control over key aspects of their tasks, encouraging them to suggest strategies to minimise problems that may be associated with age related reductions in work speed or safety. Council's injury rate is positively impacted on.

STC 2.1.16: Pursue the strategic and operational actions within the Records Strategic / Operational Plan to further improve Council's record keeping procedures and achieve compliance with required standards.

Code	Action	Responsibility	Operational Plan Target
STC 2.1.16.14	Provide an effective records management service, including the effective management of electronic and hard copy records and the provision of timely and knowledgeable service to customers. (Records Strategic / Operational Plan)	Manager of Administration and Human Resources	Council's principal records keeping systems are reliable, accessible, up-to-date and meet current record keeping standards. Customers are provided with assistance in a timely, helpful and informative manner.
STC 2.1.16.15	Develop and implement a formal program to monitor / audit record keeping compliance, addressing shortfalls identified in Council's Final Internal Audit Report: Information Security - Records Management Process (ECM). (Enterprise Risk Management)	Manager of Administration and Human Resources	Processes are in place to monitor record keeping compliance across all areas and all ECM users. Potential non-compliance issues are identified and discussed with relevant managers and directors. Results are reported on to MANEX.
STC 2.1.16.16	Develop and deliver an ongoing program of record keeping training and staff awareness and education initiatives, which will aim to address shortfalls identified in Council's Final Internal Audit Report: Information Security - Records Management Process (ECM). (Enterprise Risk Management)	Manager of Administration and Human Resources	Council's onboarding program includes information on record keeping requirements and new staff are aware of requirements. Existing staff are provided with refresher training as required to ensure compliance and in accordance with any identified shortfalls. Records are maintained at the required standard across all Council areas.
STC 2.1.16.17	Develop a comprehensive operational training manual for all records management tasks including the administration of ECM. (Enterprise Risk Management)	Manager of Administration and Human Resources	The training manual for ECM and all associated activities is developed, up-to-date and available for staff to use, preferably in electronic format. It provides all necessary information and is easy to understand and implement.

STC 2.2: Pursue the attraction of external grants (in addition to FAGs, R2R or block grant funding) to improve services, infrastructure and initiatives otherwise not attainable.

STC 2.2.1: Seek funding opportunities to assist in offsetting annual Operational Plan expenditure.

Code	Action	Responsibility	Operational Plan Target
STC 2.2.1.5	Council's Grants officer seeks funding opportunities to assist in offsetting annual Operational Plan expenditure.	Manager of Economic Development	Ensure a Monthly report is delivered to Council outlining successful, pending and unsuccessful grant applications.

STC 3: Attract, retain and value a highly skilled and committed workforce.

STC 3.1: Engage and empower staff to develop ownership and responsibility for outcomes with a 'can do' attitude.

STC 3.1.1: Undertake two (2) "all of staff" meetings annually where information from Manex members can be relayed to the full staff complement.

Code	Action	Responsibility	Operational Plan Target
STC 3.1.1.5	Undertake two (2) "all of staff" meetings during the year, where information from Manex members is relayed to the full staff complement.	Director of Corporate and Community Services	Two (2) "all of staff" meetings are held prior to 30 June 2022.

STC 3.1.2: Distribute six (6) bi-monthly staff newsletters each year with topical information about current projects and new/departing staff members.

Code	Action	Responsibility	Operational Plan Target
STC 3.1.2.5	Distribute six (6) informative bi-monthly staff newsletters each with topical information about current / upcoming projects and new or departing staff members.	Manager of Administration and Human Resources	Six (6) informative bi-monthly staff newsletters are produced and distributed to all staff members, each with topical information about current / upcoming projects and new or departing staff members.

STC 3.1.3: Pursue the strategic and operational actions within the Workforce Plan to further establish Council as an employer of choice.

Code	Action	Responsibility	Operational Plan Target
STC 3.1.3.35	Implement and review the approved staff well-being program (efficiency, effectiveness and appropriateness), ensuring that the program is informed by critical WHS, workers compensation, injury management and well-being issues and focused on education and awareness. (Workforce Plan)	Manager of Administration and Human Resources	The approved well-being program is implemented and rolled out to all staff (31 August 2021). A well-being pulse survey is completed within 12 months of the introduction of the program to test its value and contribution (31 May 2022). A well-being program status report is submitted to Manex annually in June (30 June 2022). The well-being program is focused on education and awareness of critical well-being risks. Workforce members demonstrate an increased understanding of critical health and well-being risk.
STC 3.1.3.36	Review recruitment and induction / onboarding procedures to ensure that they are culturally appropriate and meet the targets and actions set out in Council's Aboriginal Employment Strategy. (Aboriginal Employment Strategy)	Manager of Administration and Human Resources	Council's recruitment and induction / onboarding processes are reviewed in consultation with relevant staff and other stakeholders (30 April 2022). All information and processes are culturally appropriate and include all relevant or useful information.
STC 3.1.3.37	Provide information sessions on the Aboriginal Employment Strategy and cross-cultural awareness training for all sections of Council. (Aboriginal Employment Strategy)	Manager of Administration and Human Resources	Cross cultural awareness training is delivered to all staff (31 May 2022). Staff are aware of cultural differences, how these may impact on working relationships, and how to behave in a culturally appropriate manner.

Code	Action	Responsibility	Operational Plan Target
STC 3.1.3.38	Review Council's procedures for conducting probationary performance reviews to ensure that the process is consistent, timely and effective. (Enterprise Risk Management / Workforce Plan)	Manager of Administration and Human Resources	Council's probationary review process is reviewed and updated by 31 October 2021. The reviewed process is efficient and consistently delivered. All probationary employees receive their reviews on time and the information obtained through the reviews is relevant and useful to both Council and the employee.
STC 3.1.3.39	Provide training in bullying / harassment prevention, dealing with grievances and implementing EEO for supervisors and all staff. (EEO Management Plan / Enterprise Risk Management)	Manager of Administration and Human Resources	Training is delivered to all staff by 30 November 2021. Staff are aware of their obligations regarding EEO, bullying / harassment prevention and grievance procedures. There is a reduced incidence of negative issues relating to EEO, bullying / harassment and general staff grievances.
STC 3.1.3.40	Develop training plans and registers for each individual directorate and integrate the information into the Pulse Human Capital Management Learning Module. (Workforce Plan)	Manager of Administration and Human Resources	Each directorate has its own training register established in Pulse Human Capital Management. Processes are in place to determine training requirements for the following year using Pulse HCM (31 October 2021). Individual training plans are prepared for each directorate for the following year's budget (31 January 2022).
STC 3.1.3.41	Provide ongoing training in leadership / management and review the eligibility criteria to ensure that EEO target groups have equal access to such training and are assisted to participate. (Workforce Plan / EEO Management Plan / Aboriginal Employment Strategy)	Manager of Administration and Human Resources	Training is provided to the target group on an ongoing basis in accordance with Council's Training Plan, ensuring that the needs and requirements of all EEO groups are taken into account and that access to training is equally available to the members of such groups.

Code	Action	Responsibility	Operational Plan Target
STC 3.1.3.42	Review Council's Grievance Resolution Policy and Grievance Resolution Procedures to ensure that they provide an effective mechanism for addressing internal workforce grievances. (EEO Management Plan)	Manager of Administration and Human Resources	The Grievance Resolution Policy and Grievance Resolution Procedures are reviewed and authorised by MANEX (31 May 2022). The policy and procedures meet the standards of best practice and are effective in dealing with grievances.
STC 3.1.3.43	Review Council's Equal Employment Opportunity plans, policies and programs to ensure that they meet legislative requirements and are effective in facilitating EEO across Council's operations. (Workforce Plan / EEO Management Plan)	Manager of Administration and Human Resources	Council's Equal Employment Opportunity Management Plan and associated policies and programs are reviewed and adopted by Council (30 June 2022). The EEO MP meets all legislative requirements and facilitates the effective management of EEO across all areas.
STC 3.1.3.44	Conduct a survey within the mature age workforce target group to determine how many employees intend to retire over the next one to five years, five to 10 years, etc., and what occupations will be most affected by reported retirement intentions. (Mature Age Workforce Program)	Manager of Administration and Human Resources	Strategies are developed for effectively dealing with the retirement of a large number of older workers. Relevant training is included in Council's annual Training Plan. Managers and supervisory employees are trained to implement strategies to address the needs of an ageing and diverse workforce. Opportunities are identified to retrain and / or redeploy older workers into different roles where their knowledge and experience can still be utilised. (30 November 2021)

Code	Action	Responsibility	Operational Plan Target
STC 3.1.3.45	Establish a Re-Entry Employment Policy and Register to cater for former employees who are interested in future temporary, casual or contracted employment opportunities, open to interested former employees of all ages and particularly targeting skilled retirees. (Mature Age Workforce Program)	Manager of Administration and Human Resources	The feasibility of a Re-Entry Employment Policy and Register is consulted on, evaluated and, if found to have merit, developed and approved. The Policy assists Council to fill temporary vacancies due to leave, address peaks in work cycles or respond better to project demands. (30 June 2022)
STC 3.1.3.46	Develop a Voluntary Reduced Job Level Policy and Procedures for retirees, providing options to voluntarily work in a job at a lower level as a flexible retirement option. (Mature Age Workforce Program)	Manager of Administration and Human Resources	Flexible retirement options and other strategies that allow retirees to ease into retirement and explore their options are investigated and implemented (30 June 2022). Such initiatives may include a reduction in responsibility, special project(s), mentoring or coaching based activities, handover of knowledge and skills, or redeployment to a different or lower paid job.

STC 3.2: Instill with staff the culture to deliver quality work the first time; for things to be done once and done right acknowledging the impact of budgetary constraints on this policy direction.

STC 3.2.2: Introduce regular Quality Audits across community services to ensure compliance with all standards in order to meet funding and support requirements.

Code	Action	Responsibility	Operational Plan Target
STC 3.2.2.5	Encourage Life Choices - Support Services (LC-SS) staff to reference and remain compliant with the LC-SS Procedure Manual within their daily duties. With regular audits completed monthly to ensure compliance.	Manager of Community Services	Develop staff willingness to utilise and comply with the LC-SS Procedure Manual on a daily basis. This will be measured by annual ISO surveillance visits and third yearly ISO standards accreditation.

STC 3.2.3: Improve the quality and quantity of work completed by the Directorate of Infrastructure Services teams by holding them accountable.

Code	Action	Responsibility	Operational Plan Target
STC 3.2.3.6	Improve the quality and quantity of work being completed by the Infrastructure Services department by holding work teams accountable for their actions.	Director of Infrastructure Services	Both the quality and quantity of road works increase and such improvements are supported by the feedback received from Roads Committee members.

STC 5: Optimise the use of Councils main administrative buildings.**STC 5.1: Explore options relating to the potential consolidation of the administration offices and the redevelopment of the Town Hall.****STC 5.1.1: Investigate the upgrade and refurbishment of the Town Hall, maximising the existing office space and the potential of co-locating the Church Street Office to the Town Hall Office.**

Code	Action	Responsibility	Operational Plan Target
STC 5.1.1.5	Construction has commenced on the preferred option to co-locate staff from the Church Street, Life Choices and Town Hall offices by 30 June 2022.	Director Development, Planning and Regulatory Services	<p>1. Tenders are called for the fit out / construction of the co-location of staff by 31 December 2021.</p> <p>2. Construction has commenced on the fit out / construction of the co-location of staff by 30 June 2022.</p>

STC 5.1.4: Undertake an investigation on the potential to refurbish the Town Hall to create greater community use and accessibility, in conjunction with the co-location of offices.

Code	Action	Responsibility	Operational Plan Target
STC 5.1.4.2	1. Establish a community-based working group by the 30 September 2021 to develop a long-term plan for the future use and refurbishment of the Town Hall. 2. The Working Group provides Council a long-term plan use of the Town Hall for Council's consideration by 30 March 2022.	Director Development, Planning and Regulatory Services	<p>1. Establish a community-based working group to develop a long-term plan for the future use and refurbishment of the Town Hall by 30 September 2021.</p> <p>2. The Working Group provides Council a long-term plan use of the Town Hall for consideration by 30 March 2022.</p>

3 FINANCIALS

3.1 Rating and Revenue Policy Statement 2021/2022

Council's Revenue Policy aims for:

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

3.1.1 Rates

Council has adopted the 2% general rate income increase which reflects the increase in permissible income as approved by the **Independent Pricing and Regulatory Tribunal (IPART)** for the 2021/2022 financial year. The 2% increase yields approximately \$143,725 additional income to Council.

The revenue from each of the differential categories has increased by approximately 2%.

The proposed rating structure has differential rates for the categories of Farmland, Residential, Business and Mining properties, and 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 (or rate in the dollar) Rate 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 13.28%.

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 \$250.00 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; and
- 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; and
- 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 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 interest rate is set by the Minister for Local Government and will be charged at a rate of 7.0% per annum for the 2021/2022 financial year (0% from 1 July 2020 to 21 December 2020 then 7.0% to 30 June 2021).

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 2021/2022

SCHEDULE No. 2 (a)					
CALCULATION OF THE 2021/2022 NOTIONAL GENERAL INCOME YIELD.					
2021-2022 as at 1 July 2021					
Particulars		No. of Assessments	Notional Land Value	Total Ad Valorem & Base Amounts	Notional General Income
Farmland Rates		1,013	1,006,876,443	3,233,920.65	3,233,920.51
Farmland					
Cents in the Dollar	0.002785256	1,013	1,006,876,443	2,804,408.51	3,233,920.51
Base Amount	424.00	1,013		429,512.00	
Percentage of Income from Base Amount				13.28%	
Residential Rates		3,768	231,854,075	4.00	3,372,525.60
Residential - Non-Urban					
Cents in the Dollar	0.007872385	543	84,138,200	662,368.33	829,043.33
Minimum Amount	565.00	295	11,735,405	166,675.00	
Residential - Deepwater					
Cents in the Dollar	0.010270906	8	632,600	6,497.38	116,107.38
Minimum Amount	565.00	194	5,262,370	109,610.00	
Residential - Dundee					
Cents in the Dollar	0.004674507	1	135,000	631.06	11,931.06
Minimum Amount	565.00	20	462,920	11,300.00	
Residential - Emmaville					
Cents in the Dollar	0.008309110	2	155,400	1,291.24	97,341.24
Minimum Amount	565.00	170	3,230,610	96,050.00	
Residential - Glencoe					
Cents in the Dollar	0.006457874	0	0	0.00	27,685.00
Minimum Amount	565.00	49	1,522,900	27,685.00	
Residential - Red Range					
Cents in the Dollar	0.006472113	0	0	0.00	22,600.00
Minimum Amount	565.00	40	1,316,600	22,600.00	
Residential - Wellingrove					
Cents in the Dollar	0.009405366	0	0	0.00	3,390.00
Minimum Amount	565.00	6	205,000	3,390.00	
Residential - Glen Innes					
Cents in the Dollar	0.018209181	2,241	118,029,750	2,149,225.05	2,259,400.05
Minimum Amount	565.00	195	4,751,220	110,175.00	
Residential - Glen Innes (Postponed)					
Cents in the Dollar	0.018209181	4	276,100	5,027.55	5,027.55
Minimum Amount	0.00	0	0	0.00	
Business Rates		390	35,350,558	722,070.21	722,070.20
Business - Non-Urban					
Cents in the Dollar	0.017763145	42	10,293,100	182,837.83	190,747.83
Minimum Amount	565.00	14	177,350	7,910.00	
Business - Deepwater					
Cents in the Dollar	0.014502776	5	346,000	5,017.96	20,272.96
Minimum Amount	565.00	27	427,120	15,255.00	
Business - Dundee					
Cents in the Dollar	0.013121993	0	0	0.00	0.00
Minimum Amount	565.00	0	0	0.00	
Business - Emmaville					
Cents in the Dollar	0.015440486	1	41,700	643.87	7,423.87
Minimum Amount	565.00	12	173,180	6,780.00	
Business - Glencoe					
Cents in the Dollar	0.013126050	1	65,000	853.19	3,113.19
Minimum Amount	565.00	4	95,680	2,260.00	
Business - Red Range					
Cents in the Dollar	0.032654152	1	17,900	584.51	1,714.51
Minimum Amount	565.00	2	2,000	1,130.00	
Business - Wellingrove					
Cents in the Dollar	0.058413991	1	10,000	584.14	1,149.14
Minimum Amount	565.00	1	3,200	565.00	
Business - Glen Innes					
Cents in the Dollar	0.020822046	256	23,275,988	484,653.70	497,648.70
Minimum Amount	565.00	23	422,340	12,995.00	
Mine Rates		1	13,100	329.00	329.00
Mine					
Cents in the Dollar	0.006952121	0	0	0.00	329.00
Minimum Amount	329.00	1	13,100	329.00	
Total Ad Valorem Rates		4,115	1,244,293,181	6,304,624.31	
Total Minimum Amounts		1,053	29,800,995	1,024,221.00	
Total - General Rates		5,168	1,274,094,176	7,328,845.31	7,328,845.31
Base Date of Land Valuation.					1st July, 2019
Total Rateable Land Valuation in respect of General Rates.					1,274,094,176

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

ESTIMATED RATE DIFFERENTIALS AND INCOME 2021/2022 (Continued)

SCHEDULE No. 3				
TOTAL PERMISSABLE INCOME FOR 2021/22				
Total Notional General Income - 2020 /2021				7,178,665
				7,178,665
Add: 2020 / 2021 Catch-Up / (Excess) - As per 2020/21 Rating Return				7,586
				7,186,251
				0
Rate Peg	2.00%	x	7,186,251	143,725
Permissible Income for 2021 /2022 before Catch-Up / (Excess)				7,329,976
Total Permissible General Income - 2021/ 2022				7,329,976
Less: Notional General Income Yield - 2021/ 2022				-7,328,845
Available Catch-up / (Excess) on and from 1st July, 2022				1,131

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 and Energy (DPIE)** for Glen Innes. The basis of recovering the costs of supplying water under best practice guidelines is as follows:

A water availability charge of \$354.00 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 \$354.00 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	2020/2021	2021/2022
Unconnected	\$345	\$354
20mm	\$345	\$354
25mm	\$409	\$419
32mm	\$477	\$489
40mm	\$615	\$630
50mm	\$1,023	\$1,049
80mm	\$2,457	\$2,518
100mm	\$4,100	\$4,203
150mm	\$8,709	\$8,927
200mm	\$17,420	\$17,855

- 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 \$2.72 per kilolitre. For every kilolitre of metered water consumed exceeding 450 kilolitres, \$4.17 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 \$1.28 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 \$0.49 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 \$2.72 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 \$3.10 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 \$586.00 per assessment (unconnected - \$440.00) 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 \$586.00 per connection.

RESIDENTIAL SEWERAGE – Deepwater

An annual sewerage availability charge of \$468.00 per connection (unconnected - \$352.00) is intended to represent a contribution towards the cost of providing the infrastructure.

Residential properties discharging septic tank effluent into the sewerage system will also be charged an annual sewerage availability charge of \$468.00 per connection.

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 (\$1.24/kL).
AC	Access Charge.

