

Exhibition Draft **Operational Plan** **2023 - 2024**

Council Budget Summary	93
Office of General Manager	94
Infrastructure and Assets	115
Corporate and Customer Services	134
Planning and Environment	140
Councils Revenue Strategy	158



Council Budget Summary

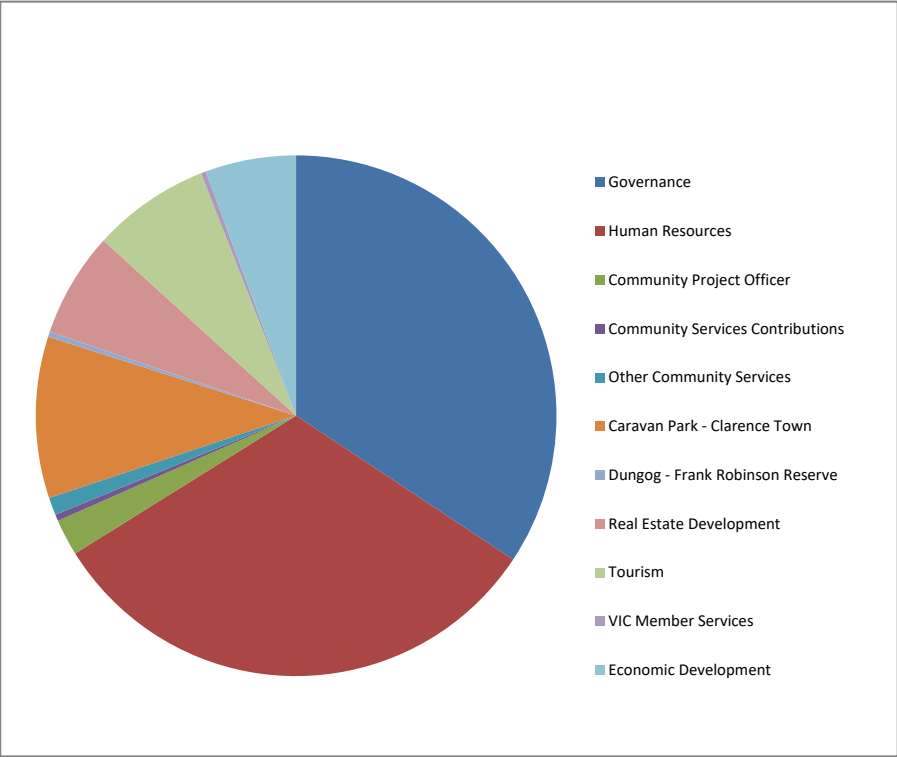
Projected Income Statement 2023-2024	
	2023-24 Net
Income from Continuing Operations	
Rates & Annual Charges	112,118,386
User Charges & Fees	1,313,039
Interest & Investment Income	566,435
Grants & Contributions provided for Operating Purposes	24,268,965
Grants & Contributions provided for Capital Purposes	1,293,715
Other Revenues	454,356
Total Income from Continuing Operations	40,014,896
Operating Expenses	
Employee Cost	7,877,584
Materials & Contracts	5,487,027
Borrowing Costs	112,753
Depreciation & Amortisation	6,247,382
Other Expenses	3,246,596
Total Operating Expenses	22,971,342
Net Operating Result For the Year	17,043,554
Net Operating Result Before Capital Grants & Contributions	-7,255,411

Office of the General Manager

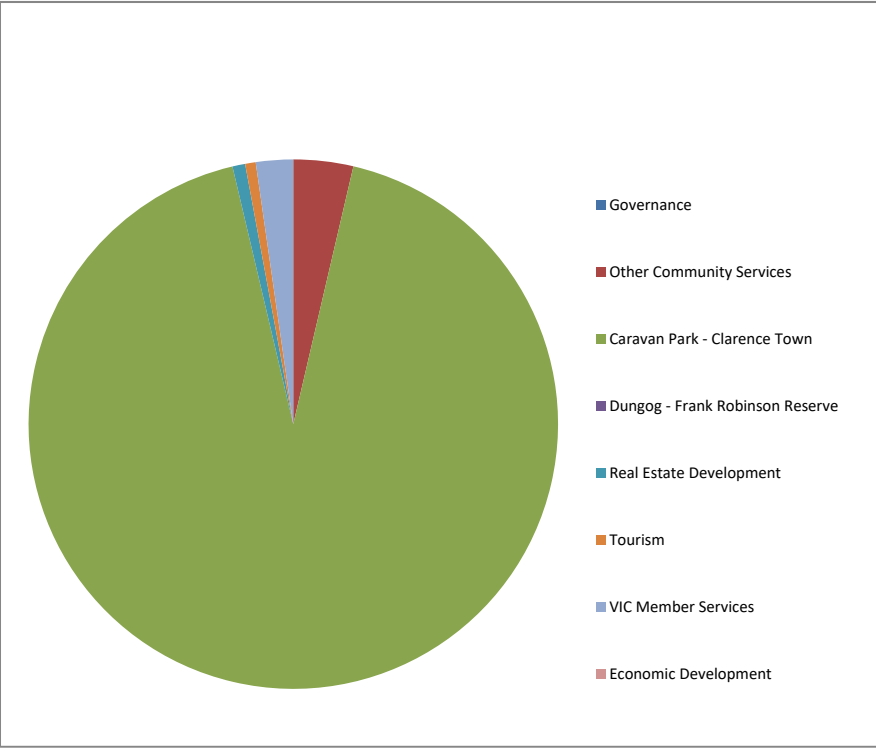
The Office of the General Manager is responsible for Human Resources, Organisational Policy and Strategy, Integrated Planning and Reporting, Media and Communications, Community Projects, Council Governance and Economic Development and Tourism.

Budget Summary - Office of the General Manager					
		Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
		(257,418)	(266,361)	(275,619)	(286,166)
		-	-	-	-
Total Op Rev		(257,418)	(266,361)	(275,619)	(286,166)
		2,479,818	2,529,017	2,458,866	2,515,865
Total Op Exp		2,479,818	2,529,017	2,458,866	2,515,865
Net		2,222,40	2,262,656	2,183,247	2,229,699
Total Cap Ex		45,360	15,772	51,129	51,434
Total Non Op Rev		(243,704)	(168,704)	(68,704)	(68,704)
		(198,344)	(152,932)	(17,575)	(17,270)
Net Cost		2,024,056	2,109,724	2,165,672	2,212,429

Office of the General Manager - Service Area Graphs



Expense 2023-2024



Revenue 2023-2024

Service Area Summary - Office of the General Manager

Description	Estimate 2022/23	Revised Estimate 2022/23	Actual 25/04/2023	Draft Budget 2023/24	Draft Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27
Operating Expenditure							
Governance	784,059	784,059	601,709	851,053	1,003,502	896,679	914,879
Human Resources	704,816	704,816	553,111	788,746	789,320	803,960	819,910
Community Project Officer	54,238	54,238	68,433	56,001	57,857	59,787	61,787
Community Services Contributions	8,100	8,100	1,091	10,000	10,000	10,000	10,000
Other Community Services	26,670	26,670	176,833	27,300	27,790	28,330	28,920
Caravan Park - Clarence Town	240,580	240,580	177,920	248,464	256,649	265,166	274,025
Dungog - Frank Robinson Reserve	7,634	7,634	2,362	8,000	8,249	8,519	8,800
Real Estate Development	60,420	60,420	30,576	161,606	62,412	63,241	64,093
Tourism	164,898	164,898	115,826	181,125	186,777	192,639	198,692
VIC Member Services	7,220	7,220	3,883	7,550	7,750	7,960	8,170
Economic Development	99,438	154,438	66,946	139,973	118,711	122,585	126,589
Total Operating Expenditure	2,158,073	2,213,073	1,798,689	2,479,818	2,529,017	2,458,866	2,515,865
Capital Expenditure							
Governance	30,000	30,000	0	35,000	5,000	40,000	40,000
Other Community Services	1,686	1,686	0	1,796	1,850	1,906	1,963
Caravan Park - Clarence Town	4,720	4,720	0	5,064	5,422	5,723	5,971
Dungog - Frank Robinson Reserve	25,000	25,000	0	1,000	1,000	1,000	1,000
Real Estate Development	0	0	82,389	0	0	0	0
Tourism	10,000	10,000	0	2,500	2,500	2,500	2,500
Economic Development	0	0	0	0	0	0	0
Total Capital Expenditure	71,406	71,406	82,389	45,360	15,772	51,129	51,434
Total Expenditure	2,229,479	2,284,479	1,881,078	2,525,178	2,544,789	2,509,995	2,567,299

Service Area Summary - Office of the General Manager

Description	Estimate 2022/23	Revised Estimate 2022/23	Actual 25/04/2023	Draft Budget 2023/24	Draft Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27
Operating Revenues							
Governance	0	0	0	0	0	0	0
Other Community Services	7,660	7,660	3,313	9,390	9,550	9,720	10,890
Caravan Park - Clarence Town	230,300	230,300	187,474	238,528	247,071	255,889	264,996
Dungog - Frank Robinson Reserve	0	0	0	0	0	0	0
Real Estate Development	2,000	2,000	0	2,000	2,000	2,000	2,000
Tourism	1,570	1,570	1,464	1,660	1,730	1,810	1,890
VIC Member Services	5,610	5,610	1,464	5,840	6,010	6,200	6,390
Economic Development	0	55,000	0	0	0	0	0
Total Operating Revenues	247,140	302,140	193,715	257,418	266,361	275,619	286,166
Non Operating Revenues							
Governance	100,000	100,000	0	50,000	100,000	0	0
Human Resources	125,500	125,500	0	0	0	0	0
Other Community Services	17,000	17,000	0	17,000	17,000	17,000	17,000
Caravan Park - Clarence Town	15,000	15,000	0	15,000	15,000	15,000	15,000
Dungog - Frank Robinson Reserve	25,704	25,704	0	704	704	704	704
Real Estate Development	30,000	30,000	0	130,000	30,000	30,000	30,000
Tourism	22,500	22,500	0	6,000	6,000	6,000	6,000
Economic Development	0	0	0	25,000	0	0	0
Total Non Operating Revenues	335,704	335,704	0	243,704	168,704	68,704	68,704
Total Revenues	582,844	637,844	193,715	501,122	435,065	344,323	354,870
Net Cost to Council	1,646,635	1,646,635	1,687,363	2,024,056	2,109,724	2,165,672	2,212,429

