

# PART 4

## Operational Plan 2024 - 2025

Council Budget Summary	93
Office of General Manager	94
Infrastructure and Assets	110
Corporate and Customer Services	128
Planning and Environment	134
Councils Revenue Strategy	164







# Council Budget Summary

Projected Income Statement 2024-2025	
	2024-25 Net
<b>Income from Continuing Operations</b>	
Rates & Annual Charges	13,635,467
User Charges & Fees	1,465,985
Interest & Investment Income	580,960
Grants & Contributions provided for Operating Purposes	6,165,092
Grants & Contributions provided for Capital Purposes	32,438,637
Other Revenues	437,741
<b>Total Income from Continuing Operations</b>	<b>54,723,883</b>
<b>Operating Expenses</b>	
Employee Cost	9,278,298
Materials & Contracts	5,227,747
Borrowing Costs	103,066
Depreciation & Amortisation	6,249,421
Other Expenses	2,821,164
<b>Total Operating Expenses</b>	<b>23,679,696</b>
<b>Net Operating Result For the Year</b>	<b>31,044,187</b>
<b>Net Operating Result Before Capital Grants &amp; Contributions</b>	<b>(6,178,240)</b>

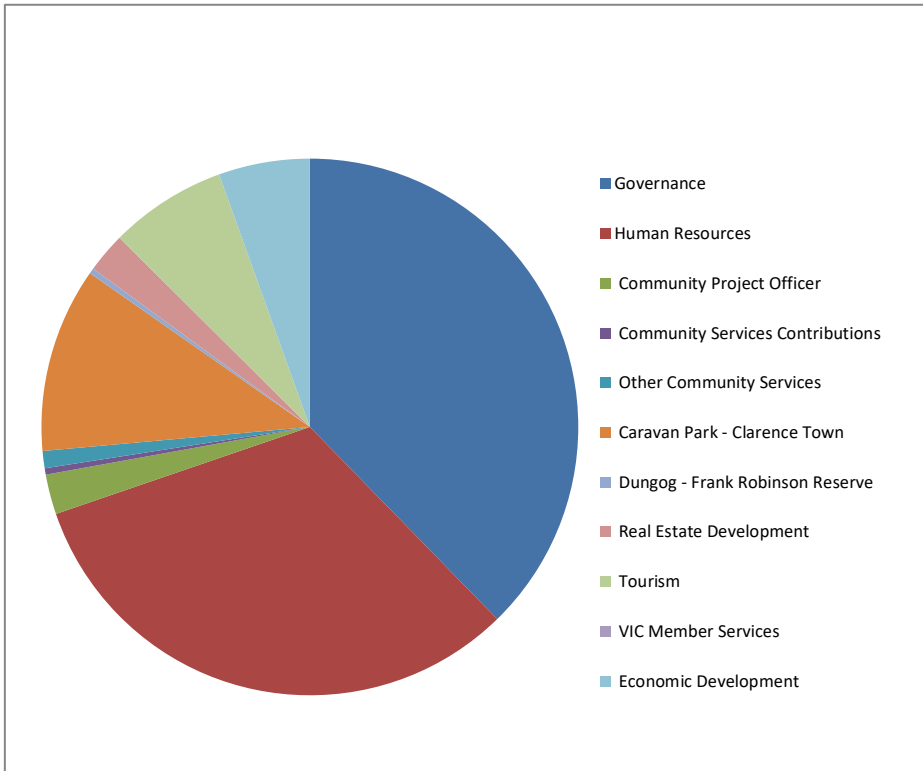
# Office of the General Manager

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

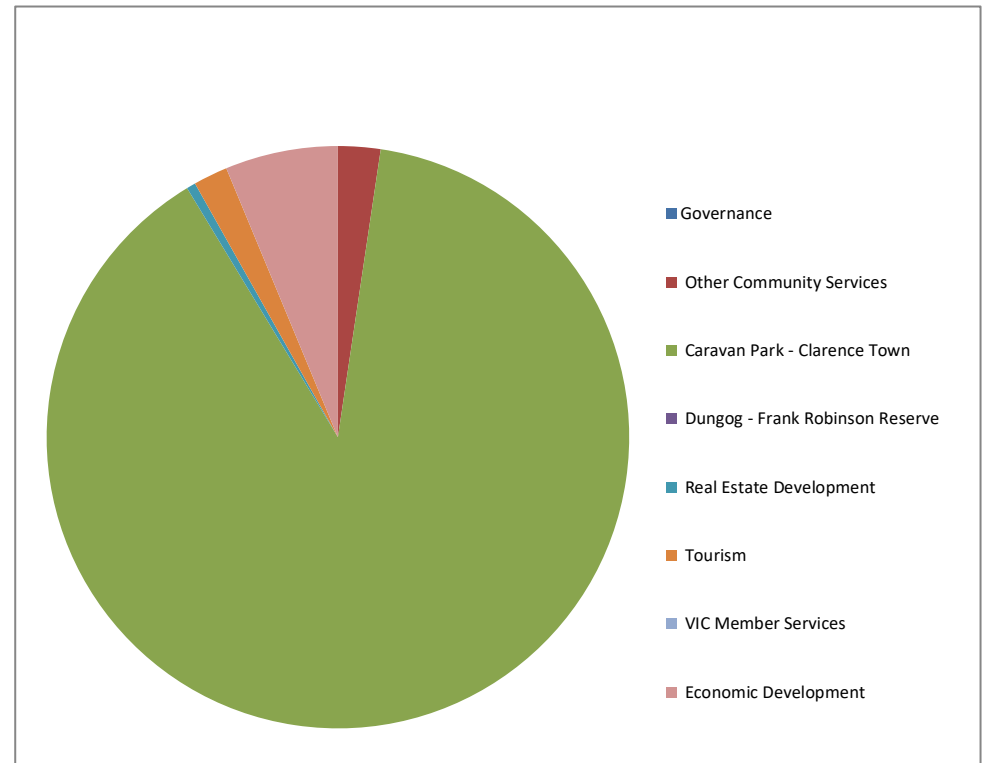
## Budget Summary - Office of the General Manager

	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
	(399,303)	(378,465)	(383,692)	(387,974)
	-	-	-	-
<b>Total Op Rev</b>	<b>(399,303)</b>	<b>(378,465)</b>	<b>(383,692)</b>	<b>(387,974)</b>
	2,608,182	2,498,484	2,541,401	2,585,420
<b>Total Op Exp</b>	<b>2,608,182</b>	<b>2,498,484</b>	<b>2,541,401</b>	<b>2,585,420</b>
<b>Net</b>	<b>2,208,879</b>	<b>2,120,019</b>	<b>2,157,709</b>	<b>2,197,446</b>
Total Cap Ex	65,296	47,633	47,680	47,726
Total Non Op Rev	(231,204)	(84,204)	(76,204)	(76,204)
	<b>(165,908)</b>	<b>(36,571)</b>	<b>(28,524)</b>	<b>(28,478)</b>
<b>Net Cost</b>	<b>2,042,971</b>	<b>2,083,448</b>	<b>2,129,185</b>	<b>2,168,968</b>

# Office of the General Manager - Service Area Graphs



**Expense 2024-2025**



**Revenue 2024-2025**

## Service Area Summary - Office of the General Manager

Description	Estimate 2023/24	Revised Estimate 2023/24	Actual 06/05/2024	Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
<b>Operating Expenditure</b>							
Governance	851,053	851,053	686,716	983,278	875,206	886,081	897,221
Human Resources	788,746	788,746	708,509	835,816	848,990	863,260	878,010
Community Project Officer	56,001	56,001	76,003	62,756	64,677	66,667	68,717
Community Services Contributions	10,000	10,000	0	10,000	10,000	10,000	10,000
Other Community Services	27,300	27,300	66,356	26,990	27,340	27,690	28,060
Caravan Park - Clarence Town	248,464	248,464	242,825	290,720	285,337	290,249	295,090
Dungog - Frank Robinson Reserve	8,000	8,000	2,689	8,524	8,879	9,140	9,380
Real Estate Development	161,606	161,606	45,061	62,800	63,781	64,763	65,783
Tourism	188,675	188,675	127,214	184,077	189,289	194,642	200,191
Economic Development	139,973	139,973	80,498	143,221	124,985	128,909	132,968
<b>Total Operating Expenditure</b>	<b>2,479,818</b>	<b>2,479,818</b>	<b>2,035,871</b>	<b>2,608,182</b>	<b>2,498,484</b>	<b>2,541,401</b>	<b>2,585,420</b>
<b>Capital Expenditure</b>							
Governance	35,000	35,000	0	5,000	40,000	40,000	40,000
Other Community Services	1,796	1,796	0	1,796	1,813	1,830	1,846
Caravan Park - Clarence Town	5,064	5,064	0	0	2,320	2,350	2,380
Dungog - Frank Robinson Reserve	1,000	1,000	0	1,000	1,000	1,000	1,000
Tourism	2,500	2,500	0	2,500	2,500	2,500	2,500
Economic Development	0	0	0	55,000	0	0	0
<b>Total Capital Expenditure</b>	<b>45,360</b>	<b>45,360</b>	<b>0</b>	<b>65,296</b>	<b>47,633</b>	<b>47,680</b>	<b>47,726</b>
<b>Total Expenditure</b>	<b>2,525,178</b>	<b>2,525,178</b>	<b>2,035,871</b>	<b>2,673,478</b>	<b>2,546,117</b>	<b>2,589,081</b>	<b>2,633,146</b>

### Service Area Summary - Office of the General Manager

Description	Estimate 2023/24	Revised Estimate 2023/24	Actual 06/05/2024	Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
<b>Operating Revenues</b>							
Other Community Services	9,390	9,390	0	9,390	9,440	10,490	10,540
Caravan Park - Clarence Town	238,528	238,528	336,204	355,313	359,325	363,402	367,534
Real Estate Development	2,000	2,000	0	2,000	2,000	2,000	2,000
Tourism	7,500	7,500	2,150	7,600	7,700	7,800	7,900
Economic Development	0	0	0	25,000	0	0	0
<b>Total Operating Revenues</b>	<b>257,418</b>	<b>257,418</b>	<b>338,353</b>	<b>399,303</b>	<b>378,465</b>	<b>383,692</b>	<b>387,974</b>
<b>Non Operating Revenues</b>							
Governance	50,000	50,000	0	90,000	0	0	0
Human Resources	0	0	0	10,000	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	25,000	15,000	15,000	15,000
Dungog - Frank Robinson Reserve	704	704	0	704	704	704	704
Real Estate Development	130,000	130,000	0	37,500	37,500	37,500	37,500
Tourism	6,000	6,000	0	6,000	14,000	6,000	6,000
Economic Development	25,000	25,000	0	45,000	0	0	0
<b>Total Non Operating Revenues</b>	<b>243,704</b>	<b>243,704</b>	<b>0</b>	<b>231,204</b>	<b>84,204</b>	<b>76,204</b>	<b>76,204</b>
<b>Total Revenues</b>	<b>501,122</b>	<b>501,122</b>	<b>338,353</b>	<b>630,507</b>	<b>462,669</b>	<b>459,896</b>	<b>464,178</b>
<b>Net Cost to Council</b>	<b>2,024,056</b>	<b>2,024,056</b>	<b>1,697,518</b>	<b>2,042,971</b>	<b>2,083,448</b>	<b>2,129,185</b>	<b>2,168,968</b>

