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SHIRE COUNCIL

# Council Briefing – Draft Delivery Program, Operational Plan and Budget 2023/2024



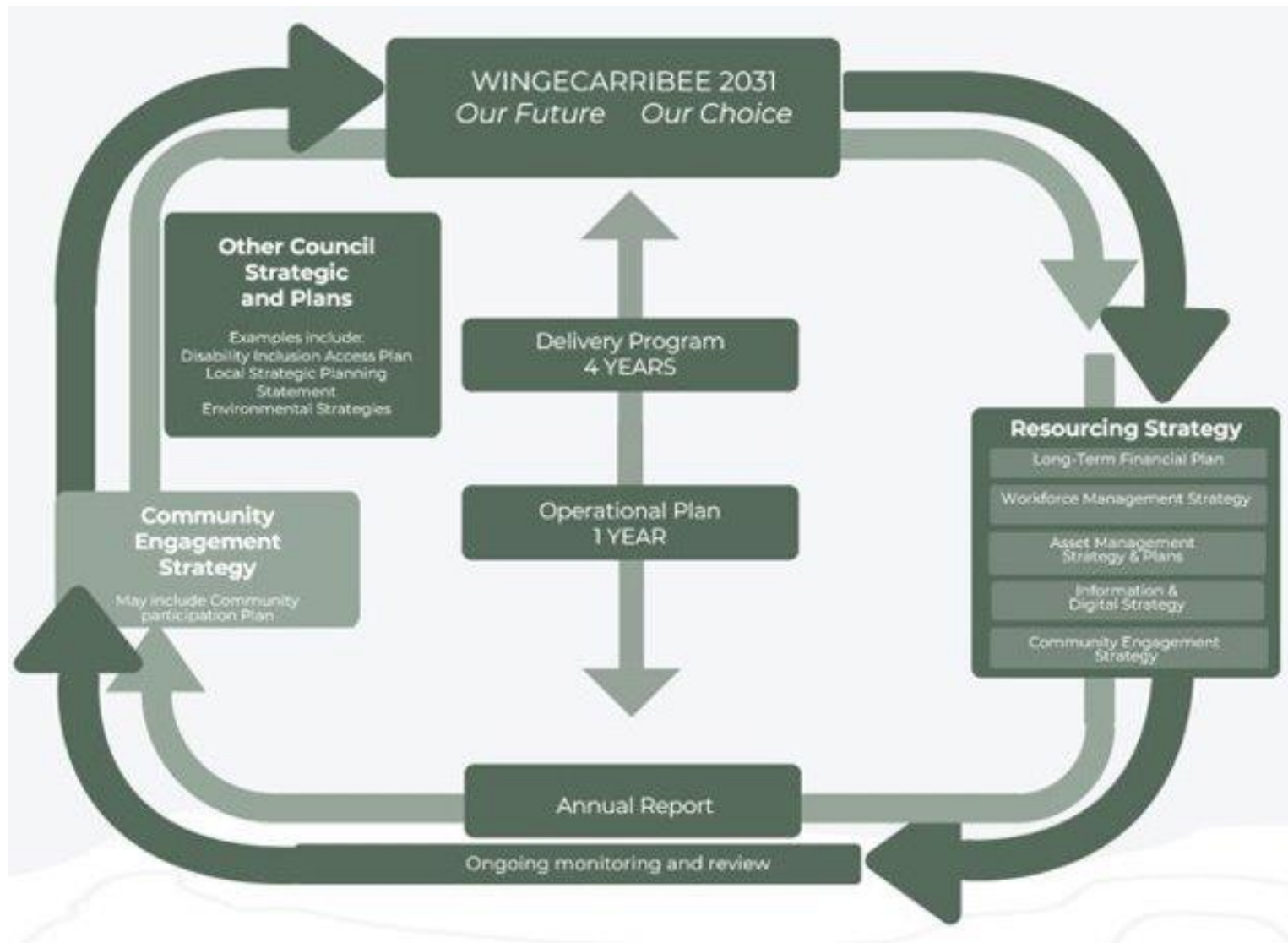
# Purpose

## To:

- **Brief** the Council on the process & timeframes for the Resourcing Strategy, Delivery Program 2023/24 Operational Plan & Budget
- **Highlight** impacting factors on the budget
- **Provide** information on principal activities and proposed initiatives for 2023/24 financial year
- **Clarify** process and next steps



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# Draft 2023/24 Operational and Capital Budget Overview