Office of the General Manager - Table of Actions

Strategies	Program Activities	Action	Responsibility	Performance Indicators
1.1 That we all enjoy a safe, supportive community, characterised by vibrant cultural life and a strong sense of local heritage.				
1.1.1 Continue to develop programs/ initiatives to welcome and support new residents into the Shire.	Meet the Mayor program.	Establish a yearly programme in consultation with the Mayor.	Office of the General Manager Executive Assistant	# of engagements # of people attending.
1.1.2 Create options for community participation through volunteerism.	Ongoing links and networks to existing community groups, including s355 committees.	Provide information, support and links to encourage and maintain participation. Partner/s: local NGOs & community organisations.	Office of the General Manager Community Projects Officer	# of engagements # of people attending.
1.1.3 Acknowledge and celebrate the contribution volunteers make to the Dungog Shire.	Celebrating Dungog Shire Volunteers.	Acknowledge the skills and dedication of volunteers and their contribution to the success and sustainability of our Shire.	Office of the General Manager Community Projects Officer	Contributions acknowledged.
1.1.4 Raise public awareness of local activities and events that provide a foundation for community building.	Electronic Communication.	Use electronic networks to inform and distribute appropriate information to the community (ie: webpage improvements and Facebook). Partner/s: Communications.	Office of the General Manager Communications	Maintain communication networks.
	Shire Events.	Continue to provide support to events across the shire	Office of the General Manager Community Project Economic Development Manager	# of meetings attended. # of events supported.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
1.1.5 Develop and initiate opportunities for greater participation of young people in local community activities.	Community Events.	Continue to provide support to specific national days/weeks. - Seniors Week - International Disability Day - NAIDOC Week - International Women's Day - Local Government Week - Youth Week - Reconciliation Week	Office of the General Manager Community Projects Officer	# events conducted or supported. Grants secured for events.
	Celebrating Australia Day.	Assist the Australia Day Committee in hosting an Australia Day event in Dungog.	Office of the General Manager Executive Assistant	Australia Day event held.
	Partnering to Run Youth Programs.	Identify areas of need and seek funding to work in partnership with schools and not for profit organisations to provide locally responsive services for young people. Partner/s: Dungog High School, local primary schools, community organisations, Youth Development Officer & Dungog Youth Service.	Office of the General Manager Community Projects Officer	# of young people involved. # of programs/ projects supported.
	Council Advocacy for young people through grant funding.	Continue to source funding opportunities to support engagement and participation for young people.	Office of the General Manager Community Projects Officer	Achievement of additional funds.
	Provision of locally responsive services for people of all ages.	Attendance at networking and advocacy meetings regarding service provision in the Dungog Shire.	Office of the General Manager Community Project Officer	Services maintained and continued.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
		Investigate opportunities, having regard to the needs identified in the Open Space and Recreation plan (once adopted) for provision of youth facilities in Dungog Shire.		Opportunities and grant funding investigated – operational plan updated as actions and funding received.
1.1.6 Foster the cohesiveness of local community groups.	Emergency Management.	Encouraging local groups to work in partnership with Council and each other to achieve community goals.	Office of the General Manager Community Projects Officer	# of partnership projects undertaken.
1.1.8 Foster and support the cultural life of the Shire.	Dungog Shire Cultural Plan.	Finalise the Dungog Shire Cultural Plan and identify priority actions and seek grant funding to implement and include in future Operational Plans	Community Project Officer	Dungog Shire Cultural Plan finalised. Priority actions included in Operational Plan 2023/24 subject to funding.
	Arts Upper Hunter.	Continue to financially support Arts Upper Hunter to achieve cultural outcomes for Dungog.	Office of the General Manager	Councillor representation at AUH Meetings. # of events developed for the Dungog LGA.
1.1.10 Ensure that community health and safety issues are identified and addressed.	Dungog Shire Health Forum.	Aim to re-establish meetings for the Dungog Shire Health Forum.	Office of the General Manager Community Project Officer	Meetings arranged Critical health issues identified and resolved.
	Dungog Shire Access Committee.	Coordination of the Access Committee and identification of access issues.	Office of the General Manager Community Project Officer	Meetings held Access issues identified and resolved.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
1.1.11 Assist community organisations to secure funding and other resources.	Community Grants.	Conduct annual community grant education/ information workshop.	Office of the GeneralManager Community ProjectOfficer	workshop conducted. # of attendees.
		Conduct the 2023/4 Community Grants(Small) Program.		# of grant applications submitted with the assistance of Council Successful grant applications.
	Work with existing organisations in securing funding for development oftheir organisations.	Network alerts - Distribute information about funding via local media and electronically.	Office of the GeneralManager Community ProjectOfficer Economic DevelopmentManager	Network alerts provided.
		Information about grants and other funding opportunities as well as Councilprogram and activities distributed through local and regional media as wellas electronically.	Office of the GeneralManager Community ProjectOfficer Economic DevelopmentManager	Information distributed.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
2.1 The health of our natural environment and biodiversity is preserved and enhanced.				
2.1.4 Involve the community in maintaining and enhancing environmental health.	National Tree Day.	Provide native trees to community to commemorate National Tree Day.	Office of the General Manager Community Projects Officer	# of trees distributed as part of National Tree Day. (July 2023).
	Clean Up Australia Day.	Facilitate community group involvement.	Office of the General Manager Community Projects Officer	# of Groups involved in Clean Up Australia Day (March 2024). Amount of waste collected.
2.2 That growth is achieved through a balanced mix of development which acknowledges our unique scenic qualities, rural amenity and country lifestyle.				
2.2.4 Ensure the heritage and streetscapes of our villages are preserved and enhanced	Increased local heritage awareness of indigenous Australians in Dungog Shire.	Seek grant funding to engage with local indigenous people and the relevant Land Councils for information on their history within the Dungog Shire. Partner/s: Local indigenous peoples and relevant Local Aboriginal Land Councils.	Office of the General Manager Community Projects	Greater understanding and documentation of the role of indigenous Australians in the history of the Dungog LGA.
3.1 That we ensure our economy is strong, creative, innovative and sustainable and provides us with jobs, business and creative opportunities and easy access to goods and services.				
3.1.1 Ensure that economic growth and expansion across the Shire is supported by improvement of local public and private infrastructure.	Rail services to Dungog.	Work with appropriate individuals and community groups to advocate for the retention of direct rail services to/from Newcastle and the North Coast, as well as improving existing services.	Office of the General Manager Economic Development Manager	Effective representation is made for the retention of direct rail services. Advantageous changes made to timetable.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
	Develop and implement a Strategic Property Review.	Implement a Strategic Property Program to: <ul style="list-style-type: none"> - effectively manage council's property portfolio with a view to sustainable financial returns to the Council. - Identify potential development/ acquisition opportunities for Council - provide a strong governance framework adopted by the Council to provide transparency and confidence in management of property matters. 	Office of the General Manager Economic Development Manager	Strategic Property Program. Updates provided at least quarterly. Evidence of sustainable financial returns.
	Economic Development Plan (EDP) 2022 - 2026 'Pathways to Prosperity'	Commence implementation of the relevant agreed actions aligned with each key Theme of the EDP to meet the Plan's objectives	Office of the General Manager Economic Development Manager	Updates provided at least quarterly.
	Real Estate Development.	Continue to work on the next stage of the Melbee residential subdivision.	Office of the General Manager Economic Development Manager	Melbee residential subdivision progression.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
3.1.2 Ensure we plan for the availability of land to facilitate commercial and industrial growth.	Land Development	Continue to develop availability of Council owned industrial land.	Economic Development Manager	# of lots sold.
	Development of commercial and industrial sites	Work with our regional Council and NSW Government partners to prepare and deliver an Employment Lands Study which includes Dungog Shire.	Planning and Environment	Participation on the joint approach to a regional employment lands study. Draft employment lands study prepared.
		Conduct a review of all Council's operational land holdings with a view to informing a development prospectus.		Draft prospectus prepared and available to development community.
3.1.3 Review the provision of improved camping and caravan facilities throughout the Shire.	Management of Williams River Holiday Park (WRHP)	Ensure the lawful and safe provision of camping and caravanning at the WRHP.	Economic Development Manager	Compliance with Section 68 Certificate and Crown Lands Occupancy rate of the Park - quarterly figure.
		Investigate Wharf Reserve, Clarence Town for potential primitive camping and improvements.		# complaints from Park users - quarterly figures.
3.1.4 Ensure that appropriate public and private sector agencies and businesses work co-operatively to strengthen and expand the Shire's economic base.	Strengthen the Local Business Community.	Work with the Dungog & District Chamber of Commerce to identify opportunities for grants, assistance and other funding for projects and events.	Office of the General Manager Economic Development Manager	Value of grant monies received. Number of grant applications.
	Economic Diversification.	Facilitate opportunities for new and innovative businesses in the Shire. Encourage a diversity of agricultural enterprises throughout the Shire. Partner/s: Tocal College, DPI, LLS.	Office of the General Manager Economic Development Manager Strategic Planner	Regularly update Council on opportunities for new and innovative businesses to set up in the Shire.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
3.1.5 Promote the Shire as a good location for the establishment of innovative, small to medium scale, sustainable businesses.	Attraction of new businesses, investors and residents to the Shire.	Work with the Dungog District Chamber of Commerce, NSW Office of Regional Development and others to promote Dungog Shire as a place to live, work and invest.	Office of the General Manager Economic Development Manager Strategic Planner	# of business start-ups in the Shire. Population growth is monitored.
3.1.6 Work closely with relevant Chambers of Commerce and Progress Associations to promote and share best business practice, offer platforms to lobby government on behalf of business where required, undertake advocacy for education, transport and health, make representation to government on critical Shire issues, and seek out grant and other funding opportunities.	Securing Revenue Streams.	Work with local Chamber of Commerce and Progress Associations to apply for grant funding from State and Federal Government departments and other agencies.	Office of the General Manager Economic Development Manager	\$ value of grant monies received.
	Local Business Development.	Support the Dungog & District Chamber of Commerce to develop programmes which reward and encourage local purchasing (Buy Local – Sell Local campaign).	Office of the General Manager Economic Development Manager	Regularly report to Council on opportunities and results linked to the Buy Local/Sell Local campaigns.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
3.1.7 Work with Dungog Regional Tourism to develop a strategic approach to growing visitor numbers across the Shire.	Destination Management Plan.	In consultation with Dungog Regional Tourism, implement the endorsed Destination Management Plan for the Shire that includes initiatives such as land use planning suitable for tourism (via the Rural Lands Strategy), in-kind collaborative actions with Dungog Regional tourism and preliminary review into the preparation of a signage strategy, buy local campaigns and skills development programmes.	Office of the General Manager Economic Development Manager	Economic contribution data sourced from Destination NSW and other agencies. In kind collaborative actions identified and progressed subject to available funding Signage strategy preliminary review progressed.
	Visitor Information Centre.	Review the VIC operations and performance delivery for the benefit of visitors and local residents.	Office of the General Manager Economic Development Manager	Feedback from VIC users Review completed and reported back to Council.
	Barrington Tops Promotion.	Work with Dungog Regional Tourism, Midcoast Council, Upper Hunter Council, Singleton Council and Hunter JO as well as NPWS, NSW Forests and local operators to promote Barrington Tops and identify opportunities for joint partnerships.	Office of the General Manager Economic Development Manager	Development of partnerships and identification of opportunities.
		Deliver an Events Management Workshop for not-for-profit organisations and volunteers.	Office of the General Manager Economic Development Manager	Expenditure of grant for Events. Workshop and participant satisfaction.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
3.1.8 Implement the actions stemming from theDungog Shire Economic Development Plan	Economic Development Plan.	Work hand-in-hand with businesses, the community and governments to implement Dungog Shire’s five-year Economic Development plans and strategies.	Office of the GeneralManager Economic DevelopmentManager	The development or update of Dungog Shire’s five-year Plan. The delivery of an annual list of priority actions stemming from this Plan. Results reported annually to Council. Percentage of actions implemented.
3.1.10 Improve the availability of telecommunications infrastructure to our communities and visitors.	Improved mobile phonecoverage.	Ongoing liaison with Federal Government, carriers and others to advocate for enhanced mobile phone capability and broadband access withinthe Shire.	Office of the GeneralManager Economic DevelopmentManager	Actions reflected in Council’s Advocacy Agenda. Increased coverage achieved/commitments made.
4.1 That our Community is supported by safe, functional, accessible and maintained infrastructure and effective local and regional transport networks.				
4.1.1 Improve the safety andfunctionality of our road network.	Council Advocacy.	Work with State and Federal Governments for the appropriate allocation of funding for local roadimprovements and maintenance. Work with the State Government on theprocess of road re-classification. Apply for relevant grants for road improvements (ie: Black Spot Funding).	Mayor Office of the GeneralManager Infrastructure and Assets	Appropriate levels of funds secured for road upgrades. Dungog Shire Council prioritized in the State Government road reclassification process. Attendance at quarterly meetings.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
4.1.2 Ensure a local police presence throughout the Shire.	Work with Local NSW Police Service via Local Networks and Programs.	Participate in Community Safety Precinct Committees.	Office of the General Manager	
		Major event notification to ensure awareness of Local Area Commands for potential increased resource demands. Partner/s: NSW Police.	Council & Community Representatives - Council, OLGR and Licensees.	Decrease in the # of alcohol related incidents at events.
	Lobbying for greater police presence in our Shire.	Ongoing communications to the Local Member and Minister for Police in relation to Police numbers. Partner/s: NSW Police.	Office of the General Manager Mayor	Increased local Police numbers within the Shire.
4.1.3 Ensure that our communities have access to quality educational institutions and health and social services/facilities.	Health and Social Services.	Host quarterly Health Forums with HNEH and NGO's.	Office of the General Manager	Health Forums conducted.
		Provide information through Council's website.	Community Projects Officer.	Promotional material provided on Council's website.
		Participation in the Hunter New England Health Local Health Committee (Dungog Branch) Partners: HNEH.		Attendance at Committee meetings. Advocacy/support for availability of health services within the Dungog Shire. Community awareness of available health and social services.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
4.1.4 Ensure our local bridgetnetwork is safe and able to accommodate heavy vehicleload requirements.	Funding.	Council engages with the State and Federal Governments for improved funding for bridge replacement.	Office of the General Manager Mayor	The Council lobbies both State and FederalGovernment for improved funding for bridge replacement.
4.1.5 Improve the provision of transport services to communities within the Shire.	Rail Services.	Lobby State Government to ensure that local passenger rail services are maintained and improved.	Mayor Office of the General Manager	Access to rail services isretained.
		Lobby State Government for improved accessibility at local stations.		Station upgrades are undertaken.
4.1.6 Ensure that communityassets, facilities and public infrastructure are planned for, maintained and improved to a reasonable standard.	Water/Sewer.	Ongoing participation with the Hunter Water Community Consultative Committee.	Office of the General Manager Councillor representative (Mayor)	Attendance at meetings.
4.2 That the Community has access to a range of places, activities and facilities which cater for diverse sporting and recreational interests.				
4.2.3 Encourage and support a diversity of sporting and recreational activities throughout the Shire.	Sporting diversity.	Work in partnership with Office of Sport for local sport development.	Office of the General Manager Community ProjectsOfficer	Shire wide sporting development day/ opportunities.
	Funding Programs.	Conduct annual workshops in relation to sporting grant funding.		Annual Workshop held.
	Accessibility.	Implement the actions as identified within the Councils Disability Inclusion Plan that are relevant to Councils Sport& Recreation facilities.	Office of the General Manager Community ProjectsOfficer	# actions implemented.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
5.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.				
5.1.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.	Councillor representation.	Councillor attendance at Statutory Meetings.	Mayor & Councillors Office of the General Manager	# of Statutory Meetings attended by Councillors.
		Councillor engagement with Section 355 Committees.		Councillor attendance at 355 Committee meetings.
	Councillor access to agenda and minutes information.	Web page information for agenda, and minutes updated and maintained.	Office of the General Manager	Agenda and Minutes prepared in accordance with Code of Meeting Practice.
		Provision of comprehensive and professional Council Business Papers.		
5.1.2 Decision-making processes are open, transparent and inclusive.	Councillor Briefings.	Briefing sessions provided to Councillors on a regular basis.	Office of the General Manager	A minimum of 8 information sessions held per annum.
	Governance – Meetings.	Record Council Statutory Meetings and upload onto Council's website for the purpose of facilitating public access.	Office of the General Manager	All meetings recorded and audio available to the public.
	Governance – Delegations.	Ensure Council Delegations of Authority are up to date and relevant.	Office of the General Manager	Delegations of Authority reviewed and adopted by Council as required.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
5.1.3 Council undertakes broad and effective communication and engagement with the communities across the Shire.	Mayoral Update.	Mayoral Updates are disseminated to media outlets on a weekly basis.	Office of the General Manager	Weekly distribution completed 90% of the year.
	Maintain relationship with the media.	Media releases prepared on issues as they arise.	Office of the General Manager	# of press releases issued per annum. # media interviews.
	Community Engagement Strategy.	Review and implement contemporary community engagement strategy.	Office of the General Manager	Community Engagement Strategy reflects contemporary approaches within resourcing limitations.
5.1.4 Council's governance and organisational structure reflects the vision, priorities and directions outlined in the Community Strategic Plan.	Organisational Structure.	Ensure the organisational structure is capable of delivering on the strategic direction of Council with a focus on customer service and the operational readiness of the Infrastructure and Assets Department.	Office of the General Manager	Structure reviewed and implemented to reflect adopted Council strategy and Award requirements.
		Annual review of General Managers performance.	Office of the General Manager Mayor & Councillor Committee	General Manager Performance review undertaken.
	Integrated Planning and Reporting.	Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy conform to NSW Government IPR Guidelines.	Office of the General Manager	Minimum 6 monthly reports on the delivery program progress. Community Strategic Plan, Delivery Program and Resourcing Strategy reviews are commenced to prepare for the next local government elections in September 2024.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
5.1.6 Council services are planned and delivered with a focus on quality customer service, continuous improvement, governance and risk management.	Corporate.	Finalise organisational wide values in consultation with staff.	Office of the General Manager Human Resources	Implementation ongoing up to 30 June 2024.
	Workplace Health & Safety.	Continuous Improvement of Council's Workplace, Health and Safety framework/systems and processes.		Continuous improvement monthly updates to executive leadership. Safety culture and leadership program implemented.
	Employee Relations.	An Employee Assistance Program is provided to cater for staff mental health and wellbeing.		Employee Assistance Program available for all employees.
		Provide for the training and professional development needs of our valued employees.		Training and development programs implemented for employees annually within available resourcing.
	Human Resources Systems.	Provide appropriate human resources systems for efficient operation and to allow continuous improvement including: - Performance management - e-learning - establishment management.	Office of the General Manager Human Resources	Implementation of modules, subject to resourcing, by 30 June 2024. Monthly progress reports to executive leadership.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
	Workforce Plan.	Review and implement Council workforce plan in accordance with the NSW IPR Framework.		Workforce plan ongoing development by 30 June 2024 (in preparation for Local Government Elections in Sept 2024)
5.1.7 Council maintains a regional outlook and seeks opportunities for strategic alliances with neighbouring councils.	Hunter Joint Organisation.	Ongoing advocacy role at Board level.	Mayor Office of the General Manager	Attendance at Board Meetings.
		General Managers Advisory Committee.	Office of the General Manager	Attendance at GMAC and participation in strategic planning.
	Resource Sharing.	Engagement with other Councils on shared resourcing.		Opportunities explored and utilised within resourcing limitations.
5.1.8 Council will advocate for our communities by actively pursuing constructive relationships with other spheres of government.	Political Advocacy.	Engagement with local State & Federal members and their support staff.	Mayor Office of the General Manager	Regular contact maintained.
		Engagement with Hunter Regional Director of Regional NSW.		Six monthly meeting held.
		Regular attendance at the NSW Country Mayor's Association.		Attendance and participation.