# Office of the General Manager - Table of Actions

Strategies	Program Activities	Action	Responsibility	Performance Indicators
<b>1.1 That we all enjoy a safe, supportive community, characterised by vibrant cultural life and a strong sense of local heritage.</b>				
<b>1.1.1 Continue to develop programs/ initiatives to welcome and support new residents into the Shire.</b>	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.
<b>1.1.2 Create options for community participation through volunteerism.</b>	Ongoing links and networks to existing community groups, including s355 committees.	Provide information, support and links to encourage and maintain participation. <b>Partner/s: local NGOs &amp; community organisations.</b>	Office of the General Manager Community Projects Officer	# of engagements # of people attending.
<b>1.1.3 Acknowledge and celebrate the contribution volunteers make to the Dungog Shire.</b>	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.
<b>1.1.4 Raise public awareness of local activities and events that provide a foundation for community building.</b>	Electronic Communication.	Use electronic networks to inform and distribute appropriate information to the community (ie: webpage improvements and Facebook). <b>Partner/s: Communications.</b>	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
<b>1.1.5 Develop and initiate opportunities for greater participation of young people in local community activities.</b>	Community Events.	Continue to provide support to specific national days/weeks. <ul style="list-style-type: none"> <li>- Seniors Week</li> <li>- Youth Week</li> <li>- International Women's Day</li> <li>- National Tree Day</li> <li>- Clean Up Australia Day</li> <li>- NAIDOC Week</li> <li>- National Simultaneous Storytime</li> <li>- Local Government Week</li> <li>- International Disability Day</li> <li>- Reconciliation Week</li> </ul>	Office of the General Manager Community Projects Officer	# events conducted or supported. # successful grant funding.
	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.
	Supporting and working in partnership to deliver Youth based activities.	Identify areas of need and seek funding working partnership with schools and not-for profit organisations to provide locally responsive services and activities for young people.  <b>Partner/s: Dungog High School, local primary schools, community organisations, Youth Development Officer &amp; Dungog Youth Service.</b>	Office of the General Manager Community Projects Officer	# of young people involved. # of programs/ projects supported. # successful grant funding
	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	# successful grant funding
	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	# meeting attended # Services maintained and/or expanded.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
		Investigate opportunities, with reference to the needs identified in the Open Space and Recreation plan for provision of youth facilities in Dungog Shire.	Infrastructure and Asset Community Project Officer	# explore youth specific funding Opportunities- #developing collaborative partnerships to deliver youth specific activities and facilities
<b>1.1.6 Foster the cohesiveness of local community groups.</b>	Emergency Management.	Encouraging local organisations/groups to work collaboratively with Council and/or emergency agencies to connect and build safer and more resilient communities.	Office of the General Manager Community Projects Officer	# of partnership projects undertaken. # funding opportunities applied for
<b>1.1.8 Foster and support the cultural life of the Shire.</b>	Dungog Shire Cultural Plan.	Develop partnerships and collaborative opportunities for grant funding submissions to implement key priority actions in Dungog Shire Cultural Plan	Community Project Officer	#Number of Priority actions implemented 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.
<b>1.1.10 Ensure that community health and safety issues are identified and addressed.</b>	Dungog Shire Health Forum.	Working towards Aim to re-establish meetings for the Dungog Shire Health Forum with the resourcing available.	Office of the General Manager Community Project Officer	Meetings arranged Critical health issues identified and resolved.
	Dungog Shire Access Committee.	Working towards to re-establish meetings for Coordination of the Access Committee which and advocates and identifies identification of access issues.	Office of the General Manager Community Project Officer	Meetings held Access issues identified and resolve.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
<b>1.1.11 Assist community organisations to secure funding and other resources.</b>	Community Grants.	Conduct annual community grant education/ information workshop.	Office of the General Manager Community Project Officer	workshop conducted. # of attendees.
		Conduct the 2024/2025 Community Grants (Small) Program.		# of grant applications submitted for Community Small grants program # number of grants which council provided assistance for applications
	Work with existing organisations in securing funding for development of their organisations.	Network alerts - Distribute information about funding via local media and electronically.	Office of the General Manager Community Project Officer Economic Development Manager	Network alerts provided as information is available
		Information about grants and other funding opportunities as well as Council program and activities distributed through local and regional media as well as electronically.		Information distributed as available # Grant funding development workshops/forums held



Strategies	Program Activities	Action	Responsibility	Performance Indicators
<b>2.1 The health of our natural environment and biodiversity is preserved and enhanced.</b>				
<b>2.1.4 Involve the community in maintaining and enhancing environmental health.</b>	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 2024).
	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 2025). Amount of waste collected.
<b>2.2 That growth is achieved through a balanced mix of development which acknowledges our unique scenic qualities, rural amenity and country lifestyle.</b>				
<b>2.2.4 Ensure the heritage and streetscapes of our villages are preserved and enhanced</b>	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. <b>Partner/s: Local indigenous peoples and relevant Local Aboriginal Land Councils.</b>	Office of the General Manager Community Projects	Develop ongoing partnerships to investigate funding opportunities for priorities identified in Dungog Shire Cultural Plan
<b>4.1 That our Community is supported by safe, functional, accessible and maintained infrastructure and effective local and regional transport networks.</b>				
<b>4.1.1 Improve the safety and functionality of our road network.</b>	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	Appropriate levels of funds secured for road upgrades. Continue to pursue opportunities for road reclassification with the State Government.  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. <b>Partner/s: NSW Police.</b>	Council & Community Representatives - Council, OLGR and Licensees.	Decrease in the # of alcohol related incidents at events.
4.1.3 Ensure that our communities have access to quality educational institutions and health and social services/facilities.	Health and Social Services.	Working toward reestablishing quarterly meeting for the Dungog Shire Health Forum with the resourcing available.	Office of the General Manager Community Projects Officer.	Quarterly Health Forums conducted.
		Provide information through Council's website.		Promotional material provided on Council's website.
		Participation in the Hunter New England Health Local Health Committee (Dungog Branch) <b>Partners: HNEH.</b>		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
<b>4.1.4 Ensure our local bridgenetwork is safe and able to accommodate heavy vehicleload requirements.</b>	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.
<b>4.1.5 Improve the provision of transport services to communities within the Shire.</b>	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.
<b>4.1.6 Ensure that communityassets, facilities and public infrastructure are planned for, maintained and improved to a reasonable standard.</b>	Water/Sewer.	Ongoing participation with the Hunter Water Community Consultative Committee.	Office of the General Manager Councillor representative (Mayor)	Attendance at meetings.
<b>4.2 That the Community has access to a range of places, activities and facilities which cater for diverse sporting and recreational interests.</b>				
<b>4.2.3 Encourage and support a diversity of sporting and recreational activities throughout the Shire.</b>	Sporting diversity.	Work in partnership with Office of Sport for local sport development.	Office of the General Manager Community ProjectsOfficer	# Number of Shire wide sportingdevelopment day/ opportunities funded.
	Funding Programs.	Conduct annual workshops in relation to sporting grant funding.		Annual Workshop held.
	Accessibility.	Investigate grant funding opportunities to 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	#projects/ actions delivered through grant funding.



Strategies	Program Activities	Actions	Responsibility	Performance Indicators
<b>5.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.</b>				
<b>5.1.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.</b>	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.		
<b>5.1.2 Decision-making processes are open, transparent and inclusive.</b>	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.  Councillor attendance at briefings recorded.
	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
<b>5.1.3 Council undertakes broad and effective communication and engagement with the communities across the Shire.</b>	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.
<b>5.1.4 Council's governance and organisational structure reflects the vision, priorities and directions outlined in the Community Strategic Plan.</b>	Organisational Structure.	Ensure the organisational structure is capable of delivering on the strategic direction of Council: <ul style="list-style-type: none"> <li>continue implementation of Phase 2 of the structural review of Infrastructure and Assets; and</li> <li>service review of corporate and customer services and opportunities for efficiencies with the Office of the General Manager and other directorates</li> </ul>	Office of the General Manager	Structure reviewed within 12 months of the local government elections  Service review completed 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 Integrated Planning and Reporting	Minimum 6 monthly reports on the delivery program progress.  Community Strategic Plan, Delivery Program and Resourcing Strategy reviews are completed by 30 June 25.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
<b>5.1.6 Council services are planned and delivered with a focus on quality customer service, continuous improvement, governance and risk management.</b>	Corporate.	Implement the organisational values throughout the council systems, documents and actions.	Office of the General Manager Human Resources	Implementation ongoing up to 30 June 2025.
	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: <ul style="list-style-type: none"> <li>- Performance management</li> <li>- e-learning</li> <li>- establishment management.</li> </ul>	Office of the General Manager Human Resources	Implementation of modules, subject to resourcing, by 30 June 2025. 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.	Office of the General Manager Human Resources	Workforce plan developed as part of the Resourcing Strategy developed by 30 June 2025
<b>5.1.7 Council maintains a regional outlook and seeks opportunities for strategic alliances with neighbouring councils.</b>	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.
<b>5.1.8 Council will advocate for our communities by actively pursuing constructive relationships with other spheres of government.</b>	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.
	Strategic Advocacy	Engagement with relevant State Agencies, Local Members, Ministers of State and Federal Governments.		Attendance and participation in meetings Attendance at LGNSW State Assembly Attendance at ALGA National General Assembly

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
<b>5.1.10 Other programs supporting Our Leadership.</b>	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.		Develop and implement a risk register database subject to available resourcing and funding.

# Infrastructure and Assets

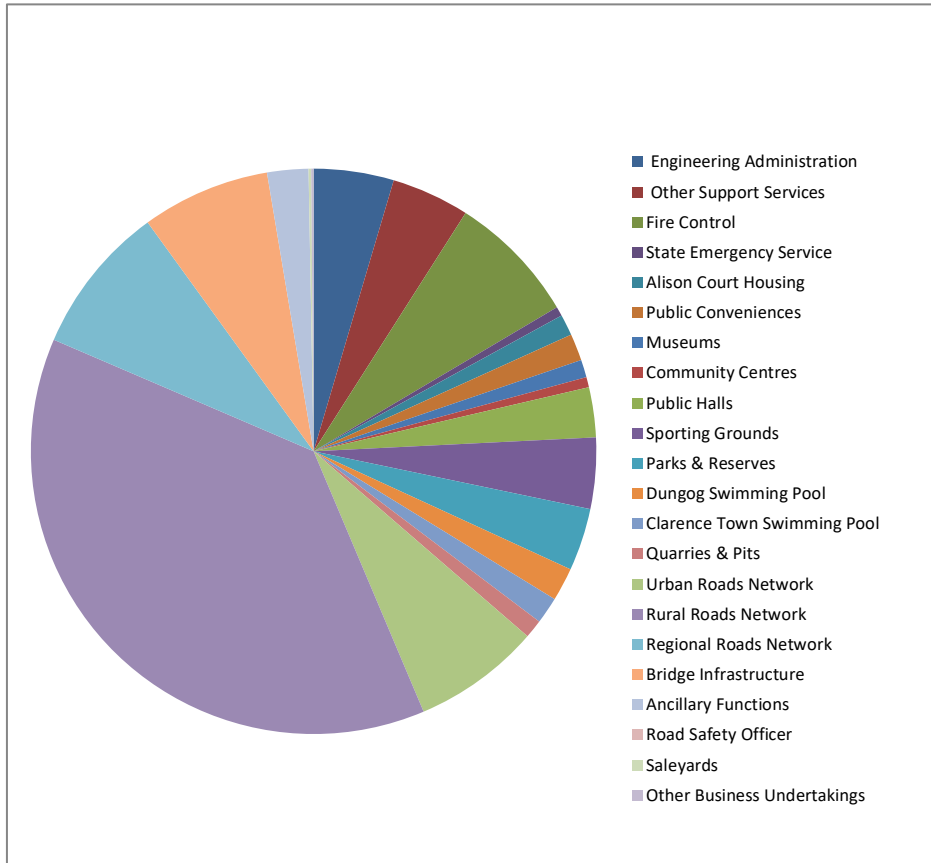
The Infrastructure and Assets Department is responsible for the Design and Construction of roads, Parks Maintenance, Local Traffic Facilities, Public Swimming Pools, Council Plant and Equipment, Rural Fire Service, State Emergency Services, Sporting Fields and Public Toilets.