Water Connection (mm)	Access Charge 2020/2021	Access Charge 2021/2022
Unoccupied	\$230.00	\$236.00
20	\$230.00	\$236.00
25	\$356.00	\$365.00
32	\$588.00	\$603.00
40	\$920.00	\$943.00
50	\$1,436.00	\$1,472.00
80	\$3,679.00	\$3,771.00
100	\$5,737.00	\$5,880.00
150	\$13,296.00	\$13,628.00
200	\$23,294.00	\$23,876.00

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 for 2021/2022 are set out below:

Trade Waste Application Fee	2020/2021	2021/2022
Category 1 Discharger	Nil	Nil
Category 2 Discharger	\$118.00	\$121.00
Category 3 Discharger	\$217.00	\$222.00

Trade Waste Approval Renewal Fee (5 years)	2020/2021	2021/2022
Category 1 Discharger	Nil	Nil
Category 2 Discharger	\$62.00	\$64.00
Category 3 Discharger	\$107.00	\$110.00
Change of Ownership (no change to conditions of Trade Waste approval)	\$24.00	\$25.00
Re-inspection Fee	\$92.00	\$94.00
Non-compliance penalty	\$199.00	\$204.00

Annual Trade Waste Fee	2020/2021	2021/2022
Category 1 Discharger	\$101.00	\$104.00
Category 2 Discharger	\$200.00	\$205.00
Large Discharger	\$711.00	\$729.00
Industrial Discharger	\$711.00	\$729.00
Re-inspection Fee	\$95.00	\$97.00

Trade Waste Usage Charges	2020/2021	2021/2022
Category 1 Discharger with appropriate equipment	Nil	Nil
Category 1 Discharger without appropriate pre-treatment	\$1.85/kL	\$1.90/kL
Category 2 Discharger with appropriate pre-treatment	\$1.85/kL	\$1.90/kL
Category 2 Discharger without appropriate pre-treatment	\$17.12/kL	\$17.55/kL
Food Waste Disposal Charge	\$30.98 per bed	\$31.75 per bed
Non-compliance pH charge(k value)	\$0.46	\$0.47
Value of coefficient K in equation 3 of Liquid Trade Waste Policy	\$0.47	\$0.48

Excess Mass Charges		
Substance	2020/2021 Price/kg	2021/2022 Price/kg
Aluminium	\$0.82	\$0.84
Ammonia* (as N)	\$3.35	\$3.43
Arsenic	\$84.01	\$86.11
Barium	\$42.00	\$43.05
Biochemical oxygen demand* (BOD)	\$0.82	\$0.84
Boron	\$0.82	\$0.84
Bromine	\$16.80	\$17.20
Cadmium	\$388.83	\$395.55
Chloride	No Charge	No Charge
Chlorinated hydrocarbons	\$42.00	\$43.05

Excess Mass Charges		
Substance	2020/2021 Price/kg	2021/2022 Price/kg
Chlorinated phenolics	\$1,680.34	\$1,722.35
Chlorine	\$1.71	\$1.75
Chromium	\$29.76	\$30.50
Cobalt	\$17.12	\$17.55
Copper	\$17.12	\$17.55
Cyanide	\$84.01	\$86.11
Fluoride	\$4.19	\$4.29
Formaldehyde	\$1.71	\$1.75
Oil and Grease* (Total O&G)	\$1.54	\$1.58
Herbicides/defoliants	\$840.85	\$861.85
Iron	\$1.72	\$1.76
Lead	\$42.00	\$43.05
Lithium	\$8.40	\$8.61
Manganese	\$8.40	\$8.61
Mercaptans	\$84.01	\$86.11
Mercury	\$2,800.97	\$2,871.00
Methylene blue active substances (MBAS)	\$0.82	\$0.84
Molybdenum	\$0.82	\$0.84
Nickel	\$28.01	\$28.71
Nitrogen* (Total Kjeldahl Nitrogen – Ammonia) as N	\$0.23	\$0.24
Organoarsenic compounds	\$841.39	\$862.42
Pesticides general (excludes organochlorines and organophosphates)	\$841.39	\$862.42
Petroleum hydrocarbons (non-flammable)	\$2.81	\$2.87
Phenolic compounds (non-chlorinated)	\$8.40	\$8.61
Phosphorous* (Total P)	\$1.71	\$1.75
Polynuclear aromatic hydrocarbons	\$17.12	\$17.55
Selenium	\$59.13	\$60.61
Silver	\$1.56	\$1.60
Sulphate* (SO4)	\$0.20	\$0.21
Sulphide	\$1.71	\$1.75
Sulphite	\$1.84	\$1.89

Excess Mass Charges		
Substance	2020/2021 Price/kg	2021/2022 Price/kg
Suspended Solids* (SS)	\$1.05	\$1.08
Thiosulphate	\$0.32	\$0.33
Tin	\$8.22	\$8.43
Total dissolved solids* (TDS)	\$0.07	\$0.07
Uranium	\$8.22	\$8.43
Zinc	\$16.62	\$17.04

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) \$32.80 per month.

ONSITE SEWERAGE

Fee to operate an onsite sewerage system \$90.00 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	2020/2021	2021/2022
Waste Management Facility Charge (all rateable properties) to assist in covering the cost of Council's waste management facilities and other environmental initiatives	\$72	\$74
Standard – one (1) 140 litre waste and one (1) 240 litre recycling bin per assessment	\$325	\$333
Additional standard waste service per assessment	\$165	\$169
Large – one (1) 240 litre waste and one (1) 240 litre recycling bin per assessment	\$445	\$456
Additional Large Service per Assessment	\$240	\$246
Vacant Land within Scavenging Area	\$145	\$149
New 140 litre Bin*	\$95	\$97
New 240 litre Bin*	\$95	\$97
New 360 litre Bin*	\$150	\$154
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)	\$52	\$53

*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 \$102 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 2021/2022			
PRODUCTS	Price per Tonne excl. GST	GST	GST Inclusive
Unprocessed			
Overburden	\$7.27	\$0.73	\$8.00
Select fill	\$14.55	\$1.45	\$16.00
Aggregates			
Crusher dust	\$22.27	\$2.23	\$24.50
Crusher dust <3mm	\$30.91	\$3.09	\$34.00
5mm Aggregate	\$42.73	\$4.27	\$47.00
7mm Aggregate	\$37.73	\$3.77	\$41.50
10mm Aggregate	\$35.91	\$3.59	\$39.50
14mm Aggregate	\$35.00	\$3.50	\$38.50
20mm Aggregate	\$31.82	\$3.18	\$35.00
Pre-coated aggregate	Bulk-order customers only		
Sand and Aggregate Mix	\$47.27	\$4.73	\$52.00
Roadbase			
20mm Scalps (non spec)	\$22.27	\$2.23	\$24.50
40mm Scalps (non spec)	\$22.27	\$2.23	\$24.50
DGB 20 (RMS spec)	\$36.36	\$3.64	\$40.00
MB20 (RMS spec)	\$36.36	\$3.64	\$40.00
DGS 20 (RMS spec)	\$28.18	\$2.82	\$31.00
DGS 40 (RMS spec)	\$28.18	\$2.82	\$31.00
Crosby's Pit 40 mm Road Base (ex bin + loading costs)	\$15.91	\$1.59	\$17.50
McCoskers Pit 40 mm Road Base (ex bin + loading costs)	\$15.91	\$1.59	\$17.50
Deepwater Pit 40 mm Road Base (ex bin + loading costs)	\$15.91	\$1.59	\$17.50
Broken Rock			
Quarry rock - ex-pit	\$20.00	\$2.00	\$22.00
Gabion	\$28.18	\$2.82	\$31.00
150 mm-250mm Drainage Rock	\$28.18	\$2.82	\$31.00
60mm < Drainage Rock	\$28.18	\$2.82	\$31.00
Granite	\$30.00	\$3.00	\$33.00
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 discuss with the Quarry Manager.			

Retail Price List 2021/2022			
<u>DELIVERY</u>	Price excl. GST	GST	GST inclusive
12 Tonne Tipper - in town	\$54.55	\$5.45	\$60.00
12 Tonne Tipper - out of town per km	\$5.91	\$0.59	\$6.50
Truck & Dog and B-Double	By quotation		
Weighbridge Ticket	\$28.18	\$2.82	\$31.00
<u>PRIVATE PLANT HIRE RATES</u>	Price per hour excl. GST	GST	GST inclusive
Dozer - Komatsu D65	\$194.55	\$19.45	\$214.00
Excavator (30T)	\$194.55	\$19.45	\$214.00
Truck – 12 Tonne Bogie Axle Tipper	\$112.27	\$11.23	\$123.50
Truck – 30 Tonne Tipper with Dog Trailer	\$153.18	\$15.32	\$168.50

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:

	2020/2021		2021/2022	
Backhoe - JCB 3CX	\$146 per hour		\$149 per hour	
Jetpatcher	\$381 per hour	plus consumables (bitumen and gravel)	\$388 per hour	plus consumables (bitumen and gravel)
Bitumen Patching Truck & 2 Men - spraying	By Quotation		By Quotation	
Excavator (20-29T)	\$218 per hour		\$221 per hour	
Forklift	\$108 per hour		\$110 per hour	Plus \$23.50 attachments
Grader - JD 670	\$206 per hour		\$210 per hour	
Industrial Outfront or Zero-Turn Mower	\$111 per hour		\$113 per hour	
Loader (12T) – Komatsu WA250	\$155 per hour		\$157 per hour	
Prime Mover with Quad-Axle Low Loader	\$4.76 per kilometre, min charge \$200		\$4.84 per kilometre, min charge \$200	
Roller (Broons)	\$58 per hour	Plus towing tractor	\$59 per hour	Plus towing tractor
Roller (SP 11t Vibrating) – Dynapac CA302	\$173 per hour		\$176 per hour	
Roller (SP 16t Multi-tyre) - Ammann AP240	\$173 per hour		\$176 per hour	
Asphalt Zipper	\$165 per hour	Plus Komatsu loader	\$168 per hour	Plus Komatsu loader
Excavator (4-19T)	\$130 per hour		\$132 per hour	
Skid Steer Loader	\$135 per hour		\$138 per hour	
Street Sweeper	\$195 per hour		\$199 per hour	
Tractor (>100kW)	\$159 per hour	Plus \$22.00 attachments	\$161 per hour	Plus \$22.50 attachments
Tractor (75-99kW)	\$149 per hour	Plus \$22.00 attachments	\$152 per hour	Plus \$22.50 attachments
Tractor (0-74kW)	\$139 per hour	Plus \$22.00 attachments	\$142 per hour	Plus \$22.50 attachments
Water Cart (12,900-15,000L)	\$151 per hour		\$153 per hour	
Wood Chipper & Truck, 2 operators	\$291 per hour		\$296 per hour	
	2020/2021		2021/2022	
General Utility	\$24 + \$1 per kilometre, minimum charge \$79		\$24 + \$1 per kilometre, minimum charge \$79	
Truck – 3-4 Tonne Single Axle Tray	\$23 + \$111 per hour		\$23 + \$113 per hour	
Truck >6 Tonne GVM Single Axle Tray	\$23 + \$116 per hour		\$23 + \$118 per hour	
Truck 4.5 – 9 Tonne Single Axle Tipper	\$23 + \$136 per hour		\$23 + \$139 per hour	
	2020/2021		2021/2022	
Labourer	By Quotation		By Quotation	
Plant Operator (including transport utility only)	\$65 per hour		\$66 per hour	
Minor Hand Plant	\$75 per ½ day	Plus operator & consumables	\$76 per ½ day	Plus operator & consumables
Traffic Control Signs/Devices for private works and private hire	\$31 administration charge plus \$11 per day per sign/device. Witches hats/Bollards \$5 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.	\$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.

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.

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.

Code	Motive	Pricing Principal
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



2021/2022

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.

Code	Motive	Pricing Principal
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

CORPORATE AND GOVERNANCE INCOME

INTEREST AND OVERDUE ACCOUNT CHARGES

Interest on Outstanding Rate, Water & Debtor Accounts		6.00%	N	B
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	\$85.00	N	B
Section 603 Urgency Fee	\$150.00	\$150.00	N	D
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	\$42.00	N	C

DISHONOUR ADMINISTRATION FEE

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

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

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

GOVERNMENT PUBLIC ACCESS INFORMATION 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		Actual cost plus Admin Fee	N	D
--	--	----------------------------	---	---

COMPANION ANIMAL REGISTRATION

LIFETIME REGISTRATION

De-sexed cat or written notification from Vet that the cat should not be desexed	\$50.00	\$50.00	N	
--	---------	---------	---	--

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

LIFETIME REGISTRATION [continued]

De-sexed cat sold by eligible pound/shelter	\$25.00	\$25.00	N	
Non de-sexed cat – owned by registered breeder	\$50.00	\$50.00	N	
Permit Dangerous Dog non de-sexed	\$195.00	\$195.00	N	
Permit non de-sexed Cat by 4 months	\$80.00	\$80.00	N	
Permit Restricted Dog	\$195.00	\$195.00	N	
Non de-sexed dog or cat (even if owned by pensioner)	\$216.00	\$216.00	N	B
De-sexed dog	\$60.00	\$60.00	N	B
De-sexed dog or cat – owned by pensioner	\$26.00	\$26.00	N	B
Non de-sexed dog – owned by registered breeder	\$60.00	\$60.00	N	B
Non de-sexed dog under 6 months	\$60.00	\$60.00	N	B
De-sexed dog or cat sold by eligible pound/shelter	\$30.00	\$30.00	N	B
Late fee – where registration is not paid within 28 days of required registration date	\$17.00	\$17.00	N	B
Non de-sexed or de-sexed cat under 4 months	\$50.00	\$50.00	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	\$23.00	N	D
Sheep – per head	\$11.00	\$11.00	N	D
Goat, Pig – per head	\$23.00	\$23.00	N	D

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	\$5.00	N	D
Cattle and Horses – per head per day	\$33.00	\$33.00	N	D

OTHER CHARGES

Veterinary costs	Actual cost = \$41.00/call		N	D
------------------	----------------------------	--	---	---

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

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	\$61.00	N	
Impounding Fee – Vehicles	\$151.00	\$151.00	N	D
Transporting other articles to pound (cars, trolleys etc)		Actual cost = \$38.00	N	D

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

SUNDRY ANIMAL CHARGES

Microchip fee	\$48.00	\$48.00	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

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

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	\$85.00	N	D
Part B – Approval to carry out water supply, sewerage and/or storm water drainage works including inspections	\$220.00	\$220.00	N	D
Part C – Approval to install, construct or alter an on-site sewerage system including inspection	\$220.00	\$220.00	N	D
Part F – Operate a Caravan Park	\$85.00	\$85.00	N	D
Part F – Install solid fuel heating device (where not exempt under local approvals policy)	\$85.00	\$85.00	N	D
Part F – Install or operate amusement device (under 14 rpm exempt)	\$55.00	\$55.00	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	\$85.00	N	D
Part D, E, F – Miscellaneous Approvals	\$85.00	\$85.00	N	D
Annual Approval To Operate an Onsite Sewerage Management System Fee (Charged on Rates Notice)	\$90.00	\$90.00	N	D
Inspection Fee (High Risk Onsite Sewerage Management System)	\$135.00	\$135.00	N	D

PUBLIC HEALTH

FOOD OUTLET INSPECTIONS

First Inspection	\$103.00	\$103.00	N	D
Subsequent Inspection Charge	\$51.00	\$51.00	N	D
Annual Administration Charge	\$206.00	\$206.00	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	\$103.00	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	\$80.00	N	D

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

OUTSTANDING ORDERS & NOTICES

ENVIRONMENTAL PLANNING & ASSESSMENT CERTIFICATE

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

NOTICES AND ORDERS

Certificate as to outstanding Notices and Orders issued under the Local Government Act (section 735A)	\$98.00	\$98.00	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	\$93.00	N	B
Per certificate requiring inspection (Local Government Act)	\$150.00	\$150.00	N	A

NOXIOUS WEEDS

Noxious Weeds Act – Provision of section 64 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		\$25.00 per load	Y	A
Unsorted waste over 500 kg charged at tonne rate		\$80.00/tonne	Y	A
Green Waste up to 500 kg	\$10.00	\$10.00	Y	A
Green waste over 500 kg charged at tonne rate		\$50.00/tonne	Y	C
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	\$50.00	Y	D
Local Registered Charities – disposal of unwanted goods – unsorted (sorted 1/3 recyclables – free)		\$60.00/Truck Load	Y	D
Local Registered Charities – Council collection & disposal of unwanted goods		By Quotation	Y	A
Asbestos Waste – Glen Innes Waste Depot ONLY		\$150.00/tonne (Min \$75)	Y	A
Disposable asbestos bag (includes bag & bag/content disposal)	\$28.00	\$28.00	Y	C
Builders Rubble (Concrete, Brick, Blocks, Pavers, Tiles only) – per tonne		\$42.00/tonne	Y	C

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

DISPOSAL OF WASTE MATERIALS [continued]

E waste (deferment of charge subject to recycling options available)		Free	Y	C
Drillers Waste – per tonne	\$75.00	\$75.00	Y	C
Processed Construction and Demolition waste		Not for public sale	Y	C

DISPOSAL OF TYRES

Motor Cycle Tyres	\$6.00	\$6.00	Y	C
Passenger Car Tyres	\$8.00	\$8.00	Y	C
Truck Tyres – small (15' to 16' rim)	\$28.00	\$28.00	Y	C
Truck Tyres – large	\$82.00	\$82.00	Y	C
Tractor Tyres	\$184.00	\$184.00	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

Air Services Australia Non-Direction Beacon lease at Aerodrome	As per lease (CPI)	Y	E
Service Station, Cnr Church and Bourke Streets, Glen Innes	As per lease (CPI)	Y	E
Crofters Cottage	As per lease (CPI)	Y	E
1st Floor, Visitors Centre, Church Street, Glen Innes	As per lease (CPI)	Y	E
Ground Floor, Visitors Centre, Church Street, Glen Innes	As per lease (CPI)	Y	E
Town Hall Tea and Coffee Shop	As per lease (CPI)	Y	E
Lease of Hanger	As per lease (CPI)	Y	E
Lease of Land for Hanger	As per lease (CPI)	Y	E
Recycling Centre	As per lease (CPI)	Y	E
Martins Lookout (1)	As per lease (CPI)	Y	E
Martins Lookout (2)	As per lease (CPI)	Y	E
Private lease of land for Hangers	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

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

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

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

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

MODIFICATION OF CONSENT (CLAUSE 258) [continued]

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

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

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

REVIEW OF DEVELOPMENT CONSENT [continued]

\$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

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

CEMETERY

BURIAL

Plot (each)	\$462.00	\$462.00	Y	D
Burial – Normal Working Days	\$686.00	\$686.00	Y	D
Burial – Saturdays	\$1,023.00	\$1,023.00	Y	D
Children's Section (under 1.1m) Under 5	\$220.00	\$220.00	Y	D
Reception of Ashes for Burial	\$170.00	\$170.00	Y	D
Re-opening, closing vault	\$170.00	\$170.00	Y	D
Perpetual Care – lawn cemetery (payable at time of burial)	\$895.00	\$895.00	Y	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
BURIAL [continued]				
Perpetual Care – monumental cemetery (payable at time of burial)	\$1,812.00	\$1,812.00	Y	D
Burial where Hand Digging is required (Old Sections)	\$872.00	\$872.00	Y	D
Burial – Villages – additional charge for machinery transport	\$308.00	\$308.00	Y	D
EXHUMATION				
Exhumation Fee	\$890.00	\$890.00	Y	D
TOMBS AND MONUMENTS				
Application to erect a tomb or monument	\$109.09	\$109.09	N	D
NICHES, COLUMBARIUM				
Reservation in columbarium	\$263.00	\$263.00	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	\$47.00	Y	D
Sale of Cemetery Record Book	\$40.00	\$40.00	N	D
Application for Private Burial (includes inspection)	\$384.00	\$384.00	N	D
Records – Search and supply	\$50.00	\$50.00	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
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
Individual Season Pass	\$200.00	\$200.00	Y	C
Individual Half Season Pass	\$100.00	\$100.00	Y	C
POOL HIRE: SOLE USE				
School Groups – learn to swim	\$2.50 per child plus	\$100 per hour (teachers free)	Y	C

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
POOL HIRE: SOLE USE [continued]				
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
PROGRAMMES				
Aqua Aerobics – per class	\$8.00	\$8.00	Y	C
Season Pass Aqua Aerobics Classes (50 tickets)	\$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
SPORTSGROUNDS RENTALS				
TENNIS ASSOCIATION				
Tennis Association – per annum		As per lease (CPI)	Y	A
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				
Commercial Hire Security Bond (refundable on Conditions)	\$688.00	\$688.00	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

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

PRIVATE HIRE [continued]

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
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	\$0.30	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

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
FAX				
Australia	\$3.30	\$3.30	Y	C
Australia – 10 pages +	\$6.40	\$6.40	Y	C
International	\$8.30	\$8.30	Y	C
Fax Received	\$0.30	\$0.30	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	\$2.00	Y	C
PLAYAWAY headphones	\$2.50	\$2.50	Y	C
Replacement Library Membership cards	\$3.82	\$3.82	N	C
INTER LIBRARY LOAN				
Administration Fee	\$7.50	\$7.50	Y	C
Exchange Fee	\$16.50	\$16.50	Y	B
Replacement cost of lost / damaged items		\$12.50 + actual cost	Y	D
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

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
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	\$90.00	Y	D
Security Call out	\$90.00	\$90.00	Y	D
Cleaning Cost	\$45.00	\$45.00	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	\$36.00	N	C
Out of School Hours Care (Casual bookings for days not booked a week in advance)	\$40.00	\$40.00	N	C
VACATION CARE				
Vacation Care Fee	\$73.00	\$73.00	N	C
Vacation Care (Casual bookings for days not booked a week in advance)	\$80.00	\$80.00	N	C
LATE COLLECTION FEE				
Late Collection Fee – applicable 10 minutes after closing time per 10 minute lot after closing time	\$25.00	\$25.00	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
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

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
CAFS FEES AND CHARGES [continued]				
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	\$12.50	N	
Meals – Centre based	\$10.00	\$10.00	Y	D
Meals – Light	\$8.00	\$8.00	Y	D
Hot Meals – home delivered, Meals on Wheels	\$18.50	\$18.50	Y	D
Morning or Afternoon Tea	\$4.50	\$4.50	Y	D
TRANSPORT				
Bus Transport to Life Choices	\$6.00	\$6.00	Y	D
OUTINGS AND ACTIVITIES				
Outings and Activities Fee		At Cost	Y	D
Exercise Programs (unfunded)	\$12.00	\$12.00	Y	D
Yetman Outings and Activities		At Cost	Y	C
ROOM HIRE				
Hire of LC-SS Room – per day or part thereof	\$50.00	\$50.00	Y	D
Hire of LC-SS Room – per hour or part thereof	\$15.00	\$15.00	Y	D
PACKAGE MANAGEMENT FEES				
Package Management Fee HCP per fortnight Level 1 (of funding and reduced income)	\$42.14	\$42.14	N	D
Package Management Fee HCP per fortnight Level 2 (of funding and reduced income)	\$88.90	\$88.90	N	D
Package Management Fee HCP per fortnight Level 3 (of funding and reduced income)	\$232.26	\$232.26	N	D
Package Management Fee HCP per fortnight Level 4 (of funding and reduced income)	\$391.16	\$391.16	N	D