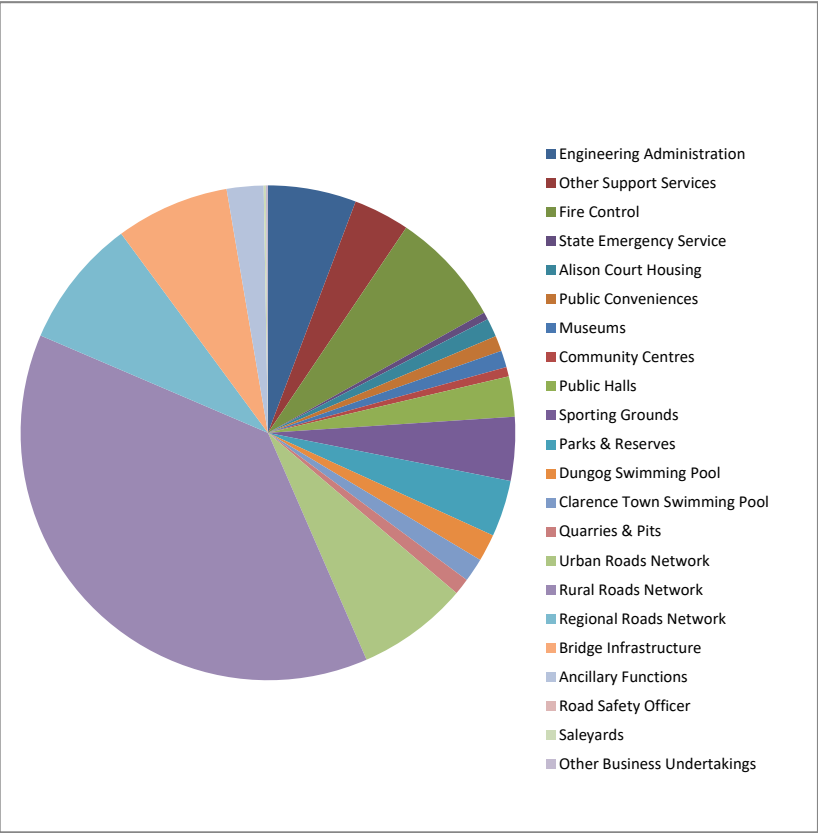
Strategies	Program Activities	Actions	Responsibility	Performance Indicators
5.1.10 Other programs supporting Our Leadership.	Governance – Risk Management.	Undertake annual WHS Audit.	Office of the General Manager Human Resources	Audit completed. Improvement plans prepared as identified.
		Monitor Council's workers compensation claims.	Office of the General Manager Human Resources	Claims are monitored and RTW programs implemented. # of employees with greater than 5 days lost time per annum.
		Monitor Council's Return to Work programmes.		Workers Compensation Premium is monitored and minimised where possible.
		Lead the organisation in respect of new online risk register database.		Implementation of StateCover provided system

Infrastructure and Assets

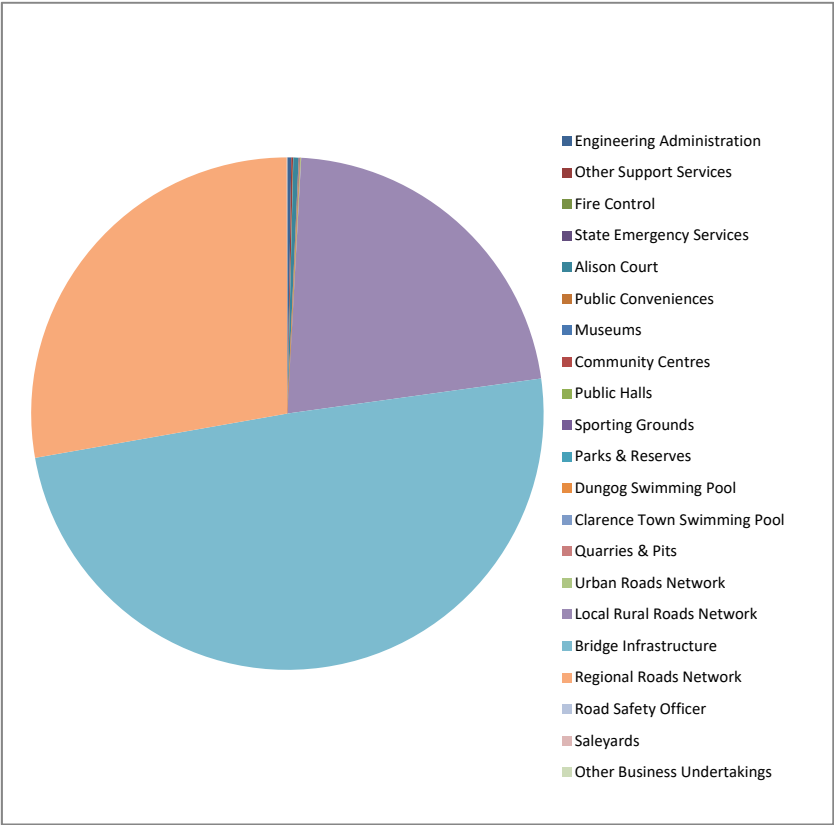
The Infrastructure and Assets Department is responsible for the Design and Construction of roads, Parks Maintenance, Local Traffic Facilities, Public Swimming Pools, Council Plant and Equipment, Rural Fire Service, State Emergency Services, Sporting Fields and Public Toilets.

Budget Summary - Infrastructure and Assets					
		Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
		(39,212,672)	(14,258,765)	(9,657,965)	(4,232,894)
Total Op Rev		(39,212,672)	(14,258,765)	(9,657,965)	(4,232,894)
		12,714,686	13,005,568	13,268,712	13,488,827
Total Op Exp		12,714,686	13,005,568	13,268,712	13,488,827
Net		(26,497,986)	(1,253,197)	3,610,747	9,255,933
Total Cap Ex		45,694,792	18,733,276	14,208,884	8,793,792
Total Non Op Rev		(11,589,775)	(9,756,040)	(9,877,925)	(9,732,145)
Net Cost		7,607,031	7,724,039	7,941,707	8,317,580

Infrastructure & Assets - Service Area Graphs



Expense 2023-2024



Revenue 2023-2024

Service Area Summary - Infrastructure & Assets

Description	Estimate 2022/23	Revised Estimate 2022/23	Actual 25/04/2023	Draft Budget 2023/24	Draft Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27
Operating Expenditure							
Engineering Administration	677,752	677,752	746,247	732,733	747,618	734,120	734,239
Other Support Services	433,790	433,790	- 276,689	467,579	489,273	511,936	535,574
Fire Control	738,095	738,095	545,155	951,255	972,775	994,935	1,017,735
State Emergency Service	59,380	59,380	27,142	61,660	63,703	65,857	68,113
Alison Court Housing	149,900	149,900	45,622	153,550	156,734	160,238	163,847
Public Conveniences	174,940	174,940	148,633	128,500	132,273	136,189	140,278
Museums	116,940	116,940	33,636	139,240	150,800	162,630	174,740
Community Centres	66,480	66,480	24,277	77,940	83,873	89,940	96,161
Public Halls	292,250	292,250	71,442	333,510	374,960	416,970	459,590
Sporting Grounds	469,735	469,735	303,839	529,573	565,174	599,231	634,037
Parks & Reserves	423,990	423,990	234,312	468,560	506,330	544,310	582,500
Dungog Swimming Pool	206,871	206,871	130,303	227,386	236,779	246,740	257,200
Clarence Town Swimming Pool	180,801	180,801	108,223	196,949	205,174	213,848	222,971
Quarries & Pits	134,316	134,316	20,530	136,329	137,099	137,889	138,709
Urban Roads Network	921,500	921,500	311,660	923,130	937,770	952,880	968,490
Rural Roads Network	4,820,372	4,820,372	3,863,131	4,825,752	4,852,332	4,874,502	4,910,422
Regional Roads Network	1,063,112	1,063,112	2,454,407	1,075,640	1,097,670	1,120,141	1,143,050
Bridge Infrastructure	997,021	997,021	161,706	944,087	943,592	943,151	871,963
Ancillary Functions	353,158	353,158	88,024	305,192	314,929	325,886	331,248
Road Safety Officer	0	0	0	0	0	0	0
Saleyards	18,840	18,840	3,001	18,990	19,080	19,180	19,280
Other Business Undertakings	16,120	16,120	16,178	17,130	17,630	18,140	18,680
Total Operating Expenditure	12,315,363	12,315,363	9,060,779	12,714,686	13,005,568	13,268,712	13,488,827

Service Area Summary - Infrastructure & Assets

Description	Estimate 2022/23	Revised Estimate 2022/23	Actual 25/04/2023	Draft Budget 2023/24	Draft Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27
Capital Expenditure							
Engineering Administration	2,436,677	2,436,677	468,622	2,843,073	3,417,927	3,759,692	3,684,703
Other Support Services	0	0	324,625	0	0	0	0
Fire Control	0	0	0	0	0	0	0
State Emergency Services	6,000	6,000	0	6,000	6,000	6,000	6,000
Alison Court	50,140	50,140	0	53,880	54,576	55,072	55,583
Public Conveniences	2,500	2,500	0	55,000	55,000	5,000	5,000
Museums	0	0	0	1,000	1,000	1,000	1,000
Community Centres	2,000	2,000	0	2,000	2,000	2,000	2,000
Public Halls	1,000	1,000	41,898	32,000	32,000	32,000	32,000
Sporting Grounds	35,229	95,092	2,223,138	38,441	40,879	43,410	6,380
Parks & Reserves	2,500	2,500	269,931	2,500	2,500	2,500	2,500
Dungog Swimming Pool	13,412	13,412	0	15,413	15,413	15,413	15,413
Clarence Town Swimming Pool	6,615	6,615	0	6,723	6,774	6,828	6,882
Quarries & Pits	10,000	10,000	0	10,000	10,000	9,540	9,540
Urban Roads Network	1,505,072	1,505,072	48,564	4,093,748	3,253,847	3,572,804	458,207
Rural Roads Network	2,476,656	2,476,656	3,407,109	8,990,321	6,112,657	5,392,324	940,763
Regional Roads Network	14,226,670	14,226,670	4,982,095	10,187,800	5,530,500	1,107,725	3,364,693
Bridge Infrastructure	19,294,201	19,294,201	5,935,391	19,351,313	186,434	191,616	196,968
Ancillary Services	0	0	0	0	0	0	0
Saleyards	5,150	5,150	0	5,580	5,770	5,960	6,160
Total Capital Expenditure	40,073,822	40,133,685	17,701,373	45,694,792	18,733,276	14,208,884	8,793,792
Total Expenditure	52,389,185	52,449,048	26,762,153	58,409,478	31,738,844	27,477,597	22,282,619

Service Area Summary - Infrastructure & Assets

Description	Estimate 2022/23	Revised Estimate 2022/23	Actual 25/04/2023	Draft Budget 2023/24	Draft Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27
Operating Revenues							
Engineering Administration	93,120	93,120	50,286	96,980	99,840	102,790	105,830
Other Support Services	43,530	43,530	0	43,530	43,530	43,530	43,530
Fire Control	6,000	6,000	1,333	6,000	6,000	6,000	6,000
State Emergency Services	0	0	0	0	0	0	0
Alison Court	122,040	122,040	143,926	129,430	133,310	137,310	141,430
Public Conveniences	0	0	0	0	0	0	0
Museums	0	0	0	0	0	0	0
Community Centres	9,327	9,327	0	10,704	11,316	11,966	12,654
Public Halls	2,250	2,250	1,227	2,400	2,470	2,540	2,620
Sporting Grounds	19,684	79,547	321,731	21,967	22,950	24,015	25,134
Parks & Reserves	1,500	1,500	0	1,500	1,500	1,500	1,500
Dungog Swimming Pool	1,789	1,789	0	2,025	2,135	2,251	2,373
Clarence Town Swimming Pool	1,615	1,615	0	1,723	1,774	1,828	1,882
Quarries & Pits	0	0	0	0	0	0	0
Urban Roads Network	20,810	20,810	545	20,990	21,080	21,170	21,270
Local Rural Roads Network	2,021,327	2,021,327	2,159,103	8,607,723	7,462,450	7,217,875	1,076,891
Bridge Infrastructure	19,125,470	19,125,470	327,712	19,379,100	213,280	217,550	221,900
Regional Roads Network	13,449,343	13,449,343	592,612	10,872,260	6,220,290	1,850,290	2,551,990
Road Safety Officer	0	0	0	0	0	0	0
Saleyards	8,690	8,690	3,539	9,270	9,550	9,840	10,140
Other Business Undertakings	6,590	6,590	650	7,070	7,290	7,510	7,750
Total Operating Revenues	34,933,085	34,992,948	3,602,665	39,212,672	14,258,765	9,657,965	4,232,894

Service Area Summary - Infrastructure & Assets

Description	Estimate 2022/23	Revised Estimate 2022/23	Actual 25/04/2023	Draft Budget 2023/24	Draft Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27
Non-Operating Revenues							
Engineering Administration	2,955,456	2,955,456	56,399	3,225,990	3,629,547	3,832,213	3,716,123
Other Support Services	249,318	249,318	0	252,046	258,347	264,805	271,425
Fire Control	231,345	231,345	0	231,345	231,345	231,345	231,345
State Emergency Service	19,000	19,000	0	19,000	19,000	19,000	19,000
Alison Court	78,000	78,000	0	78,000	78,000	78,000	78,000
Public Conveniences	20,000	20,000	0	20,000	20,000	20,000	20,000
Museums	45,000	45,000	0	45,000	45,000	45,000	45,000
Community Centres	30,000	30,000	0	30,000	30,000	30,000	30,000
Public Halls	128,000	128,000	0	128,000	128,000	128,000	128,000
Sporting Grounds	242,644	242,644	0	242,062	242,699	245,130	208,000
Parks & Reserves	180,000	180,000	0	180,000	180,000	180,000	180,000
Dungog Swimming Pool	45,000	45,000	0	95,000	160,000	95,000	95,000
Clarence Town Swimming Pool	45,000	45,000	0	65,000	120,000	95,000	95,000
Quarries & Pits	144,316	144,316	0	146,329	147,099	147,429	148,249
Local Roads Network Depreciation	4,383,703	4,383,703	0	4,383,703	4,383,703	4,383,703	4,383,703
Local Rural Roads Network	68,000	68,000	0	2,433,000	68,000	68,000	68,000
Regional Roads Network	1,665,000	1,665,000	0	0	0	0	0
Saleyards	15,300	15,300	0	15,300	15,300	15,300	15,300
Total Non-Operating Revenues	10,545,082	10,545,082	56,399	11,589,775	9,756,040	9,877,925	9,732,145
Total Revenues	45,478,167	45,538,030	3,659,064	50,802,447	24,014,805	19,535,890	13,965,039
Net Cost to Council	6,911,018	6,911,018	23,103,089	7,607,031	7,724,039	7,941,707	8,317,580