# Draft 2023/24 Budget - Summary

- Forecast Total Council Operating Profit and Loss **deficit \$5.75M**, comprised of (excl capital revenue):
  - General Fund **deficit of \$8.93M**
  - Water Fund **deficit of \$1.07M**
  - Sewer Fund **surplus \$4.25M**
- Forecast Total Council Cash Flow Position **surplus \$0.06M**, comprised of:
  - General Fund **surplus \$0.06M**
  - Water Fund balanced
  - Sewer Fund balanced
- Draft Capital Budget of \$83.89M, comprised of:
  - Infrastructure **\$81.86M**
  - Information & Communications Technologies **\$2.03M**



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# Draft 2023/24 Budget - Parameters

- Service Levels are Business as Usual
- Rates Peg 4.1% based on IPART (3.7% rate peg and 0.4% growth component)
- Note inflation of 7.0% (All Sydney CPI – Sept 2022)
- Fees & Charges generally increased by 7.0% and DWM generally indexed by 7.0%.
- Water & Sewer charges - 7.0% and balanced from a cash funding perspective
- Fees & Charges have been reviewed to align with market expectation & neighbouring councils
- Salaries and Wages increase of 5.5% (Award & performance forecast)
- Operating Expenditure CPI 3.0% unless justified for operational need by a contract or prescribed expenses



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# Draft 2023/24 Budget – Key Changes

- Re-designed Service based reporting aligned to Organisational Structure rather than functional outputs.
- Budgets have been aligned to Services for transparent costing and clearly defined accountabilities.
- Revised Overheads modelling to accurately allocate costs to restricted funds.
- Changes to methodology in allocations of Full Time Equivalents (FTEs) which may see some changes in how staff numbers are allocated between Services.
- Cost Centralisation will have impact of budget movements between Services where costs have been centralised to provide greater oversight of specific budgets.



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# Draft 2023/24 Budget - Cost Centralisations

## People & Culture

- Travel expenses
- Education fees, such as training, course fees, seminars
- Service awards, staff recognition
- Medical services – split between P&C and WHS

## Plant & Fleet

- Leaseback income
- Motor vehicle related FBT

## Information & Communications Technologies

- Photocopier leases and charges
- Telephone, mobile phone, internet and data communication charges
- Technology hardware and software purchases, incl licences

## Corporate Information

- Postage

## Media & Communications

- Advertising



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# Draft 2023/24 Budget - Risks

- Uncertainty in Council's single largest expense category – Salaries and Wages:
  - Salary Structure Review underway and the impact to be confirmed – a provisional amount has been included in the draft budget
  - The award negotiations in progress
- No contingency in operational budget (e.g. any COVID-19 impacts/ natural disasters)
- Interest rate uncertainty – Higher than anticipated interest rate for loans once they have been drawn down (potential timing issue of when we draw the loan down ).
- Workers Compensation insurance premium based on current projection of \$2.6m monitored.
- Potential cost increases and timeline changes of significant capital projects, e.g. Sewer Treatment Plant upgrades, Welby Tip Rehabilitation etc.



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# Operating Budget - Council Consolidated

Operating Budget	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000	Movement Amount \$'000	Movement %
<b>Operating Revenue</b>				
Rates and Annual Charges	88,421	94,158	5,737	6.5%
User Fees and Charges	23,352	24,039	687	2.9%
Interest Income	1,142	4,886	3,744	327.8%
Other Operating Revenue	2,389	2,729	340	14.2%
Operating Grants and Contributions	9,170	8,913	(257)	-2.8%
<b>Total Operating Revenue</b>	<b>124,474</b>	<b>134,725</b>	<b>10,251</b>	<b>8.2%</b>
<b>Operating Expenditure</b>				
Employee Costs	45,396	47,705	2,309	5.1%
Borrowing Costs	616	433	(183)	-29.7%
Materials & Services	44,854	45,594	740	1.6%
Depreciation & Amortisation	31,232	43,098	11,866	38.0%
Other Expenses	4,119	3,642	(477)	-11.6%
<b>Total Operating Expenditure</b>	<b>126,217</b>	<b>140,472</b>	<b>14,255</b>	<b>11.3%</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(1,743)</b>	<b>(5,747)</b>	<b>(4,004)</b>	<b>229.7%</b>
Capital Grants and Contributions	6,970	5,577	(1,393)	-20.0%
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>5,227</b>	<b>(170)</b>	<b>(5,397)</b>	<b>-103.3%</b>
<b>FTE</b>	<b>478.4</b>	<b>481.6</b>	<b>3.2</b>	<b>0.7%</b>



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# Operating Budget – General Fund