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

CARE MANAGEMENT FEES

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

OTHER MANAGEMENT FEES

HCP exit fee	\$550.00	\$550.00	Y	D
Clinical Assessment Registered Nurse – per hour	\$90.00	\$90.00	N	D
LCSS High Intensity Personal Care – per hour	\$59.09	\$59.09	N	D
Direct Support Worker per hour (external) + award rates after 6pm, weekends and Public Holidays	\$55.00	\$55.00	N	D
Direct Support Worker per hour (internal) + award rates after 6pm, weekends and Public Holidays	\$50.00	\$50.00	N	D
Administration Fee CHSP		15.00%	N	D
Support Facilitation per hour (internal)	\$65.00	\$65.00	N	D
Support Facilitator per hour (external)	\$80.00	\$80.00	N	D
Travel Costs (cents per km) (exclusive of staff time)	\$1.00	\$1.00	N	D
Maintenance Worker per hour (external)	\$60.00	\$60.00	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 YR 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	\$200.00	Y	C
Seminars, conferences, commercial concerts, exercise classes and other profit raising events. 5 hours or less – per hour	\$30.00	\$30.00	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	\$25.00	Y	C
Wedding receptions, anniversaries and other private functions over 5 hours – per day	\$170.00	\$170.00	Y	C
FOR PROFIT COMMERCIAL ORGANISATIONS				
Seminars, conferences, commercial concerts, exercise classes and other profit raising events over 5 hours – per day	\$375.00	\$375.00	Y	C
Seminars, conferences, commercial concerts, exercise classes and other profit raising events. 5 hours or less – per hour	\$31.00	\$31.00	Y	C
DAMAGES AND CLEANING DEPOSITS				
Refundable damages / cleaning deposit (all Classes – daily hire)	\$265.00	\$265.00	N	D
Refundable damages / cleaning deposit (all Classes – hourly hire)	\$133.00	\$133.00	N	D
Chair Refundable Damages Deposit	\$117.00	\$117.00	N	D
Trestle Table Refundable Damages Deposit (single fee)	\$117.00	\$117.00	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	\$70.00	Y	C
CLEANING FEE				
Town Hall Cleaning Fee (all Classes – daily hire only)	\$92.00	\$92.00	Y	C

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
COMMITTEE ROOM IN TOWN HALL				
Hire of Committee Room in Town Hall Complex (including hire of adjoining kitchen)	\$50.00	\$50.00	Y	C
TOWN HALL HIRE FEE				
Fee for setting up Town Hall furniture	\$194.00	\$194.00	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	\$80.00	Y	C
Additional days hire – per day	\$50.00	\$50.00	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	\$680.00	N	B
TRAFFIC CONTROL PLAN				
Design traffic control plan		By quotation min \$50.00 if standard TCP used	Y	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
ROAD DILAPIDATION RECOVERY FEE				
Road Dilapidation Recovery Fee – Wind & Solar Farms		As per Agreement	Y	D
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	\$186.00	N	D
Final completion	\$186.00	\$186.00	N	D
SEWER FEES				
Prior to Backfill	\$200.00	\$200.00	N	D
Final completion	\$200.00	\$200.00	N	D
STORMWATER FEES				
Prior to Backfill	\$200.00	\$200.00	N	D
Final completion	\$200.00	\$200.00	N	D
INSPECTION FEES				
Additional inspection required by development consent	\$200.00	\$200.00	N	D
Re-inspection due to non compliance with construction standards	\$200.00	\$200.00	N	D
ROAD RENAMING				
Road re-naming/application including advertisement	\$1,277.00	\$1,277.00	N	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
RURAL ADDRESSING				
Street/rural addressing (includes supply of addressing numbers and attaching to existing post/fence)	\$87.00	\$87.00	Y	D
Street/rural addressing (includes supply of addressing numbers for residents to affix.)	\$60.50	\$60.50	Y	D
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	\$171.00	N	D
Section 138 Approval – additional inspection	\$59.00	\$59.00	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	\$75.00	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
Supply of Sub-base Quality Gravel		By Quotation	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	\$813.51	\$813.51	Y	D
Sawn lengths 2.5m plus	\$1,220.51	\$1,220.51	Y	D
BUILDING FEES				
CONSTRUCTION AND COMPLYING DEVELOPMENT CERTIFICATES				
Certificate less than \$5,000	\$155.60	\$155.60	Y	D

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
CONSTRUCTION AND COMPLYING DEVELOPMENT CERTIFICATES [continued]				
Certificates from \$5,001 to \$50,000	\$269.51	\$269.51	Y	D
Certificates from \$50,001 to \$250,000	\$100.00 + \$4.00 every \$1,000.00		Y	D
Certificates over \$250,000	\$525.00 + \$2.00 for every \$1,000.00		Y	D
BUILDING CERTIFICATE (S 149D)				
Building Certificates (Section 149D)	\$250.00	\$250.00	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	\$88.00	N	D
Search Building Records	\$88.00	\$88.00	N	D
BUILDING INSPECTION FEES/COMPLIANCE CERTIFICATES				
Building Inspections/Plumbing & Drainage Inspection	\$138.00	\$138.00	Y	D
Additional inspections	\$156.00	\$156.00	Y	D
Occupation Certificate	\$85.00	\$85.00	Y	D
Compliance Certificate	\$85.00	\$85.00	Y	D
Classification Certificate	\$76.36	\$76.36	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

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

SWIMMING POOL COMPLIANCE CERTIFICATE [continued]

Swimming Pool/Spa Pool Fencing Inspection – Initial Inspection (Clause 18A)	\$147.40	\$147.40	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	\$85.00	Y	D
Lodgement of Construction/Complying Development Certificate by a Private Certifier	\$36.00	\$36.00	N	B

SALEYARDS

SALEYARD FEES (PER HEAD)

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

FACILITIES FEES AND CHARGES

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

SALEYARD ADMINISTRATION FEES

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

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
TRANS-SHIPMENT				
Administration Charge – Bulls	\$27.50 (inclusive of GST)		Y	D
Bulls per head (only applies to bulls not sold through Glen Innes Selling Agents Association)	\$20.00	\$20.00	Y	D
Cattle – per head	\$5.00	\$5.00	Y	D
Sheep – per head	\$0.75	\$0.75	Y	D
Horses – per head	\$15.00	\$15.00	Y	D
Use of Crush – per head	\$1.25	\$1.25	Y	D
TRUCKWASH FEES				
Avdata Keys for Saleyards Truck Wash	\$33.00	\$33.00	Y	
Truck Wash – Avdata system – cents per minute	\$0.65	\$0.65	Y	D
Truck Wash – Avdata system – Minimum Charge	\$11.50	\$11.50	Y	D
WATER FUND				
METER TESTING				
Meter Test (in house)	\$65.00	\$65.00	N	D
Manufacturer's Test (20mm & 25mm)	\$210.00	\$210.00	N	D
Other Meters		By Quotation	N	D
Special Meter Reading Fee	\$78.00	\$78.00	N	D
Special Meter Reading Fee – Additional Urgency Fee	\$52.00	\$52.00	N	D
RETICUALTION TESTING				
Instantaneous Pressure / Flow Test	\$216.00	\$216.00	N	D
WATER HEADWORKS CHARGES				
Water – per Equivalent Tenement (ET)		As per DSP	N	D
METER INSTALLATION				
Water Meters – 20mm	\$851.00	\$851.00	N	D
Water Meters – 25mm	\$1,260.00	\$1,260.00	N	D
Water Meters – 32mm	\$1,776.00	\$1,776.00	N	D
Water Meters – 40mm	\$2,310.00	\$2,310.00	N	D
Water Meters – 50mm or larger		By Quotation	N	D
Additional Service Fee for Road crossings	\$1,000.00	\$1,000.00	N	

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

METER INSTALLATION [continued]

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 \$62.00 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 \$204.00 N D

Water meter box \$101.50 \$101.50 N D

Removal – Water Meter Restrictor \$258.00 \$258.00 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 \$33.00 Y

SEWER FUND

PUMPING CHARGE

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

CONNECTION FEE – NO JUNCTION AVAILABLE

Depth of connection <1.5m \$845.00 \$845.00 N D

Depth of connection 1.5m-2.0m \$1,692.50 \$1,692.50 N D

Depth of connection <2.0m By Quotation N D

Additional Service Fee for Road crossings \$1,000.00 \$1,000.00 N

Inspection Fee, at sale of property \$102.00 \$102.00 N D

SEWER HEADWORKS CHARGES

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

OTHER SEWER CHARGES

Sewer Camera with operator \$96.00 per hour N D

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

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

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

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

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

TRADER SITE FEES [continued]

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	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.		Y	C
---------------------	--	--	---	---

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

WORKSHOPS

Showground Workshop Fees	\$53.00	\$53.00	Y	C
--------------------------	---------	---------	---	---

BOOKING FEES

Booking Fees	\$2.00	\$2.00	Y	C
--------------	--------	--------	---	---

FOSSICKING FIELD TRIPS

Fossicking Field Trips – Per Day – Adult	\$25.00	\$25.00	Y	C
--	---------	---------	---	---

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
FOSSICKING FIELD TRIPS [continued]				
Fossicking Field Trips – Per Day – 5 years and under		Free	Y	A
Fossicking Field Trips – Per Day – Under 16 years	\$10.00	\$10.00	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
AUSTRALIAN STANDING STONES MANAGEMENT BOARD				
PLAQUE INSTALLATION				
Installation of plaque on Celtic Family Wall		At Cost plus 10%	Y	C
EMMAVILE 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
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

Description	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Pricing Principle
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	\$165.00	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
Photocopying (per Council's Fees)	See Corporate & Governance section		Y	D
Faxes (per Council's Fees)	See Corporate & Governance section		Y	D

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



2021/2022

Operational Budget

GLEN INNES SEVERN COUNCIL

Budget Highlights 2021/2022

Budget Summary 2021/2022

Council's Budget is made up of the following:

Operating Income of \$34,913,460
 (after Capital Income has been removed);
Operating Expenditure of \$34,913,460;
Capital Expenditure \$17,464,451;
Loan / Lease Repayments \$2,325,790.

The budget includes Capital grants for Fixing Local Roads Program (Round 2) to provide new bitumen seal on eight local roads including Strathbogie Road, West Furracabad Road, Pinkett Road, Mt Mitchell Road, Maybole Road, Yarraford Road, Ten Mile Road, Tent Hill Road and funding for Bald Nob Road upgrade under Roads of Strategic Importance program funding. Overall, Council will have a balanced operating position.

Budget Challenges 2021/2022

Council's Budget includes the following:

- Rates funding increased by 2.0%;
- Water usage charge increased by 5.0%;
- Fees and charges increasing between 1.7% and 2.5%;
- Wages have increased by 2.0% plus 0.5% increase in superannuation;
- Insurance costs have increased by 20%;
- Depreciation cost has increased by 12%.

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

Infrastructure Capital Snapshot

ROADS

- Heavy Patching Program \$993,639;
- Rangers Valley Road Resheeting \$285,622;
- Illparran Road Resheeting \$132,992 ;
- Jenkins Road Resheeting \$75,154;
- Ten Mile Road Resheeting \$385,000;
- Emmaville Road Segment 180 Repairs \$450,000;
- Bald Nob Upgrade \$3,066,500;
- Council Contribution to Bald Nob \$560,000;
- Mt Slow Gravel Resheeting \$296,000;
- Donnelly's Road resheeting (3km) \$136,000;
- Kangaroo Flat and Swamp Oak Roads \$440,000;
- Lang St/Furracabad Road \$990,000;
- Round 2 New Bitumen Seals \$3,019,278.

BRIDGES

- 5220 Mt Mitchell Road, Yarrow Creek Bridge \$945,000;
- 5215 Mt Mitchell Road, Mann River \$1,400,000.

OTHER

Automated Water Meter Reading \$600,000.

Other Highlights

- Increased saleyard revenue is budgeted with improving stock numbers;
- Ticket prices for the Australian Celtic Festival have been increased to be comparable with similar events;
- Non Pre Approved Community Donations has been reduced from \$28k to \$10k;
- Funds allocated to the Glen Innes Sports Council (Council 355 Committee) for re-distribution to local sporting clubs has been removed;
- Children and Family Services After School Hours Care and Vacation Care Fees have increased by 13% and 24% respectively making them comparable with neighbouring LGA's costs for the same services.

OTHER CAPITAL WORKS PROJECTS

- Landscaping for roundabouts in the CBD;
- Pool upgrades including the replacement of the old grandstand;
- A Community Notice Board for Glencoe.

3.2 Summary and Operational Budget

OPERATIONAL BUDGET 2021/2022	Budget Summary			Budget Summary			Budget Summary	
	PROPOSED REVENUE			PROPOSED EXPENDITURE			PROPOSED BUDGET	
	Revenue Budget	Revenue Budget	Variance	Expenditure Budget	Expenditure Budget	Variance	Budget Total	Budget Total
	2020/2021	2021/2022		2020/2021	2021/2022		2020/2021	2021/2022
	\$	\$	\$	\$	\$	\$	\$	\$
FUNCTION								
General Purpose Revenues	9,945,564	10,267,396	321,832	34,511	25,000	(9,511)	9,911,053	10,242,396
Governance	188,859	198,167	9,308	737,678	688,558	(49,120)	(548,819)	(490,391)
Administration	3,321,191	4,576,323	1,255,132	7,743,378	8,068,768	325,390	(4,422,187)	(3,492,445)
Public Order and Safety	356,124	1,016,304	660,180	1,041,593	2,299,874	1,258,281	(685,469)	(1,283,569)
Health	18,573	12,500	(6,073)	225,013	205,173	(19,840)	(206,440)	(192,673)
Housing and Community Amenities	2,607,855	3,007,871	400,016	2,092,389	1,971,201	(121,188)	515,466	1,036,671
Recreation and Culture	255,662	278,106	22,444	2,183,279	2,051,654	(131,625)	(1,927,617)	(1,773,548)
Mining, Manufacturing and Construction	60,303	85,850	25,547	128,721	118,851	(9,870)	(68,418)	(33,001)
Glen Innes Aggregates	3,519,466	4,347,188	827,722	3,019,466	3,771,928	752,462	500,000	575,260
Transport and Communication	6,159,403	13,892,628	7,733,225	6,830,986	6,245,555	(585,431)	(671,583)	7,647,072
Community Services and Education	2,981,036	3,616,478	635,442	3,113,125	3,635,064	521,940	(132,089)	(18,586)
Economic Affairs	824,839	764,681	(60,158)	1,989,977	1,837,356	(152,621)	(1,165,138)	(1,072,675)
Committees of Council - Section 355	-	-	-	10,000	-	(10,000)	(10,000)	-
Water Supplies	2,877,685	2,698,096	(179,589)	2,033,188	2,316,194	283,006	844,497	381,902
Sewer Supplies	1,904,958	1,943,418	38,460	1,560,317	1,678,284	117,967	344,641	265,134
Total	35,021,519	46,705,006	11,683,488	32,743,621	34,913,460	2,169,840	2,277,898	11,791,546

	2021/2022 Budget Summary	2020/2021	2021/2022
Operating Profit		2,277,898	11,791,546
Add Back Non Cash Items:			
Depreciation		6,427,380	7,209,453
Provision for Rehabilitation Costs (Town Waste Amortisation)		284,065	288,894
Provision for Bad and Doubtful Debts		10,200	-
Amount Available for Non Operating Items		8,999,543	19,289,893
Non Operating Expenditure			
Existing Loan Principal Repayments		1,596,288	1,673,726
New Loan Principal Repayments		87,094	-
Lease Principle Payments		342,962	652,064
Capital Expenditure (By Funding Source)		12,217,780	17,464,451
-General Fund Infrastructure		2,715,639	1,768,639
- GIA Surplus		407,024	300,000
- Roads to Recovery Grants		1,308,000	878,768
- Regional Roads Grants		728,000	620,000
- Bridge Renewal Program Grant		1,400,000	2,345,000
- Local Infrastructure Renewals Loans Scheme		850,000	50,000
- General Fund - Plant and Equipment Purchases		850,000	644,814
- Stormwater Drainage Funds		145,000	145,000
- Sewer Fund		471,056	546,972
- Water Fund		801,665	1,360,000
- Waste Fund		284,065	-
- Projects Funded from the General Fund		981,902	857,480
- Other Grants and Contributions		1,275,429	7,947,778
Total Non Operating Expenditure		14,244,124	19,790,240
Position after Non Operating Expenditure		-5,244,581	-500,347
Funded from Net Restricted Cash Movements detailed below:			
Add: Drawdown on Restricted Cash			
Local Infrastructure Renewal Loans Scheme Funding		850,000	50,000
Sewer Fund		471,056	546,972
Water Fund		801,665	1,360,000
Waste Fund		284,065	-
Drainage Funds		145,000	145,000
New Loan Funds		1,000,000	-
Infrastructure/Plant Funds		28,923	-
Glen Innes Aggregates		407,024	300,000
Total Drawdowns on Restricted Cash		6,776,910	2,401,972
Variance		1,532,329	1,901,624
Less: Additions to Restricted Cash			
Water Fund		447,676	0
Sewer Fund		164,512	96,415
Developer Contributions		170,246	172,899
Waste Fund		343,552	648,428
Drainage		256,962	359,200
Plant Reserve		-	620,000
Infrastructure Backlog Reserve		483,532	-
Total Additions to Restricted Cash		1,866,480	1,896,942
Net Position		-334,151	4,682

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
GOVERNANCE				
GOVERNANCE REVENUES				
White Rock		193,167		
Sapphire Wind Farm		5,000		
TOTAL GOVERNANCE REVENUES		198,167	-	-
GOVERNANCE EXPENSES				
Councillor Training Costs	Councillor Training Costs		30,000	30,000
Motor Vehicle Expenses	Motor Vehicle Expenses		13,000	13,000
Auditor's Remuneration	Auditor's Remuneration		61,350	61,350
Internal Audit	Internal Audit		40,000	40,000
Mayor Allowance	Mayor Allowance		34,000	34,000
Deputy Mayor Allowance	Deputy Mayor Allowance		18,000	18,000
Councillors' Allowances	Councillors' Allowances		63,000	63,000
Councillors' Expenses			14,000	
	Conferences Training and Seminars			5,000
	Internet & Telephone			1,000
	Travelling Allowance			8,000
Meetings Expenses			24,500	
	Council Meetings and Workshops			5,500
	Civic Receptions and Mayoral Banquets			2,000
	Public Engagement Expenses			1,000
	Streaming/Archiving and Indexing Service			16,000
Mayoral Expenses			10,000	
	Conferences, Training and Seminars			4,000
	Travel Allowance			6,000
Insurance			39,249	
	Councillors and Officers Liability			34,394
	Personal Accident & Corporate Travel			4,855
Contributions & Donations			224,867	
	Pre-Approved Donations			700
	Mayoral Donations			0
	Rural Doctors Network Bush Bursary Scholarship			3,000
	Non Pre Approved Donations			10,000
	Sapphire Wind Farm			5,000
	White Rock			193,167
	Staff Functions and Christmas Party			10,000
	Staff Service Awards			3,000
Governance Compliance Expenses			2,500	
Legislative Compliance Databas				2,500
Web Page & Maintenance Costs			5,000	
	Web Page Maintenance Annual Fee			5,000
Memberships & Subscriptions	Memberships & Subscriptions		30,000	30,000
New England Joint Organisation of Council	New England Joint Organisation of Council		15,000	15,000