Infrastructure & Assets - Table of Actions

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
1.1 That we all enjoy a safe, supportive community, characterised by vibrant cultural life and a strong sense of local heritage.				
1.1.7 Enhance resident capacity to prepare for and withstand the effects of natural disasters and rapid onset events within the Shire.	Emergency Management.	Implementation and review of the EMPLAN Partner/s: LEMC Work with state and regional partners on emergency management projects.	Infrastructure and Assets Executive Manager	EMPLAN reviewed and implemented.
	Community preparedness.	Engage with the community for disaster preparedness and resilience.	Infrastructure and Assets	Engagement opportunities provided.
	Securing funding for Community Emergency Preparedness.	Seek external funding from State & Federal governments to assist with resident capacity to prepare for and withstand the effects of natural disasters.	Infrastructure and Assets	Funding applications made where funding is available.
1.1.9 Ensure that there are locally available services and facilities to cater for people of all ages.	Management of Council Owned Facilities.	Regular inspections of Council owned and managed facilities and development of capital improvement plans where required.	Infrastructure and Assets Executive Manager Infrastructure & Assets	# of facility inspections undertaken by Council staff. Capital improvement plans developed as required.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
	Provision of Cemetery Services.	Administer Cemetery Services in Councils seven cemeteries.	Planning and Environment Infrastructure and Assets	# of burials Maintenance schedule Implemented including mowing each cemetery a minimum of 8 times per year.
2.2 That growth is achieved through a balanced mix of development which acknowledges our unique scenic qualities, rural amenity and country lifestyle.				
2.2.4 Ensure the heritage and streetscapes of our villages are preserved and enhanced	Town Revitalisation	Work towards beautification of local towns and villages and fostering sense of community pride.	Infrastructure and Assets Executive Manager Infrastructure & Assets	Works undertaken that improve the amenity of towns and villages by Council or community organisations.
2.3 We are committed to climate action.				
2.3.1 We participate in climate change collaboration and partnerships to leverage effort and resources, and are keen to learn from others.	Regional Collaboration through the Hunter Joint Organisation.	Work with the HJO and other regional Council on joint projects within available resourcing.	Planning and Environment Infrastructure and Assets	Participation in regional programs subject to grant funding.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
2.3.2 We participate in partnerships and seek grant funding to support our aspirations in climate changeaction.	Cities Power Partnership – progress implementation of 5 endorsed pledges:			
	1. Ensure Council fleet purchases meet strict greenhouse gas emissions requirementsand support the uptake of electric vehicles.	Review of fleet management policy to include emissions.	Infrastructure and Assets Planning and Environment	Fleet policy review incorporates emissions requirements. Complete by 31 March 2024.
	4. Support cycling throughprovision of adequate cycle lanes, bike parkingand end of ride facilities.	Cycle lanes are considered in design ofroadworks where funding is available.	Infrastructure and Assets Planning and Environment	Cycling, bike parking and end of ride facility opportunities pursued within available funding and in accordance with priorities of the Council'sOpen Space and recreation Priorities and reviewed Bike Plan(once adopted by Council)

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
4.1 That our Community is supported by safe, functional, accessible and maintained infrastructure and effective local and regional transport networks.				
4.1.1 Improve the safety and functionality of our road network.	Council Advocacy.	Work with State and Federal Governments for the appropriate allocation of funding for local road improvements and maintenance. Work with the State Government on the process of road re-classification. Apply for relevant grants for road improvements (ie: Black Spot Funding).	Mayor Office of the General Manager Infrastructure and Assets	Funding applications are made for all applicable grant opportunities
	Road Asset Management Policy and Plans.	Review and update Council's Road Asset Management Policy and Plan to prepare for review of Resourcing Strategy in time for IPR cycle for the next election and review of the CSP. Note; this will be a review which extends over 2022/23 to 2023/24.	Infrastructure and Assets Assets and Facilities Manager	AMP Review complete and reported to Council by 31 December 2023
	Unsealed Rural Road Network Review.	Review the Unsealed Road Network to provide improved equity for residents. Review carried out in 2023/24 for implementation in 2024/25.	Infrastructure and Assets Assets and Facilities Manager	Unsealed Rural Road Network is reviewed by 30 June 2024.
	Funding.	Continue to submit bids for funding through State and Federal Grants for the road network.	Infrastructure and Assets Executive Manager Infrastructure and Assets	Bids are submitted where available.
	Road Safety.	Identify resources to undertake future road safety audits across the Shire.	Infrastructure and Assets Assets and Facilities Manager	Resourcing requirements identified.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
4.1.4 Ensure our local bridgenetwork is safe and able to accommodate heavy vehicleload requirements.	Bridge Assessments.	Undertake Bridge inspections on a regular basis.	Infrastructure and Assets	All bridges are inspected once per annum. Load restrictions implemented where required.
		Continue the process for the construction of the new concrete bridge adjacent to the Brig O'Johnston Bridge in Clarence Town.	Infrastructure and Assets Executive Manager Infrastructure & Assets	Tenders called for Design and Construction of the new bridge including necessary government approvals.
	Timber Bridge Upgrades.	Implementation of Council's Timber Bridge replacement program.	Executive Manager Infrastructure & Assets	# of timber bridges upgraded or replaced to meet current load standards.
	Funding.	Grants are applied for from both State and Federal Government where required.	Executive Manager Infrastructure & Assets	# of grant applications made.
4.1.6 Ensure that community assets, facilities and public infrastructure are planned for, maintained and improved to a reasonable standard.	Unsealed Road Grading.	Maintenance grading works as per Council's adopted programme.	Infrastructure and Assets Works Manager	% of programme completed.
	Rural Local Sealed Roads Shoulder Grading.	Shoulder grading undertaken as required.		Minimum 5% by length of Rural Local Sealed Roads are shoulder graded.
	Rural Regional Roads Shoulder Grading.	Shoulder grading undertaken as required.		Minimum 7.5% by length of Rural Regional Sealed Roads are shoulder graded.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
	Rural Local Sealed Roads –Roadside Slashing.	Slashing undertaken on rollingprogramme.	Infrastructure and AssetsWorks Manager	All sealed Rural Local Roads slashed twice per annum or as seasonally required.
	Rural Regional Roads – Roadside Slashing.	Slashing undertaken on rollingprogramme.		All Regional Roads slashed three times per annum or as seasonallyrequired.
	Construction and Rehabilitation Works.	Council carries out annual constructionand rehabilitation programme.		% of annual rehabilitation and construction fundingspent.
		Council carries out rehabilitation projects funded by the Special RateVariation funds.		% of projects completed.
	Rural Local Sealed Roads –Resealing.	Resealing undertaken as per Council’sprogramme.		Minimum 3% by lengthof Rural Local Sealed Roads are Resealed.
	Regional Roads – Resealing.	Resealing undertaken as per Council’sprogramme.		Minimum 3% by lengthof Rural Regional Roadsare resealed.
	Urban Local Sealed Roads –Resealing.	Resealing undertaken as per Council’sprogramme.		Minimum 3% by lengthof Rural Local Sealed Roads are resealed.
	Concrete Footpath Inspections.	Inspections carried in accordance withCouncil’s inspection programme.		# inspections undertaken.
	Public Toilet Inspection andCleaning.	Public toilets maintained to a satisfactory standard.		Undertaken a minimumof twice per week.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
	Street and Gutter Clean.	Street and gutter clean maintained to a satisfactory standard.	Infrastructure and AssetsWorks Manager	Undertaken twice per week in Dungog.
	Guardrail.	Guardmesh is replaced as funding allows – generally as part of rehabilitation works.		Length of guardrail installed.
4.1.7 Ensure that the provision of public infrastructure and services reflect the needs of a growing and changing population.	Emergency Management.	Continuous review and implementation of EMPLAN.	Infrastructure and Assets Executive Manager Infrastructure & Assets (LEMO)	EMPLAN Reviewed and Implemented.
	Emergency Services.	Ongoing liaison with local RFS and SES volunteers regarding resourcing requirements.	Infrastructure and Assets Executive Manager Infrastructure & Assets (LEMO)	Local organisations adequately equipped to meet required service levels.
	Aged accommodation.	Maintain Alison Court units to the required standard in accordance with budget.	Infrastructure & Assets Executive Manager Infrastructure & Assets	% of maintenance budget expended. # of facility inspections undertaken.
	Fire Safety of Council Assets and Facilities.	Complete a fire safety audit of Council owned buildings relevant to land use.	Executive Manager Infrastructure & Assets	Audit complete.
4.2 That the Community has access to a range of places, activities and facilities which cater for diverse sporting and recreational interests.				
4.2.1 Ensure that local recreational and sporting facilities reflect the needs and interests of a growing community.	Asset Management.	Continuous review and implement Council's Parks and Recreation Asset Management Plan.	Infrastructure and Assets Executive Manager Infrastructure & Assets	Asset Management Plans are reviewed & implemented as per IP&R cycle.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
	Sporting Grounds.	Support Council's s355 Management Committees.	Infrastructure and Assets Executive Manager Infrastructure & Assets	Management Committees regularly report to Council.
	Plans of Management.	Ensure Council's Parks and Recreation Plans of Management are developed and reviewed to reflect current issues, community needs and Crown Land Management requirements.	Executive Manager Infrastructure & Assets	# Plans of Management implemented and reviewed.
	Infrastructure Planning.	Finalise the Open Space and Recreation Strategic plan (incorporating the Bike Plan review and Dungog Common) Future priorities from the Plan will inform future delivery program/ operational plan subject to funding.	Infrastructure and Assets Economic Development Manager	Plan finalised and endorsed by Council Operational Plan 2024/25 to reflect priorities actions from the plan subject to available funding.
	Masterplan Program.	Prepare a masterplan, including consultation with the community, for the future use of 32 Hooke Street, Dungog incorporating the recreation and open space area adjoining and linking to the site.	Infrastructure and Assets Assets and Facilities Manager	Masterplan prepared by reviewed and adopted by Council by 31 December 2023.
4.2.2 Ensure that sporting and recreational spaces are well maintained and provide appropriate facilities and amenities for locals and visitors.	Sporting Facility Maintenance.	Continue to promote a partnership approach with local communities, sporting and recreational groups for the management and maintenance of local sporting facilities.	Infrastructure and Assets Assets and Facilities Manager Community Projects Officer	Continued support from local groups and community involvement in S355 Committees. Website reflects closure information.
		Mowing of sporting grounds to be undertaken on a rolling programme.	Infrastructure and Assets Assets and Facilities Manager	Reported to Council monthly.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
4.2.3 Encourage and support diversity of sporting and recreational activities throughout the Shire.	Park Playground Inspections.	Monthly inspections for safety and amenity.	Infrastructure and Assets Executive Manager Infrastructure & Assets	# Playgrounds Inspected on a Monthly basis.
	Park Maintenance.	Parks maintained on a rolling schedule to meet community needs.		Reported to Council monthly.
	Council's Public Swimming Pools.	Monitoring of contractor performance and compliance with Public Health requirements.		Contractor documentation reviewed annually to ensure compliance
4.2.3 Ensure that appropriate access to public land is maintained.	Equity of use.	Council and its representatives manage access to its sporting and recreational facilities to ensure equity amongst users.	Infrastructure and Assets Executive Manager Infrastructure & Assets	System implemented to manage equity of access.
5.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.				
5.1.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.	Councillor representation.	Councillor involvement in community meetings and events.	Infrastructure and Assets Assets and Facilities Manager	Unsealed Rural Road Network is reviewed by 30 June 2023.
5.1.5 Council undertakes prudent financial management to ensure its long-term viability.	Finance – Fleet Operations.	Review Council's fleet operations and internal user agreements and policy (includes emissions requirements)	Infrastructure and Assets	Review completed by 31 March 2024.

Capital Works Budget 2023-2024

Regional Road Network – Road Rehabilitation and Sealing Works

Work Location/Description	Budget	Funding Source
MR101 - 0.3 to 2.1 North of Dungog Road (1.80km) - Project 6	\$680,000	Clarence Town Road Special Purpose Grant
MR101 – Clarence Town Road – Abelard to Mary Street – Project 10	\$1,150,000	Clarence Town Road Special Purpose Grant
MR101 – Mary Street – Lord to Dowling Street – Project 11	\$1,300,000	Clarence Town Road Special Purpose Grant
MR101 - Stroud Hill Road - Majors Creek Road to East of Viaduct	\$1,680,000	\$25M Special Purpose Grant
MR101 - Stroud Hill Road - South of Substation to West of Majors Creek Road	\$3,180,000	\$25M Special Purpose Grant
RR7778 - Gresford Road - 5.7km to 6.5km North of Summer Hill Road	\$827,000	Block Grant, REPAIR, FAG
RR7764 - Sugarloaf Road - 1.0km to 2.0km East of Bingleburra Road	\$1,120,000	\$25M Special Purpose Grant
Resealing Program	\$250,000	Block Grant
Subtotal	\$10,187,800	

Local Road Network – Road Rehabilitation and Sealing Works

Work Location/Description	Budget	Funding Source
Queen St Clarence Town - Rifle Street to Grey Street	\$766,775	Fixing Local Roads, SRV
Duke Street Clarence Town - Rifle Street to East of Grey Street	\$863,500	Fixing Local Roads, SRV
Limeburners Creek Road - CT Bridge to Glen Martin Intersection	\$1,665,000	Developer Contributions
Allyn River Road - Halton Bridge to Gringhi Bridge	\$3,340,000	Fixing Local Roads, SRV
Glen Martin Road - Punchs Road to Black Camp Creek Road	\$1,472,625	\$25M Special Purpose Grant
Eloiza Street Dungog - Mary Street to Short Street	\$455,000	\$25M Special Purpose Grant
Mary Street Dungog - Eloiza Street to Abelard Street	\$495,000	\$25M Special Purpose Grant
Abelard Street Dungog - Mary Street to Myles Street	\$720,000	\$25M Special Purpose Grant
Gundaroo Rd	\$700,000	\$25M Special Purpose Grant
Reseal Program - Local Road Network	\$411,239	Revenue / SRV
Rural Road Re-sheeting	\$441,000	FAG Revenue / SRv
Subtotal	\$11,330,139	

Local Bridge Network – Timber Bridge Replacement/New Bridge Works		
Work Location/Description	Budget	Funding Source
Brig O'Johnston Bridge	\$13,000,000	Special Purpose Grant – New Bridge
Ashards Bridge	\$330,000	Fixing Country Bridges
Jordans Bridge	\$300,000	Fixing Country Bridges
Packhams Bridge	\$685,000	Fixing Country Bridges
Weldon Rumbels Bridge	\$775,000	Fixing Country Bridges
Hick's Bridge	\$820,000	Fixing Country Bridges
Dusodie Bridge	\$1,030,000	Fixing Country Bridges
Osmond's Bridge	\$685,000	Fixing Country Bridges
Reeves Bridge	\$625,000	Fixing Country Bridges
Kingfisher Creek Bridge	\$920,000	Fixing Country Bridges
Subtotal	\$19,170,000	