## Budget Summary - Infrastructure and Assets

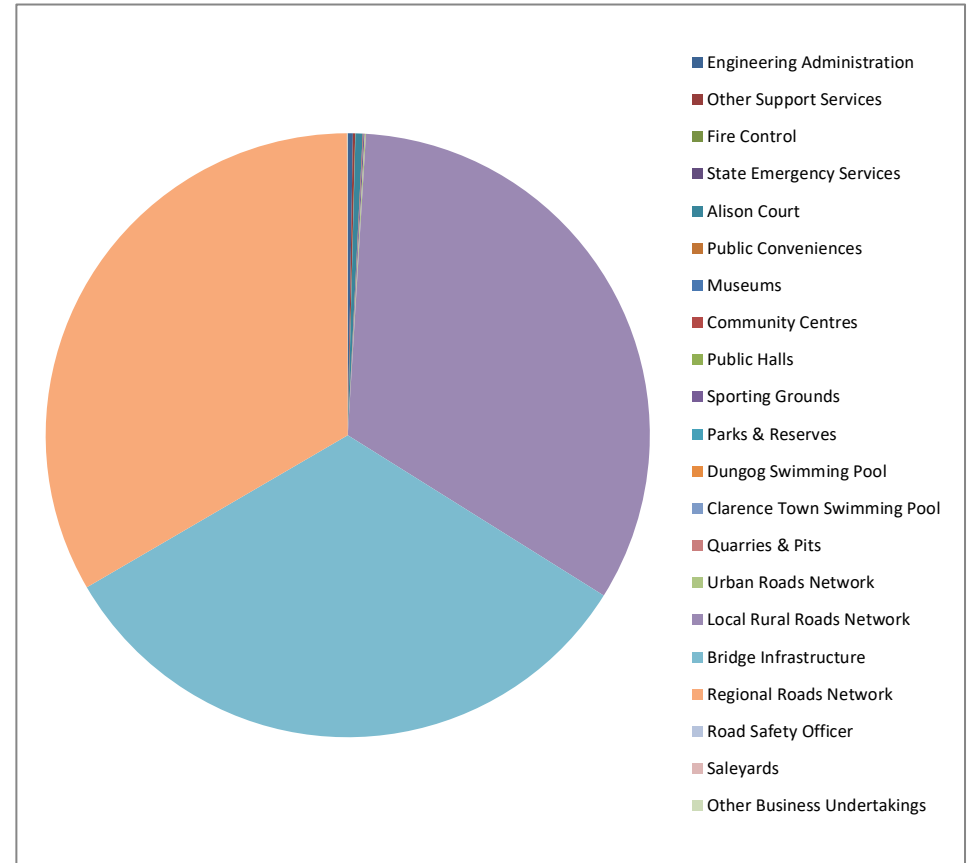
	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
	(34,910,877)	(22,946,607)	(6,087,747)	(4,106,353)
<b>Total Op Rev</b>	<b>(34,910,877)</b>	<b>(22,946,607)</b>	<b>(6,087,747)</b>	<b>(4,106,353)</b>
	12,764,995	12,842,426	12,964,342	13,079,331
<b>Total Op Exp</b>	<b>12,764,995</b>	<b>12,842,426</b>	<b>12,964,342</b>	<b>13,079,331</b>
<b>Net</b>	<b>(22,145,882)</b>	<b>(10,104,181)</b>	<b>6,876,595</b>	<b>8,972,978</b>
<b>Total Cap Ex</b>	39,963,978	27,896,890	12,722,367	9,238,176
<b>Total Non Op Rev</b>	<b>(9,962,407)</b>	<b>(9,943,722)</b>	<b>(11,457,027)</b>	<b>(9,833,961)</b>
<b>Net Cost</b>	<b>7,855,689</b>	<b>7,848,986</b>	<b>8,141,935</b>	<b>8,377,193</b>



# Infrastructure & Assets - Service Area Graphs



**Expense 2024-2025**



**Revenue 2024-2025**

## Service Area Summary - Infrastructure & Assets

Description	Estimate 2023/24	Revised Estimate 2023/24	Actual 06/05/2024	Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
<b>Operating Expenditure</b>							
Engineering Administration	732,733	732,733	781,833	584,211	568,094	560,339	545,642
Other Support Services	467,579	467,579	- 108,423	569,222	587,949	607,421	627,669
Fire Control	951,255	951,255	566,646	951,705	959,645	967,705	975,885
State Emergency Service	61,660	61,660	40,634	68,050	70,206	72,464	74,824
Alison Court Housing	153,550	153,550	55,164	153,839	155,997	158,080	159,912
Public Conveniences	128,500	128,500	149,644	196,360	201,514	206,845	210,625
Museums	139,240	139,240	24,890	128,580	111,480	114,060	116,760
Community Centres	77,940	77,940	20,286	74,361	75,864	77,448	79,074
Public Halls	333,510	333,510	82,884	364,800	371,540	378,590	385,970
Sporting Grounds	529,573	529,573	218,673	518,810	526,960	535,431	544,215
Parks & Reserves	468,560	468,560	196,157	456,510	462,400	468,510	474,800
Dungog Swimming Pool	227,386	227,386	143,870	242,799	250,070	257,618	265,451
Clarence Town Swimming Pool	196,949	196,949	98,694	195,637	201,368	207,327	213,525
Quarries & Pits	136,329	136,329	19,434	134,988	135,368	135,768	136,168
Urban Roads Network	923,130	923,130	273,837	930,530	940,160	950,080	960,270
Rural Roads Network	4,825,752	4,825,752	1,630,993	4,827,452	4,830,532	4,846,612	4,882,882
Regional Roads Network	1,075,640	1,075,640	759,229	1,092,890	1,114,281	1,136,080	1,136,550
Bridge Infrastructure	944,087	944,087	144,096	937,202	933,137	928,941	924,620
Ancillary Functions	305,192	305,192	243,828	300,679	309,026	317,673	326,628
Saleyards	18,990	18,990	2,929	19,180	19,300	19,430	19,560
Other Business Undertakings	17,130	17,130	66,518	17,190	17,540	17,920	18,300
<b>Total Operating Expenditure</b>	<b>12,714,686</b>	<b>12,714,686</b>	<b>5,411,816</b>	<b>12,764,995</b>	<b>12,842,426</b>	<b>12,964,342</b>	<b>13,079,331</b>

## Service Area Summary - Infrastructure & Assets

Description	Estimate 2023/24	Revised Estimate 2023/24	Actual 06/05/2024	Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
<b>Capital Expenditure</b>							
Engineering Administration	2,843,073	2,843,073	743,996	3,514,083	3,862,322	3,794,109	3,901,434
Other Support Services	0	0	452,604	0	0	0	0
State Emergency Services	6,000	6,000	0	6,000	6,000	6,000	6,000
Alison Court	53,880	53,880	0	71,181	71,663	72,270	73,188
Public Conveniences	55,000	55,000	0	0	20,000	40,000	20,000
Museums	1,000	1,000	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	32,000	32,000	0	2,000	2,000	2,000	2,000
Sporting Grounds	38,441	38,441	825,043	40,819	43,280	6,180	6,210
Parks & Reserves	2,500	2,500	488,670	2,500	2,500	2,500	2,500
Dungog Swimming Pool	15,413	15,413	125,532	5,413	5,413	5,413	5,413
Clarence Town Swimming Pool	6,723	6,723	325,709	15,000	50,000	50,000	50,000
Quarries & Pits	10,000	10,000	0	12,111	12,061	12,481	12,081
Urban Roads Network	4,093,748	4,093,748	2,416,202	5,987,054	5,542,157	113,617	463,617
Rural Roads Network	8,990,321	8,990,321	3,241,765	8,438,153	2,883,828	4,303,041	2,332,587
Regional Roads Network	10,187,800	10,187,800	6,884,717	10,474,750	260,100	2,511,655	2,152,302
Bridge Infrastructure	19,351,313	19,351,313	5,790,987	11,386,434	15,127,116	1,794,691	202,464
Saleyards	5,580	5,580	0	5,480	5,450	5,410	5,380
<b>Total Capital Expenditure</b>	<b>45,694,792</b>	<b>45,694,792</b>	<b>21,295,224</b>	<b>39,963,978</b>	<b>27,896,890</b>	<b>12,722,367</b>	<b>9,238,176</b>
<b>Total Expenditure</b>	<b>58,409,478</b>	<b>58,409,478</b>	<b>26,707,041</b>	<b>52,728,973</b>	<b>40,739,315</b>	<b>25,686,709</b>	<b>22,317,507</b>

## Service Area Summary - Infrastructure & Assets

Description	Estimate 2023/24	Revised Estimate 2023/24	Actual 06/05/2024	Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
<b>Operating Revenues</b>							
Engineering Administration	96,980	96,980	57,641	94,230	95,160	96,100	97,050
Other Support Services	43,530	43,530	59,730	42,780	42,780	42,780	42,780
Fire Control	6,000	6,000	6,309	6,000	6,000	6,000	6,000
Alison Court	129,430	129,430	0	132,020	134,660	137,350	140,100
Community Centres	10,704	10,704	0	11,111	11,322	11,429	11,538
Public Halls	2,400	2,400	81,797	2,500	2,530	2,560	2,590
Sporting Grounds	21,967	21,967	1,477,106	22,599	23,179	23,778	24,397
Parks & Reserves	1,500	1,500	119,100	1,500	1,500	1,500	1,500
Dungog Swimming Pool	2,025	2,025	0	2,092	2,161	2,233	2,308
Clarence Town Swimming Pool	1,723	1,723	0	0	0	0	0
Urban Roads Network	20,990	20,990	105	20,810	20,840	20,870	20,900
Local Rural Roads Network	8,607,723	8,607,723	651,632	11,501,375	5,999,575	2,026,891	2,050,000
Bridge Infrastructure	19,379,100	19,379,100	5,277,739	11,413,280	15,153,050	1,819,623	226,340
Regional Roads Network	10,872,260	10,872,260	11,023,811	11,644,150	1,437,470	1,880,023	1,464,010
Saleyards	9,270	9,270	4,719	9,360	9,450	9,540	9,640
Other Business Undertakings	7,070	7,070	414	7,070	6,930	7,070	7,200
<b>Total Operating Revenues</b>	<b>39,212,672</b>	<b>39,212,672</b>	<b>18,760,103</b>	<b>34,910,877</b>	<b>22,946,607</b>	<b>6,087,747</b>	<b>4,106,353</b>