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Audit, Risk & Improvement Committee			29,092	
	Contractor Expenses			22,592
	Travel Allowance			6,500
Election Expenses (Build Reserve)			5,000	5,000
IPRF Documents	IPRF Documents		30,000	30,000
GOVERNANCE EXPENSES		198,167	688,558	688,558
GOVERNANCE		198,167	688,558	688,558
ADMINISTRATION				
CORPORATE & COMMUNITY SERVICES				
ADMINISTRATION EXPENSES				
Legal Costs			7,000	-
	Legal Costs - Town Planning			5,000
	Legal Costs - Property			2,000
Insurance - Public Liability	Insurance - Public Liability		160,000	160,000
Insurance - Other			105,842	
	Insurance - Property			93,610
	Insurance - Casual Hirers			4,469
	Insurance - Carriers Liability			1,763
	Insurance - Crime			6,000
Insurance Excess Non M/Vehicle	Insurance Excess Non M/Vehicle		5,000	5,000
Insurance Excess M/Vehicle	Insurance Excess M/Vehicle		5,000	5,000
Electricity	Electricity		5,000	5,000
Telephone Costs	Telephone Costs		53,000	53,000
Annual Rates & Charges			9,100	
	Annual Rates and Charges			8,800
	Water Consumption Charges			300
Staff Amenities	Staff Amenities		4,800	4,800
Office Equipment Maintenance & Repairs	Office Equipment Maintenance & Repairs		1,000	1,000
Cleaning Costs			40,140	
	Admin: Cleaning Expenses			3,500
Cleaning Costs - Salaries	Cleaning Costs - Salaries			36,640
Consultants Fees	Iplatinum Project Jigsaw		-	
	Consultants Fees- Town Hall		30,000	30,000
Meeting Expenses	Meeting Expenses		1,000	1,000
Records Disposal	Records Disposal		1,500	1,500
Depn - Admin Furn & Fittings			17,663	17,663
Depn - Admin Office Equipment			54,721	54,721
Depn - Admin Buildings			485,927	485,927
Depn - Admin Other Structures			3,443	3,443
ADMINISTRATION EXPENSES			990,136	990,136
GENERAL MANAGER'S DEPARTMENT				

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Vehicle Leaseback Income		6,670		
Salaries & Wages	Salaries & Wages		325,259	325,259
Staff Review Expenses	GM: Staff Review Expenses		6,000	6,000
Staff Travelling Costs	Staff Travelling Costs		10,000	10,000
Motor Vehicle Cost			13,000	13,000
Sick Leave	Sick Leave		7,392	7,392
Annual Leave	Annual Leave		29,569	29,569
Long Service Leave	Long Service Leave		7,392	7,392
Public Holidays	Public Holidays		14,784	14,784
Superannuation	Superannuation		38,510	38,510
Conferences & Seminars	Conferences & Seminars		4,700	4,700
Team Development	Team Development		9,000	9,000
Meeting Costs	Meeting Costs		6,000	6,000
Advertising	New Account		55,000	55,000
Memberships & Subscription	Memberships & Subscription		750	750
GENERAL MANAGER'S DEPARTMENT		6,670	527,356	527,356
FINANCE OPERATIONAL				
Sale of Redundant Goods		5,000		
LG Procurement Rebate		2,600		
Salaries and Wages			614,017	
	Finance Salaries			606,333
	Casual Finance Wages			7,684
Motor Vehicle Expenses	Motor Vehicle Expenses - 50% Stores Ute		28,340	28,340
Fringe Benefit Tax	Fringe Benefit Tax		15,000	15,000
Interest Expenses			138,350	
Loans	Financial Loans			138,350
Bank Charges & Fees	Bank Charges & Fees		40,000	40,000
Bank Charges & Fees (NO GST)	Bank Charges & Fees (NO GST)		3,000	3,000
Financial Rounding Account	Financial Rounding Account		5	5
AustPost Bill Pay Fees	AustPost Bill Pay Fees		6,000	6,000
Legal Fees - Debtors Recovery	Legal Fees - Debtors Recovery		500	500
Vendor Panel & Tenderlink			-	
Contractors Expenses	Contractor Expenses		25,000	25,000
Valuation Fees	Valuation Fees		42,000	42,000
Postage and Rate Collections	Postage and Rate Collections		42,000	42,000
Electricity	Electricity		-	-
Telephone & Communication	Telephone & Communication		800	800
Annual Rates & Charges	Annual Rates & Charges		-	-
Stores & Material Written-Off	Stores & Material Written-Off		-	-
Store Issues			-	
Contractors Expenses	Contractors Expenses		-	
Valuation Fees	Valuation Fees		-	
Postage and Rate Collections			-	
	Admin: Postage		-	
Finance: Computer Software	Finance: Computer Software		-	
			-	
Security	Security		-	
Memberships & Subscriptions	Memberships & Subscriptions		800	800
Bad Debtors	Bad Debtors		-	-

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
FINANCE OPERATIONAL		7,600	955,811	955,811
PROJECT JIGSAW				
Salaries and Wages	Salaries and Wages		-	-
Consultants	Consultants		-	-
Contractors Expenses	Contractors Expenses		-	-
PROJECT JIGSAW			-	-
CORPORATE & COMMUNITY SERVICES DIRECTORATE				
Vehicle Leaseback		20,280		
Salaries and Wages	Salaries and Wages		279,193	279,193
Staff Travelling Costs	Staff Travelling Costs		10,000	10,000
Motor Vehicle Cost			39,000	39,000
Motor Vehicle Expenses	Motor Vehicle Expenses		39,000	39,000
Staff Sick Leave	Staff Sick Leave		28,172	28,172
Staff Annual Leave	Staff Annual Leave		112,687	112,687
Staff Long Service Leave	Staff Long Service Leave		28,172	28,172
CCSDOO: Other Leave	Other Leave		1,728	1,728
Public Holidays	Public Holidays		56,344	56,344
Superannuation	Superannuation		147,262	147,262
Staff Uniforms	Staff Uniforms		2,000	2,000
Conferences & Seminars	Conferences & Seminars		10,000	10,000
Meeting Expenses	Other Staff Expenses		3,217	3,217
Team Development	Team Development		2,000	2,000
Other Events	Other Events - Operational Plan		1,000	1,000
Memberships & Subscription	Memberships & Subscription		800	800
CCS DO OPERATIONAL EXPENSES		20,280	760,574	760,574
HUMAN RESOURCES, WHS &				
HR, WHS, IT: Salaries and Wages	Wages & Salaries		352,306	352,306
Workers Comp Insurance	Workers Comp Insurance		187,025	187,025
Workers Comp Insurance - Top Up	Workers Comp Insurance - Top Up		5,220	5,220
Staff Recruitment Advertising	Staff Recruitment Advertising		15,000	15,000
Staff Recruitment Pre Employment Testing	Staff Recruitment Pre Employment Testing		20,000	20,000
Employee Assistance Program	Employee Assistance Program		5,500	5,500
Employee Relations	Employee Relations and Mediation		2,500	2,500
Training Costs			208,248	
	Corporate Staff Training Costs - Org Wide			198,548
	Delegations			5,700
	355 Committee Training			4,000
Internet Access Charges			29,500	
	Telstra Internet Services			1,500
	Telstra (New)			28,000
Telephone	Telephone		1,000	1,000
WHS Expenses			94,975	
Safehold Subscription	WHS Health Checks			8,425
	WHS Environmental Monitoring			11,250

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
	WHS Drug & Alcohol Administration			6,000
	WHS Chemwatch			3,000
Subscription	WHS Safehold Management System			2,000
	WHS Immunisations			6,200
Subscription	WHS Safetyhub WHS Online Training System			2,100
	WHS - State Cover Safety Health and Wellbeing Incentive			31,000
Consulting costs	WHS Mature age workforce job redesign			10,000
	WHS Compliance Audit			15,000
Information Communications Technology Fees			735,621	735,621
Memberships & Subscriptions	Memberships & Subscriptions		45,000	45,000
Security			4,000	
	Grey Street			2,000
	Church Street			2,000
HUMAN RESOURCES, WHS & INFORMATION TECH		-	1,705,895	1,705,895
CORPORATE SUPPORT SERVICES REVENUES				
Interest on Investments & Funds Available		78,000		
Interest on Quarry Loan		10,332		
Interest-Miscellaneous Debtor		1,300		
Dividend Income		19,281		
Debt Guarantee Fee		159,000		
Admin: Vehicle Lease-Back				
Photocopying & Fax Fees				
Certificates-Section 603		20,000		
Urgency Fee-Sec. 603 Cert.		900		
Sundry Sales & Service NO GST		1,200		
Sundry Sales & Services		1,500		
Legal Fees-Debtors Recovery GF		300		
Gain: On disposal of Assets				
Recognition of found assets				
Admin: Insurance Claim Revenue				
Quarry Internal Income(negative bal)				
Other Revenues				
Credit Card Fees Recovered				
CORPORATE SUPPORT SERVICES REVENUES		291,813		-
CORPORATE SUPPORT SERVICES EXPENSES				
Administration Overheads			- 1,170,338	- 1,170,338
CORPORATE SUPPORT SERVICES EXPENSES			- 1,170,338	- 1,170,338
DEVELOPMENT & REGULATORY SERVICE DIRECTORATE				

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Lease Back Revenue		6,760		
Salaries & Wages			236,499	
	Maintenance Wages			90,434
	Director Wages			146,065
Staff Travelling Costs			10,000	10,000
Motor Vehicle Expenses			53,500	53,500
Sick Leave	Sick Leave		46,019	46,019
Annual Leave	Annual Leave		184,076	184,076
Long Service Leave	Long Service Leave		66,019	66,019
Public Holidays	Public Holidays		92,038	92,038
Superannuation	Superannuation		248,448	248,448
Conference & Seminars	Conference & Seminars		10,000	10,000
On-Cost Overheads	On-Cost Overheads		- 636,601	- 636,601
Staff Incentives (Team Dev)	Staff Incentives (Team Dev)		2,000	2,000
Building Maintenance			140,000	140,000
Membership & Subscription	Membership & Subscription		2,250	2,250
DDRSS: EMPLOYMENT OVERHEADS		6,760	454,248	454,248
DIS/ENGINEERING & WORKS				
DIS/ENGINEERING & WORKS REVENUES				
Lease Back Revenue		6,760		
Rural Address/Road Closures		200		
Section 138 Approvals		5,000		
ENGINEERING & WORKS REVENUES		11,960		-
DIS/ENGINEERING EXPENSES				
Salaries & Wages			860,089	
	Training & Meeting Wages			35,737
	Engineering Salaries			824,352
Staff Travelling Costs	Staff Travelling Costs		10,000	10,000
Motor Vehicle Expenses	Engineering: Vehicle Exp DIS		39,000	13,000
	Engineering: Vehicle Exp MID			13,000
	Engineering: Vehicle Exp Survey			13,000
Sick Leave	Sick Leave		62,654	62,654
Annual Leave	Annual Leave		250,616	250,616
Long Service Leave	Long Service Leave		62,654	62,654
Other Leave	Other Leave		8,501	8,501
Public Holidays	Public Holidays		125,308	125,308
Superannuation	Superannuation		325,801	325,801
Staff Uniform (Operational)	Staff Uniform (Operational)		13,500	13,500
Conference & Seminars	Conference & Seminars		10,000	10,000
On-Cost Overheads	On-Cost Overheads		-871,271	-871,271
Staff Incentives (Team Development)	Staff Incentives (Team Development)		2,000	2,000
Meeting Costs	Meeting Costs		2,000	2,000
Electricity	Electricity & Heating		5,000	5,000
Telephone Costs	Telephone Costs		7,061	7,061
Annual Rates & Charges			16,650	-

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
	Annual Rates and Charges			15,650
	Stores/Depot: Water Consumption Charges			1,000
Cleaning	Cleaning Consumables & Depot Costs		9,000	9,000
Salary and Wages	Cleaning Wages		13,475	13,475
Printing & Stationery	Printing & Stationery		4,000	4,000
Photocopying	Photocopying		3,500	3,500
Contractors	Future Survey and Design		30,000	30,000
Membership & Subscription	Membership & Subscription		11,000	11,000
DIS/ENGINEERING EXPENSES			1,000,538	1,000,538
PLANT				
Diesel Fuel Rebate		111,240		
Hire Income		4,120,000		
Salaries & Wages			467,500	
	Plant Salaries			42,054
	Cleaning Salaries			6,000
	Mechanic Salaries			419,446
Staff Travelling	Staff Travelling		3,000	3,000
Motor Vehicle Expenses	Vehicle Exp - Plant 2518, call out truck		30,000	30,000
	Workshop Travel Plant 1111		13,000	13,000
	Workshop Ute 50%		6,500	6,500
Finance Lease Interest	Finance Lease Interest		25,510	
	JCB Backhoe Loader - 76484D			1,662
	John Deer Grader 670GP			4,817
	24 T Excavator			5,136
	John Deer Grader			4,817
	Watercart			1,240
	Roller			708
	Skid Steer			303
	Quarry Loader			1,689
	Tipper Ring Feeder			1,044
	1689			4,093
Small Tools Mntce & Repairs			26,910	
	Misc Minor Hardware			6,958
	Welding Consumables			6,901
	Management Workshop			13,051
Expenses from Control Account			1,070,721	
	Plant Expenses - Fuel			450,000
	Plant Expenses - Mechanic&Operator Maintenance			50,000
Plant Expenses - Registration & Insurance	Plant Expenses - Registration & Insurance			280,000
	Plant Expenses - Repairs			238,721
	Plant Expenses - Miscellaneous			12,000
	Plant Expenses - Tyres			40,000
Depn - Plant and Equip			812,252	812,252
Depn - Plant & Equip Leased			389,155	389,155
PLANT		4,231,240	2,844,547	2,844,547
ENGINEERING & WORKS		4,243,200	3,845,085	3,845,085

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
ADMINISTRATION		4,576,323	8,068,768	8,068,768
GENERAL PURPOSES REVENUES				
RATES REVENUES				
Pensioner Total Rate Rebate		-87,488		
Residential-Townships		2,258,813		
Residential-Villages		279,010		
Residential-Non-Urban		834,703		
Farmland		3,233,921		
Business-Townships		532,761		
Business-Non-Urban		189,309		
Mining		329		
RATES REVENUES		7,241,358		
OTHER CHARGES				
Interest Charges-Overdue Rate		20,000		
Interest Charges-Postponed				
Legal Fees-Debtors Recovered		25,000		
Doubtful Debts Expense			-	-
OTHER CHARGES		45,000	-	-
GRANTS				
Financial Assistance		2,981,038		
GRANTS		2,981,038		
GENERAL PURPOSES EXPENSES				
Legal Costs: Annual Rates & Charges	Annual Rates & Charges		25,000	25,000
GENERAL PURPOSES EXPENSES			25,000	25,000
GENERAL PURPOSES REVENUES		10,267,396	25,000	25,000
PUBLIC ORDER & SAFETY				
EMERGENCY SERVICES PROPERTY LEVY				
EMERGENCY SERVICES PROPERTY - Revenue				

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Emergency Services Levy Contribution		155,488		
NSW Rural Fire Service Contributions Expenses	NSW Rural Fire Service Contributions		477,395	477,395
NSW SES Contributions	NSW SES Contributions		20,554	20,554
NSW Fire & Rescue Contributions	NSW Fire & Rescue Contributions		83,613	83,613
EMERGENCY SERVICES PROPERTY - Revenue		155,488	581,562	581,562
FIRE PROTECTION				
FIRE PROTECTION REVENUES				
Maintenance Subsidy		155,954		
RFS: Reimburse Lambeth Refit		610,000		
FIRE PROTECTION REVENUES		765,954		
FIRE PROTECTION INCOME - REGIONAL				
Regional Exercise Contributions		30,000		
FIRE PROTECTION INCOME - REGIONAL		30,000		
FIRE PROTECTION EXPENSES - REGIONAL				
Regional Exercise Expenses			30,000	30,000
FIRE PROTECTION EXPENSES - REGIONAL			30,000	30,000
NON-RECOUPABLE				
Non Recoupable Loan Interest	Non Recoupable Loan Interest		22,824	22,824
Non-Recoupable-Rates & Charges			13,157	
	Annual Rates and Charges			12,091
	Water Consumption Charges			1,066
NON-RECOUPABLE			35,981	35,981
RECOUPABLE				
OPERATING EXPENSES				
Insurance			2,989	
	Shed Insurance			2,989
Electricity	Electricity		22,897	22,897
Telephone Costs	Telephone Costs		14,693	14,693
000 Monitoring	000 Monitoring		16,306	16,306
ERS Paging System	ERS Paging System		57	57
Freight & Cartage	Freight & Cartage		353	353
Community Safety	Community Safety		277	277
Maintenance & Repairs			89,404	89,404

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Fuel & Oils etc.	Fuel & Oils etc.		6,376	6,376
Training Costs	Training Costs		2,694	2,694
OPERATING EXPENSES		-	156,046	156,046
		-		
SPECIAL PROJECTS		-		
		-		
Recoupable - Special Projects			610,000	610,000
SPECIAL PROJECTS			610,000	610,000
			-	
RECOUPABLE		-	766,046	766,046
FIRE PROTECTION		795,954	1,413,589	1,413,589
ANIMAL CONTROL				
ANIMAL CONTROL REVENUES				
Impounding Fees		2,000		
Fines-Regulatory		13,500		
Microchipping Fees		1,000		
Commission		25,000		
Sundry Income (GST)		300		
Animal: Grant Revenue				
ANIMAL CONTROL REVENUES		41,800		
ANIMAL CONTROL EXPENSES				
Wages & Allowances			129,672	
	Wages/Salaries			113,329
	Relief Salaries & Wages			16,343
Livestock Impounding Costs	Livestock Impounding Costs		1,000	1,000
Printing & Stationery	Printing & Stationery		550	550
Pound Maintenance Costs			12,340	
	Sustenance Costs			7,840
	Maintenance Costs			4,500
ANIMAL CONTROL EXPENSES			143,562	143,562
ANIMAL CONTROL		41,800	143,562	143,562
LOCAL GOVT REGULATIONS				
LOCAL GOV'T REGULATIONS: REVENUES				
Licences-Hairdressers		1,500		
Licences-Section 68 Approvals		15,000		
Swim Pool Compliance		322		
LOCAL GOV'T REGULATIONS: REVENUES		16,822		

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
LOCAL GOV'T REGULATIONS: EXPENSES				
Salaries & Wages	Salaries & Wages		141,688	141,688
	Ranger: Wages - Relief			
Staff Uniforms	Staff Uniforms		750	750
Telephone	Telephone		1,537	1,537
LOCAL GOV'T REGULATIONS: EXPENSES			143,975	143,975
LOCAL GOV'T REGULATIONS		16,822	143,975	143,975
EMERGENCY SERVICES				
VOLUNTEER RESCUE ASSOCIATION REVENUE				
Rental-Glen Innes Rescue Squad		6,240		
VOLUNTEER RESCUE ASSOCIATION REVENUE		6,240		
EMERGENCY SERVICES REVENUE		6,240		
VOLUNTEER RESCUE ASSOCIATION EXPENSE				
Rental of Premises	Rental of Premises		6,240	6,240
Telephone	Telephone		1,690	1,690
Maintenance & Repairs	Maintenance & Repairs		591	591
Motor Vehicle Expenses	Motor Vehicle Expenses		1,432	1,432
VOLUNTEER RESCUE ASSOCIATION EXPENSE			9,953	9,953
GLEN INNES SES				
Insurance	Insurance		1,000	1,000
Rates & Charges			2,465	-
	Annual Rates			2,465
Salary and Wages	Cleaning		1,222	1,222
GLEN INNES SES			4,687	4,687
DEEPWATER SES				
Deepwater: Insurance	Deepwater: Insurance		920	-
	SES Deepwater - Buildings			920
Deepwater: Rates & Charges			1,626	-
	Annual Rates & Charges			1,626
DEEPWATER SES			2,546	2,546

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
EMERGENCY SERVICES		6,240	17,186	17,186
PUBLIC ORDER & SAFETY		1,016,304	2,299,874	2,299,874
Wages & Allowances	Wages & Allowances		99,323	99,323
Staff Uniform Subsidy	Staff Uniform Subsidy		550	550
Telephone Costs	Telephone Costs		708	708
Printing & Stationery	Printing & Stationery		1,750	1,750
Photocopying	Photocopying		800	800
Staff Amenities	Staff Amenities		1,900	1,900
HEALTH ADMINISTRATION EXPENSES			105,032	105,032
HEALTH ADMINISTRATION		-	105,032	105,032
NOXIOUS WEEDS EXPENSES				
NEWA MOU	NEWA MOU		100,141	100,141
NOXIOUS WEEDS EXPENSES			100,141	100,141
NOXIOUS WEEDS & PLANTS		-	100,141	100,141
FOOD CONTROL				
FOOD CONTROL REVENUES				
Food Shop Inspections		12,500		
FOOD CONTROL REVENUES		12,500		
HEALTH		12,500	205,173	205,173
HOUSING & COMMUNITY AMENITIES				
TOWN PLANNING				
TOWN PLANNING REVENUES				
Develop Contribution S7.12		6,000		
Advertising Fees (Develop)		1,500		
Certificate by Clerk S.10.7		20,000		
Urgency Fee-Sec. 10.7 Cert.		500		
Development Applications		86,452		
Local Heritage Assistance		7,000		
Heritage Advisor		3,500		
TOWN PLANNING REVENUES		124,952		
TOWN PLANNING EXPENSES				
Wages & Allowances	Wages & Allowances		157,034	157,034
Staff Uniforms	Staff Uniforms		850	850
Printing & Stationery	Printing & Stationery		1,000	1,000