Other Assets

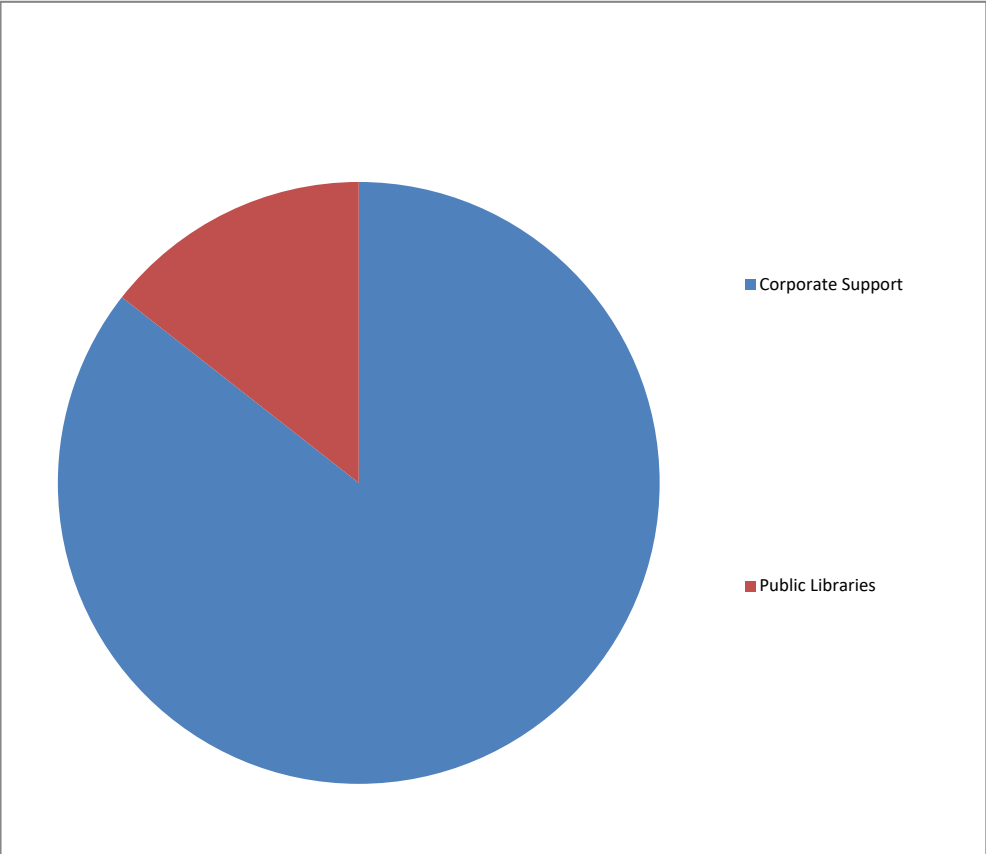
Work Location/Description	Budget	Funding Source
Plant Purchases	\$1,437,626	General Revenue / Reserves
Alison Court – Upgrade Shared Facilities	\$15,000	General Revenue / Reserves
Alison Court – Unit Refurbishment	\$10,000	General Revenue / Reserves
Public Libraries	\$48,500	General Revenue / Reserves
Swimming Pools - Dungog	\$122,000	General Revenue / Reserves
Swimming Pools – Clarence Town	\$49,723	General Revenue / Reserves
Public Toilet – Amenities Upgrade	\$50,000	General Revenue / Reserves
Subtotal	\$1,732,849	

Corporate and Customer Services

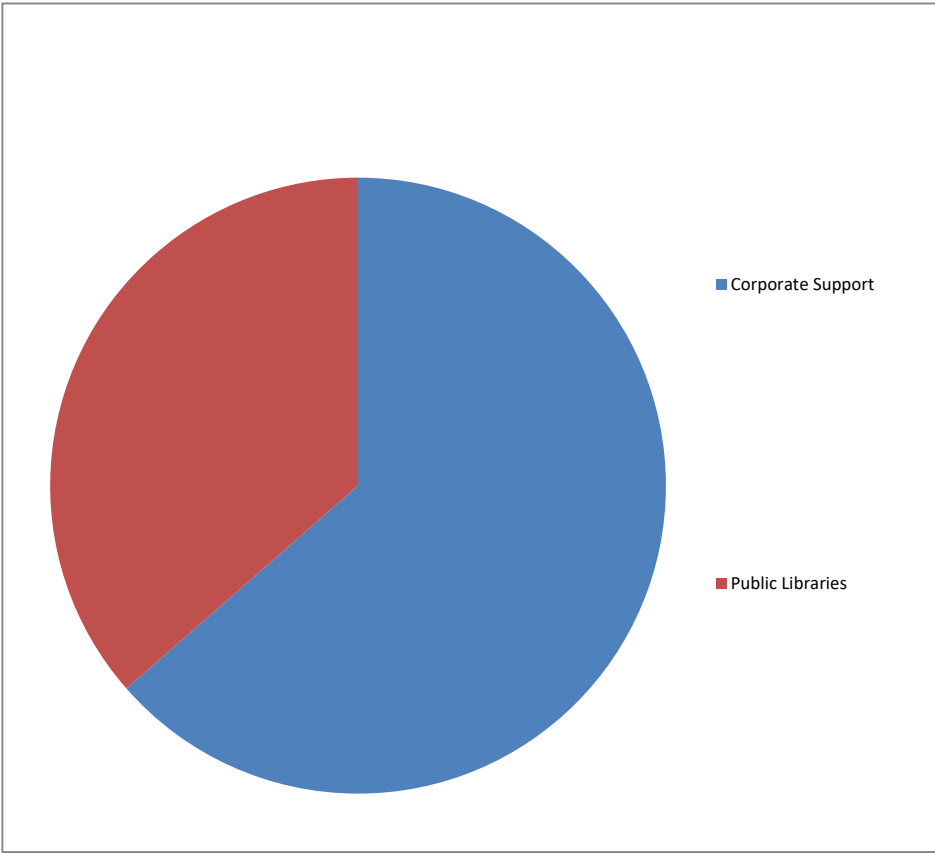
The Corporate and Customer Services Department is responsible for Rates, Information Technology, Records, Insurance, Financial Services, Library Services, Risk Management and Community and Customer Services.

Budget Summary - Corporate and Customer Services				
	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
-	(248,566)	(259,260)	(270,471)	(282,234)
	-	-	-	-
Total Op Rev	(248,566)	(259,260)	(270,471)	(282,234)
	2,153,317	2,081,297	2,151,455	2,188,158
Total Op Exp	2,153,317	2,081,297	2,151,455	2,188,158
Net	1,904,751	1,822,037	1,880,984	1,905,924
Total Cap Ex	159,619	145,081	147,009	98,390
Total Non Op Rev	(367,337)	(92,337)	(92,337)	(92,337)
	(207,718)	52,744	54,672	6,053
Net Cost	1,697,033	1,874,781	1,935,656	1,911,977

Corporate & Customer Service - Service Area Graphs



Expense 2023-2024



Revenue 2023-2024

Service Area Summary - Corporate & Customer Service							
Description	Estimate 2022/23	Revised Estimate 2022/23	Actual 25/04/2023	Draft Budget 2023/24	Draft Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27
Operating Expenditure							
Corporate Support	1,812,184	1,812,184	935,820	1,842,860	1,762,122	1,823,255	1,850,591
Public Libraries	289,487	289,487	136,496	310,457	319,175	328,200	337,567
Total Operating Expenditure	2,101,671	2,101,671	1,072,316	2,153,317	2,081,297	2,151,455	2,188,158
Capital Expenditure							
Corporate Support	189,282	189,282	127,343	111,119	97,581	99,509	50,890
Public Libraries	115,500	115,500	1,267,397	48,500	47,500	47,500	47,500
Total Capital Expenditure	304,782	304,782	1,394,740	159,619	145,081	147,009	98,390
Total Expenditure	2,406,453	2,406,453	2,467,056	2,312,936	2,226,378	2,298,464	2,286,548
Operating Revenues							
Corporate Support	141,778	141,778	241,524	157,976	166,030	174,521	183,474
Public Libraries	94,290	94,290	671	90,590	93,230	95,950	98,760
General Rates	9,275,638	9,275,638	9,325,490	10,280,139	10,660,504	11,054,942	11,463,974
Pensioner Rebates- Council	-131,380	-131,380	-126,898	-134,660	-138,030	-141,480	-145,020
Pensioner Subsidy	72,260	72,260	0	74,060	75,920	77,810	79,760
FAG Equalisation Component	1,867,510	1,867,510	269,818	1,904,860	1,942,960	1,981,820	2,021,460
Extra Charges	21,960	21,960	30,536	23,440	24,150	24,880	25,630
Legal Cost Recovery	12,000	12,000	7,917	12,000	12,000	12,000	12,000
Interest on Bank Account	4,240	4,240	16,104	4,520	4,660	4,800	4,950
Interest on Investments	466,350	466,350	202,682	491,740	506,500	521,700	537,360

Service Area Summary - Corporate & Customer Service							
Description	Estimate 2022/23	Revised Estimate 2022/23	Actual 25/04/2023	Draft Budget 2023/24	Draft Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27
Alison Ct Resident Loans	0	0	0	0	0	0	0
Bonding Deeds	-1,160	-1,160	0	-1,250	-1,290	-1,330	-1,370
Community Artworks Advisory Committee	-500	-500	0	-500	-500	-500	-500
Land Development Reserve	0	0	0	0	0	0	0
Interest on Investments Sec 711	32,000	32,000	0	32,000	32,000	32,000	32,000
Developer Contributions Sec 711	75,000	75,000	768,007	75,000	75,000	75,000	75,000
Total Operating Revenues	11,929,986	11,929,986	10,735,851	13,009,915	13,453,134	13,912,113	14,387,478
Non Operating Revenues							
Corporate Support	375,000	375,000	0	315,000	40,000	40,000	40,000
Public Libraries	102,337	102,337	0	52,337	52,337	52,337	52,337
Tfr from RA - Special Projects	0	0	0	0	0	0	0
Tfr from RA - FAG	0	0	0	0	0	0	0
Total Non Operating Revenues	477,337	477,337	0	367,337	92,337	92,337	92,337
Capital Movements							
Developer Contributions Sec 711	107,000	107,000	0	107,000	107,000	107,000	107,000
Total Capital Expenditure	107,000	107,000	0	107,000	107,000	107,000	107,000
Total Revenues	12,300,323	12,407,323	10,735,851	13,377,252	13,545,471	14,004,450	14,479,815
Net Cost to Council	-9,893,870	-10,000,870	-8,268,795	-11,064,316	-11,319,093	-11,705,986	-12,193,267

Corporate & Customer Service - Table of Actions

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
1.1 That we all enjoy a safe, supportive community, characterised by vibrant cultural life and a strong sense of local heritage.				
1.1.8 Foster and support the cultural life of the Shire.	Partnerships to Create Cultural Opportunities.	Continue to provide a regional library service that provides a wide range of free information and services accessible to all users	Corporate and Customer Service Executive Manager Corporate & Customer Service	# of books borrowed. # of events conducted by the Library. Customer satisfaction ratings.
5.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.				
5.1.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.	Councillor Training.	Training needs identified and information disseminated in a timely manner.	Governance & Risk Officer Corporate and Customer Service	Councillor involvement in training sessions/ attendance.
	Governance – Public Access.	Continue to fulfil Council's obligations under the Government Information (Public Access) Act.	Governance & Risk Officer Executive Manager Corporate & Customer Service	Publications guide updated.
5.1.5 Council undertakes prudent financial management to ensure its long-term viability.	Finance – Budget.	Continue to provide monthly works cost statement to Council.	Corporate and Customer Service Executive Manager Corporate and Customer Service.	Monthly reports provided in the Council Business Paper.
	Finance – Debt Recovery.	Continue to proactively manage debt recovery action.		Outstanding rates <7%.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
	Finance – Investments.	Invest surplus funds in accordance with Council policy.	Corporate and Customer Service	Investment returns equal to or above annualised bank bill index. Reports provided in Council Business Paper.
	Financial Planning.	Continuous review of Council's Long Term Financial Plan to assist deliberations on future funding decisions of Council to support the new IP&R cycle.	Corporate and Customer Service Executive Manager Corporate & Customer Service.	LTFP reviewed and scenarios developed for Council's consideration as required.
5.1.9 Communities across the Shire have access to a range of communication formats for receipt and exchange of information.	Corporate Support – Information Systems.	Enhance Council's Information Systems so as to meet the current and future needs of the organisation.	Corporate and Customer Service	Council's website accessible to community.
		Monitor Council's managed services provider to ensure system outages /downtime meets service agreement.		Service agreement complied with.
5.1.10 Other programs supporting Our Leadership.	Governance – Records Management.	Safeguard Council's records and meet legislative responsibilities.	Corporate and Customer Service Records Coordinator Executive Manager Corporate & Customer Service	Compliance with State Records Act.

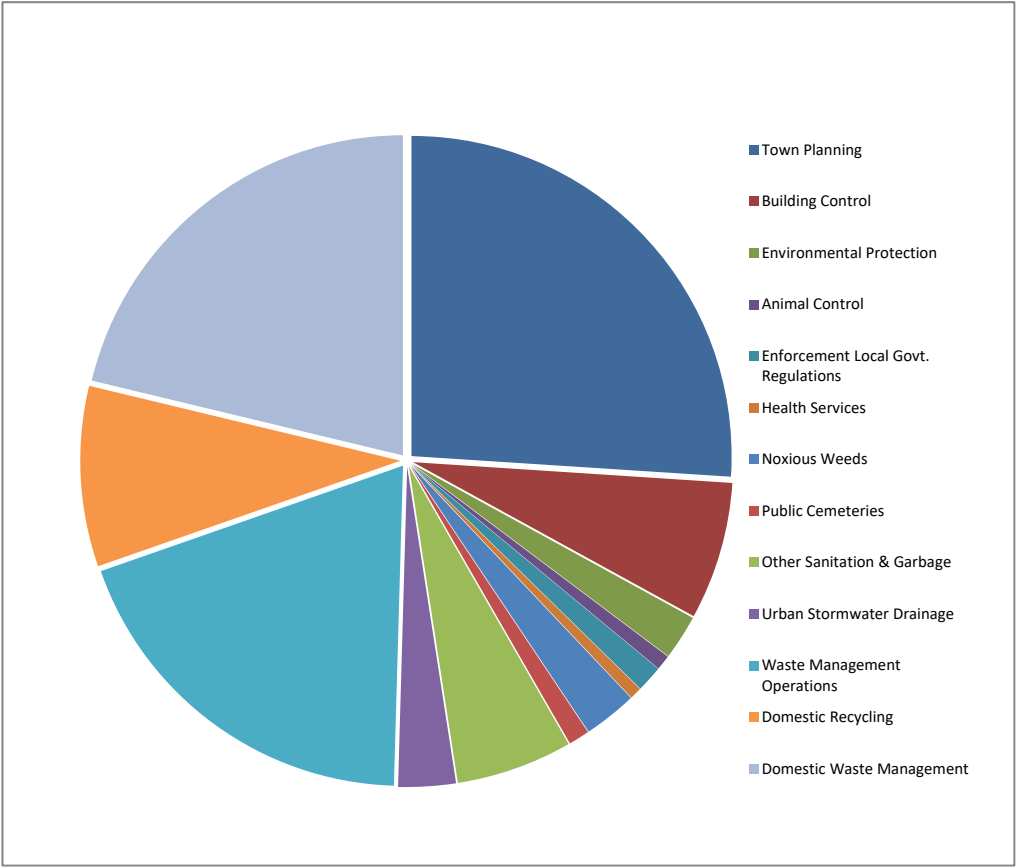
Planning and Environment

The Planning Department is responsible for Development, Building and Subdivision approvals, Fire Safety Program, Development Compliance and Development Engineering. All services are provided to ensure the Dungog Local Environmental Plan 2014, NSW planning legislation and planning policy frameworks are applied to achieve sustainable land use and development.