## Service Area Summary - Infrastructure & Assets

Description	Estimate 2023/24	Revised Estimate 2023/24	Actual 06/05/2024	Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
<b>Non-Operating Revenues</b>							
Engineering Administration	3,225,990	3,225,990	266,810	3,632,666	3,837,127	3,721,918	3,773,685
Other Support Services	252,046	252,046	0	271,197	280,688	290,512	300,679
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	93,000	93,000	93,000	93,000
Public Conveniences	20,000	20,000	0	28,398	20,000	40,000	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	242,062	242,062	0	242,699	245,130	208,000	208,000
Parks & Reserves	180,000	180,000	0	180,000	180,000	180,000	180,000
Dungog Swimming Pool	95,000	95,000	0	45,000	125,000	95,000	95,000
Clarence Town Swimming Pool	65,000	65,000	0	45,000	95,000	95,000	95,000
Quarries & Pits	146,329	146,329	0	147,099	147,429	148,249	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	2,433,000	2,433,000	40,350	425,000	68,000	1,733,000	68,000
Saleyards	15,300	15,300	0	15,300	15,300	15,300	15,300
<b>Total Non-Operating Revenues</b>	<b>11,589,775</b>	<b>11,589,775</b>	<b>307,160</b>	<b>9,962,407</b>	<b>9,943,722</b>	<b>11,457,027</b>	<b>9,833,961</b>
<b>Total Revenues</b>	<b>50,802,447</b>	<b>50,802,447</b>	<b>19,067,263</b>	<b>44,873,284</b>	<b>32,890,329</b>	<b>17,544,774</b>	<b>13,940,314</b>
<b>Net Cost to Council</b>	<b>7,607,031</b>	<b>7,607,031</b>	<b>7,639,778</b>	<b>7,855,689</b>	<b>7,848,986</b>	<b>8,141,935</b>	<b>8,377,193</b>

## Infrastructure & Assets - Table of Actions

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
<b>1.1 That we all enjoy a safe, supportive community, characterised by vibrant cultural life and a strong sense of local heritage.</b>				
<b>1.1.7 Enhance resident capacity to prepare for and withstand the effects of natural disasters and rapid onset events within the Shire.</b>	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.
<b>1.1.9 Ensure that there are locally available services and facilities to cater for people of all ages.</b>	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.
	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.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
<b>2.2 That growth is achieved through a balanced mix of development which acknowledges our unique scenic qualities, rural amenity and country lifestyle.</b>				
<b>2.2.4 Ensure the heritage and streetscapes of our villages are preserved and enhanced</b>	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.
<b>2.3 We are committed to climate action.</b>				
<b>2.3.1 We participate in climate change collaboration and partnerships to leverage effort and resources, and are keen to learn from others.</b>	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
<p><b>2.3.2 We participate in partnerships and seek grant funding to support our aspirations in climate change action.</b></p>	<p>Cities Power Partnership – progress implementation of 5 endorsed pledges:</p>			
	<p>1. Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles where feasible.</p>	<p>Review of fleet management policy to include investigations to reduce emissions.</p>	<p>Infrastructure and Assets Planning and Environment</p>	<p>Fleet policy review incorporates emissions requirements. Complete by 31 December 2024.</p>
	<p>4. Support cycling through provision of adequate cycle lanes, bike parking and end of ride facilities.</p>	<p>Cycle lanes are considered in design of roadworks where funding is available.</p>	<p>Infrastructure and Assets Planning and Environment</p>	<p>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)</p>



Strategies	Program Activities	Actions	Responsibility	Performance Indicators
<b>4.1 That our Community is supported by safe, functional, accessible and maintained infrastructure and effective local and regional transport networks.</b>				
<b>4.1.1 Improve the safety and functionality of our road network.</b>	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  Reclassification applications made as per Council priorities
	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.	Infrastructure and Assets Assets and Facilities Manager	Road Asset revaluation completed  AMP Review complete and reported to Council by 31 December 2024
	Unsealed Rural Road Network Review.	Review the Unsealed Road Network to provide improved equity for residents. Review carried out in 2024/25 for implementation in 2025/26.	Infrastructure and Assets Assets and Facilities Manager	Unsealed Rural Road Network is reviewed by 31 December 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
<b>4.1.4 Ensure our local bridgenetwork is safe and able to accommodate heavy vehicleload requirements.</b>	Bridge Assessments.	Undertake Bridge inspections on a regular basis.	Infrastructure and Assets	All bridges are inspected once per annum.
		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.
<b>4.1.6 Ensure that community assets, facilities and public infrastructure are planned for, maintained and improved to a reasonable standard.</b>	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 rolling programme.	Infrastructure and Assets Works Manager	All sealed Rural Local Roads slashed twice per annum or as seasonally required.
	Rural Regional Roads – Roadside Slashing.	Slashing undertaken on rolling programme.		All Regional Roads slashed three times per annum or as seasonally required.
	Construction and Rehabilitation Works.	Council carries out annual construction and rehabilitation programme.		% of annual rehabilitation and construction fundingspent.
	Rural Local Sealed Roads – Resealing.	Resealing undertaken as per Council’s programme.		Minimum 3% by length of Rural Local Sealed Roads are Resealed.
	Regional Roads – Resealing.	Resealing undertaken as per Council’s programme.		Minimum 3% by length of Rural Regional Roads are resealed.
	Urban Local Sealed Roads – Resealing.	Resealing undertaken as per Council’s programme.		Minimum 3% by length of Rural Local Sealed Roads are resealed.
	Concrete Footpath Inspections.	Inspections carried in accordance with Council’s inspection programme.		# inspections undertaken.
	Public Toilet Inspection and Cleaning.	Public toilets maintained to a satisfactory standard.		Undertaken a minimum of five times per week.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
	Street and Gutter Clean.	Street and gutter clean maintained to a satisfactory standard.	Infrastructure and Assets Works Manager	Undertaken twice per week in Dungog.
	Guardrail.	Guardmesh is replaced as funding allows– generally as part of rehabilitation works.		Length of guardrail installed.
<b>4.1.7 Ensure that the provision of public infrastructure and services reflect the needs of a growing and changing population.</b>	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	Annual Audit complete.
<b>4.2 That the Community has access to a range of places, activities and facilities which cater for diverse sporting and recreational interests.</b>				
<b>4.2.1 Ensure that local recreational and sporting facilities reflect the needs and interests of a growing community.</b>	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.
<b>4.2.2 Ensure that sporting and recreational spaces are well maintained and provide appropriate facilities and amenities for locals and visitors.</b>	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
<b>4.2.3 Encourage and support diversity of sporting and recreational activities throughout the Shire.</b>	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
<b>4.2.3 Ensure that appropriate access to public land is maintained.</b>	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.
<b>5.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.</b>				
<b>5.1.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.</b>	Councillor representation.	Councillor involvement in community meetings and events.	Infrastructure and Assets Assets and Facilities Manager	Unsealed Rural Road Network is reviewed by 31 December 2024.
<b>5.1.5 Council undertakes prudent financial management to ensure its long-term viability.</b>	Finance – Fleet Operations.	Review Council's fleet operations and internal user agreements and policy (includes emissions requirements)	Infrastructure and Assets	Review completed by 31 December 2024.

## Capital Works Budget 2024-2025

### Regional Road Network – Road Rehabilitation and Sealing Works

Work Location/Description	Budget	Funding Source
MR101 - 0.3 to 1.3 North of Dungog Road (1.00km) - Project 6	\$1,426,000	Clarence Town Road Special Purpose Grant
MR101 - Cemetery Road to Wade Street (0.30km) - Project 9	480,000	Clarence Town Road Special Purpose Grant
MR101 - Dowling Street - Hooke Street to Fosterton Road	\$1,295,750	RERRF & LRCI
MR101 - Stroud Hill Road - Majors Creek Road to East of Viaduct	\$2,170,000	\$25M Special Purpose Grant
MR101 - Stroud Hill Road - South of Substation to West of Majors Creek Road	\$3,070,000	\$25M Special Purpose Grant
RR7764 – Hooke Street Betterment Project	\$1,587,500	Betterment Funding
Resealing Program	\$250,000	Block Grant
<b>Subtotal</b>	<b>\$10,279,250</b>	

### Local Road Network – Road Rehabilitation and Sealing Works

Work Location/Description	Budget	Funding Source
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
Melbee Circuit – Rens Street to Dowling Street	\$450,000	Developer Contributions
Lewinsbrook Road – Allyn River Road to end of seal – Stage 1	\$950,000	Roads to Recovery & \$3M Special Purpose Grant
Clements Road – Gresford Road to Clements Bridge	\$495,000	\$25M Special Purpose Grant
Pinebrush Road – 1.8km to 4.7km South of Alison Road	\$1,674,750	\$25M Special Purpose Grant
Fosterton Road Dungog – Dowling Street to End of Urban	\$1,606,500	\$25M Special Purpose Grant
Hospital Road Dungog – Mackay Street to Scott Avenue	\$1,020,000	\$25M Special Purpose Grant
Martins Creek Road/Keppies Road Intersection Upgrade	\$357,000	Developer Contributions
21 Causeway Approach Upgrades	\$2,200,000	Betterment Funding
Reseal Program - Local Road Network	\$411,239	Revenue / SRV
Rural Road Re-sheeting	\$441,000	FAG Revenue / SRV
<b>Subtotal</b>	<b>\$16,088,114</b>	

**Local Bridge Network – Timber Bridge Replacement/New Bridge Works**

<b>Work Location/Description</b>	<b>Budget</b>	<b>Funding Source</b>
Brig O'Johnston Bridge	\$6,000,000	Special Purpose Grant – New Bridge
Gresford Suspension Bridge	\$3,000,000	Betterment Funding
<b>Subtotal</b>	<b>\$9,000,000</b>	

**Other Assets**

<b>Work Location/Description</b>	<b>Budget</b>	<b>Funding Source</b>
Plant Purchases	\$1,926,838	Reserves
Alison Court – Upgrade Shared Facilities	\$15,000	Reserves
Public Libraries	\$40,000	Reserves
Swimming Pools - Dungog	\$85,000	General Revenue
Swimming Pools – Clarence Town	\$15,000	General Revenue
Cemeteries – Cemetery Extension	\$26,796	Reserves
Economic Development – EV Initiative	\$55,000	Reserves/Grant
<b>Subtotal</b>	<b>\$2,163,634</b>	