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Photocopying	Photocopying		535	535
Heritage			21,200	
	Local Heritage Assistance Fund			14,000
	Heritage Advisor			7,200
Staff Amenities	Staff Amenities		2,940	2,940
TOWN PLANNING EXPENSES			183,559	183,559
TOWN PLANNING		124,952	183,559	183,559
OTHER SANITATION & GARBAGE				
OTHER SANITATION & GARBAGE REVENUES				
On-Site Fee (Sewerage)		139,500		
OTHER SANITATION & GARBAGE REVENUES		139,500		
OTHER SANITATION & GARBAGE EXPENSES				
Removal of Derelict Vehicles	Removal of Derelict Vehicles		1,960	1,960
Illegally Dumped Waste - Clean-Up	Illegally Dumped Waste - Clean-Up		2,250	2,250
OTHER SANITATION & GARBAGE EXPENSES			4,210	4,210
OTHER SANITATION & GARBAGE		139,500	4,210	4,210
STORMWATER DRAINAGE				
DRAINAGE CHARGE				
Drainage Charge - S501 Charge RD		529,200		
DRAINAGE CHARGE		529,200		
STORMWATER DRAINAGE EXPENSES				
Maintenance & Repairs	Stormwater Drainage M&R		25,000	25,000
Depn - Stormwater Drainage			153,814	153,814
STORMWATER DRAINAGE EXPENSES			178,814	178,814
STORMWATER DRAINAGE		529,200	178,814	178,814
TOWN WASTE MANAGEMENT				
TOWN WASTE MANAGEMENT REVENUES				
Annual Collection Charge		937,881		

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Annual Collection-Vacant - Land		29,733		
Business Collection		150,057		
Collection Pension Subsidy		-23451		
Environmental Levy		381,465		
Environmental Levy-Interest		2,668		
Interest-Disposal Charges		300		
Interest-Overdue Charges		3,931		
Sales of Recyclables		60,000		
Sales - Garbage/Recycle Bins		500		
Sales Buy Back Centre		4,500		
Tipping Fees & Charges		333,650		
Lease Income		30,000		
TOWN WASTE MANAGEMENT REVENUES		1,911,234		
COLLECTION & DISPOSAL CAPITAL				
Wages & Allowances			225,500	
	Waste & Recovery Coordinator Sal & Allow			79,663
	Manager Planning & Regulatory Services			67,328
	Landfill Operators Salary & Allowances			78,509
Staff Workers Comp Insurance	Workers Comp Insurance		4,617	4,617
Amortisation of Discount	Amortisation of Discount		288,894	288,894
Insurance	Insurance		1,000	1,000
Electricity	Electricity		2,195	2,195
Telephone	Telephone		1,136	1,136
Annual Rates & Charges	Annual Rates & Charges		10,281	10,281
Collection Expenses			277,529	
	Collection Contract			267,129
	Street Bin Collection			4,400
	New & Replacement Mobile Bins			6,000
Landfill Management			239,350	
	Landfill Management (Excluding Salaries)			115,000
	Waste Management Strategy			15,000
	Licensing			4,150
	Monitoring Costs			30,000
	Leachate Disposal			100
	Chemical Collection			5,100
	Processing Green Waste			40,000
	Processing Demolition and Construction Waste			25,000
	Weighbridge Administration			5,000
Recycling			153,090	
	Management Fees			150,090
	Maintenance & Repairs			3,000
Depn - Waste Buildings			16,675	16,675
Depn - Waste Other Structures			16,693	16,693
Admin. Overheads	Admin. Overheads		25,846	25,846
COLLECTION & DISPOSAL CAPITAL		-	1,262,806	1,262,806

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
TOWN WASTE MANAGEMENT		1,911,234	1,262,806	1,262,806
VILLAGES WASTE MANAGEMENT				
VILLAGES WASTE MANAGEMENT REVENUES				
E/ville Annual Collect Charge		57,956		
E/ville Business Collection		8,961		
E/ville Collect Pension Subs.		-2278		
D/water Annual Collect Charge		62,189		
D/water Business Collection		9,955		
D/water Collect Chrg Interest		100		
D/water Collect Pension Subs.		-3356		
Glencoe Business Waste Charge		5,141		
Glencoe Annual Collect Charge		16,213		
Glencoe Collect Pension Subs.		-691		
Village Interest on Overdue		300		
VILLAGES WASTE MANAGEMENT REVENUES		154,491		
VILLAGES WASTE MANAGEMENT EXPENSES				
DEEPWATER				
Salaries & Wages	Deepwater: Landfill Salary & Allow		12,493	12,493
Telephone	Telephone		101	101
Contractors	Contractors - Kerbside waste collection		18,000	18,000
Landfill Costs	Landfill Costs		22,040	22,040
DEEPWATER			52,634	52,634
EMMAVILLE				
Salaries & Wages	Salaries & Wages		12,649	12,649
Contractors	Contractors - Kerbside waste collection		21,915	21,915
Landfill Costs	Landfill Costs		22,040	22,040
EMMAVILLE			56,604	56,604
GLENCOE				
Waste Collection Cost	Waste Collection Cost		2,832	2,832
Annual Rates & Charges	Rates & Charges		644	644
GLENCOE			3,476	3,476
RED RANGE				
Salaries & Wages	Salaries & Wages		11,888	11,888

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Landfill Costs	Landfill Costs		19,540	19,540
RED RANGE			31,428	31,428
VILLAGES WASTE MANAGEMENT EXPENSES			144,143	144,143
VILLAGES WASTE MANAGEMENT		154,491	144,143	144,143
TOTAL WASTE MANAGEMENT		2,065,725	1,406,949	1,406,949
ENVIRONMENTAL PROTECTION EXPENSES				
Wages & Salaries	Wages & Salaries		41,669	41,669
ENVIRONMENTAL PROTECTION EXPENSES			41,669	41,669
ENVIRONMENTAL PROTECTION		-	41,669	41,669
PUBLIC CEMETERIES				
PUBLIC CEMETERIES REVENUES				
Columbarium Fee-Niches		7,995		
Interment Fees		55,000		
Perpetual Care Fees		55,000		
Plot Fees		28,000		
Tombs & Monument Fees		2,500		
PUBLIC CEMETERIES REVENUES		148,495		
PUBLIC CEMETERIES EXPENSES				
Salaries & Wages	Salaries & Wages		64,739	64,739
Annual Rates & Charges			3,500	
	Annual Rates and Charges			3,500
Depn - Cemetery Buildings			1,304	1,304
Depn - Cemetery Other Structures			1,271	1,271
PUBLIC CEMETERIES EXPENSES			70,814	70,814
PUBLIC CEMETERIES		148,495	70,814	70,814
PUBLIC CONVENIENCES				
PUBLIC CONVENIENCES EXPENSES				
Electricity	Electricity		3,050	3,050
Annual Rates & Charges			5,070	
	Annual Rates and Charges			2,070
	Water Consumption Charges			3,000
Cleaning Costs	Cleaning Costs		19,000	19,000
Salaries & Wages	Salaries & Wages		53,053	53,053

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Depn - Privies Buildings			1,392	1,392
PUBLIC CONVENIENCES EXPENSES			81,565	81,565
OTHER AMENITIES EXPENSES				
	Electricity		3,621	3,621
OTHER AMENITIES EXPENSES			3,621	3,621
OTHER AMENITIES		-	3,621	3,621
HOUSING & COMMUNITY AMENITIES		3,007,872	1,971,201	1,971,201
RECREATION & CULTURE				
PUBLIC LIBRARIES				
PUBLIC LIBRARIES REVENUES				
Photocopying & Fax Fees		950		
Inter-Library Book Loans		200		
I T Printing Fees		1,800		
Donations-Books		200		
TAFE Contributions-Wages		15,234		
TAFE Contributions-IT		6,406		
Coffee Machine Fees		1,500		
Specific Purposes Grants		25,000		
Library Operations Grants		59,800		
PUBLIC LIBRARIES REVENUES		111,090		
PUBLIC LIBRARIES ADMINISTRATION				
Advertising	Libraries: Advertising		1,850	1,850
PUBLIC LIBRARIES ADMINISTRATION			1,850	1,850
PUBLIC LIBRARIES SALARIES & ON-COSTS				
Wages & Allowances			285,164	
	Libraries: Salaries & Allowances			259,500
	Libraries: Salaries & Allowances Branch Libraries			17,943
	Libraries: Casual Wages			7,722
Motor Vehicles Expenses			7,000	7,000
Sick Leave	Sick Leave		6,352	6,352
Annual Leave	Annual Leave		25,409	25,409
Long Service Leave	Long Service Leave		6,352	6,352
Public Holidays	Public Holidays		12,704	12,704
Other Leave			257	257
Superannuation	Superannuation		33,194	33,194
Staff Uniforms Subsidy	Staff Uniforms Subsidy		835	835
	Glencoe Contract		7,250	7,250
PUBLIC LIBRARIES SALARIES & ON-COSTS			384,518	384,518

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
PUBLIC LIBRARIES OFFICE EXPENSES				
Telephone Costs	Telephone Costs		2,230	2,230
Annual Rates & Charges			2,104	
	Annual Rates and Charges			2,104
	Water Consumption Charges			-
Postage	Postage		2,000	2,000
Printing & Stationery	Printing & Stationery		1,000	1,000
Photocopying	Photocopying		1,825	1,825
Computers-Maintenance	Computers-Maintenance		5,500	5,500
Computer-Operations Costs	Computer-Operations Costs		5,000	5,000
Coffee Machine Expenses	Coffee Machine Expenses		1,900	1,900
Membership & Subscriptions	Membership & Subscriptions		4,500	4,500
Program & Craft Expense	Program & Craft Expenses		3,352	947
Meeting Expenses	Meeting Expenses			2,405
Story Telling	Story Telling		1,298	1,298
Inter-Library Loans	Inter-Library Loans		260	260
Consumables	Kitchen Supplies Staff amenities		260	260
Cultural/Education Program	Cultural/Education Program		1,558	1,558
Computer-Software Support	Computer-Software Support		19,238	19,238
PUBLIC LIBRARIES OFFICE EXPENSES			52,025	52,025
PUBLIC LIBRARIES BOOK EXPENSES				
Maintenance & Repairs-Books	Maintenance & Repairs-Books		3,258	3,258
Purchases of Periodicals	Purchases of Periodicals		4,500	4,500
NTCLS Shared Resources			13,000	
	Shared Library Resources			7,000
	Shared Library eResources			6,000
PUBLIC LIBRARIES BOOK EXPENSES			20,758	20,758
PUBLIC LIBRARIES ACCOMMODATION COSTS				
Rental - Village Depots	Rental - Village Depots		1,400	1,400
Telephone Costs	Depot Telecommunications		2,848	2,848
Maintenance & Repairs	Maintenance-Furniture		500	500
PUBLIC LIBRARIES ACCOMMODATION COSTS			4,748	4,748
PUBLIC LIBRARIES OTHER EXPENSES				
Depn - Library Furn & Fittings			12,049	12,049
Depn - Library Buildings			90,971	90,971
Depn - Library Other Structures			3,533	3,533
Depn - Library Books			48,004	48,004
PUBLIC LIBRARIES OTHER EXPENSES			154,557	154,557

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
PUBLIC LIBRARIES		111,090	618,456	618,456
LEARNING CENTRE				
LEARNING CENTRE REVENUES				
Rental-Conference Room		3,000		
Contributions-TAFE		20,466		
LEARNING CENTRE REVENUES		23,466		
LEARNING CENTRE EXPENSES				
Interest Expense	Interest on Loan No. 3 NAB		12,272	12,272
Electricity	Electricity		15,000	15,000
Telephone	Telephone		863	863
Maintenance & Repairs			5,805	-
	Repairs and Maintenance Grounds Maint			5,805
Cleaning Costs	Cleaning Costs		17,000	17,000
Wages			14,571	14,571
Security	Security		1,500	1,500
LEARNING CENTRE EXPENSES			67,012	67,012
LEARNING CENTRE		23,466	67,012	67,012
MUSEUMS				
MUSEUMS EXPENSES				
Electricity	Electricity		3,000	3,000
Telephone	Telephone		650	650
Annual Rates & Charges	Annual Rates & Charges		1,082	1,082
Depn _ Museums Buildings			27,071	27,071
Depreciation - Other Structures			146	146
MUSEUMS EXPENSES			31,949	31,949
MUSEUMS			31,949	31,949
COMMUNITY CENTRES				
COMMUNITY CENTRES EXPENSES				
COMMUNITY CENTRES GLEN INNES				
Glen Innes Rent	Glen Innes Rent		17,194	17,194
	COMC: Water Cons. Charges		150	150
COMMUNITY CENTRES GLEN INNES			17,344	17,344
EMMAVILLE				
Maintenance & Repairs	Emma Public Hall M & R		800	800
Depn - Emmv Hall Buildings			19,950	19,950

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Depn - Emmv Hall Other Structures			74	74
Depn - Emmaville Other Open Space			20	20
EMMAVILLE			20,844	20,844
GLENCOE				
Electricity	Electricity		650	650
GLENCOE			650	650
COMMUNITY CENTRES EXPENSES			38,838	38,838
COMMUNITY CENTRES			38,838	38,838
PUBLIC HALLS				
PUBLIC HALLS REVENUES				
Public Halls: Town Hall Hire Fees		4,000		
PUBLIC HALLS REVENUES		4,000		
PUBLIC HALLS EXPENSES				
Town Hall-Electricity	Town Hall-Electricity		3,000	3,000
Town Hall-Annual Rates	Town Hall-Annual Rates		1,675	1,675
Town Hall-Clean Wages- Change to Wages & Salaries	Town Hall-Clean Wages		4,278	4,278
Town Hall-M & R Furnit	Town Hall-M & R Furnit		1,000	1,000
Depn - Halls Furn & Fittings			2,760	2,760
Depn - Halls Buildings			10,880	10,880
Depn - Public Halls Other Structures			45,300	45,300
PUBLIC HALLS EXPENSES			68,893	68,893
PUBLIC HALLS		4,000	68,893	68,893
OTHER CULTURAL EXPENSES				
Membership and Subscriptions	Cont Arts Northwest		6,655	6,655
Arts North West Delegate Expenses	Arts North West Delegate Expenses		400	400
Event Expenses			3,060	
	ANZAC Day Expenses			360
	ANZAC Day - Traffic Management Control			2,700
Australia Day	Australia Day - Other Costs		5,000	5,000
Citizenship Costs	Citizenship Costs		110	110
Depn - Other Cultural Other Structures			689	689
OTHER CULTURAL EXPENSES			15,914	15,914
OTHER CULTURAL			15,914	15,914
SWIMMING CENTRES				

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
SWIMMING CENTRES REVENUES				
Kiosk Sales		27,000		
Season Ticket Sales		38,000		
Swimming Lesson Fees		21,000		
Aqua Aerobics		7,000		
Turnstile Fees		45,950		
SWIMMING CENTRES REVENUES		138,950		
SWIMMING CENTRE EXPENSES				
Wages & Salaries			167,169	167,169
Interest on loans	Interest on loans		53,884	53,884
Advertising and Marketing	Promotional Activities		500	500
Electricity			90,000	
Gas Heating	Swim Centre: Gas Heating			50,000
Hide Job costs	Swim Centre: Electricity			40,000
Telephone	Telephone		1,600	1,600
Annual Rates & Charges			22,300	
	Annual Rates & Charges			12,300
	Water Consumption Charges			10,000
Maintenance & Repairs	Maintenance & Repairs		20,000	20,000
COGS Pool Kiosk	COGS Pool Kiosk		20,000	20,000
Chemical Costs - GL Level only	Chemical Costs		19,000	19,000
Depn - Swim Plant and Equip			5,649	5,649
Depn - Swim Furn & Fittings			3,200	3,200
Depn - Swim Buildings			28,109	28,109
Depn - Swim Other Structures			39,803	39,803
Operational Expenses	Operational Expenses- Emmaville		120,000	120,000
SWIMMING CENTRE EXPENSES			591,214	591,214
SWIMMING CENTRES		138,950	591,214	591,214
SPORTING GROUNDS				
SPORTING GROUNDS EXPENSES				
Wages & Allowances	Sporting Grounds: Wages & Allowances		48,524	48,524
Electricity	Electricity		5,000	5,000
Annual Rates			19,800	
	Annual Rates & Charges			15,500
	Water Consumption Charges			4,300
Maintenance & Repairs	Sport Ground Exp		25,000	25,000
Depn - Sporting Buildings			79,230	79,230
Depn Sporting Other Open Space			8,357	8,357
SPORTING GROUNDS EXPENSES			185,911	185,911
SPORTING GROUNDS			185,911	185,911

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
PARKS, GARDENS & RESERVES				
PARKS, GARDENS & RESERVES				
Commercial Hire Rental		100		
Lease of Urban Reserves		500		
PARKS, GARDENS & RESERVES REVENUES		600		
PARKS, GARDENS & RESERVES EXPENSES				
Salaries & Wages	Open Areas: Wages & Allowances		191,028	191,028
Protective Equipment etc	Protective Equipment etc		5,000	5,000
Electricity	Electricity		12,000	12,000
Telephone	Telephone		2,774	2,774
Annual Rates & Charges			34,500	
	Annual Rates & Charges			30,000
	Water Consumption Charges			4,500
Contractors Expenses			40,000	
	Tree Removal & Replacement			30,000
	Town Entry Maintenance			10,000
Printing & Stationery	Printing & Stationery Close Job Cost.		-	-
Maintenance & Repairs			65,150	65,150
Depn - Parks Buildings			24,878	24,878
Depn - Parks Other Structures			3,690	3,690
Depn - Parks Other Open Space			44,448	44,448
PARKS, GARDENS & RESERVES EXPENSES			423,467	423,467
PARKS, GARDENS & RESERVES		600	423,467	423,467
RECREATION & CULTURE		278,106	2,041,654	2,041,654
MINING, MANUFACTURING & CONSTRUCTION				
BUILDING CONTROL				
BUILDING CONTROL REVENUES				
Certificates-Inspections		30,000		
Certificates-Construction		30,000		
Building: Inspections Fees-CC - CDC		50		
Certificates-Section 735A		1,500		
Commission-LSL Levy		800		
Certificates- Schedule 5		1,500		
Complying Development Application Fees		3,000		

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Drainage Diagram Fees		12,500		
Certificates-Division 6.7		2,500		
SDRO Fines Recovered		4,000		
BUILDING CONTROL REVENUES		85,850		
BUILDING CONTROL EXPENSES				
Wages & Allowances	Wages & Allowances		114,323	114,323
Telephone	Telephone		1,238	1,238
Printing & Stationery	Printing & Stationery		1,020	1,020
Photocopying Expenses	Photocopying Expenses		1,020	1,020
Building: Sundry Expenses				-
Office Expenses	Office Expenses		-	-
Memberships & Subscriptions			1,250	
	Building Professional Board			1,250
BUILDING CONTROL EXPENSES			118,851	118,851
BUILDING CONTROL		85,850	118,851	118,851
MINING, MANUFACTURING & CONSTRUCTION		85,850	118,851	118,851
TRANSPORT & COMMUNICATION				
LOCAL INFRASTRUCTURE RENEWAL SCHEME				
LIRS - REVENUES				
Interest Subsidy(LIRS) Infra Renewal		18,461		
Interest Rebate (LIRS) CBD		36,849		
Interest Rebate (LIRS) Bridges		95,062		
Interest Subsidy LIRS Accelerated Rd		22,617		
LIRS - REVENUES		172,989		
LIRS - EXPENDITURE				
Interest - Loans(LIRS)Transp Infra R	Interest on Loans (LIRS) Roads		7,083	7,083
Interest on Loans (LIRS) CBD	Interest on Loans (LIRS) CBD		15,929	15,929
Interest on Loans (LIRS) Bridges	Interest on Loans (LIRS) Bridges		57,169	57,169
Interest -Loans(LIRS) Accelerated Road Renewal	Interest -Loans(LIRS) Accelerated Road Renewal		14,315	14,315
LIRS - EXPENDITURE			94,497	94,497
LOCAL INFRASTRUCTURE RENEWAL SCHEME		172,989	94,497	94,497
URBAN ROADS SEALED EXPENDITURE				
Urban Roads:Maintnnce-Sal DDRS				
Urban Roads:Maintnnce-Sala DIS				
Urban Roads: Maintenance	Urban Roads: Maintenance		205,145	205,145
Urban Roads: Maintenance Wages			125,547	125,547

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Urban Roads: Maintenance Wages			27,682	27,682
Urban Roads: Depreciation	New Forecast		7,303	7,303
Urban Roads: Depreciation	Urban Roads Infrastructure		536,044	536,044
URBAN ROADS SEALED EXPENDITURE			901,722	901,722
URBAN ROADS UNSEALED EXPENDITURE				
Urban Roads Unsealed - Maintenance	Urban Roads Unsealed - Maintenance		25,769	25,769
Urban Roads Unsealed - Maintenance Wages (MW)			11,515	11,515
URBAN ROADS UNSEALED EXPENDITURE			37,284	37,284
URBAN ROADS		0	939,006	939,006
REGIONAL ROADS				
REGIONAL ROADS REVENUES				
RR: REPAIR Program		138,000		
LRCI Grant		872,429		
RR: RMS Block Grant Revenue		496,800		
RR: RMS Supplementary Grant Revenue		97,000		
RR: Traffic Facilities Grant		74,000		
REGIONAL ROADS REVENUES		1,678,229		