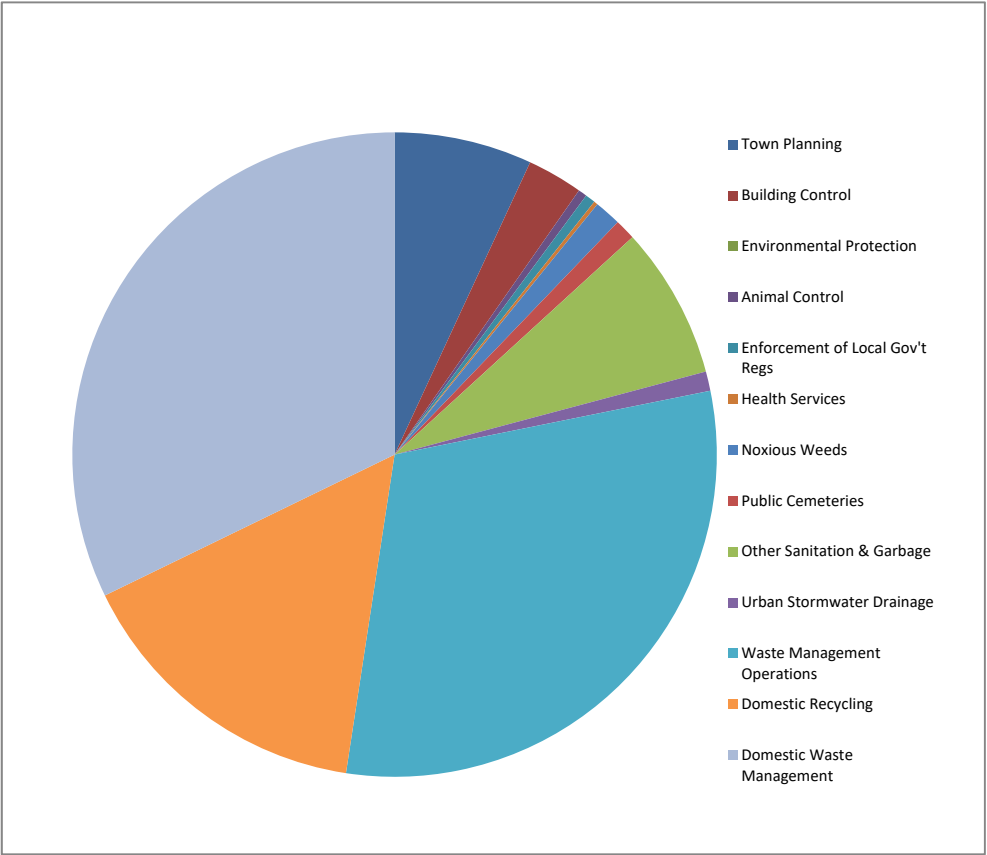
The Environmental Services Department is responsible for Health Inspections, Noxious Weeds, Waste Management and Recycling, Public Health, Environmental Matters, Animal Control, Cemeteries, Private Swimming Pools and Onsite Sewage Management Systems.

Budget Summary - Planning and Environment				
	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27
	(4,358,655)	(4,471,744)	(4,574,708)	(4,678,306)
Total Op Rev	(4,358,655)	(4,471,744)	(4,574,708)	(4,678,306)
	5,540,080	5,621,684	5,684,202	5,854,756
Total Op Exp	5,540,080	5,621,684	5,684,202	5,854,756
Net	1,181,425	1,149,940	1,109,494	1,176,450
Total Cap Ex	545,505	514,496	573,481	573,468
Total Non Op Rev	(400,701)	(286,106)	(191,368)	(193,660)
	144,804	228,390	382,113	379,808
Net Cost	1,326,229	1,378,330	1,491,607	1,556,258

Planning & Environment - Service Area Graphs



Expense 2023-2024



Revenue 2023-2024

Service Area Summary - Planning & Environment

Description	Estimate 2022/23	Revised Estimate 2022/23	Actual 25/04/2023	Draft Budget 2023/24	Draft Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27
Operating Expenditure							
Town Planning	1,370,134	1,370,134	876,494	1,442,167	1,449,217	1,487,067	1,531,207
Building Control	356,392	356,392	288,760	385,108	397,111	409,521	422,311
Environmental Protection	47,952	47,952	-46,491	125,693	121,604	125,176	128,938
Animal Control	39,400	39,400	34,883	41,590	42,700	43,830	44,990
Enforcement Local Govt. Regulations	69,191	69,191	50,395	73,442	75,812	78,254	80,790
Health Services	31,800	31,800	26,180	33,860	34,870	35,910	37,000
Noxious Weeds	141,021	141,021	78,353	148,928	153,347	157,891	162,571
Public Cemeteries	55,070	55,070	57,003	58,759	60,506	62,304	64,163
Other Sanitation & Garbage	309,611	309,611	227,409	325,320	333,681	342,285	351,143
Urban Stormwater Drainage	120,143	120,143	2,700	160,353	120,603	120,863	121,143
Waste Management Operations	967,912	967,912	890,309	1,063,778	1,097,488	1,091,751	1,126,206
Domestic Recycling	472,930	472,930	414,024	504,450	520,180	536,380	553,070
Domestic Waste Management	1,052,336	1,052,336	383,360	1,176,632	1,214,565	1,192,970	1,231,224
Total Operating Expenditure	5,033,892	5,033,892	3,283,380	5,540,080	5,621,684	5,684,202	5,854,756
Capital Expenditure							
Town Planning	0	0	0	30,000	0	0	0
Building Control	0	0	0	0	0	0	0
Environmental Protection	0	0	0	0	0	0	0
Animal Control	0	0	0	0	0	0	0
Health Services	0	0	0	0	0	0	0
Noxious Weeds	0	0	0	0	0	0	0
Public Cemeteries	2,500	2,500	0	3,110	3,500	3,500	3,500

Service Area Summary - Planning & Environment							
Description	Estimate 2022/23	Revised Estimate 2022/23	Actual 25/04/2023	Draft Budget 2023/24	Draft Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27
Urban Stormwater Drainage	0	0	0	0	0	0	0
Waste Management Operations	118,399	118,399	0	119,162	119,501	119,861	120,242
Domestic Recycling	128,210	128,210	0	166,175	167,380	168,550	169,660
Domestic Waste Management	210,329	210,329	0	227,058	224,115	281,570	280,066
Total Capital Expenditure	459,438	459,438	0	545,505	514,496	573,481	573,468
Total Expenditure	5,493,330	5,493,330	3,283,380	6,085,585	6,136,180	6,257,683	6,428,224
Operating Revenues							
Town Planning	222,680.00	222,680.00	307,039.67	301,440	308,950	316,710	324,710
Building Control	121,390.00	121,390.00	74,448.75	121,530	121,590	121,650	121,710
Environmental Protection	0	0	0	0	0	0	0
Animal Control	18,900	18,900	2,811	19,050	19,140	19,230	19,320
Enforcement of Local Gov't Regs	21,100	21,100	7,581	21,910	22,580	23,260	23,960
Health Services	7,800	7,800	727	8,560	9,350	10,160	11,000
Noxious Weeds	58,200	58,200	59,289	58,240	58,280	58,320	58,360
Public Cemeteries	42,270	42,270	44,432	45,240	47,250	49,320	51,450
Other Sanitation & Garbage	318,770	318,770	322,299	332,725	348,110	348,630	349,170
Urban Stormwater Drainage	42,550	42,550	42,358	42,550	42,550	42,550	42,550
Waste Management Operations	1,254,407	1,254,407	456,965	1,333,095	1,367,704	1,405,408	1,442,056
Domestic Recycling	601,140	601,140	569,828	670,625	687,560	704,930	722,730
Domestic Waste Management	1,262,665	1,262,665	1,263,783	1,403,690	1,438,680	1,474,540	1,511,290
Total Operating Revenues	3,971,872	3,971,872	3,151,561	4,358,655	4,471,744	4,574,708	4,678,306

Service Area Summary - Planning & Environment

Description	Estimate 2021/22	Revised Estimate 2021/22	Actual 25/04/2022	Draft Budget 2022/23	Draft Budget 2023/24	Draft Budget 2024/25	Draft Budget 2025/26
Non-Operating Revenues							
Town Planning	36,000.00	36,000.00	-	75,000	6,000	6,000	6,000
Building Control	0	0	0	0	0	0	0
Environmental Protection	0	0	0	0	0	0	0
Animal Control	0	0	0	0	0	0	0
Health Services	0	0	0	0	0	0	0
Noxious Weeds	0	0	0	0	0	0	0
Public Cemeteries	6,800	6,800	0	6,800	6,800	6,800	6,800
Other Sanitation & Garbage	0	0	0	0	0	0	0
Urban Stormwater & Drainage	67,293	67,293	0	117,293	67,293	67,293	67,293
Waste Management Operations	105,149	105,149	0	201,608	206,013	111,275	113,567
Total Non Operating Revenues	215,242	215,242	0	400,701	286,106	191,368	193,660
Total Revenues	4,187,114	4,187,114	3,151,561	4,759,356	4,757,850	4,766,076	4,871,966
Net Cost to Council	1,306,216	1,306,216	131,818	1,326,229	1,378,330	1,491,607	1,556,258

Planning & Environment - Table of Actions

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
1.1 That we all enjoy a safe, supportive community, characterised by vibrant cultural life and a strong sense of local heritage.				
1.1.10 Ensure that community health and safety issues are identified and addressed.	Provision of Cemetery Services.	Administer Cemetery Services in Councils seven cemeteries.	Planning and Environment Infrastructure and Assets	# of burials Maintenance schedule Implemented including mowing each Cemetery a minimum of 8 times per year.
	Food Safety.	Carry out inspection of all food premises in accordance with risk categories.	Planning and Environment EHO	# of inspections conducted p/a % of complying inspections.
	Food Hygiene and Health Premises Education	Educate owners and staff in food outlet on food hygiene.	Planning and Environment EHO	Usage of Online Training tool – I’m Alert.
	Regional Environmental Health Programs	Participation in Regional Professional forums: - Environmental Health Network - Septic Tank Advisory Group - Hunter JO Directors Forums - Hunter Central Coast Regional Food Safety Group.	Planning and Environment Environment Coordinator EHO ECO Weeds Officer	# of meetings attended.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
	Companion Animals Program	Administer Companion Animals Program, including rehoming services.	Planning and Environment Environmental Coordinator EHO Admin Staff	# of registrations annually # of complaints # of Penalties issued # of Notices served under the Act # animals rehomed.
		Provide Companion Animal poundservices Partner: Maitland City Council Animal Management Facility.	Planning and Environment Environment Coordinator	# of animals impounded # of animals euthanased Contract with Maitland City Council implemented.
	Environmental Protectionand Compliance Ranger Services	Follow up complaints/reports and carryout routine programs to educate and enforce legislation relating to: - School safety zones - Road rules and parking - Environmental matters.	Planning and Environment EHO ECO	# of school zones monitored # of Notices & Penalties issued # of complaints.
	Stock Impounding	Compliance with NSW Government's Impounding Act.	Planning and Environment ECO	# stock impounded.
		Remove stock from the road reserve.		# notices and penalties issued.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
	Vehicle impounding	Compliance with Impounding Act.	Planning and Environment	# of vehicles impounded.
		Impound abandoned vehicles on Council/public land.	ECO	Abandoned vehicles removed within legislative timeframes.
	Approval of activities	Provide Section 68 approvals and inspection service.	Planning and Environment	# of applications # of approvals # of inspections
	Swimming Pools and Spa Safety and Public Health Compliance	Implement Councils Barrier Inspection Program in response to the Swimming Pools Act. Compliance with Public Health Act.	Planning and Environment	Minimum of 100 inspections completed per annum. # of certificates issued.

2.1 The health of our natural environment and biodiversity is preserved and enhanced.

2.1.1 Manage public access and use of natural areas to enhance our environmental experience and to preserve and promote ecological values.	Illegal Dumping.	Promote reporting of illegal dumping to Council.	Planning and Environment	# of incidents recorded on RID ONLINE. # of fines issued. Attendance at RID Squad Meetings.
		Support regional Illegal Dumping Squad membership and use of RID ONLINE.		
	Pilchers Reserve.	Implement priority actions from the Pilcher's reserve Plan of Management subject to available funding. Review Pilcher's Reserve Plan of Management.	Planning and Environment	Package reviewed and endorsed by Council before 31 Jan 2024.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
2.1.2 Support and manage the responsible use of resources including the minimisation of waste and the promotion of recycling practices in homes, work places, development sites and public places.	Waste and resource recovery.	Improve recycling, community engagement and reduce waste generation.	Planning and Environment	Completion of projects contained in the action table approved by EPA.
		Refinement of soft plastics program.		
		Completion of local litter audit.		
		Continue subsidised mattress collection.		
	Waste Collection Services.	Waste diversion initiatives at the Waste Management Facility and through other Council waste diversion programs and kerbside recycling service.	Planning and Environment	Initiatives aimed at meeting EPA waste diversion targets.
		Provide kerbside collection of recyclables (Yellow bins).	Planning and Environment	Tonnes of Recyclables collected.
		Implement waste Diversion Programs at the Waste Management Facility.		Tonnes of waste diverted Actively participate in Circular Economy initiatives including collaboration with Hunter JO.
		Pursue additional waste diversion options in accordance with markets and technological feasibility.		# of new waste diversion options provided.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
		Actively pursue programs that promote and educate the community in regard to waste minimisation.	Planning and Environment	# of programs initiated.
		Provide waste collection service (Redbins).		Contractors compliance with collection contract requirements # of complaints regarding domestic waste collection service.
		Collection of bulky goods.	Planning and Environment	Annual pick-up provided.
2.1.3 Raise public awareness of the responsibilities of landholders regarding management of land.	Support Local Land Services.	Participate and partner with LLS on local projects. Partner/s: Hunter Local Land Services.	Planning and Environment	# projects facilitated in LGA of which Council is involved as partner or other capacity. Grant funding for LLS programs received within LGA.
		Regional Weed Action Plan.	Planning and Environment Manager Environmental Services Mayor & Councillors	High risk pathways inspected.
		Property inspections for new weed incursions.		Complete minimum of 100 property inspections per annum (weather dependent).