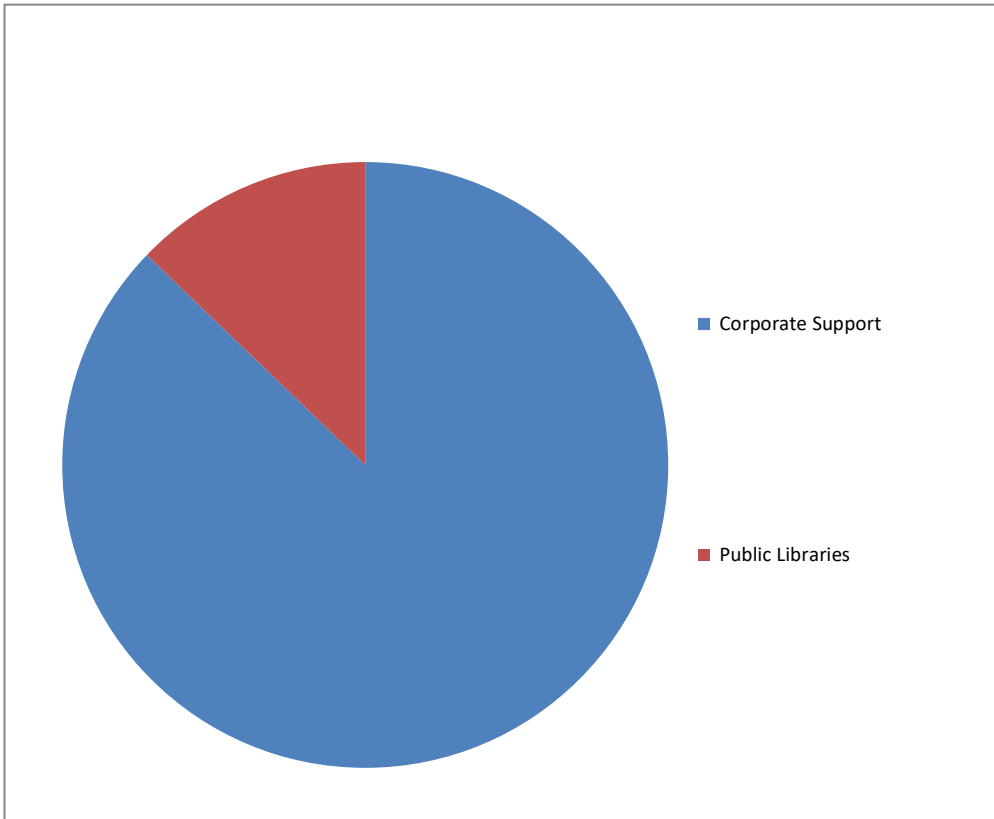
# Corporate and Customer Services

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.

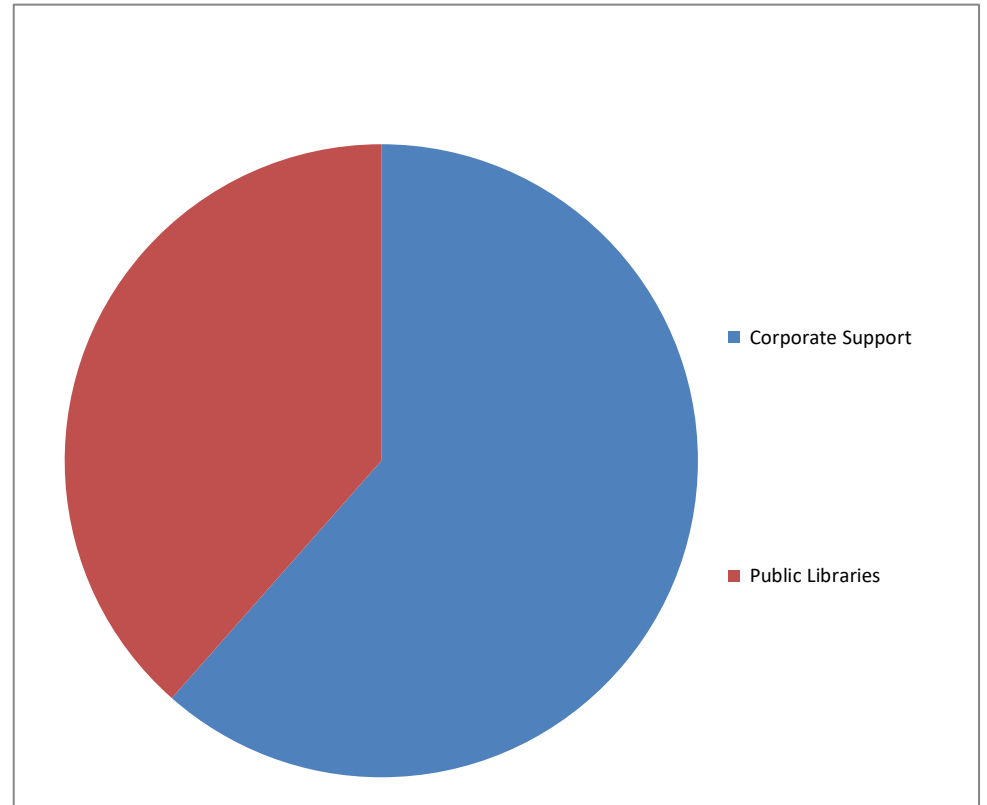
Budget Summary - Corporate and Customer Services				
	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
	-	(248,771)	(254,336)	(260,077)
	-	-	-	-
<b>Total Op Rev</b>	<b>(248,771)</b>	<b>(254,336)</b>	<b>(260,077)</b>	<b>(266,000)</b>
	2,494,598	2,228,715	2,279,528	2,344,648
<b>Total Op Exp</b>	<b>2,494,598</b>	<b>2,228,715</b>	<b>2,279,528</b>	<b>2,344,648</b>
<b>Net</b>	<b>2,245,827</b>	<b>1,974,379</b>	<b>2,019,451</b>	<b>2,078,648</b>
Total Cap Ex	228,081	121,119	72,500	72,500
Total Non Op Rev	(392,337)	(92,337)	(92,337)	(92,337)
	<b>(164,256)</b>	<b>28,782</b>	<b>(19,837)</b>	<b>(19,837)</b>
<b>Net Cost</b>	<b>2,081,571</b>	<b>2,003,161</b>	<b>1,999,614</b>	<b>2,058,811</b>



## Corporate & Customer Service - Service Area Graphs



**Expense 2024-2025**



**Revenue 2024-2025**

## Service Area Summary - Corporate & Customer Service

Description	Estimate 2023/24	Revised Estimate 2023/24	Actual 06/05/2024	Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
<b>Operating Expenditure</b>							
Corporate Support	1,842,860	1,842,859	1,409,858	2,175,007	1,901,605	1,944,681	2,001,831
Public Libraries	310,457	310,457	169,211	319,591	327,110	334,847	342,817
<b>Total Operating Expenditure</b>	<b>2,153,317</b>	<b>2,153,316</b>	<b>1,579,069</b>	<b>2,494,598</b>	<b>2,228,715</b>	<b>2,279,528</b>	<b>2,344,648</b>
<b>Capital Expenditure</b>							
Corporate Support	111,119	111,119	40,383	147,581	73,619	25,000	25,000
Public Libraries	48,500	48,500	71,280	80,500	47,500	47,500	47,500
<b>Total Capital Expenditure</b>	<b>159,619</b>	<b>159,619</b>	<b>111,663</b>	<b>228,081</b>	<b>121,119</b>	<b>72,500</b>	<b>72,500</b>
<b>Total Expenditure</b>	<b>2,312,936</b>	<b>2,312,935</b>	<b>1,690,732</b>	<b>2,722,679</b>	<b>2,349,834</b>	<b>2,352,028</b>	<b>2,417,148</b>
<b>Operating Revenues</b>							
Corporate Support	157,976	157,976	103,633	153,011	157,656	162,467	167,450
Public Libraries	90,590	90,590	89,763	95,760	96,680	97,610	98,550
General Rates	10,280,139	10,280,139	10,332,916	10,827,608	11,152,436	11,487,009	11,831,619
Pensioner Rebates- Council	-134,660	-134,660	-123,412	-140,720	-147,050	-153,670	-160,590
Pensioner Subsidy	74,060	74,060	66,807	77,400	80,880	84,520	88,320
FAG Equalisation Component	1,904,860	1,904,860	108,345	1,942,960	1,981,820	2,021,460	2,061,890
Extra Charges	23,440	23,440	57,361	23,680	23,920	24,160	24,410
Legal Cost Recovery	12,000	12,000	0	12,000	12,000	12,000	12,000
Interest on Bank Account	4,240	4,240	67,891	4,570	4,620	4,670	4,720
Interest on Investments	491,740	491,740	468,865	511,410	516,530	521,700	526,920

Service Area Summary - Corporate & Customer Service

Description	Estimate 2023/24	Revised Estimate 2023/24	Actual 06/05/2024	Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
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	197,533	75,000	75,000	75,000	75,000
<b>Total Operating Revenues</b>	<b>13,009,915</b>	<b>13,009,915</b>	<b>11,369,703</b>	<b>13,612,989</b>	<b>13,984,782</b>	<b>14,367,196</b>	<b>14,760,539</b>
<b>Non Operating Revenues</b>							
Corporate Support	315,000	315,000	0	300,000	40,000	40,000	40,000
Public Libraries	52,337	52,337	0	92,337	52,337	52,337	52,337
<b>Total Non Operating Revenues</b>	<b>367,337</b>	<b>367,337</b>	<b>0</b>	<b>392,337</b>	<b>92,337</b>	<b>92,337</b>	<b>92,337</b>
<b>Capital Movements</b>							
Developer Contributions Sec 711	107,000	107,000	0	107,000	107,000	107,000	107,000
<b>Total Capital Expenditure</b>	<b>107,000</b>	<b>107,000</b>	<b>0</b>	<b>107,000</b>	<b>107,000</b>	<b>107,000</b>	<b>107,000</b>
<b>Total Revenues</b>	<b>13,270,252</b>	<b>13,377,252</b>	<b>11,369,703</b>	<b>14,005,326</b>	<b>14,077,119</b>	<b>14,459,533</b>	<b>14,852,876</b>
<b>Net Cost to Council</b>	<b>-10,957,316</b>	<b>-11,064,317</b>	<b>-9,678,971</b>	<b>-11,282,647</b>	<b>-11,727,285</b>	<b>-12,107,505</b>	<b>-12,435,728</b>

# Corporate & Customer Service - Table of Actions

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
<b>1.1 That we all enjoy a safe, supportive community, characterised by vibrant cultural life and a strong sense of local heritage.</b>				
<b>1.1.8 Foster and support the cultural life of the Shire.</b>	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.
<b>5.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.</b>				
<b>5.1.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.</b>	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.
	Governance – Audit Risk	Continue to fulfil Council’s audit and risk obligations under the Local Government Act 1993	Governance & Risk Officer Executive Manager Corporate & Customer Service	Regular Committee meetings held. Continue to implement the Risk Management Framework.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
<b>5.1.5 Council undertakes prudent financial management to ensure its long-term viability.</b>	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.	Corporate and Customer Service.	Outstanding rates <7%.
	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.
<b>5.1.9 Communities across the Shire have access to a range of communication formats for receipt and exchange of information.</b>	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.
<b>5.1.10 Other programs supporting Our Leadership.</b>	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.