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
REGIONAL ROADS EXPENDITURE				
Regional Roads: Maintenance	Regional Roads: Maintenance		52,522	52,522
Regional Roads: Maintenance Wages	Regional Roads: Maintenance Wages		72,668	72,668
Depn - Regional Sealed Rural Roads			340,343	340,343
Depn - Regional Sealed Urban Roads			17,963	17,963
REGIONAL ROADS EXPENDITURE			483,496	483,496
REGIONAL ROADS		1,678,229	483,496	483,496
SEALED RURAL ROADS INCOME				
Section 7.11 - Contributions		165,731		
Other Capital Grant Income		7,075,349		
Grant: Financial Assistance		729,624		
SEALED RURAL ROADS INCOME		7,970,704		
RURAL ROADS - SEALED MAINTENANCE				
Sealed Rural Roads: Maintenance	Sealed Rural Roads: Maintenance		234,404	234,404
Sealed Rural Roads: Maintenance Wages	Sealed Rural Roads: Maintenance Wages		155,038	155,038
Depn - Sealed Rural Roads			1,013,508	1,013,508
RURAL ROADS - SEALED MAINTENANCE			1,402,950	1,402,950
SEALED RURAL ROADS		7,970,704	1,402,950	1,402,950
UNSEALED RURAL ROADS				
UNSEALED RURAL ROADS INCOME				
Grant: Financial Assistance		729,624		
UNSEALED RURAL ROADS INCOME		729,624		
UNSEALED RURAL ROADS EXPENDITURE				
Unsealed Rural Roads: Maintenance	Unsealed Rural Roads Maintenance		874,837	874,837
Unsealed Rural Roads: Maintenance Wages	Unsealed Rural Roads Maintenance Wages		499,013	499,013
Depn - Local Unsealed Rural Roads			471,209	471,209
UNSEALED RURAL ROADS EXPENDITURE			1,845,059	1,845,059
UNSEALED RURAL ROADS		729,624	1,845,059	1,845,059
ROADS-TO-RECOVERY				
ROADS TO RECOVERY INCOME				

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Roads-to-Recovery: Grant Funds		878,768		
ROADS TO RECOVERY INCOME		878,768		
ROADS-TO-RECOVERY		878,768		

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
BRIDGES				
BRIDGES REVENUES				
Capital Grant - Bridges - Fixing Country Bridges		2,345,000		
BRIDGES REVENUES		2,345,000		
LOCAL BRIDGES - TIMBER EXPENSES				
Bridges: Timber Maintenance	Bridges: Timber Maintenance		12,500	12,500
Bridges: Timber Maintenance Wages	Bridges: Timber Maintenance Wages		21,178	21,178
Depn - Timber Bridges			24,416	24,416
LOCAL BRIDGES - TIMBER EXPENSES			58,094	58,094
LOCAL BRIDGES - CONCRETE EXPENSES				
Local Bridges: Maintenance & Repairs	Local Concrete/Steel Bridges Maintenance		4,000	4,000
Depn - Concrete Bridges			388,249	388,249
LOCAL BRIDGES - CONCRETE EXPENSES			392,249	392,249
REGIONAL BRIDGES - CONCRETE EXP				
Depn - Regional Bridges			55,434	55,434
LOCAL BRIDGES - CONCRETE EXPENSES			55,434	55,434
BRIDGES		2,345,000	505,777	505,777
FOOTPATHS				
FOOTPATHS EXPENSES				
Maintenance	Footpaths: Maintenance		14,461	14,461
Maintenance Wages	Footpaths: Maintenance Wages		31,382	31,382
Depn - Footpaths			33,395	33,395
FOOTPATHS EXPENSES			79,238	79,238
FOOTPATHS		-	79,238	79,238
AERODROMES				
AERODROMES REVENUES				
Rental-Grazing Lease		36,000		

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Fees - Landing		3,500		
Event & Recreational Hire		1,000		
AERODROMES REVENUES		40,500		
AERODROMES EXPENSES				
Insurance	Insurance		1,178	1,178
Event Costs & Inductions	Event Costs & Inductions		1,000	1,000
Electricity	Electricity		1,526	1,526
Telephone	Telephone		447	447
Annual Rates & Charges	Annual Rates & Charges		18,900	18,900
Memberships and Subscriptions	AAA Membership		560	560
Ext Audits, Inspections, Surveys, Licence	Ext Audits, Inspections, Surveys, Licence		6,860	6,860
Landing Billing System	Landing Billing System		3,620	3,620
Grounds Maintenance	Grounds Maintenance		87,000	87,000
Inspections	Inspections		981	981
Management Costs	Management Costs		32,943	32,943
Depn - Aerodromes			26,798	26,798
Depn - Aerodromes Other Structures			99,418	99,418
AERODROMES EXPENSES			281,231	281,231
AERODROMES		40,500	281,231	281,231
CAR PARKS				
Rental Income		2,560		
Annual Rates & Charges	Annual Rates & Charges		1,265	1,265
Maintenance & Landscaping	Car Parks: Maintenance & Landscaping		-	-
Depn - roads (Carparks)			16,754	16,754
CAR PARKS		2,560	18,019	18,019
CAR PARKS		2,560	18,019	18,019
STREET LIGHTING				
STREET LIGHTING EXPENSES				
Electricity	Electricity		67,841	67,841
STREET LIGHTING EXPENSES			67,841	67,841
STREET LIGHTING			67,841	67,841
OTHER TRANSPORT				
Community Recovery Grant		74,253		
Wages & Salaries Community Recovery Officer	Community Recovery Officer		85,000	85,000
Community Recovery Grant Expenditure			39,143	39,143
Depn - Kerb & Guttering			159,015	159,015

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Depn - Roads (Causeways)			85,539	85,539
Depn - Culverts			106,511	106,511
Depn - Transport Major St Furn			53,233	53,233
OTHER TRANSPORT		74,253	528,441	528,441
OTHER TRANSPORT		74,253	528,441	528,441
TRANSPORT & COMMUNICATION		13,892,628	6,245,555	6,245,555
ECONOMIC AFFAIRS				
TOURISM				
MINERAMA				
MINERAMA REVENUE				
Inside Dealer Fees		7,500		
Outside Tailgater Fees		6,500		
Fossicking Trips		6,800		
Competitions		250		
Promotional Sales		100		
Camping Income		1,000		
Other Income		2,500		
OPERATIONAL REVENUE		24,650		
CONTRIBUTIONS & DONATIONS				
Donations		300		
Sponsorships		4,000		
CONTRIBUTIONS & DONATIONS		4,300		
GRANT EXPENDITURE				
Grant Expenditure				
GRANT EXPENDITURE			-	-
MINERAMA EXPENDITURE				
Website and IT Support	Website and IT Support		2,350	2,350
Printing & Stationery	Promotional Expenses		300	300
Security	Security		2,900	2,900
Marketing	Marketing		10,000	10,000
Hire of Plant & Equipment	Hire of Plant & Equipment		1,500	1,500
Hire of Showground	Hire of Showground		4,100	4,100
General Festival Expenses	Office Expenses		650	650
Workshop Expenses	Workshop Expenses		2,600	2,600
Cleaning & Waste Removal	Cleaning & Waste Removal		500	500
Landholder Fees (field trips)	Landholder Fees (field trips)		3,000	3,000

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
UNE Voyager Expenses	UNE Voyager Expenses		1,000	1,000
OPERATIONAL EXPENDITURE			28,900	28,900
COUNCIL EXPENDITURE				
General Expenditure			1,756	
	General Expenditure			500
	Parks Staff			1,256
Sponsorship Generation			250	250
COUNCIL EXPENDITURE			2,006	2,006
MINERAMA		28,950	30,906	30,906
AUSTRALIA CELTIC FESTIVAL				
CELTIC FESTIVAL REVENUE				
Admission Income		145,000		
Stall Fees		14,000		
Bar Income		14,000		
100K Welcome		4,000		
Website Advertising		8,250		
School Concert Sales		2,000		
Program Income		0		
EB- T-shirt Income		4,000		
Showground Dinner Sales		6,000		
OPERATIONAL REVENUE		197,250		
CONTRIBUTIONS AND DONATIONS				
Donations		3,000		
Sponsorships		20,000		
CONTRIBUTIONS AND DONATIONS		23,000		
CELTIC FESTIVAL EXPENDITURE				
Site Expenses	Site Expenses		9,000	9,000
Insurance Premiums	Event Insurance		3,750	3,750
Telephone Costs	Telephone and Fax Costs		300	300
Sponsorship	Sponsorship Generation		1,000	1,000
Website	Website		1,800	1,800
Advertising and Marketing	Advertising and Marketing		10,000	10,000
Showground Dinner Tickets & Commission Cost	Merchandise Expenses		6,000	6,000
Schools Concert Ticket Sales & Commission Cost	Schools Concert Ticket Sales & Commission Cost		2,000	2,000
Postage	Postage		600	600
Printing & Stationery	Printing & Stationery		200	200
Function Expenses	Event Catering		1,000	1,000
Research, Stats and Planning	Research, Stats and Planning		500	500
Honoured Guests	Honoured Guests		2,000	2,000
Commission - Ticket Sales	Ticket Sales, Refunds, and Expenses		5,000	5,000

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
First Aid	First Aid		2,000	2,000
Bar Stock	Bar Stock		6,800	6,800
Accommn - Artists & Guests	Accommn - Artists & Guests		3,000	3,000
Artist Performance Expenditure	Artist Performance Expenditure		50,000	50,000
Security Services	Security Services		4,000	4,000
Production - Sound and Lighting	Production - Sound and Lighting		30,000	30,000
Equipment Hire	Equipment Hire		45,000	45,000
Strongman and Fun Run	Strongman and Fun Run		1,750	1,750
Volunteer Expenses	Volunteer Expenses		1,000	1,000
Ticketing / Data collection Expenses	Ticketing / Data collection Expenses		2,150	2,150
EB Promotion (T-shirts)	EB Promotion (T-shirts)		400	400
General Office Expenditure	General Office Expenditure		1,000	1,000
OPERATIONAL EXPENDITURE			190,250	190,250
AUSTRALIA CELTIC FESTIVAL		220,250	190,250	190,250
MARKETING PROJECTS				
General Expenditure			28,227	
	Office Administration			2,500
	Parks Staff			4,704
	Contractor _ R & M			11,023
	Traffic Management Control			10,000
COUNCIL EXPENDITURE			28,227	28,227
VISITOR INFORMATION CENTRE				
OPERATIONAL REVENUE				
Country Link		25,000		
Sale of Goods		100,000		
Sale of Goods - GST Free		1,500		
Lease Rental		12,000		
VIC: Other Operational Revenue		1000		
OPERATIONAL REVENUE		139,500		
OPERATIONAL EXPENDITURE				
Membership Expenses			1,000	1,000
Telephone and Communications			1,171	1,171
Country Link Expenditure			16,000	16,000
Souvenir Purchases			47,500	
	VIC: Merchandise			45,000
	VIC: Shopify Expenses			2,000
	VIC: Display & Merchandising			500
Postage and Freight			3,500	3,500
Printing Stationery & Photocopy	VIC: Printing Stationery & Photocopy		6,500	
	VIC: Outsources			3,000
	VIC: In-house			3,500
Memberships & Subscriptions	VIC: Publications & Subscriptions		13,140	13,140
Bus Lounge Security	Bus Lounge Security		2,600	2,600

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
OPERATIONAL EXPENDITURE			91,411	91,411
STAFF RELATED EXPENDITURE				
Staff Uniforms	Staff Uniforms		1,500	1,500
Volunteer Expenses	Volunteer Expenses		400	400
Staff Amenities	Staff Amenities		1,200	1,200
STAFF RELATED EXPENDITURE			3,100	3,100
OVERHEAD EXPENDITURE				
Maintenance & Repairs Salaries	Cleaning Wages		29,424	29,424
Electricity	Electricity		11,237	11,237
Annual Rates & Charges			6,874	
	VIC: Annual Rates & Charges			5,874
	VIC: Water Consumption			1,000
Security	Security		1,600	1,600
Depn - VIC Buildings			34,034	34,034
Depn - VIC Other Structures			5,245	5,245
OVERHEAD EXPENDITURE			88,414	88,414
VISITOR INFORMATION CENTRE		139,500	182,925	182,925
TOURISM		388,700	432,307	432,307
SALEYARDS				
SALEYARDS INCOME				
Fees & Dues		90,000		
Private Works - Burials		300		
Licence Agreement Fees		15,000		
Special Sales-Weighing		25,000		
Depot Rental		8,000		
Truck Washing Fees		45,000		
SALEYARDS INCOME		183,300		
SALEYARDS EXPENSES				
Wages & Allowances			55,019	
	Manager Salaries			55,019
Memberships and subscriptions	Association Membership		900	900
Electricity	Electricity		12,500	12,500
Telephone	Telephone		1,722	1,722
Annual Rates & Charges			22,150	
	Saleyards: Rates Charges			9,150
	Saleyards: Water Consumption Charges			13,000
Licences	Licences		6,300	6,300
Advertising	Advertising		500	500
Printing and Stationery	Computer/Stationery Costs		150	150
Maintenance & Repairs	Maintenance and Repairs - General		15,000	-
	Saleyards: General Blding Mntce			10,000

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
	Saleyards: Truck wash maintenance			5,000
Cleaning Costs	Cleaning Cost Consumeables , Plant Hire)		300	300
Plant Hire Costs	Plant Hire Costs		15,000	15,000
Cleaning Cost Wages			3,331	3,331
Depn - Saleyards Buildings			9,088	9,088
Depn - Saleyards Other Structures			122,234	122,234
SALEYARDS EXPENSES			264,194	264,194
SALEYARDS		183,300	264,194	264,194
CARAVAN PARK EMMAVILLE				
CARAVAN PARK EXPENSES				
Annual Rates & Charge	Annual Rates & Charge		1,580	1,580
Maintenance & Repairs	Maintenance & Repairs		102	102
Depn - Caravan Park Buildings			7,415	7,415
Depn - Caravan Other Open Space			1,423	1,423
CARAVAN PARK EXPENSES			10,520	10,520
CARAVAN PARK			10,520	10,520
OTHER BUSINESS UNDERTAKINGS				
PROPERTY				
PROPERTY REVENUES				
Rental-Commercial Shops		10,000		
Rental-Jamesies Fuel & Fix		18,156		
PROPERTY REVENUES		28,156		
PROPERTY EXPENSES				
Rentals	Rentals		2,119	2,119
Electricity	Electricity		6,666	6,666
Annual Rates & Charges			29,159	
	Annual Rates & Charges			29,059
	Water Consumption Charges			100
Legal Costs	Property: Legal Costs		5,000	5,000
Depn - Property Buildings			10,398	10,398
Depn - Property Other Structures			1,786	1,786
PROPERTY EXPENSES			55,128	55,128
PROPERTY		28,156	55,128	55,128
PRIVATE WORKS				
PRIVATE WORKS - RTA				
RTA Private Works			7,061	7,061
PRIVATE WORKS - RTA			7,061	7,061

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
PRIVATE WORKS INCOME				
Private Works Income		149,525		
PRIVATE WORKS INCOME		149,525		
PRIVATE WORKS: EXPENSES				
Private Works Expenses			112,099	112,099
Economic Other Exp wages (neg Bal)			73,024	73,024
Wages			62,302	62,302
PRIVATE WORKS: EXPENSES			247,425	247,425
PRIVATE WORKS		149,525	254,486	254,486
OTHER BUSINESS UNDERTAKINGS		177,681	309,614	309,614
OTHER ECONOMIC DEVELOPMENT				
Conference & Corporate Events Income		5,000		
Glen Innes Highlands Online-Packages Commission		5,000		
Glen Innes Highlands Advertising Sales		5,000		
Salary & Wages			485,721	485,721
Marketing and Promotion	Upgrade Signage		23,000	23,000
Christmas Street Decorations - Events	Christmas Street Decorations		10,000	10,000
Lone Piper - Events	Lone Piper		5,000	5,000
Promotion and Advertising			100,000	
	Visit & Visitor Information Centre Expenditure			100,000
Printing and Satationery			1,000	1,000
Memberships & Subscriptions	REMPAN Subscription		15,000	15,000
Council Funded Economic Development Initiatives			50,000	50,000
	Destination Management Plan Initiatives		40,000	40,000
	Incubator Events & Projects		91,000	91,000
ECONOMIC DEVELOPMENT		15,000	820,721	820,721
ECONOMIC AFFAIRS		764,681	1,837,356	1,837,356
GLEN INNES AGGREGATES				
INCOME FROM OPERATIONS				
USER FEES & CHARGES - REVENUES				
Quarry - Sales of Product		3,449,743		
FEES & CHARGES		3,449,743		
SALES - AGGREGATES				

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Aggregates: 5mm				
Aggregates: 7mm				
Aggregates: 10mm				
Aggregates: 14mm				
Aggregates: 20mm				
Aggregates: 27mm				
SALES - AGGREGATES		-		
SALES - AGGREGATES (PRE-COATED)				
Pre-coated: 5mm				
Pre-coated: 7mm				
Pre-coated: 10mm				
Pre-coated: 14mm				
Pre-coated: 20mm				
SALES - AGGREGATES (PRE-COATED)		-		
SALES - AGGREGATES (ROADBASE)				
Roadbase: 20mm				
Roadbase: 40mm				
SALES - AGGREGATES (ROADBASE)		-		
SALES - AGGREGATES (OTHER)				
		-		
Dust: Crusher		-		
Rock: Gabion		-		
Rock: Quarry		-		
Rock: 150-200mm		-		
SALES - AGGREGATES (OTHER)		-		
SALES - SANDS & GRAVELS				
Sand: Dump				
Gravel: Granite (Big Hill)				
Gravel:DGS 40(SPEC)				
Gravel: DGB 20				
Other: Sand & Metal (Mix)				
Other: MB20 Mixed Aggregate				
Other: Gravel from Pits for GISC				
Other: Gravel from Pits - external				
SALES - SANDS & GRAVELS		-		
SALES - OTHER PRODUCTS				
Soil: Overburden (Fill)		-		
Soil: Overburden (Topsoil)		-		
SALES - OTHER PRODUCTS		-		

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
USER FEES & CHARGES - REVENUES		3,449,743		
COST OF GOODS SOLD				
WINNING COSTS - AGGREGATES				
Acquisitions - Raw Materials	Acquisitions - Raw Materials		25,000	-
	Quarry: Emoleum Purchases			20,000
	Quarry: Other Material Purchas			5,000
Processing and Production Costs	Processing and Production Costs		1,835,000	1,835,000
Electricity	Electricity & Heating		3,000	3,000
Product Testing Costs	Product Testing Costs		20,000	20,000
Freight & Cartage	Freight & Cartage		468,247	-
	Freight & Cartage - External			468,247
Consumables	Consumables		1,000	1,000
Royalty Payments	Royalty Payments		180,000	180,000
WINNING COSTS - AGGREGATES			2,532,247	2,532,247
COST OF GOODS SOLD			2,532,247	2,532,247

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
OTHER REVENUES				
OTHER				
Rental Income		65,872		
Freight & Delivery Charges		818,439		
Weighbridge Tickets (Sales)		6,254		
Vehicle Leaseback		6,880		
OTHER REVENUES		897,445		
OTHER REVENUES		897,445		
INCOME FROM OPERATIONS		4,347,188	2,532,247	2,532,247
EXPENSES FROM OPERATIONS				
EMPLOYEES BENEFITS & ON-COSTS				
SALARIES, WAGES & ALLOWANCES				
Salaries & Wages	Quarry: Salaries & Wages		297,499	297,499
Staff Training Costs	Staff Training Costs		-	-
Sick Leave	Quarry: Sick Leave		6,761	6,761
Annual Leave	Quarry: Annual Leave		27,045	27,045
Long Service Leave	Quarry: Long Service Leave		6,761	6,761
Public Holidays	Quarry: Public Holidays		13,523	13,523
Superannuation	Quarry: Superannuation		35,159	35,159
Staff Workers Comp Insurance	Workers Comp Insurance		11,679	11,679
SALARIES, WAGES & ALLOWANCES			398,428	398,428
EMPLOYEES - OTHER COSTS				
Conference & Seminars	Conference & Seminars		1,000	1,000
Staff Safety Equipment	Staff Safety Equipment		3,000	3,000
Staff Amenities	Staff Amenities		500	-
	Staff: Morning Tea Supplies			500
EMPLOYEES - OTHER COSTS			4,500	4,500
EMPLOYEES BENEFITS & ON-COSTS			402,928	402,928
BORROWING COSTS				
INTEREST-BEARING LIABILITY COSTS				
Interest (Loan 17:Wattle Vale)	Interest (Loan 17:Wattle Vale)		44,012	44,012
Interest (Loan No. 11-0001)	Interest (Loan No. 11-0001)		47,486	47,486
Interest on Internal Loan			10,332	10,332
INTEREST-BEARING LIABILITY COSTS			101,830	101,830