Operating Budget	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000	Movement Amount \$'000	Movement %
<b>Operating Revenue</b>				
Rates and Annual Charges	65,723	69,875	4,152	6.3%
User Fees and Charges	13,257	13,385	128	1.0%
Interest Income	506	2,310	1,804	356.5%
Other Operating Revenue	2,127	2,438	311	14.6%
Operating Grants and Contributions	9,170	8,913	(257)	-2.8%
<b>Total Operating Revenue</b>	<b>90,783</b>	<b>96,921</b>	<b>6,138</b>	<b>6.8%</b>
<b>Operating Expenditure</b>				
Employee Costs	37,229	40,344	3,115	8.4%
Borrowing Costs	428	376	(52)	-12.1%
Materials & Services	35,244	36,109	865	2.5%
Depreciation & Amortisation	19,870	25,389	5,519	27.8%
Other Expenses	4,094	3,629	(465)	-11.4%
<b>Total Operating Expenditure</b>	<b>96,865</b>	<b>105,847</b>	<b>8,982</b>	<b>9.3%</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(6,082)</b>	<b>(8,926)</b>	<b>(2,844)</b>	<b>46.8%</b>
Capital Grants and Contributions	4,547	2,577	(1,970)	-43.3%
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>(1,535)</b>	<b>(6,349)</b>	<b>(4,814)</b>	<b>313.6%</b>
<b>FTE</b>	<b>392.8</b>	<b>408.7</b>	<b>15.9</b>	<b>4.0%</b>



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# Operating Budget – Water Fund

Operating Budget	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000	Movement Amount \$'000	Movement %
<b>Operating Revenue</b>				
Rates and Annual Charges	3,922	4,236	314	8.0%
User Fees and Charges	8,879	9,410	531	6.0%
Interest Income	373	1,262	889	238.3%
Other Operating Revenue	255	283	28	11.0%
Operating Grants and Contributions	-	-	-	0.0%
<b>Total Operating Revenue</b>	<b>13,429</b>	<b>15,191</b>	<b>1,762</b>	<b>13.1%</b>
<b>Operating Expenditure</b>				
Employee Costs	3,898	4,344	446	11.4%
Borrowing Costs	-	-	-	0.0%
Materials & Services	4,799	4,492	(307)	-6.4%
Depreciation & Amortisation	5,400	7,427	2,027	37.5%
Other Expenses	13	-	(13)	-100.0%
<b>Total Operating Expenditure</b>	<b>14,110</b>	<b>16,263</b>	<b>2,153</b>	<b>15.3%</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(681)</b>	<b>(1,072)</b>	<b>(391)</b>	<b>57.4%</b>
Capital Grants and Contributions	1,066	1,500	434	40.7%
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>385</b>	<b>428</b>	<b>43</b>	<b>11.2%</b>
<b>FTE</b>	<b>40.7</b>	<b>44.9</b>	<b>4.3</b>	<b>10.5%</b>



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# Operating Budget – Sewer Fund

Operating Budget	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000	Movement Amount \$'000	Movement %
<b>Operating Revenue</b>				
Rates and Annual Charges	18,776	20,048	1,272	6.8%
User Fees and Charges	1,216	1,244	28	2.3%
Interest Income	263	1,314	1,051	399.6%
Other Operating Revenue	8	8	-	0.0%
Operating Grants and Contributions	-	-	-	0.0%
<b>Total Operating Revenue</b>	<b>20,263</b>	<b>22,614</b>	<b>2,351</b>	<b>11.6%</b>
<b>Operating Expenditure</b>				
Employee Costs	4,269	3,017	(1,252)	-29.3%
Borrowing Costs	188	57	(131)	-69.7%
Materials & Services	4,811	4,994	183	3.8%
Depreciation & Amortisation	5,962	10,281	4,319	72.4%
Other Expenses	13	13	-	0.0%
<b>Total Operating Expenditure</b>	<b>15,243</b>	<b>18,362</b>	<b>3,119</b>	<b>20.5%</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>5,020</b>	<b>4,252</b>	<b>(768)</b>	<b>-15.3%</b>
Capital Grants and Contributions	1,357	1,500	143	10.5%
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>6,377</b>	<b>5,752</b>	<b>(625)</b>	<b>-9.8%</b>
<b>FTE</b>	<b>44.9</b>	<b>28.0</b>	<b>(16.9)</b>	<b>-37.7%</b>



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# Capital Program – Council Consolidated