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
		Provision of information in relation to weeds through inspection program, phone enquiries and Council's website.	Planning and Environment Manager Environmental Services Mayor & Councillors	# of recorded interactions with land holders where educational messages are provided.
		Maintain email database of property owners, stock agents, carriers and agencies to communicate Council activities and weed management advice.		Stakeholder data base updated as new information received. # of times database utilised to distribute information.
		Convene Local Weeds Committee Partner/s: Regional Weeds Strategy Group, HLLS, DPI.		# of Committee activity/ programs per annum.
		Inspect all high risk pathways as identified in the Regional Weeds Strategy.		
	Public field days and information sessions.	Facilitate and partner field days with theLLS and other relevant authorities Partner/s: HCRCMA, NSW Agriculture.	Planning and Environment	# of public information sessions provided with Council involvement. # of attendees.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
2.1.4 Involve the community in maintaining and enhancing environmental health.	On Site Sewage Management .	Review Council's On-site Sewage Management Strategy and Policies.	Planning and Environment	On-site Sewage Management Policies are reviewed and updated where required by 31 Jan 2024
		Ongoing information service and inspection of onsite sewage management systems across the Shire.		Minimum of 100 inspections per annum.
		Ensure new OSMS are designed, installed and maintained in accordance with Council's Policy and the OSMS Development Assessment Framework.		# new systems approved.
2.1.5 Ensure that Dungog Shire Council's policies and procedures adequately protect and enhance the Shire's natural environment and biodiversity.	Roadside Environmental Management Strategy.	Contribute to the assessment and mitigation of impacts on natural biodiversity and ecology are considered in construction and maintenance within the road corridor.	Planning and Environment	# of Environmental Factors (REF's) for civil works peer reviewed.
	Waste Management Facility Operation.	Provide an economic and environmentally sustainable Waste Management Facility. Commence review and implementation of key priority actions from the Waste Strategy specially a Masterplan for the site subject to available funding	Planning and Environment	Facility operating cost per annum Percentage of waste to landfill. Updates on Waste Facility Masterplan development
	Noxious Weed Program.	Control weeds on public land and within Council's road corridor.	Planning and Environment	Kilometres of roadside treated.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
	Sewage Facilities in Villages.	Lobby/advocate for Hunter Water and other State agencies to develop sustainable management of effluent disposal in village areas, in particular the Township of Paterson. Partner/s: Hunter Water Corporation.	Planning and Environment	# of meetings held or representations made to HWC and other agencies to progress sewer service provision in village areas.
	Clarence Town Sewer.	Enforce sewer connection in ClarenceTown.	Planning and Environment Environmental Health Officer HWC	# of premises not connected to available sewer services.
	Environmental Grants.	Apply for grants and carry out work on local projects. Partner/s: Hunter LLS.	Planning and Environment	# of grants. Amount of Grant money received.
		Implementation of the Flying Fox Management Plan.		# of actions of the Management Plan addressed.
2.1.6 Ensure that local waterways and riparian areas in the Shire are clean and healthy.	Grant Funding.	Partner LLS in local riparian projects Partner/s: Local Land Services.	Planning and Environment	# of projects completed.
	Healthy Rivers.	Representations to the NSW State Government to appoint a single authority with overall responsibility for the management of the Williams River to improve water quality and erosion and sediment control.	Planning and Environment	Engagement with the NSW Government and progress on managing the sustainability of the Williams River and Seaham Weir Pool.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
2.1.7 Manage and reduce the impact of weeds on the natural environment.	Public Education.	Support information stand at Tocal FieldDays.	Planning and Environment	Tocal Field Days supported through attendance by Biosecurity Weed Management Officer.
	Roadside Weeds TreatmentProgram.	Continue a program for management ofroadside weeds.		Length of roadsides treated.
2.1.8 Ensure that appropriate regulatory and enforcement agencies are proactive in addressing environmental issues in ourShire.	Hunter & Central Coast Regional Environmental Management Strategy.	Advocacy role at a regional level withState and Federal Agencies.	Planning and Environment	# of advocacy events with government agencies in conjunction with Hunter JO.
	Underground PetroleumStorage Systems.	Provide advice to local operators of UPSS and provide an appropriate regulatory response as the responsibleAuthority under the UPSS Regulation.	Planning and Environment	# Audit program prepared and implemented.
		Audit of all premises completed andlevel of compliance known.		
		Audit Improvement programs in place.		
2.2 That growth is achieved through a balanced mix of development which acknowledges our unique scenic qualities, rural amenity and country lifestyle.				
2.2.1 Ensure that we plan for adequate land supply to accommodate future expected population growth.	Land Use Planning.	Undertake a review of land use planningframework including strategies, LEP and DCP to identify opportunities for tourism in consultation with tourism operators.	Planning and Environment Strategic Planning	Development of DCP or Council Policy.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
		Progress planning proposals received in accordance with NSW Government requirements.	Planning and Environment Strategic Planning	Dungog Local Environmental Plan 2014 is amended where supported by Council and the NSW Government to provide for additional land supply.
	Urban consolidation and expansion.	Work with appropriate agencies to identify potential lands for future expansion of urban areas within the Shire. Partner/s: Office of Environment & Heritage.	Planning and Environment Strategic Planner	Review of the Dungog Local Environmental Plan 2014 following finalisation of the Rural Lands Strategy.
	Improve and strengthen Council's relationship with the Development industry and other stakeholders.	Implement the priority actions from the Planning Review.	Planning and Environment	Priority actions implemented.
		Engagement and dialogue with neighbouring Councils interested in facilitating shared services/resources to reduce costs and improve efficiencies in service delivery, particularly in Development Services.		Neighbouring Councils engaged and shared services undertaken.
	An effective Development Contributions Framework.	Review Council's Local Infrastructure Contributions Plan to meet updated legislative changes.	Planning and Environment Strategic Planning	Development Contributions Plans reflect updated legislation.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
	Fire Safety Program.	Implement an ongoing fire safety program within available resourcing.	Planning and Environment	# increase in the number of buildings included in the program. # of fire safety certificates received.
	Flood Plain Management Program.	Apply for ongoing grant funding from OEH to deliver the Dungog Flood Plain Management Plans.	Planning and Environment	Grant applications lodged for priority actions.
	Provide a competitive and efficient building certification service.	Construction Certificates and Complying Development Certificates are processed and issued in a professional and diligent manner to maintain or improve market share.	Planning and Environment	# of Construction Certificates and Complying Development Certificates being issued by Council.
		Greater promotion regarding Council's Building Services through the website.		% of market share maintained or increased.
	Provide an effective and efficient Development Application Assessment Service.	Development applications and modifications processed within statutory timeframes. Customer focused service provided.	Planning and Environment	Satisfaction survey results. # DA's determined Mean and median processing times are within Group 10 benchmarks. Planning Review actions implemented.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
2.2.2 Maintain a long term planning approach that caters for diversity and choice in rural and village living.	Strategic Planning.	Finalise the preparation of the ShireWide Rural Land Strategy.	Planning and Environment Strategic Planner	Rural Lands Strategy consultation and public exhibition completed and finalised for adoption by Council.
		Continue preparation of the Clarence Town Structure Plan (subject to grant funding assistance).		Grant funding received. Preparation to continue within available resourcing.
		Undertake review of Dungog Local Environmental Plan 2014 with regard to land use planning and sustainable growth.		LEP review commenced by Council.
2.2.3 Ensure that our land use planning for the Shire acknowledges the importance of our rural character and agricultural activities.	Processing of Development Applications to ensure the ongoing environmental sustainability of the LGA.	Assess Development Applications in accordance with Council's Planning Framework and Environmental Planning and Assessment legislative requirements.	Planning and Environment	New approved development does not compromise the viability of existing rural and agricultural activities.
	Facilitation of environmentally sensitive tourism development.	Prepare a tourism chapter within Council's Development Control Plan to ensure that tourism development is in keeping with the rural character of the area. Partners: Dungog Regional Tourism, Economic Development.	Planning and Environment Strategic Planning	Tourism chapter of Dungog DCP developed in consultation with community and local businesses.
	Illegal and Unauthorised Development.	Provide a compliance service program which considers contemporary approaches, including education and enforcement, to achieve compliance.	Planning and Environment	#matters investigated.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
2.2.4 Ensure the heritage and streetscapes of our villages are preserved and enhanced	Heritage Advisory Service.	Development assessment processes consider heritage impacts where relevant.	Planning and Environment	# of community members using the Service and improvement in heritage related development outcomes for buildings and places.
2.3 We are committed to climate action.				
2.3.1 We participate in climate change collaboration and partnerships to leverage effort and resources, and are keen to learn from others.	Regional Collaboration through the Hunter Joint Organisation.	Work with the HJO and other regional Council on joint projects within available resourcing.	Planning and Environment Infrastructure and Assets	Participation in regional programs subject to grant funding.
2.3.2 We participate in partnerships and seek grant funding to support our aspirations in climate change action.	Cities Power Partnership – progress implementation of 5 endorsed pledges:			
	1. Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles.	Review of fleet management policy to include emissions.	Infrastructure and Assets Planning and Environment	Fleet policy review incorporates emissions requirements. Complete by 2024.
	2. Actively participate in the development of a regional electric vehicle strategy.	Council participates in development of regional electric vehicle strategy and opportunities explored for EV charging locations in partnership with providers and grant funding bodies.	Planning and Environment	EV charging opportunities and partnerships progressed.
	3. Install renewable energy (solar PV and battery storage) on Council buildings.	Finalise feasibility plan to improve solar energy on council assets.	Planning and Environment	Review of Council's Solar performance by 31 Jan 2024.



Strategies	Program Activities	Actions	Responsibility	Performance Indicators
	4. Support cycling through provision of adequate cycle lanes, bike parking and end of ride facilities.	Cycle lanes are considered in design of roadworks where funding is available.	Infrastructure and Assets Planning and Environment	Cycling, bike parking and end of ride facility opportunities pursued within available funding and in accordance with priorities of the Council's Open Space and recreation Priorities and reviewed Bike Plan (once adopted by Council)
	5. Roll out energy efficient lighting across the Shire.	Continue to progress roll out of energy efficient street lighting.	Infrastructure and Assets Planning and Environment	Progress made in roll out of energy efficient street lighting.
3.1 That we ensure our economy is strong, innovative and sustainable, and that it provides us with jobs, business opportunities and easy access to goods and services.				
3.1.2 Ensure we plan for the availability of land to facilitate commercial and industrial growth.	Development of commercial and industrial sites	Work with our regional Council and NSW Government partners to prepare and deliver an Employment Lands Study which includes Dungog Shire.	Planning and Environment	Participation on the joint approach to a regional employment lands study. Draft employment lands study prepared.
4.1 That our Community is supported by safe, functional, accessible and maintained infrastructure and effective local and regional transport networks.				
4.1.7 Ensure that the provision of public infrastructure and services reflect the needs of a growing and changing population.	Sewerage Services.	Continue to advocate for the provision of reticulated sewerage to the villages of Paterson/Vacy/Gresford.	Planning and Environment	Actions taken to promote acknowledgement and recognition within the Hunter Water long term Capital Works Program.

Councils Revenue Strategy

Introduction

Readers should note this Draft Budget document has been prepared to align to Council's current Community Strategic Plan using a somewhat aging and outdated financial system. Council has begun upgrading internal reporting systems and funding is within this budget to begin upgrading council's financial systems with the view to better aligning council's budget document to the council Operating Plan and improving readability for the community. These benefits won't be fully visible for approximately 12-18 months however we anticipate incorporating improvements with each iteration of these documents.

The draft budget document shows an anticipated balanced budget for financial year 2023-24. Rather than reduce service levels and public safety, Council has chosen to continue funding additional cleaning and sanitising of public facilities where appropriate.

Council's financial budget for the ensuing year is submitted with the inclusion of the rate peg limit of 4.4% (3.7% peg + 0.7% growth factor) and the Independent Pricing & Regulatory Tribunal (IPART) approved special variation of 5.6%. The increases for general rates are detailed in Table 1.

Table 1 - General Rate Summary				
	2023 / 24	2024 / 25	2025 / 26	2026 / 27
Notional Yield	9,569,930	10,660,504	11,054,942	11,463,974
Approved Special Variation	710,209	0	0	0
Total Rates	10,280,139	10,660,504	11,054,942	11,463,974

Waste management charges have been increased with the individual charges being; Domestic waste \$365.00, domestic & non-domestic recycling \$167.00, commercial waste \$406.00, non-rateable waste \$406.00 and vacant waste \$32.50. Transfer to reserves for works has again been factored into these budget areas and in line with the Local Government (General) Regulation 2005, any surplus or deficit generated from Domestic Waste and Domestic Recycling are transferred to a Domestic Waste restricted asset. Council has commissioned closure plan estimates for its three landfill facilities and will need to assess the impacts of these plans on future charges in the ensuing 12 months.

The Protection of the Environment Operations Act 1997 Section 88 levy continues to apply in this budget to all waste entering the Short Street, Dungog landfill. This State Government charge commenced in 2009/10 at \$10 per tonne rising each year plus CPI until 2015/16, the estimated charge this year will be \$85.00. As anticipated when introduced this has generated additional administration costs for the collection and reporting of this levy.

Charges in relation to Onsite Sewage Management have been increased to \$105; this fee applies as the initial inspection fee as well as being the charge for both the initial approval to operate and renewals of approval to operate. Initial inspections do not attract a fee; however re-inspections will continue to attract a fee.

Council's fees and charges have been modified wherever practicable, although many of the statutory fees have remained unchanged for a number of years. The relevant Government Departments have not considered the financial impact that their decisions are having on the ratepayer as a whole. The concept of user pays with certain regulatory fees is questionable as the pricing structure has remained unchanged for many years.

Insurance costs have again risen over prior years with increases of 5% applied to general insurance, vehicles and public liability. Property insurance has been increased 10% upon council's broker advice due to flood and fire events.

Workers compensation has increased based on current premium estimates. It is stressed that the level of premium is predominantly calculated on claims history and may need to be altered depending on claims history adjustments at year-end. Public liability claims excess has been retained at previous levels and again any savings will be transferred to an insurance equalisation reserve to spread the burden of future claims from past events.

Salaries have been costed with an increase of 5% for 2023-24, and 3.5% and 3% for the ensuing years. The Local Government State Award 2024 -2026 is still under negotiation and council has not received advice as to the ratified award wage increase for the next three years, any difference above the assumptions used within this budget will have a negative impact on the net result. The superannuation guarantee contributions have also been increased to 11% in line with legislative requirements.

Changes have been made to staff travelling expenses where applicable to reflect the costs incurred. Although these changes may result in an increase or decrease within a particular cost area the charge is an internal charge and is offset in plant hire income with no real effect to the bottom line result.

Indexation has been applied to recurrent items at the anticipated CPI index rate of 6% with energy costs indexed at 5% in line with anticipated increases. Water and sewerage charges have been increase by 5% for both residential and business holdings. An oncost rate of 51% has been applied to jobs utilising day labour.

Major revenue items include unrestricted general rates \$10.2M, interest on investments \$491K, FAG general \$1.9M, FAG roads & bridges component \$1.2M, roads to recovery funding \$574K, regional road capital funding \$10.8M, Fixing Local Roads \$3.8M, Bridges renewal \$8M, Fixing Country Bridges \$6.1M, domestic waste & recycling charges \$2M, other waste & recycling charges \$294K, stormwater levy \$42K, OSM special rates \$312K, building inspection fees \$55K and DA fees and Complying \$190K. Other funding is sourced from loans, contributions, grants, reserves and user charges.

Recurrent expenditures and some transfers to restricted assets have been retained in this year's budget; these expenditures are important as capital works are funded by these reserve funds.

Table 2 summarises the major capital items included within the budget document, while a commentary on recurrent items is provided after the table.