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
BORROWING COSTS			101,830	101,830
CONSULTANTS & CONTRACTORS COSTS				
Environmental Testing Costs	Environmental Testing Costs		4,821	4,821
Consultants	Consultants		20,671	20,671
CONSULTANTS & CONTRACTORS COSTS			25,492	25,492
MAINTENANCE & REPAIRS				
Maintenance & Repairs	Maintenance and Repairs		1,000	1,000
Plant Running Costs	Plant Running Costs		521,594	521,594
Small Plant & Tools Costs	Small Plant and Tool Costs		1,000	1,000
MAINTENANCE & REPAIRS			523,594	523,594
OTHER MATERIALS & CONTRACTS COSTS				
Cleaning Costs (Office)	Cleaning Costs - Salaries and Wages		3,056	3,056
Rubbish Removal	Rubbish Removal		500	500
OTHER MATERIALS & CONTRACTS COSTS			3,556	3,556
MATERIALS & CONTRACTS			552,642	552,642
OTHER EXPENSES				
Depn - Quarry Buildings			9,110	9,110
Depn - Other Structures			479	479
Advertising	Advertising		4,434	4,434
Photocopying	Photocopying		500	500
Postage	Postage		4,489	4,489
Printing & Stationery	Printing & Stationery		1,724	1,724
Annual Rates & Charges			10,660	-
	Quarry: Annual Rates & Charges			9,660
	Quarry: Water Consumption			1,000
Security	Security		1,104	1,104
Memberships & Subscriptions	Memberships & Subscriptions		367	367
Telephone	Telephone		7,459	7,459
Licences & Permits	Licences & Permits		14,684	14,684
Guarantee Fee	Guarantee Fee		66,921	66,921
Administration Overheads	Administration Overheads		60,351	60,351
OTHER EXPENSES			182,282	182,282
EXPENSES FROM OPERATIONS			1,239,682	1,239,682
GLEN INNES AGGREGATES		4,347,188	3,771,929	3,771,929

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
SECTION 355 COMMITTEES				
			-	
SPORTS COUNCIL				
Sports Council: Donations			10,000	10,000
GI Sports: Contributions & Donations				
Sports Council: contributions				
Emmaville WMHC: Contrib & Donations				
Emmaville WMHC: Miscellaneous Expense				
SPORTS COUNCIL		-	10,000	10,000
			-	
SECTION 355 COMMITTEES		-	10,000	10,000
			-	

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
WATER SUPPLIES				
WATER INCOME				
Town Water: Sundry Sales & Services		1,000		
Town Water: Annual Charges		1,132,955		
Waterfill Point, Dunn Ave		20,000		
Town Water: Interest on Section 64		2,168		
Town Water: Contribution Main Extens		3,467		
Town Water: Meter Applications Fees		10,000		
Town Water: Section 64 Contributions		5,000		
Town Water: Interest - Annual Charge		1,000		
Town Water: Interest on Investments		45,000		
Town Water: Interest - Water Usage		1,000		
Town Water: Meter Test & Reading Fee		10,000		
Town Water: Reading Fee (Urgency)		500		
Town Water: Vehicle Lease-Back		3,469		
Town Water: Pensioner Rate Rebates		-35,068		
Town Water: Meter Restrictor Fees		490		
Town Water: Water Consumption Sales		1296458.1		
Town Water: Concessional Policy		-24,161		
Town Water: Pension Rate Subsidy		35,068		
Town Water: IWCM Grant Funding		192,920		
Village Water: Pension Rates Rebate		-3,872		
Village Water: Pension Rebate Council		-3,171		
Village Water: Pension Rate Subsidy		3,872		
WATER: INCOME		2,698,096		
WATER: EXPENDITURE				
Town Water: Staff Salaries & Wages	Town Water: Staff Salaries & Wages		79,877	79,877
Town Water: Mains Maintenance			169,402	
	Water Mains M&R - Salaries			71,402
	Water Mains - Maintenance & Repair			98,000
Town Water: Reservoirs - Electricity	Town Water: Reservoirs-Electricity		500	500
Water: Pumping Stations - Electricity			95,000	95,000
Town Water: Treatment - Wages			70,954	70,954
Town Water: Treatment Sundries Salaries	Mowing		6,047	6,047
Town Water: Treatment - Electricity			28,000	28,000
Town Water: Treatment - Telephone Cost			4,133	4,133
Town Water: Treatment - Annual Rates	Annual Rates & Charges		17,700	17,700
Repairs & Maintenance	Water -Maintenance & Repairs		72,000	72,000
Town Water: Treatment - Chemical Costs			116,428	
	Water Treatment - Activated Carbon			8,577
	Water Treatment - Alum			44,059
	Water Treatment - Chlorine			19,089
	Water Treatment - Soda Ash			23,880
	Water Treatment - Hydrochloric Acid			20,823
Town Water: Meter Reading - Wages			14,280	
	Water: Meter Reading - Wages			14,280

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Town Water: Light Vehicles and plant			62,870	62,870
Staff Travelling	Staff Travelling		12,000	12,000
Town Water: Sick Leave	Town Water: Sick Leave		7,425	7,425
Town Water: Annual Leave	Town Water: Annual Leave		29,700	29,700
Town Water: Long Service Leave	Town Water: Long Service Leave		11,741	11,741
Town Water: Public Holidays	Town Water: Public Holidays		14,850	14,850
Town Water: Superannuation	Town Water: Superannuation		36,579	36,579
Town Water: Uniforms & Equipment	Town Water: Uniforms & Equipment		9,475	9,475
Staff Workers Comp Insurance	Workers Comp Insurance		7,475	7,475
Water: On-Cost Overheads			-48,943	-48,943
Depn - Water Plant and Equip			238,784	238,784
Depn - Water Buildings			58,258	58,258
Depn - Water Other Structures			394	394
Depn - Water Supply Network			257,172	257,172
Town Water: Interest on Loans	Town Water: Interest on Loans		127,083	127,083
Town Water: Insurance			3,800	
	Water - Insurance: Property Insurance			3,800
Town Water: Consultants' Fees	Consultant Fees - Water		257,226	257,226
Memberships & Subscriptions	Memberships & Subscriptions		11,500	11,500
Dividend Payment	Dividend Payment		10,224	10,224
Debt Guarantee	Debt Guarantee		66,534	66,534
Admin. Overheads	Admin. Overheads		467,726	467,726
WATER: EXPENDITURE			2,316,194	2,316,194
WATER SUPPLIES		2,698,096	2,316,194	2,316,194
SEWERAGE SERVICES				
SEWERAGE REVENUES				
Town Sewer: Annual Charges		1,684,602		
Town Sewer: Pensioner Rate Rebates		- 61,024		
Town Sewer: Pension Rate Subsidy		33,563		
Town Sewer: Interest-Annual Charges		1,000		
Town Sewer: Interest on Investments		96,594		
Town Sewer: Lease Fees		5,986		
Town Sewer: Pumping Fees (change ledger Desc		3,048		
Town Sewer: Contribution Main Extens		8,000		
Town Sewer: Junction Applications		2,000		
Town Sewer: Trade Waste Fees		44,932		
Town Sewer: Section 64 Contributions		2,533		
Town Sewer: Interest on Section 64		1,588		
Town Sewer: Interest - Non-Res. User		76		
Town Sewer: Vehicle Lease-Back		3,556		
Town Sewer: Non-Residential User Fee		25,663		
Village Sewer: Annual Charges		93,052		
Village Sewer: Pensioner Rate Rebate		- 3,875		
Village Sewer: Pension Rate Subsidy		3,875		
Village Sewer:Pension Rebate Council		- 3,171		
Village Sewer: Interest Revenues		760		

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Village Sewer: Non-Res. User Charges		660		
SEWERAGE REVENUE		1,943,418		
SEWERAGE EXPENDITURE				
Town Sewer: Wages & Allowances	Town Sewer: Wages & Allowances		79,877	79,877
Town Sewer: Mains Maintenance (Salaries)	Town Sewer: Mains Maintenance (Salaries)		71,402	71,402
Town Sewer: Mains Maintenance	Town Sewer: Mains Maintenance		132,819	132,819
Town Sewer: Pump Stations-Energy Cos	Town Sewer: Pump Stations-Energy Cos		5,000	5,000
Town Sewer: Pump Station-Maintenance	Town Sewer: Pump Station-Maintenance - Wages		6,047	6,047
	Town Sewer: Pump Station Maint			
Town Sewer: Treatment-Wages & Salaries	Town Sewer: Treatment-Wages & Salaries		49,668	49,668
Staff Travelling	Staff Travelling		-	-
Town Sewer: Treatment-Electricity	Town Sewer: Treatment-Electricity		72,744	72,744
	Sewer: Light, Power & Heating			
	Sewer: Treatment - Electricity			
Town Sewer: Treatment-Telephone Cost	Town Sewer: Treatment-Telephone Cost		1,764	1,764
Town Sewer: Treatment-Annual Rates	Town Sewer: Treatment-Annual Rates		10,216	10,216
Town Sewer: Treatment-EPA Licence	Town Sewer: Treatment-EPA Licence		10,000	10,000
Town Sewer: Treatment-Working Expense	Town Sewer: Treatment-Working Expense		49,221	49,221
Town Sewer: Treatment-Chemical Costs	Town Sewer: Treatment-Chemical Costs		108,932	108,932
Sewer: Sick Leave	Sewer: Sick Leave		4,177	4,177
Sewer: Annual Leave	Sewer: Annual Leave		16,706	16,706
Sewer: Long Service Leave	Sewer: Long Service Leave		6,604	6,604
Sewer: Public Holidays	Sewer: Public Holidays		8,353	8,353
Sewer: Superannuation	Sewer: Superannuation		20,576	20,576
Sewer: Uniforms & Safety Equipment	Sewer: Uniforms & Safety Equipment		1,823	1,823
Staff Workers Comp Insurance	Workers Comp Insurance		4,204	4,204
Sewer: On-Cost Overheads	Sewer: On-Cost Overheads		-	-
Depn - Sewer Plant & Equipment			100,147	100,147
Depn - Sewer Buildings			9,756	9,756
Depn - Sewerage Network			344,937	344,937
Sewer: Interest on Loans	Sewer: Interest on Loans		62,723	62,723
Sewer: Insurance	Sewer: Insurance		701	701
Sewer: Laboratory Testing Costs	Sewer: Laboratory Testing Costs		15,773	15,773
Doubtful Debts	Doubtful Debts		6,072	6,072
Depn - Village Sewerage Network			33,316	33,316
Debt Guarantee	Debt Guarantee		38,281	38,281
Dividend Payment	Dividend Payment		9,815	9,815
Admin. Overheads	Admin. Overheads		402,768	402,768
SEWERAGE EXPENSES			1,678,284	1,678,284
SEWERAGE SERVICES		1,943,418	1,678,284	1,678,284
COMMUNITY SERVICES & EDUCATION				

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
MANAGER OF COMMUNITY SERVICES				
Vehicle Leaseback		6,760		
Mosman Council Contributions		5,000		
Grants and Contributions		1,500		
Wages & Allowances	Wages & Allowances		53,781	53,781
Motor Vehicle Expenses	Motor Vehicle Expenses		13,000	13,000
Sick Leave	Sick Leave		1,222	1,222
Annual Leave	Annual Leave		4,889	4,889
Long Service Leave	Long Service Leave		1,222	1,222
Public Holidays	Public Holidays		2,445	2,445
Superannuation	Superannuation		6,356	6,356
Staff Uniforms	Staff Uniforms		167	167
Telephone	Telephone		340	340
Other Events and Celebrations			5,500	
	MCS: Other Event Celebrations			2,500
	MCS: Family Fun Day			3,000
Mosman Council Project	Mosman Council Project		5,000	5,000
MANAGER OF COMMUNITY SERVICES		13,260	93,923	93,923
MANAGER OF COMMUNITY SERVICES		13,260	93,923	93,923
CHILDREN AND FAMILY SERVICES				
CAFS ADMINISTRATION				
CAFS EMPLOYEE RELATED REVENUE AND EXPENDITURE				
Salaries and Wages	Salaries and Wages		8,778	8,778
Staff Sick Leave	Staff Sick Leave		4,200	4,200
Staff Annual Leave	Staff Annual Leave		16,798	16,798
Staff Long Service Leave	Staff Long Service Leave		4,200	4,200
CAFS Other Leave	Other Leave		767	767
Public Holidays	Public Holidays		8,399	8,399
Superannuation	Superannuation		20,925	20,925
Staff Uniform	Staff Uniform		880	880
CAFS EMPLOYEE RELATED REVENUE AND EXPENDITURE		-	64,947	64,947
CAFS FACILITY MAINTENANCE EXPENDITURE				
Insurance	Insurance		3,000	3,000
Electricity	Electricity		2,784	2,784

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Annual Rates & Charges			2,383	
	CAFS Annual Rates & Charges			2,261
Split out	CAFS Water Consumption			122
Maintenance, Repairs & Cleaning			5,500	
	CAFS Garden Maintenance			4,500
	CAFS Cleaning Expenditure			1,000
Salary and Wages	CAFS Cleaning Wages		6,245	6,245
Security/Fire Expenditure	Security/Fire Expenditure		1,900	1,900
Depn - CAFS Buildings			26,462	26,462
Depn - CAFS Other Structures			1,350	1,350
CAFS FACILITY MAINTENANCE EXPENDITURE			49,624	49,624

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
CAFS OFFICE EXPENSES				
Telephone	Telephone		2,690	2,690
Advertising	Advertising		1,500	1,500
Postage	Postage		100	100
Printing & Stationery	Printing & Stationery		2,000	2,000
Memberships & Subscriptions	Memberships & Subscriptions		1,000	1,000
CAFS OFFICE EXPENSES			7,290	7,290
CAFS RESOURCES AND CONSUMABLES				
Craft & Resources Expenditure	Craft & Resources Expenditure		1,000	1,000
Quickkids Registration	Quickkids Registration		2,200	2,200
Food and Health Supplies	Food and Health Supplies		2,000	2,000
CAFS RESOURCES AND CONSUMABLES			5,200	5,200
CAFS NDIS INCOME AND EXPENDITURE				
NDIS Revenue		23,860		
NDIS Wages & Salaries	NDIS Wages & Salaries		15,312	15,312
NDIS Expenses	NDIS Expenses		2,460	2,460
CAFS NDIS INCOME AND EXPENDITURE		23,860	17,772	17,772
CAFS OOSH REVENUE				
OOSHC Fees and Charges		53,900		
Childcare Subsidy Revenue		200,900		
CAFS OOSH REVENUE		254,800		
CAFS GRANT REVENUE AND EXPENDITURE				
Aboriginal Playgroup Grant Revenue		43,765		
Outreach Play Subsidy Revenue		40,449		
Inclusion Subsidy Revenue		16,987		
My Time Grant Revenue		6,980		
Sundry Fundraising/ Grant Revenue		500		
Grant Expenses Under Job Costing (Excluding Salaries)	CAFS: Grant Expenses Under Job Costing (Excluding Salaries)		204,369	
	Aboriginal Playgroup Expenditure			43,765
	Outreach Play Sub Expenditure			40,449
	Inclusion Subsidy Expenditure			19,445
	My Time Expenditure			6,980
	Sundry Fundraising Expenditure			500
	Groceries OOSH			7,000
	Resources OOSH			3,500
	Taxi Fares for OOSH			4,000
	OOSH Salaries & Wages			78,730

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
CAFS GRANT REVENUE AND EXPENDITURE		108,681	204,369	204,369
CAFS ADMINISTRATION		387,341	349,202	349,202
CHILDREN AND FAMILY SERVICES		387,341	349,202	349,202
YOUTH SERVICES				
YOUTH SERVICES				
YOUTH SERVICES EMPLOYEE RELATED EXPENDITURE				
Salaries & Wages	Youth: Salaries & Wages		51,905	51,905
Sick Leave	Youth: Sick Leave		1,180	1,180
Annual Leave	Youth: Annual Leave		4,719	4,719
Long Service Leave	Youth: Long Service Leave		1,180	1,180
Public Holidays	Youth: Public Holidays		2,359	2,359
Superannuation	Youth: Superannuation		6,148	6,148
CAFS Other Leave	Other Leave		141	141
Staff Uniforms	Youth: Staff Uniforms		450	450
YOUTH SERVICES EMPLOYEE RELATED EXPENDITURE			68,082	68,082
YOUTH SERVICES GENERAL ADMIN EXPENSE				
Electricity	Youth: Electricity		2,000	2,000
Telephone	Youth: Telephone Costs		216	216
Annual Rates & Charges			3,643	
	Youth: Annual Rates & Charges			3,611
	Youth: Water Consumption			32
Printing & Stationery	Youth: Printing & Stationery		800	800
Mowing & Cleaning Expenses			6,811	
	Youth: Mowing Expenses			700
Salary and Wages - Cleaning	Youth: Cleaning Expenses			6,111
Food Purchases	Food Purchases		5,200	5,200
Equipment & Activities	Equipment & Activities		5,000	5,000
YOUTH SERVICES GENERAL ADMIN EXPENSE			23,670	23,670
YOUTH - GRANT INCOME				
DCJ Grant Income		20,506		
Grant Funds (NSW)		10,000		
Rural & Regional Participation				
Youth: Empowering our Communities				
YOUTH - GRANT INCOME		30,506		
YOUTH - GRANT EXPENSES				

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Youth Week Expenditure	Youth Week Expenditure		10,000	10,000
YOUTH - GRANT EXPENSES			10,000	10,000
YOUTH SERVICES		30,506	101,752	101,752
LIFE CHOICES SUPPORT SERVICES				
LIFE CHOICES OPERATIONAL				
OP ADMINISTRATION EMPLOYEE EXPENSES				
Salaries and Wages	Salaries and Wages		1,350,651	1,350,651
Offset Account	Offset Account		- 1,667,865	- 1,667,865
Motor Vehicle Expenses	Motor Vehicle Expenses		203,000	203,000
Staff Sick Leave	Staff Sick Leave		28,432	28,432
Staff Annual Leave	Staff Annual Leave		113,727	113,727
Staff Long Service Leave	Staff Long Service Leave		28,432	28,432
Public Holidays	Public Holidays		56,863	56,863
Other Leave	Other Leave		1,829	1,829
Superannuation	Superannuation		157,993	157,993
Staff Uniform	Staff Uniform		3,000	3,000
Personal Protective Equipment	Personal Protective Equipment		13,000	13,000
Staff Workers Comp Insurance	Workers Comp Insurance		37,507	37,507
LCSS Staff Recruitment Expense	Staff Audit Expense		500	500
Staff Amenities	Staff Amenities		2,000	2,000
Offset (Admin Percentage)			- 115,000	
	Creditors offset			- 15,000
	Plant offset			- 100,000
Insurance	Insurance		1,600	1,600
Electricity	Electricity		12,000	12,000
Compliance Expenses	Compliance Expenses		3,500	3,500
Telephone & Internet Expenses	Telephone & Internet Expenses		3,857	3,857
Annual Rates & Charges			3,770	
	Annual Rates & Charges			3,650
	Water Consumption			120
Consumables	Consumables		2,500	2,500
Minor Equipment, Tools	Minor Equipment, Tools		5,000	5,000
Advertising and Promotion	Advertising and Promotion		5,000	5,000
Volunteer Expenses	Volunteer Expenses		200	200
Postage and Stationery	Postage and Stationery		4,500	4,500
Printing & Photocopying	Printing & Photocopying		6,500	6,500
Mowing, Cleaning & Maintenance			17,668	
	Garden Maintenance			3,000
	Maintenance & Repairs Salaries Cleaning			14,668
Memberships & Subscriptions	Memberships,Subscriptions,Publi		3,000	3,000
Security/Fire Expenditure	Security/Fire Expenditure		2,000	2,000
Admin Offset			- 446,703	
	HCP Administration			- 319,461
	CHSP Administration			- 127,242
Depn - LCSS Buildings			52,759	52,759