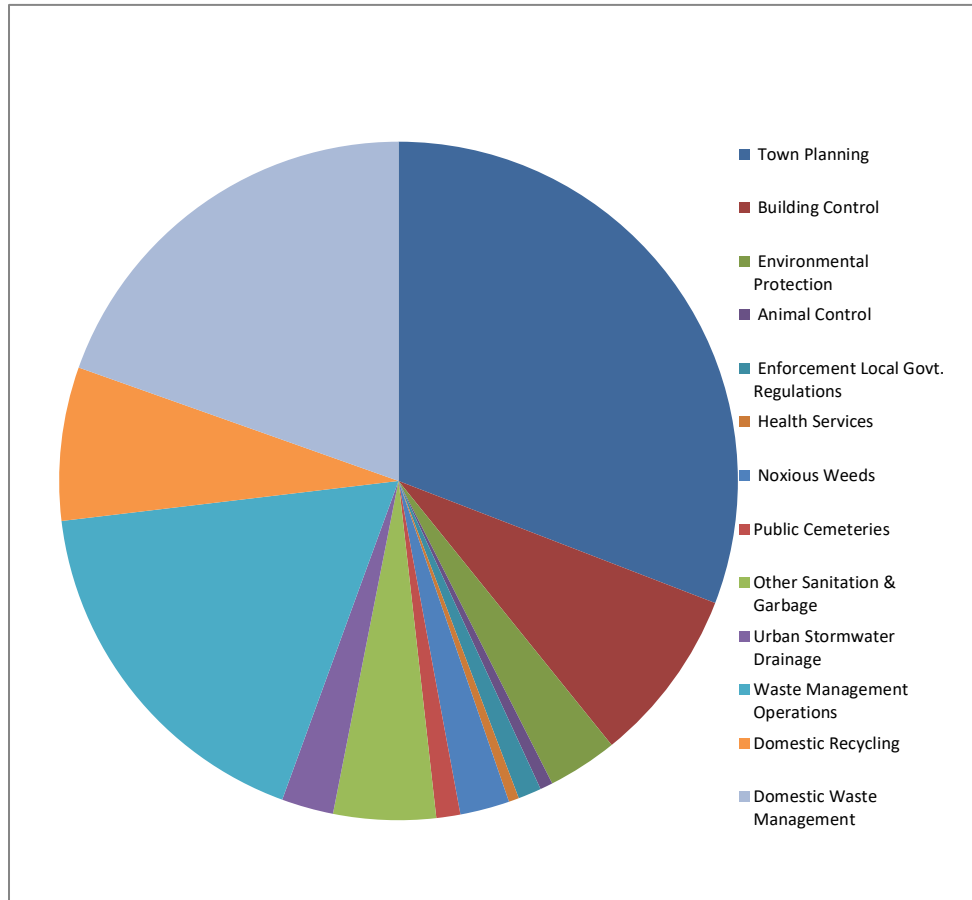
The Environmental Services Department is responsible for Health Inspections, Invasive Weeds, Waste Management and Recycling, Public Health, Environmental Matters, Animal Control, Cemeteries, Private Swimming Pools, Onsite Sewage Management Systems and Economic Development.

## Budget Summary - Planning and Environment

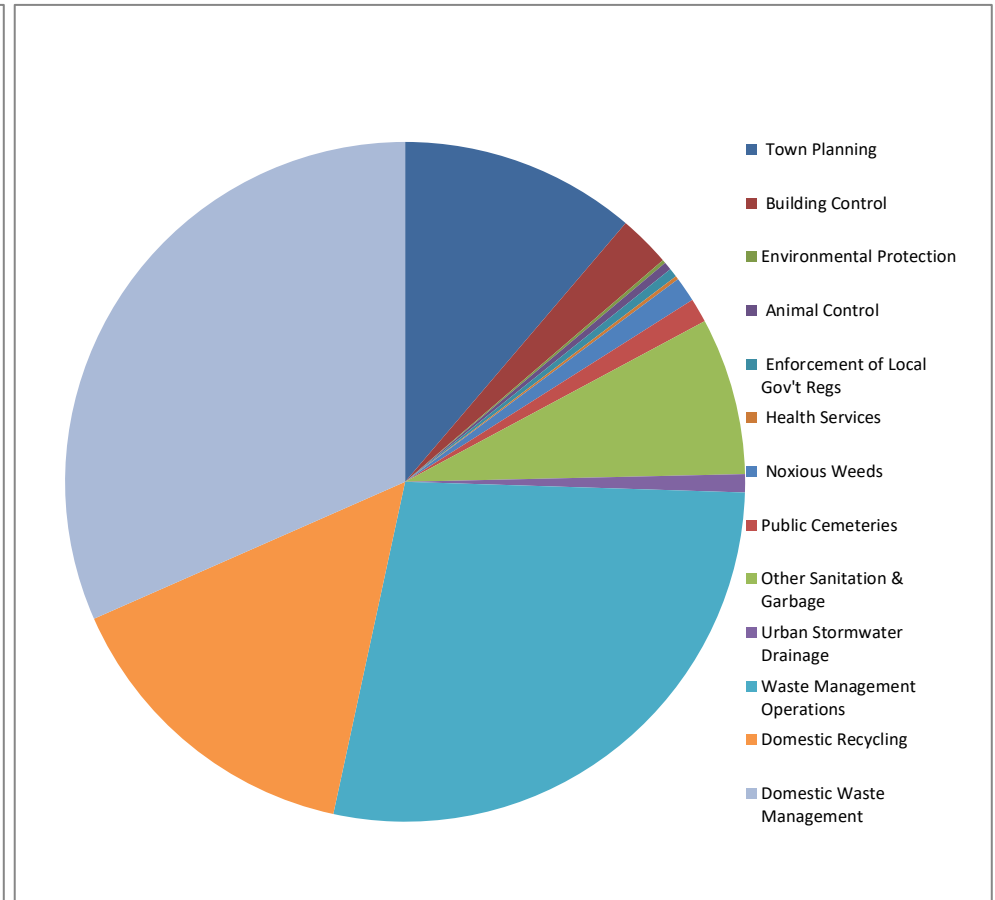
	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28
	(4,933,756)	(4,837,050)	(4,994,011)	(5,148,663)
<b>Total Op Rev</b>	<b>(4,933,756)</b>	<b>(4,837,050)</b>	<b>(4,994,011)</b>	<b>(5,148,663)</b>
	6,269,071	5,882,113	6,004,846	6,132,890
<b>Total Op Exp</b>	<b>6,469,071</b>	<b>5,882,113</b>	<b>6,004,846</b>	<b>6,132,890</b>
<b>Net</b>	<b>1,535,315</b>	<b>1,045,063</b>	<b>1,010,835</b>	<b>984,227</b>
Total Cap Ex	706,369	834,156	912,210	994,429
Total Non Op Rev	(514,697)	(191,368)	(193,660)	(196,089)
	191,672	642,788	718,550	798,340
<b>Net Cost</b>	<b>1,726,987</b>	<b>1,687,851</b>	<b>1,729,385</b>	<b>1,782,567</b>



# Planning & Environment - Service Area Graphs



**Expense 2024-2025**



**Revenue 2024-2025**

## Service Area Summary - Planning & Environment

Description	Estimate 2023/24	Revised Estimate 2023/24	Actual 06/05/2024	Budget 2024/25	Draft Budget 2025/26	Draft Budget 2025/27	Draft Budget 2027/28
<b>Operating Expenditure</b>							
Town Planning	1,442,167	1,442,167	1,525,941	1,996,207	1,492,747	1,529,367	1,567,167
Building Control	385,108	385,108	291,567	539,257	552,481	566,111	580,161
Environmental Protection	125,693	125,693	-130,624	215,107	226,176	237,696	249,708
Animal Control	41,590	41,590	38,229	39,280	39,620	39,960	40,310
Enforcement Local Govt. Regulations	73,442	73,442	36,635	71,742	73,554	75,420	77,331
Health Services	33,860	33,860	26,215	31,590	31,910	32,230	32,550
Invasive Weeds	148,928	148,928	85,582	152,405	156,315	160,877	165,613
Public Cemeteries	58,759	58,759	75,410	73,918	75,624	77,543	79,483
Other Sanitation & Garbage	325,320	325,320	251,204	315,331	320,095	324,963	329,965
Urban Stormwater Drainage	160,353	160,353	2,700	159,843	116,643	116,843	118,853
Waste Management Operations	1,063,778	1,063,778	1,175,756	1,135,312	1,107,978	1,126,381	1,145,185
Domestic Recycling	504,450	504,450	374,570	472,810	478,140	483,510	488,940
Domestic Waste Management	1,176,632	1,176,632	399,876	1,266,269	1,210,830	1,233,945	1,257,624
<b>Total Operating Expenditure</b>	<b>5,540,080</b>	<b>5,540,080</b>	<b>4,153,059</b>	<b>6,469,071</b>	<b>5,882,113</b>	<b>6,004,846</b>	<b>6,132,890</b>
<b>Capital Expenditure</b>							
Town Planning	30,000	30,000	0	0	0	0	0
Public Cemeteries	3,110	3,110	0	26,796	2,500	2,500	2,500

### Service Area Summary - Planning & Environment

Description	Estimate 2023/24	Revised Estimate 2023/24	Actual 06/05/2024	Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
Waste Management Operations	119,162	119,162	76,116	119,006	119,226	119,455	119,693
Domestic Recycling	166,175	166,175	0	267,776	294,510	322,620	352,180
Domestic Waste Management	227,058	227,058	0	292,791	417,920	467,635	520,056
<b>Total Capital Expenditure</b>	<b>545,505</b>	<b>545,505</b>	<b>76,116</b>	<b>706,369</b>	<b>834,156</b>	<b>912,210</b>	<b>994,429</b>
<b>Total Expenditure</b>	<b>6,085,585</b>	<b>6,085,585</b>	<b>4,229,175</b>	<b>7,175,440</b>	<b>6,716,269</b>	<b>6,917,056</b>	<b>7,127,319</b>
<b>Operating Revenues</b>							
Town Planning	301,440.00	301,440.00	239,059.23	554,190	311,891	315,655	318,617
Building Control	121,530.00	121,530.00	67,646.66	121,570	121,600	121,630	121,661
Environmental Protection	0	0	63,827	8,000	8,000	8,000	8,000
Animal Control	19,050	19,050	10,543	18,940	18,970	19,000	19,030
Enforcement of Local Gov't Regs	21,910	21,910	11,859	20,870	21,060	21,260	21,470
Health Services	8,560	8,560	630	8,230	8,840	9,460	10,090
Invasive Weeds	58,240	58,240	8,580	58,180	58,190	58,200	58,210
Public Cemeteries	45,240	45,240	34,857	56,810	58,030	59,260	60,500
Other Sanitation & Garbage	332,725	332,725	342,804	368,825	383,940	399,055	414,170
Urban Stormwater Drainage	42,550	42,550	42,508	42,550	49,350	49,550	51,560
Waste Management Operations	1,333,095	1,333,095	543,639	1,375,945	1,395,779	1,425,231	1,446,555
Domestic Recycling	670,625	670,625	644,647	740,586	772,650	806,130	841,120
Domestic Waste Management	1,403,690	1,403,690	1,418,779	1,559,060	1,628,750	1,701,580	1,777,680
<b>Total Operating Revenues</b>	<b>4,358,655</b>	<b>4,358,655</b>	<b>3,429,379</b>	<b>4,933,756</b>	<b>4,837,050</b>	<b>4,994,011</b>	<b>5,148,663</b>