**Table 2 - Capital Expenditure
Items**

Area	Project	Budget	Funding Source
Corporate	Office Equipment	5,000	Revenue
	Furniture & Fittings	23,950	Reserve
	Building & Improvements	25,000	Reserve
Governance	LG Elections	30,000	Revenue
Engineering	Governance	5,000	Revenue
	Plant Purchases	1,437,626	Reserve
	Small Plant & Tools	15,750	Reserve
	Office Equipment	2,500	Revenue
	2 Way Radio Installations	5,000	Reserve
	Depot Drainage & Sealing Works	100,000	Reserve
SES	Building & Grounds	6,000	Revenue
Aged Housing	Unit Refurbishment	10,000	Reserve
	Upgrade Shared Facilities	15,000	Reserve
Town Planning	Strategic Planning	30,000	Revenue
Public Toilets	Amenities Upgrade	50,000	Revenue
Public Cemetery	Building & Grounds	5,000	Revenue
	Cemetery Capital Works	2,500	Reserve
Library	Furniture & Equipment	3,000	Revenue
	Books etc.	37,500	Grant
	Building & Equipment	8,000	Revenue
Community & Cultural	Artworks Reserve	1,000	Revenue
	Building & Grounds	1,000	Revenue

Public Halls	Building & Grounds	2,000	Revenue
	Refurbishment	30,000	Revenue
Sporting Grounds	Building & Grounds	3,000	Revenue
Parks & Gardens	Building & Grounds	2,500	Revenue
Swimming Pool	Building, Plant & Equip – Dungog	4,000	Revenue
	Building & Grounds - Dungog	10,000	Revenue
	Chlorination Unit	20,000	Reserve
	Chemical Room compliance	20,000	Reserve
	Filter Sand	25,000	Revenue
	Electrical	15,000	Revenue/Reserve
	Pool Shell Treatment	20,000	Revenue
	Safety Shower	8,000	Revenue
	Plant & Equip – Clarence Town	1,723	Revenue
	Building & Grounds – Clarence Town	5,000	Revenue
	Chemical Room compliance – CT	20,000	Reserve
	Electrical – Clarence Town	15,000	Revenue
	Safety Shower	8,000	Revenue
Urban Roads	Reseals	93,473	Revenue
	Queen St, Clarence Town	766,775	Grant/SRV
	Duke St, Clarence Town	863,500	Grant/SRV
	Eloiza St, Dungog	455,000	Grant
	Gundaroo Road, Vacy	700,000	Grant
	Mary St, Dungog	495,000	Grant
	Abelard St, Dungog	720,000	Grant

Rural Roads	Limeburners Creek Road	1,665,000	Sec711
	Glen Martin Road	1,472,625	Grant
	Allyn River Road	3,340,000	Grant
	Reseals	411,239	Revenue/SRV
	Resheeting	441,000	Revenue/SRV
Bridges	Brig O'Johnston Bridge	13,000,000	Grant
	Jordan's Bridge	300,000	Grant
	Dusodie Bridge	1,030,000	Grant
	Osmond's Bridge	685,000	Grant
	Ashard's Bridge	330,000	Grant
	Kingfisher Creek Bridge	920,000	Grant
	Reeves Bridge	625,000	Grant
	Weldon Rumbels Bridge	775,000	Grant
	Hick's Bridge	820,000	Grant
	Packham's Bridge	685,000	Grant
Regional Roads	MR101	7,990,800	Special Grant
	Reseals	250,000	Reserve
	RR 7764	1,120,000	Special Grant
	RR 7778	827,000	Repair/FAG/3x4
Williams River Holiday Park	Shire Property	5,064	Revenue
Frank Robinson Reserve	Amenities/River Access	1,000	Reserve
Tourism	Building & Grounds	2,500	Reserve

Corporate & Client Services

Recurrent expenditures and most transfers to restricted assets have remained at similar levels to last year.

Information Technology hardware and licensing has been retained to allow upgrades to council's core financial system software and financial reporting systems, approximately 40% of this is funded from reserves.

Auditor remuneration has increased almost 94% to \$110K.

Council's Community Small Grants Program has been retained at \$25K; this may increase should Hunter Water Corp commit funding to this program. \$30K has been included to fund the implementation of councils Audit and Risk Committee and the Australia Day program has been increased to \$20K.

Plant purchases are in accordance with the plant replacement program. All costs for plant are funded from reserve.

Workers compensation insurance has increased \$25K. An amount of \$9K has also been included for the maintenance of new HR systems.

The ELE provision is reviewed annually in accordance with accounting standards and adjusted in accordance with current and anticipated leave trends.

Public Order & Safety

From 1 July 2009 the NSW State Emergency Service (SES) was brought under the same contributory funding system as the NSW Rural Fire Service (RFS) and the NSW Fire Brigades (NSWFB).

Fire protection services – the budget has been prepared on the basis of a statutory contribution to the NSW Fire Brigades of \$26K.

The NSW Rural Fire Service contribution has been increased to \$650K.

The balance of the budget is prepared based on recurrent funding levels for individual line items.

Animal control – companion animal fines have not been included as they are immaterial and cannot be relied upon. Expenses have increased slightly to reflect impounding arrangements.

SES – Council's statutory contribution is estimated at \$28K, anything over this will have a detrimental effect on the budget.

Enforcement LG Regulations – Processing costs have been held at previous levels in line with current trends and compliance services continuing to be undertaken in house by the Environmental Compliance Officer.

Health

All income and expenditure has been retained at similar levels to previous years.

Community Services & Education

Community services & education – all items remain static with CPI increases applied. Transfers to reserves retained at 1/3 of Dungog Shire Community Centre rental.

Alison Court – all operating expenditure increased by CPI.

Housing & Community Amenities

Town Planning – All costs are CPI indexed. DA revenue has been increased to reflect increased development activity. Funding from \$40K has been included towards Strategic Planning, \$25K toward the Tourism DCP, \$15K toward the Rural Land Use study and \$10K toward the Clarence Town local area plan development.

Environmental Protection – New expense areas have been maintained for Flying Fox Management project \$10K, Council Reserves Plan of Management Projects \$10K funded from General Revenue and \$5K toward climate change implications.

Public Amenities – All costs are CPI indexed, \$50K has been retained to continue additional cleaning and sanitising of amenities where appropriate.

Public Cemeteries – Other costs are CPI indexed.

Other Sanitation & Garbage – Pan Collection costs remain static with the cost to Council for the service contractor being passed onto the recipients of this service; however any decreases in the number of users of the service will result in additional cost to Council due to contract agreements with the service provider. Reduction in numbers is expected to continue over time with the operation of the Clarence Town sewer scheme. On-site Sewerage Management (OSM) fees have increased to \$105 per annum.

Stormwater Drainage – remains static, the stormwater levy will generate revenue of \$42K which is to be used for asset data collection and planning, construction and maintenance of drainage systems and stormwater treatment measures..

Other Waste Management – The contribution from domestic waste has been retained at 60% of the landfill operational costs, all other costs being CPI or wage indexed. Section 88 levy estimates and income have been included. Commercial and non-rateable waste charges have been set at a higher level than domestic waste services, with recycling charges being the same across all categories of service. Domestic Waste Management (DWM) & Domestic Recycling (DRM) – these areas are a revenue neutral area with all profits and losses funded by transfers to/from reserves in accordance with legislation. Contractor charges for collection are indexed by CPI in line with the contract.

Recreation & Culture

Library – All costs are CPI indexed.

Museums, Community Centres, Public Halls, Sporting Grounds, Clarence Town Swimming Pool, Dungog Swimming Pool and Parks and Gardens have all remained static other than CPI indexation and increases in maintenance and repair votes.

Mining Manufacturing & Construction

Building Control – expenditure has remained static other than CPI indexation.

Quarries & pits – this budget area has been reported retrospectively in previous years based on the cost of winning material.

Transport & Communication

Maintenance allocations have generally been increased by CPI indexation.

Capital road & bridge projects are fully funded from either grant funding or restricted contributions. The project sources of funds are FAG roads and bridges component \$1.2M. Capital works projects scheduled total \$42M and loan repayments total \$267K.

Regional roads – block grant funding has been anticipated at \$1.3M with 3x4 funding at existing levels.

Economic Affairs

Williams River Holiday Park – CPI has been applied to recurrent expenditure. Caretaker commission and site fee revenue has been adjusted in line with the park management arrangements.

Frank Robinson Reserve – CPI has been applied to recurrent expenditure.

Saleyards – the net return on lease income after expenditure has been transferred to restricted assets with no significant change to prior year budget.

Real Estate Development - CPI has been applied to recurrent expenditure, \$125K included to commence strategic property audit and design.

Tourism/Economic Development –Operational areas remaining relatively static, \$25K applied to Economic Development Plan initiatives.

General Purpose Revenues

General rates have been budgeted to increase by the rate peg limit of 4.4% and the Independent Pricing & Regulatory Tribunal (IPART) approved special variation of 5.6%. The FAG equalisation component has been anticipated at \$1.9M. Interest from investments and Council's bank account have remained static at \$466 with \$32K applicable to Section 711 developer contributions held and being transferred to restricted assets.

Ratepayers who are concerned about the financial impacts of the special rate variation are encouraged to make contact to discuss their circumstances confidentially. There are measures we can put in place to assist members of our community who are in financial difficulty, and we will work closely and respectfully with our community through their current situation.

Summary

The budget is in balance which remains a good result for council in the current unpredictable economic environment. However as noted previously any unforeseen expenses will have a detrimental effect on the bottom line which shows the delicate nature of the fiscal situation and continues to highlight the need for continued fiscal restraint. The continued need to service additional statutory requirements, growing community expectations and the increased costs associated with the continued maintenance requirements of Council's existing operations leaves no room to move within the existing revenue structures. The ongoing challenge is collecting sufficient funds each year to adequately cover the increasing cost of normal operations and maintain the community infrastructure.

General rate income which provides the majority of operating revenues is insufficient to meet the current and future needs of the community, and the 4.4% increase under rate capping is not sufficient to cover CPI or award wage increases, let alone increased costs associated with road and bridge maintenance in particular.

This will be the final year of the IPART approved special rate variation and funds from the special rate variation must only be used for the purposes noted in council's application i.e. to fund operating and capital expenditure for key assets including the roads and bridges infrastructure network, community facilities, enhancing financial sustainability and beginning to reduce council's infrastructure backlog.

Council aims to continually make modest productivity gains each year through service reviews and associated improvement programs, sustainable assets and services post special rate variation will require council to move toward a fully funded operating position where council collects enough revenue to fund operating expenditure and depreciation.

Many of the capital works projects within the budget are being funded from restricted assets and without replenishing or topping up these restricted asset accounts to the same degree as funds are being used reduces Council's capacity to undertake future capital works. Council must maintain sufficient cash reserves to ensure that it can meet its short term working capital requirements.

During the course of the budget review process a number of projects have again been excluded because of lack of available funds. Council needs to be mindful that if any projects are to be added they will have to have funding sources identified and or reduce projects or service levels from another area of the budget to counteract the addition. Conversely the removal of any individual projects needs to take into account that any wages component of that project will have to be reallocated to other budget areas.

Shaun Chandler
Executive Manager Corporate & Customer Service

Statement in respect to each ordinary rate and special rate to be imposed

Ordinary Rates in respect of the year 1 July 2023 to 30 June 2024 will be levied on all rateable land in the area under the following categories and sub-categories and be subject to base amounts as detailed in the table below:

- (a) Farmland.
- (b) Residential, Residential Clarence Town, Residential Dungog, Residential Village.
- (c) Business, Business Clarence Town, Business Dungog, Business Village.

Council is varying General Income by the 4.4% rate pegging limit as announced by the Minister for Local Government and the Independent Pricing and Regulatory Tribunal (IPART) approved special variation of 5.6% to enable the core delivery of services. Council's capacity to improve existing levels of service to the community and ability to address the current and future needs within the shire are hampered by a lack of financial capacity.

The Valuer General's Office has provided revised land values that Council is required to implement from 1 July 2023.

This general valuation has increased the total land valuation for Dungog Shire by 135.7% with individual property variances ranging from decreases of -1% in land value to over 1,000% increases in property land value, these vast differences in land value changes may impact rates levied in the 2023-24 financial year. An increase in land value does not imply an increase in rates levied as Council is only permitted to increase its overall Rates Income by the approved Special Rate Variation of 10%, inclusive of the 4.4% rate peg. Unfortunately the range of variance in land values impacts council's ability to level out increases across all rating categories and some ratepayers may experience an increase in General Rates greater than 10%, this impact has been minimised where possible with the vast majority of ratepayers falling within the special rate variation increase.

CATEGORY SUB-CATEGORY	AD VALOREM AMOUNT CENTS IN \$	BASE \$	AMOUNT % OF TOTAL RATE	ESTIMATED RATE YIELD (\$)
Farmland	0.2097	586.00	14.9	3,632,616
Residential	0.1779	597.25	31.8	4,068,558
Residential - Clarence Town	0.2086	467.60	37.6	427,445
Residential – Dungog	0.3484	279.00	22	1,227,238
Residential – Village	0.1651	468.05	45	375,269
Business	0.3193	810.00	48.3	278,998
Business - Clarence Town	0.3071	660.00	48.9	35,093
Business – Dungog	0.4006	673.00	40.7	176,967
Business – Village	0.2139	598.00	46.9	58,669

Overdue Rates and Charges - Interest

In accordance with section 566(3) of the Local Government Act 1993 the Minister for Local Government has specified the maximum rate of interest payable on overdue rates and charges for 2023/24 will be 9% simple interest.

Statement in respect to each charge proposed to be levied

In accordance with Sec 501 of the Local Government Act 1993 the following charges are proposed to be levied.

Waste Management Charges

For the provision of Waste Management Services to:

		Yield
Business / Commercial Premises	\$406.00 per MGB service	\$138,446
Occupied Non-rateable Properties	\$406.00 per MGB service	\$93,380

Recycling Charge

A Recycling charge will be levied for commercial and non rateable properties utilising this service and for 2023/2024 the charge will be \$167 per bin per annum. The estimated income from these charges is \$46,927.

Stormwater Charge

		Yield
Urban Property	\$25 per property	\$38,600
Commercial Property	\$25 per property	\$3,750

Sanitary Charges

For the provision of sanitary services to:

		Yield
Rateable premises	1 Service - Regular \$1,700	\$3,400

Domestic Waste Management Charge (DWMC)

In accordance with Sec 496 of the Local Government Act 1993, the following Domestic Waste Management Charges are proposed:

Vacant Domestic Waste Management Charge - for vacant land situated where the Domestic Waste Management Service exists.

		Yield
Per parcel of rateable land	\$32.50	\$15,373

A Domestic Waste Management Charge under Section 496 of the Local Government Act 1993 must be made and levied for each parcel of rateable land for which the service is available. The income from this charge must be calculated not to exceed the "reasonable cost" of providing the service.

The Charge is to cover short term, recurrent and operational costs of waste management, longer term capital costs or future replacement costs.

Any surplus or deficit derived as a result of providing the service for a period must be maintained in the Domestic Waste Management activity. If a surplus occurs the cash component must be held as a restricted asset.

It is proposed that the following charges be made for Domestic Waste Management for the year 2022/2023:

Domestic Waste Charge (DWC) for Occupied Land

Waste Service per	bin	\$365.00
Recycling Service	per bin	\$167.00
Total DWC		\$ 532.00

The estimated yield from Section 496 charges is \$1,415,470.

A Domestic Recycling charge under Section 496 of the Local Government Act 1993 will be raised to cover the cost associated with providing a kerbside recycling service.

It is proposed that the Domestic Recycling charge for the year 2023/2024 will be \$167 per service per annum. The estimated yield from this charge is \$643,785.

Sewage Management

In accordance with Section 608 of the Local Government Act 1993, an On-site Sewage Management (OSM) fee of \$105 per OSM facility will be levied and included on Council's annual rate notice. This fee will be levied on all assessments that operate On-site Sewage Management Facilities throughout Dungog Shire. The estimated yield from this special fee is \$312,375.