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Depn - LCSS Other Structures			513	513
Administration Overheads	Administration Overheads		213,648	213,648
Rental Income		4,000		
Motor Vehicle Expenses		13,000		
OP ADMIN PLANT EXPENSES & REVENUES		17,000	105,381	105,381
LCSS - OTHER				
LCSS Other Revenue		5,000		
LCSS - OTHER		5,000		
LIFE CHOICES OPERATIONAL ADMINISTRATION		22,000	105,381	105,381
			-	
NATIONAL DISABILITY INS SCHEME (NDIS)				
NDIS Client Contribution Revenue		7,751		
NDIS Revenue		629,615		
NDIS Expenditure Wages	NDIS Expenditure Wages		240,972	240,972
NDIS Expenditure General	NDIS Expenditure General		336,697	336,697
NATIONAL DISABILITY INS SCHEME (NDIS)		637,366	577,669	577,669
DSW: PRIVATE FUNDING				
Private Tai Chi Revenue		300		
Direct Support Services - Revenues		3,000		
Direct Support Services Expenditure	Direct Support Services Expenditure		3,000	3,000
	Fee Services Expenditure			
DSW: PRIVATE FUNDING		3,300	3,000	3,000
EXERCISE - NOT FUNDED				
Exercise Not Funded- Contributions		100		
DSW: PRIVATE FUNDING		100	-	-
AUS GOV-CWLTH HOME SUPPRT PROG (CHSP)				
CHSP : Client Contributions		118,467		
Personal Care		2,719		
Social Support Individual		14,094		
Flexible Respite		38,811		
Home Maintenance		1,929		
Social Support Group		28,928		
Transport Community		8,386		
Allied Health&TherapyServices		1,087		

GLEN INNES SEVERN COUNCIL
REVENUE AND EXPENDITURE BUDGET 2021/2022

		REVENUE	EXPENSE	EXPENSE
GL DESCRIPTION	JC DESCRIPTION	BUDGET	BUDGET GL	BUDGET JC
		2021/2022	2021/2022	2021/2022
Meals		12,068		
Centre Based Respite		7,726		
Goods,Equip&AsstiveTechnology		2,719		
CHSP Grant Revenue		848,278		
Domestic Assistance		27,151		
Personal Care		18,131		
Social Support Individual		93,962		
Flexible Respite		258,744		
Home Maintenance		12,863		
Social Support Group		192,857		
Transport Community		55,907		
Allied Health&TherapyServices		7,253		
Meals		80,457		
Centre Based Respite		51,511		
Goods,Equip&AsstiveTechnology		18,132		
Sector Support&Development		31,310		
Activity Expenditure			848,278	
	Domestic Assistance			27,151
	Personal Care			18,131
	Social Support Individual			93,962
	Flexible Respite			258,744
	Home Maintenance			12,863
	Social Support Group			192,857
	Transport Community			55,907
	Allied Health&TherapyServices			7,253
	Meals			80,457
	Centre Based Respite			51,511
	Goods,Equip&AsstiveTechnology			18,132
	Sector Support&Development			31,310
AUS GOV-CWLTH HOME SUPPRT PROG(CHSP)		966,745	848,278	848,278
AUS GOV HOME CARE PKG (HCP)				
HCP-Client Contributions		25,000		
HCP : Grant Revenue		1,530,860		
HOME CARE PKGS (HCP) - EXPEND			1,555,860	1,555,860
AUS GOV HOME CARE PKG (HCP)		1,555,860	1,555,860	1,555,860
LIFE CHOICES SUPPORT SERVICES		3,185,371	3,090,188	3,090,188
COMMUNITY SERVICES & EDUCATION		3,616,478	3,635,064	3,635,064



2021/2022

Capital Works Program

GLEN INNES SEVERN COUNCIL CAPITAL WORKS PROGRAM 2021/2022		
PROJECT	WORKS/COMMENTS	2021/22 PROPOSED BUDGET PER CATEGORY
INFRASTRUCTURE PROJECTS FUNDED FROM THE GENERAL FUND		\$1,768,639
Heavy Patching Program		\$993,639
Roads of Strategic Importance- Council Contribution	Bald Nob	\$560,000
New cycleways/shared path		\$50,000
Kerb & Gutter Renewal		\$40,000
Causeway renewal		\$100,000
Footpath Renewal		\$25,000
PROJECTS FUNDED FROM THE GENERAL FUND		\$857,480
Library Resources	Books/ Talking Books/ DVDS/ Playaways	\$45,000
10 Ergonomic Computer Chairs for Library	Replacement	\$2,892
LC-SS Outdoor Table and Chairs	Replacement	\$2,000
LC-SS 2 Airconditioner Units	SW LCSS building	\$5,000
LC-SS Skillion Carport		\$12,763
17 Executive Chairs	Committee Room 10 and Town Hall 7	\$10,000
GISC Website Build	Budgeted in 20-21 but not commenced	\$47,000
Project Jigsaw Open Office Implementation	Construction and configuration	\$476,825
Glen Innes Swim Centre Upgrades		\$76,000
CBD Roundabout Landscaping		\$60,000
Signage Upgrade		\$30,000
Upgrade electricity Dumaresq Street Industrial estate	Operational (Part of Land Cost)	\$85,000
Community Notice Board – Glencoe		\$5,000
PROJECTS FUNDED FROM ROADS TO RECOVERY (RTR) GRANTS		\$878,768
Unsealed Roads Resheeting	Rangers Valley Road	\$285,622
Unsealed Roads Resheeting	Illparran Road	\$132,992
Unsealed Roads Resheeting	Jenkins Road	\$75,154
Unsealed Roads Resheeting	Ten Mile Road	\$385,000
PROJECTS FUNDED FROM REGIONAL ROADS GRANTS		\$620,000
Regional Roads REPAIR Program	Emmaville Road segment 180	\$138,000
Regional Roads Block Grant	Emmaville Road segment 180	\$312,000
Regional Roads Block Grant	Regional Road Bitumen Resealing Program	\$100,000
Traffic Facilities		\$70,000
BRIDGE RENEWAL		\$2,395,000
Local Bridges - LIRS Accelerated Bridge Program	5310 Ten Mile Road, Rockadooie Creek	\$50,000
Fixing Country Bridges	5220 Mt Mitchell Road, Yarrow Creek Bridge	\$472,500
Fixing Country Bridges	5220 Mt Mitchell Road, Yarrow Creek Bridge	\$472,500
Fixing Country Bridges	5215 Mt Mitchell Road, Mann River	\$1,400,000
PROJECTS FUNDED FROM THE GLEN INNES AGGREGATES SURPLUS		\$300,000
Quarry Development	Quarry Office Relocation	\$100,000
Quarry Development	Wattle Vale Establishment	\$200,000
PROJECTS FUNDED THROUGH THE STORMWATER/DRAINAGE RESERVE		\$145,000
Renew Drainage – Drainage Charge Reserve	Stormwater Renewals	\$145,000
PROJECTS FUNDED FROM THE SEWER FUND		\$546,972
Capital Renewal	Matches depreciation plus 10%	\$536,972
New Mains	Private Works Charges	\$8,000
New Service	Private Works Charges	\$2,000

GLEN INNES SEVERN COUNCIL CAPITAL WORKS PROGRAM 2021/2022			2021/22
PROJECT	WORKS/COMMENTS	PROPOSED BUDGET PER CATEGORY	
PROJECTS FUNDED FROM THE WATER FUND		\$1,360,000	
Capital Renewal	Consider reline eastern clarifier, renew sand and backwash nozzles in sand filters, cover in sides on HCL tank	\$651,532	
Automated Water Meter Reading		\$600,000	
Capital new	New Water reservoir design	\$100,000	
New Mains	Private works charges	\$3,468	
New Service	Private works charges	\$5,000	
PROJECTS FUNDED THROUGH THE GENERAL FUND - Plant & Equipment Acquisition		\$644,814	
Disposing plant item			
Heavy Plant Replacement Program	No Trade Val Pur \$	Net Value	
4x4 Single C/C	2548 ; \$9,545 ; \$ 37,000	\$27,455	
Ford PJ Ranger 4x4 Crewcab(Disposal Only)	2517 ; \$4,545 ; \$ 0	\$0	
Holden Colorado 4x2 crew cab (disposal only)	1505 ; \$15,909 ; \$ 0	\$0	
4x4 Light Rigid truck	1121 ; \$22,727 ; \$130,000	\$107,273	
Leaseback Category 2 vehicle	1534 ; \$ 6,773 ; \$ 50,000	\$43,227	
4x4 Crew Cab with canopy	1532 ; \$ 6,545 ; \$ 43,000	\$36,455	
4x4 Crew Cab Chassis	2510 ; \$ 6,364 ; \$ 41,000	\$34,636	
4x4 Crew Cab Chassis	2516 ; \$14,545 ; \$ 41,000	\$26,455	
Lorry 8 (Volvo) (Disposal only)	1108 ; \$18,182 ; \$ 0	\$0	
Quarry Volvo Tipper (Disposal against new leased asset)	5214 ; \$ 2,000 ; \$ 0	\$0	
4x4 Crew Cab Chassis	2508 ; \$ 7,046 ; \$ 41,000	\$33,954	
Leaseback Category 3 vehicle	2540 ; \$36,227 ; \$ 40,000	\$3,773	
Leaseback Category 3 vehicle	1552 ; \$36,227 ; \$ 40,000	\$3,773	
Leaseback Category 3 vehicle	2504 ; \$36,227 ; \$ 40,000	\$3,773	
Leaseback Category 3 vehicle	1572 ; \$36,227 ; \$ 40,000	\$3,773	
Life Choices - Support Services light vehicle	2572 ; \$ 5,545 ; \$ 36,000	\$30,455	
Life Choices - Support Services light vehicle	1579 ; \$ 2,318 ; \$ 36,000	\$33,682	
Life Choices - Support Services light vehicle	1504 ; \$ 3,733 ; \$ 36,000	\$32,227	
Life Choices - Support Services light vehicle	1580 ; \$ 4,545 ; \$ 36,000	\$31,455	
Life Choices - Support Services light vehicle	2547 ; \$18,227 ; \$ 36,000	\$17,773	
Life Choices maintenance 4x4 Space cab chassis	2513 ; \$ 6,346 ; \$ 40,000	\$33,634	
Leaseback Category 1 vehicle	1570 ; \$37,318 ; \$ 60,000	\$22,682	
Water Treatment Plant forklift	2224 ; \$ 0 ; \$ 20,000	\$20,000	
Stores Forklift	2225 ; \$ 0 ; \$ 20,000	\$20,000	
Tag Trailer for new skid steer	1409 ; \$ 0 ; \$ 30,000	\$30,000	
New Plant Program			
New Electric Vehicle	2570 ; \$ 4,864 ; \$ 53,259	\$48,359	
PROJECTS FUNDED FROM OTHER GRANTS & CONTRIBUTIONS		\$7,947,778	
Safer Roads Grant	Bald Nob Segment 20	\$586,500	
Roads of Strategic Importance	Bald Nob Upgrade	\$2,480,000	
Local Roads and Community Infrastructure Grant	Mt Slow Gravel Resheeting	\$296,000	
Local Roads and Community Infrastructure Grant	3km Donnelly's resheet	\$136,000	
Local Roads and Community Infrastructure Grant	Kangaroo Flat and Swamp Oak Roads	\$440,000	
Fixing Local Roads	Lang St/Furracabad Road	\$990,000	
Fixing Local Roads	Round 2 New Bitumen Seals	\$3,019,278	
Grand Total Capital Expenditure		\$17,464,451	

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	2021/2022
	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

2021/2022 current year only = 0.00%

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

2021/2022 current year only = 54.17%

Three (3) Year Average benchmark is forecast to be met at 62.98.

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

2021/2022 current year only = 63.68%

Three (3) Year Average benchmark is forecast to be met at 73.97.

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

2021/2022 current year only = 172.59%

Three (3) Year Average benchmark is forecast to be met at 147.22%

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

2021/2022 current year only = Est. 13.35%

Three (3) Year Average benchmark is unlikely to be met in 2021/2022.

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

2021/2022 current year only = 100.00%

Three (3) Year Average benchmark is likely to be met in 2021/2022.

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

2021/2022 current year only = 6.33%

Three (3) Year Average benchmark is likely to be met in 2021/2022.

Real Operating Expenditure Per Capita (Over time)

This ratio measures productivity changes over time based on movements in real per capita expenditure. Based on the assumption that service levels remain constant, a decline in real expenditure per capita indicates efficiency improvements ie the same level of output is achieved with reduced expenditure).

Calculated as:

Expenditure (deflated by CPI/LGCI)

Population

Benchmark

Decreasing expenditure overtime

Expected Performance

2021/2022 current year only = \$3,773.02

This ratio has been included but essentially is irrelevant as the assumption of maintaining existing service levels is incorrect, GISC is increasing service levels over time and hence there will be an increase in expenditure.

4 LONG TERM FINANCIAL PLAN UPDATE

LONG TERM FINANCIAL PLAN SUMMARY										
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
FUNCTION										
General Purpose Revenues	10,242,396	10,437,401	10,636,154	10,838,571	11,090,983	11,349,478	11,614,205	11,885,320	12,162,978	12,447,343
Governance	(490,391)	(496,343)	(505,809)	(515,459)	(525,298)	(535,328)	(545,555)	(555,981)	(566,612)	(577,450)
Administration	(3,492,445)	(3,588,564)	(3,687,293)	(3,773,863)	(3,869,225)	(3,952,553)	(4,038,402)	(4,141,582)	(4,248,883)	(4,354,912)
Public Order and Safety	(1,283,569)	(1,156,713)	(1,185,868)	(1,215,557)	(1,245,789)	(1,276,575)	(1,307,967)	(1,340,606)	(1,372,305)	(1,405,449)
Health	(192,673)	(196,743)	(200,902)	(205,152)	(209,495)	(213,934)	(218,470)	(223,105)	(227,842)	(232,684)
Housing and Community Amenities	1,036,671	1,049,514	1,061,746	1,074,021	1,086,370	1,098,791	1,111,282	1,123,840	1,136,462	1,149,147
Recreation and Culture	(1,773,548)	(1,833,453)	(1,863,847)	(1,894,508)	(1,928,276)	(1,964,526)	(1,999,070)	(2,040,318)	(2,078,153)	(2,117,506)
Mining, Manufacturing and Construction	(33,001)	(34,477)	(36,000)	(37,573)	(39,197)	(40,873)	(42,602)	(44,387)	(46,229)	(48,129)
Glen Innes Aggregates	575,260	589,735	604,343	619,021	634,096	649,164	664,167	678,037	697,182	710,403
Transport and Communication	7,647,072	603,299	(1,954,342)	(2,990,127)	(3,021,407)	(3,059,635)	(3,099,073)	(3,139,757)	(3,184,893)	(3,231,400)
Community Services and Education	(18,586)	(52,900)	(73,761)	(95,454)	(118,002)	(141,435)	(165,778)	(191,060)	(217,310)	(244,558)
Economic Affairs	(1,072,675)	(1,076,365)	(1,099,772)	(1,123,721)	(1,148,226)	(1,173,298)	(1,198,953)	(1,225,203)	(1,252,062)	(1,279,546)
Committees of Council - Section 355	-	-	-	-	-	-	-	-	-	-
Water Supplies	381,902	451,633	509,129	532,633	557,174	601,022	648,048	694,876	742,329	791,301
Sewer Supplies	265,134	301,592	339,516	379,177	420,524	457,596	485,860	514,946	544,874	575,671
Total	11,791,546	4,997,617	2,543,293	1,592,009	1,684,231	1,797,895	1,907,693	1,995,020	2,089,538	2,182,232

	LONG TERM FINANCIAL PLAN SUMMARY									
	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Operating Profit	11,791,546	4,997,617	2,543,293	1,592,009	1,684,231	1,797,895	1,907,693	1,995,020	2,089,538	2,182,232
Add Back Non Cash Items:										
Depreciation	7,209,453	7,384,061	7,451,637	7,520,362	7,590,256	7,651,059	7,712,896	7,775,784	7,839,741	7,904,785
Provision for Rehabilitation Costs (Town Waste Amortisation)	288,894	293,805	298,800	303,880	309,046	314,299	319,642	325,076	330,603	341,939
Provision for Bad and Doubtful Debts	-	5,000	5,085	5,171	5,259	5,349	5,440	5,532	5,626	5,819
Amount Available for Non Operating Items	19,289,893	12,680,484	10,298,816	9,421,422	9,588,792	9,768,603	9,945,671	10,101,412	10,265,507	10,434,775
Non Operating Expenditure										
Existing Loan Principal Repayments	1,673,726	1,624,928	1,500,635	1,296,129	915,699	728,338	549,729	348,596	357,213	357,214
New Loan Principal Repayments	-	87,094	176,831	269,290	364,555	462,709	563,842	668,043	775,405	886,024
Lease Principle Payments	652,064	539,483	519,568	500,429	606,694	47,797	-	-	-	-
Capital Expenditure (By Funding Source)	17,464,451	12,380,916	8,633,517	8,763,287	8,895,263	9,046,482	9,200,272	9,356,677	9,515,740	9,677,508
-General Fund Infrastructure	1,768,639	2,238,706	2,276,764	2,315,469	3,354,832	3,411,864	3,469,866	3,528,853	3,588,844	3,649,854
- GIA Surplus	300,000	305,100	310,287	315,562	320,926	326,382	331,930	337,573	343,312	349,148
- Roads to Recovery Grants	878,768	893,707	908,900	924,351	940,065	956,046	972,299	988,828	1,005,638	1,022,734
- Regional Roads Grants	620,000	630,540	641,259	652,161	663,247	674,523	685,989	697,651	709,511	721,573
- Bridge Renewal Program Grant	2,345,000	2,395,000	1,000,000	1,000,000	-	-	-	-	-	-
- Local Infrastructure Renewals Loans Scheme	50,000	-	-	-	-	-	-	-	-	-
- General Fund/Reserves -Plant and Equipment Purchases	644,814	1,455,776	1,480,524	1,505,693	1,531,290	1,557,322	1,583,796	1,610,721	1,638,103	1,665,951
- Stormwater Drainage Funds	145,000	147,465	149,972	152,521	155,114	157,751	160,433	163,160	165,934	168,755
- Sewer Fund	546,972	556,271	565,727	575,344	585,125	595,072	605,189	615,477	625,940	636,581
- Water Fund	1,360,000	683,120	694,733	706,544	718,555	730,770	743,193	755,828	768,677	781,744
- Waste Fund	-	200,000	203,400	206,858	210,374	213,951	217,588	221,287	225,049	228,875
- Projects Funded from the General Fund	857,480	395,232	401,951	408,784	415,734	422,801	429,989	437,299	444,733	452,293
- Other Grants and Contributions	7,947,778	2,480,000	-	-	-	-	-	-	-	-
Total Non Operating Expenditure	19,790,241	14,632,422	10,830,551	10,829,135	10,782,210	10,285,326	10,313,843	10,373,316	10,648,358	10,920,746
Position after Non Operating Expenditure	-500,348	-1,951,939	-531,736	-1,407,713	-1,193,418	-516,724	-368,173	-271,903	-382,851	-485,971
Funded from Net Restricted Cash Movements detailed below:										
Add: Drawdown on Restricted Cash										
Local Infrastructure Renewal Loans Scheme Funding	50,000	-	-	-	-	-	-	-	-	-
Sewer Fund	546,972	556,271	565,727	575,344	585,125	595,072	605,189	615,477	625,940	636,581
Water Fund	1,360,000	683,120	694,733	706,544	718,555	730,770	743,193	755,828	768,677	781,744
Waste Fund	-	200,000	203,400	206,858	210,374	213,951	217,588	221,287	225,049	228,875
Drainage Funds	145,000	147,465	149,972	152,521	155,114	157,751	160,433	163,160	165,934	168,755
New Loan Funds	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Infrastructure/Plant Funds	-	1,455,776	1,480,524	1,505,693	1,531,290	1,557,322	1,583,796	1,610,721	1,638,103	1,665,951
Glen Innes Aggregates	300,000	305,100	310,287	315,562	320,926	326,382	331,930	337,573	343,312	349,148
Total Drawdowns on Restricted Cash	2,401,972	4,347,731	4,404,643	4,462,522	4,521,384	4,581,248	4,642,129	4,704,045	4,767,014	4,831,053
Variance	1,901,624	2,395,793	3,872,907	3,054,808	3,327,966	4,064,524	4,273,957	4,432,142	4,384,163	4,345,082
Less: Additions to Restricted Cash										
Water Fund	0	210,721	256,604	268,297	280,827	312,460	347,063	381,257	541,109	708,937
Sewer Fund	96,415	231,430	247,284	263,725	280,822	234,982	258,925	277,722	297,187	317,343
Developer Contributions	172,899	175,841	178,835	181,880	184,978	188,130	191,337	194,599	194,748	194,900
Waste Fund	648,428	658,431	668,557	678,808	689,185	699,687	710,317	721,076	731,963	742,980
Drainage	359,200	368,346	374,608	380,976	387,453	394,040	400,738	407,551	414,479	421,526
Plant Reserve	620,000	700,000	1,000,000	800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Infrastructure Backlog Reserve	-	-	1,100,000	400,000	400,000	1,200,000	1,300,000	1,400,000	1,000,000	900,000
Total Additions to Restricted Cash	1,896,942	2,394,769	3,875,889	3,023,687	3,263,266	4,069,300	4,248,381	4,422,204	4,219,487	4,325,685
Net Position	4,682	1,024 -	2,982	31,122	64,700 -	4,775	25,576	9,938	164,677	19,397