### Service Area Summary - Planning & Environment

Description	Estimate 2023/24	Revised Estimate 2023/24	Actual 06/05/2024	Budget 2024/25	Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
<b>Non-Operating Revenues</b>							
Town Planning	75,000.00	75,000.00	-	80,295	6,000	6,000	6,000
Public Cemeteries	6,800	6,800	0	31,096	6,800	6,800	6,800
Other Sanitation & Garbage	0	0	0	0	0	0	0
Urban Stormwater & Drainage	117,293	117,293	0	117,293	67,293	67,293	67,293
Waste Management Operations	201,608	201,608	0	286,013	111,275	113,567	115,996
<b>Total Non Operating Revenues</b>	<b>400,701</b>	<b>400,701</b>	<b>0</b>	<b>514,697</b>	<b>191,368</b>	<b>193,660</b>	<b>196,089</b>
<b>Total Revenues</b>	<b>4,759,356</b>	<b>4,759,356</b>	<b>3,429,379</b>	<b>5,448,453</b>	<b>5,028,418</b>	<b>5,187,671</b>	<b>5,344,752</b>
<b>Net Cost to Council</b>	<b>1,326,229</b>	<b>1,326,229</b>	<b>799,796</b>	<b>1,726,987</b>	<b>1,687,851</b>	<b>1,729,385</b>	<b>1,782,567</b>

## Planning & Environment - Table of Actions

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
<b>1.1 That we all enjoy a safe, supportive community, characterised by vibrant cultural life and a strong sense of local heritage.</b>				
<b>1.1.10 Ensure that community health and safety issues are identified and addressed.</b>	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 8times per year.
		Commence the development of a Cemetery Operational Plan to improve services, processes and meet license requirements, subject to available funding	Planning and Environment Infrastructure and Assets	Commence the early stage development of a Cemetery Operational Plan during the reporting period.
	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. - Hunter Weeds Technical Team	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.
		Finalise Council's Companion Animals Management Plan & Keeping of Animals Policy	Planning and Environment	Companion Animals Management Plan and Keeping of Animals Policy are reviewed and updated where required by 31 Mar 2025
		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 Protection and Compliance Ranger Services	Follow up complaints/reports and carry out 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 Public Spaces (Unattended Property) Act. Review stock impounding procedures and implement required changes.	Planning and Environment  ECO	# stock impounded Procedures drafted and implemented by Jun 25.
		Remove stock from the road reserve.		# notices and penalties issued.



Strategies	Program Activities	Actions	Responsibility	Performance Indicators
	Vehicle impounding	Compliance with Public Spaces (Unattended Property) 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
	Review of Authority Registers	Review and update registers of premises and inspections and approvals in the Authority system.	Planning and Environment	Registers reviewed and updated by 30 June 25.
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	# of Requests of owner inspections completed # of Certificates issued within legislative timeframes. # of High Risk premises inspected, where there is a tourist & visitor accommodation or more than 2 dwellings.	

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
<b>2.1 The health of our natural environment and biodiversity is preserved and enhanced.</b>				
<b>2.1.1 Manage public access and use of natural areas to enhance our environmental experience and to preserve and promote ecological values.</b>	Illegal Dumping.	Promote reporting of illegal dumping to Council.	Planning and Environment	# of incidents recorded on RIDONLINE. # of fines issued. Attendance at RID Squad Meetings.
		Support regional Illegal Dumping Squad membership and use of RIDONLINE.		
	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 Dec 2024.

Strategies	Program Activities	Actions	Responsibility	Performance Indicators
<b>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.</b>	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.		
		Investigate contract and tendering opportunities to achieve economic and service efficiency in waste and recycling 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.	Planning and Environment	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.
		Review and identify potential areas of improvement/alternate options for Bulk Waste	Planning and Environment	Review current procedure and identify any improvements for Council's consideration prior to 31 Dec 2024
<b>2.1.3 Raise public awareness of the responsibilities of landholders regarding management of land.</b>	Support Local Land Services.	Participate and partner with LLS on local projects. <b>Partner/s: Hunter Local Land Services.</b>	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.	Inspect all high risk pathways as identified in the Regional Weeds Strategy.	Planning and Environment Manager Environmental Services	High risk pathways inspected.
Property inspections for new weed incursions.		Mayor & Councillors	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 & Biosecurity Committee <b>Partner/s: Regional Weeds Strategy Group, HLLS, DPI.</b>		# of Committee activity/ programs per annum.
	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
<b>2.1.4 Involve the community in maintaining and enhancing environmental health.</b>	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 Dec 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.
<b>2.1.5 Ensure that Dungog Shire Council's policies and procedures adequately protect and enhance the Shire's natural environment and biodiversity.</b>	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
	Regional Weed Action Plan	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. <b>Partner/s: Hunter Water Corporation.</b>	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. <b>Partner/s: Hunter LLS.</b>	Planning and Environment	# of grants. Amount of Grant money received.
		Implementation of the Flying Fox Management Plan.		# of actions of the Management Plan addressed.
<b>2.1.6 Ensure that local waterways and riparian areas in the Shire are clean and healthy.</b>	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
<b>2.1.7 Manage and reduce the impact of weeds on the natural environment.</b>	Public Education.	Support information stand at Tocal FieldDays.	Planning and Environment	Total Field Days supported through attendance by Biosecurity Weed Management Officer.
	Roadside Weeds TreatmentProgram.	Continue a program for management of roadside weeds.		Length of roadsides treated.
<b>2.1.8 Ensure that appropriate regulatory and enforcement agencies are proactive in addressing environmental issues in ourShire.</b>	Hunter & Central CoastRegional 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.				
<b>2.2 That growth is achieved through a balanced mix of development which acknowledges our unique scenic qualities, rural amenity and country lifestyle.</b>				
<b>2.2.1 Ensure that we plan for adequate land supply to accommodate future expected population growth.</b>	Land Use Planning.	Undertake a review of land use planningframework including strategies 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. <b>Partner/s: Office of Environment &amp; Heritage, Regional NSW DPHI- Department of Planning, Housing and Infrastructure</b>	Planning and Environment Strategic Planner	Review of the Dungog Local Environmental Plan 2014 following finalisation of the Rural Lands Strategy, and other related strategies to support an LEP review and amendment.
	Improve and strengthen Council's relationship with the Development industry and other stakeholders.	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.	Planning and Environment Strategic Planning	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.
	Clarence Town Flood Study Review	Commence Clarence Town flood study review utilising grant funding.	Planning and Environment	To be completed by 30 June 2025.
	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 ClarenceTown Structure Plan		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, subject to available resources and funding
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. <b>Partners: Dungog Regional Tourism, Economic Development.</b>	Planning and Environment Strategic Planning	Commence a review of Tourism chapter of Dungog DCP, 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
<b>2.2.4 Ensure the heritage and streetscapes of our villages are preserved and enhanced</b>	Heritage Advisory Service.	Development assessment processes consider heritage impacts where relevant.	Planning and Environment	# of DA's referred to the Heritage Advisor.
<b>2.3 We are committed to climate action.</b>				
<b>2.3.1 We participate in climate change collaboration and partnerships to leverage effort and resources, and are keen to learn from others.</b>	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.
<b>2.3.2 We participate in partnerships and seek grant funding to support our aspirations in climate change action.</b>	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 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.
	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.**

<b>3.1.1 Ensure that economic growth and expansion across the Shire is supported by improvement of local public and private infrastructure.</b>	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.	Planning and Environment Economic Development Manager	Effective representation is made for the retention of direct rail services. Advantageous changes made to timetable.
	Develop and implement a Strategic Property Review.	Implement a Strategic Property Program to: <ul style="list-style-type: none"> <li>- effectively manage council's property portfolio with a view to sustainable financial returns to the Council.</li> <li>- Identify potential development/acquisition opportunities for Council</li> <li>- provide a strong governance framework adopted by the Council to provide transparency and confidence in management of property matters.</li> </ul>	Planning and Environment Economic Development Manager	Implement priority actions from the Strategic Property Project Plan within available budget and resources.  Establish a Strategic Property Committee Updates provided at least quarterly. Evidence of sustainable financial returns.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
	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, subject to available funding and resources.	Planning and Environment Economic Development Manager	Updates provided at least quarterly. Implement priority actions identified in the EDP within resourcing capacity, budget and application for eligible grant funding.
	Real Estate Development.	Continue to work on the next stage of the Melbee residential subdivision.	Planning and Environment Economic Development Manager	Melbee residential subdivision progression.
<b>3.1.2 Ensure we plan for the availability of land to facilitate commercial and industrial growth.</b>	Land Development	Continue to develop availability of Council owned industrial land.	Economic Development Manager	Updates provided during reporting periods, as required.
	Development of commercial and industrial sites	Following Dungog Shire Council adoption of the Regional Employment Lands Study, Council to implement agreed Dungog Shire Council actions from the strategy.	Planning and Environment	Implement priority actions from the Upper Hunter Employment Lands Study within available resources, and grant funding opportunities
		Conduct a review of operational land holdings as part of Strategic Property Review process.		Implementation of RELS and actions subject to Dungog Shire Council, following Strategic Property Review and Audit



Strategies	Program Activities	Action	Responsibility	Performance Indicators
<b>3.1.3 Review the provision of improved camping and caravan facilities throughout the Shire.</b>	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. # complaints from Park users - quarterly figures.
		Investigate Wharf Reserve, Clarence Town for potential primitive camping and improvements.		
<b>3.1.4 Ensure that appropriate public and private sector agencies and businesses work cooperatively to strengthen and expand the Shire's economic base.</b>	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.	Planning and Environment 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. <b>Partner/s: Tocal College, DPI, LLS.</b>	Planning and Environment Economic Development Manager Strategic Planner	Regularly update Council on opportunities for new and innovative businesses to set up in the Shire.
<b>3.1.5 Promote the Shire as a good location for the establishment of innovative, small to medium scale, sustainable businesses.</b>	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.	Planning and Environment Economic Development Manager Strategic Planner	# of business start-ups in the Shire. Population growth is monitored.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
<p><b>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.</b></p>	<p>Securing Revenue Streams.</p>	<p>Work with local Chamber of Commerce and Progress Associations to apply for grant funding from State and Federal Government departments and other agencies.</p>	<p>Planning and Environment Economic Development Manager</p>	<p>\$ value of grant monies received.</p>
	<p>Local Business Development.</p>	<p>Support the Dungog &amp; District Chamber of Commerce to develop programmes which reward and encourage local purchasing (Buy Local – Sell Local campaign).</p>	<p>Planning and Environment Economic Development Manager</p>	<p>Regularly report to Council on opportunities and results linked to the Buy Local/Sell Local campaigns.</p>
<p><b>3.1.7 Work with Dungog Regional Tourism to develop a strategic approach to growing visitor numbers across the Shire.</b></p>	<p>Destination Management Plan.</p>	<p>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.</p>	<p>Planning and Environment Economic Development Manager</p>	<p>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. Implement priority actions from the EDP within available resources and grant funding opportunities.</p>

Strategies	Program Activities	Action	Responsibility	Performance Indicators
	Visitor Information Centre.	Implement the VIC operations work plan for the benefit of visitors and local residents.	Planning and Environment Economic Development Manager	Feedback from VIC users Implement priority actions subject to available grant funding opportunities.
	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.	Planning and Environment Economic Development Manager	Development of partnerships and identification of opportunities.
		Deliver an Events Management Workshop for not-for-profit organisations and volunteers.	Planning and Environment Economic Development Manager	Expenditure of grant for Events. Workshop and participant satisfaction.

Strategies	Program Activities	Action	Responsibility	Performance Indicators
<b>3.1.8 Implement the actions stemming from theDungog Shire Economic Development Plan</b>	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.	Planning and Environment Economic DevelopmentManager	Update Council on progress of agreed Economic Development Plan, provided for the Operational Plan reporting period.
<b>3.1.10 Improve the availability of telecommunications infrastructure to our communities and visitors.</b>	Improved mobile phonecoverage.	Ongoing liaison with Federal Government, carriers and others to advocate for enhanced mobile phone capability and broadband access withinthe Shire.	Planning and Environment Economic DevelopmentManager	Actions reflected in Council’s Advocacy Agenda. Updates provided in relation to addressing initiatives to improve coverage across the Shire.
<b>4.1 That our Community is supported by safe, functional, accessible and maintained infrastructure and effective local and regional transport networks.</b>				
<b>4.1.7 Ensure that the provision of public infrastructure and services reflect the needs of a growing and changing population.</b>	Sewerage Services.	Continue to advocate for the provision of reticulated sewerage to the villages ofPaterson/Vacy/Gresford.	Planning and Environm ent	Actions taken to promote acknowledgement and recognition within the Hunter Water long term Capital Works Program.

# Councils Revenue Strategy

## Introduction

Readers should note this Budget document has been prepared to align to Council’s current Community Strategic Plan using an aging financial system. 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 to assist with readability for the community. These benefits will not be fully visible for approximately 12-24 months however, we anticipate incorporating improvements with each iteration of these documents.

The budget document shows an anticipated deficit budget for financial year 2024-25.

Council’s financial budget for the ensuing year is submitted with the inclusion of the rate peg limit of 4.5% (4.5% core rate peg + 0.0% growth factor). The Independent Pricing & Regulatory Tribunal (IPART) approved special variation ceased last year and there is no special variation in this year’s budget. The increases for general rates are detailed in Table 1, years 2026 to 2028 have a 3% rate peg amount factored in.

Table 1 - General Rate Summary				
	2024 / 25	2025/26	2026 / 27	2027/28
Notional Yield	<b>10,827,608</b>	<b>11,152,436</b>	<b>11,487,009</b>	<b>11,831,619</b>
Approved Special Variation	0	0	0	0
Total Rates	<b>10,827,608</b>	<b>11,152,436</b>	<b>11,487,009</b>	<b>11,831,619</b>

Waste management charges have been increased by approximately 9.5% to start to put some funding aside to assist with future site remediation costs, the individual charges being; Domestic waste \$400.00, domestic & non-domestic recycling \$183.00, commercial waste \$445.00, non-rateable waste \$445.00 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 needs to commission closure plan estimates for its three landfill facilities and 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. The State Government charge commenced in 2009/10 at \$10 per tonne rising each year plus CPI until 2015/16, the estimated charge this year remains at \$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 \$115; 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 and motor vehicle insurance, 7.5% to property and public liability. Cyber & Crime insurance has been increased 20% upon council's broker advice due to increased occurrence of cyber and crime incidents.

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 3.5% and a one off payment for 2024-25, and 3% for the ensuing years. The Local Government State Award will be renegotiated for 2027 - 2029; 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 11.5% 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 4% 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 41.5% has been applied to jobs utilising day labour.

Major revenue items include unrestricted general rates \$10.8M, interest on investments \$511K, FAG general \$1.9M, FAG roads & bridges component \$1.2M, roads to recovery funding \$650K, regional road capital funding \$11.6M, Special Grant Local Roads \$7.9M, Bridges renewal \$2.8M, Fixing Country Bridges \$3.2M and Betterment Funding \$6.7M. Domestic waste & recycling charges \$2.2M, other waste & recycling charges \$327K, stormwater levy \$42K, OSM special rates \$342K, building inspection fees \$55K and DA fees and complying \$192K. 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**

<b>Area</b>	<b>Project</b>	<b>Budget</b>	<b>Funding Source</b>
Corporate	Office Equipment	5,000	Revenue
	Furniture & Fittings	23,950	Reserve
	Building & Improvements	60,000	Reserve
Governance	LG Elections	90,000	Revenue
Engineering	Governance	5,000	Revenue
	Plant Purchases	1,926,838	Reserve
	Small Plant & Tools	16,538	Reserve
	Office Equipment	2,500	Revenue
	2 Way Radio Installations	5,250	Reserve
	Depot Drainage & Sealing Works	100,000	Reserve
SES	Building & Grounds	6,000	Revenue
Aged Housing	Upgrade Shared Facilities	15,000	Reserve
Public Toilets	Amenities Upgrade	22,000	Revenue/Reserve
	Building & Grounds	5,000	Revenue
Public Cemetery	Cemetery Extension	26,796	Reserve
Library	Furniture & Equipment	3,000	Revenue
	Books etc.	37,500	Grant
	Building & Equipment	40,000	Revenue
Community & Cultural	Artworks Reserve	1,000	Revenue
	Building & Grounds	1,000	Revenue

Public Halls	Building & Grounds	2,000	Revenue
Sporting Grounds	Building & Grounds	3,000	Revenue
Parks & Gardens	Building & Grounds	2,500	Revenue
Swimming Pool	Building, Plant & Equip – Dungog	4,000	Revenue
	Concourse	50,000	Revenue
	Lighting Upgrade	10,000	Reserve
	Valve Replacement	10,000	Reserve
	Equipotential Bonding - Dungog	15,000	Revenue
	Equipotential Bonding – Clarence Town	15,000	Reserve
Urban Roads	Reseals	103,054	Revenue
	Hooke St, Dungog	1,587,500	Grant
	Hospital Rd, Dungog	1,020,000	Grant
	Eloiza St, Dungog	455,000	Grant
	Abelard St, Dungog	720,000	Grant
	Mary St, Dungog	495,000	Grant
	Fosterton Rd, Dungog	1,606,500	Grant



Rural Roads	Lewinsbrook Road	950,000	Grant/R2R
	Glen Martin Road	1,472,625	Grant
	Clements Road	495,000	Grant
	Pinebrush Road	1,674,750	Grant
	Martins Creek/Keppies Rd Intersection	357,000	S711
	Reseals	486,203	Revenue/SRV
	Resheeting	441,000	Revenue/SRV
Bridges	Brig O'Johnston Bridge	6,000,000	Grant
	Gresford Suspension Bridge	3,000,000	Grant
	26 Causeway Approaches	2,200,000	Grant
Regional Roads	MR101	8,374,750	Special Grant
	Reseals	255,000	Reserve
	MR301	1,845,000	Special Grant
Tourism	Building & Grounds	2,500	Reserve
Economic Development	EV Initiative	30,000	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 increased to allow upgrades to council's core systems, this is funded from reserves.

Auditor remuneration has increased to \$115K.

Council's Community Small Grants Program has been retained at \$25K.

September 2024 sees the Local Government election, \$120K has been included to cover this expense, 75% of this is funded from reserves.

Plant purchases are in accordance with the plant replacement program.

All costs for plant are funded from reserve.

Workers compensation insurance has increased \$11K. An amount of \$19K 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

Fire protection services – the budget has been prepared based on a statutory contribution to the NSW Fire Brigades of \$25K.

The NSW Rural Fire Service contribution has been retained at \$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.

SES – Council's statutory contribution is estimated at \$35K, 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.

### 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. Funding of \$40K has been included towards Strategic Planning and \$18K toward the Rural Land Use study. Funding of \$20K toward the Clarence Town flood study and \$20K toward the Clarence Town local structure plan has also been included as council's contribution toward these grant funded projects. \$200K has been added to consultancies due to difficulties with recruitment of staff into the Planning and Environment department. As a result council continues to utilise contractor resourcing to enable the required service levels to be maintained for customers.

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 and Flood Warning systems.

Public Amenities – All costs are CPI indexed.

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 \$115 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 \$36M 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.

Tourism/Economic Development –Operational areas remaining relatively static, \$25K applied to Economic Development Plan initiatives and \$30K toward electric vehicle charging stations

### **General Purpose Revenues**

General rates have been budgeted to increase by the rate peg limit of 4.5%. The Independent Pricing & Regulatory Tribunal (IPART) approved special variation ceased last year and there is no special variation in this year's budget. The FAG equalisation component has been anticipated at \$1.9M. Interest from investments and Council's bank account have increased slightly to \$511 with \$32K applicable to Section 711 developer contributions held and being transferred to restricted assets.

Ratepayers who are concerned about rate payments are encouraged to make contact with council 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 deficit of \$450,000. Just over \$200,000 of this balance relates to risk based capital works on community assets and/or seed funding toward grant-funded projects totalling \$565,000 and a further \$200,000 is attributable to resourcing within the Planning and Environment department to enable community service levels to be maintained.

The continued need to service additional statutory requirements, community expectations and the increased costs associated with maintenance requirements of Council's existing operations leaves no room to move within existing revenue structures. The ongoing challenge for council remains collecting sufficient funds annually to adequately cover the increasing cost of normal operations and maintaining community infrastructure.

General rate income which provides the majority of operating revenue continues to fall short of meeting the current and future needs of the community, the 4.5% 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.

Council aims to continually make modest productivity gains each year through service reviews and associated improvement programs, sustainable assets and services post the special rate variation requires council to move toward a fully funded operating position where council collects sufficient 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 expended 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 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 2024 to 30 June 2025 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 4.5% rate pegging limit as announced by the Minister for Local Government 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.

CATEGORY SUB-CATEGORY	AD VALOREM AMOUNT CENTS IN \$	BASE \$	AMOUNT % OF TOTAL RATE	ESTIMATED RATE YIELD (\$)
Farmland	0.2195	612.80	14.9	3,786,057
Residential	0.1861	624.70	31.9	4,343,664
Residential - Clarence Town	0.2181	488.90	37.6	446,913
Residential – Dungog	0.3643	291.70	22	1,281,851
Residential – Village	0.1726	489.60	45	392,377
Business	0.3338	847.00	48.3	291,704
Business - Clarence Town	0.3211	690.00	48.9	36,691
Business – Dungog	0.4188	703.70	40.4	189,819
Business – Village	0.2236	625.30	46.9	61,339

### 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 2024/25 will be 10.5% 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	\$445.00 per MGB service	\$153,970
Occupied Non-rateable Properties	\$445.00 per MGB service	\$100,570

## Recycling Charge

A Recycling charge will be levied for commercial and non rateable properties utilising this service and for 2024/2025 the charge will be \$183 per bin per annum. The estimated income from these charges is \$57,096.

## 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	\$15,730

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 2024/2025:

## Domestic Waste Charge (DWC) for Occupied Land

Waste Service per	bin	\$400.00
Recycling Service	per bin	\$183.00
<b>Total DWC</b>		<b>\$ 583.00</b>

The estimated yield from Section 496 charges is \$1,567,600.

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 2024/2025 will be \$183 per service per annum. The estimated yield from this charge is \$712,236.

## Sewage Management

In accordance with Section 608 of the Local Government Act 1993, an On-site Sewage Management (OSM) fee of \$115 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 \$342,125.









---

## CONTACT US

198 Dowling Street,  
Dungog NSW 2420  
shirecouncil@dungog.nsw.gov.au  
02 4995 7777