	Capital Budget 2023/24 \$'000	Capital Budget 2024/25 \$'000	Capital Budget 2025/26 \$'000	Capital Budget 2026/27 \$'000	Total 4 Year Program \$'000
Plant & Equipment	5,044	5,360	4,035	3,500	<b>17,939</b>
Land	129	4,300	8,600	4,184	<b>17,213</b>
Buildings	7,893	7,226	785	2,144	<b>18,048</b>
Bridges	300	2,849	100	100	<b>3,349</b>
Footpaths	650	650	650	800	<b>2,750</b>
Roads	23,620	9,734	9,153	9,800	<b>52,307</b>
Stormwater Drainage	9,515	7,195	4,900	2,000	<b>23,610</b>
Other Infrastructure	1,084	2,181	231	231	<b>3,727</b>
Open Space/Recreational Assets	3,524	1,595	1,050	1,050	<b>7,219</b>
Sewerage Network	27,075	47,685	56,505	34,455	<b>165,720</b>
Water Supply Network	4,870	10,040	24,790	22,440	<b>62,140</b>
Other Assets	184	184	184	184	<b>736</b>
<b>Total Capital Expenditure</b>	<b>83,888</b>	<b>98,999</b>	<b>110,983</b>	<b>80,888</b>	<b>374,758</b>



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# Administrator / Council Budget Priorities

## Operating

- Pothole crew (year 2 of 3, \$1.3M)
- Investigation of RFS Shed location for Bullio RFS

## Capital

- Yerrinbool Toilets
  - Design (\$20k 2023/24)
  - Construction (\$300k 2024/25)
- Footpath renewal program (\$500k 2023/24)
- Bullio water storage design (\$25k 2023/24)
- Back of house refurbishment (\$4M, 2023/24 & 2024/25)



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# Draft Fees & Charges 2023/2024



# 2023/24 Fees & Charges – Summary

- Fees and Charges increased generally by 7.0%, including DWM.
- 36 fees\*\* introduced for the first time in 2023/24 financial year.
- 43 fees\*\* and charges have been discontinued.
- 97 fees\*\* have been increased by more than 10.0% from their 2022/23 rate.
- 63 fees\*\* have been increased by less than 4.0% from their 2022/23 rate.
- Introduction of the new LG Solutions Fees and Charges software to systemise the Fees and Charges schedule and validate GST.

*\*\* these statistics exclude changes in Fees & Charges relating to Venues, Halls and Sportingfields \*\**



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# Leadership Introduction The year ahead 2023/2024





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# Strategic Outcomes The year ahead 2023/24



# Strategic Outcomes Presented by Michael Park

## Principal Activities

- Strategy and Place
- Strategic Policy
- Economic Development



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## Priority Action 2023/24

- Prepare the Bowral South New Living Area Master Plan and Servicing Strategy
- Prepare the Southern Highlands Innovation Park Master Plan
- Develop the Integrated Transport Strategy
- Review the Development Contributions Plans
- Finalise Heritage Study & Planning Proposal
- Finalise Robertson Place Plan
- Finalise Bowral Town Centre Master Plan
- Prepare the Economic Development Strategy – Integrated Action Plan
- Progress implementation of Small Business Commissioners report recommendations

## KPIs

- % of the priority LSPS & Local Housing Strategy actions completed
- % of Planning Proposals finalised within the State LEP Guidelines
- % increase in housing diversity
- Average of 20% of all new dwellings to be medium density or small lot housing
- Increase in local job creation
- Increase in investment in key industries



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# Strategic Outcomes - Operating Budget

- Increase in Interest Income related to Section 7.11 Contributions and Development Servicing Charges due to higher interest rates

\*\*\* Funding secured for key strategic projects including the SHIP Master Plan and Bowral South New Living Area are not reflected in the draft operating budget and will be brought to account in March 23 adjustment

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	-	-
User Fees and Charges	45	46
Interest Income	332	1,132
Other Operating Revenue	5	-
Operating Grants and Contributions	12	-
<b>Total Operating Revenue</b>	<b>394</b>	<b>1,178</b>
<b>Operating Expenditure</b>		
Employee Costs	1,060	1,035
Borrowing Costs	-	-
Materials & Services	251	243
Depreciation & Amortisation	-	-
Other Expenses	25	26
<b>Total Operating Expenditure</b>	<b>1,336</b>	<b>1,304</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(942)</b>	<b>(126)</b>
Capital Grants and Contributions	5,468	5,270
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>4,526</b>	<b>5,144</b>
<b>FTE</b>	<b>8.7</b>	<b>8.4</b>



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# Proposed 2023/24 New Fees & Charges – Strategic Outcomes

Fee Description	23/24 Proposed Fee Amount	Officers Comments
<b>Planning Proposals (Rezoning applications and the like):</b> Note: Categorisation of the Planning Proposal will be at the discretion of the Executive Manager Strategic Outcomes  Pre-Lodgement Meeting and review of Scoping Report - Minor Planning Proposal, per application (Includes consulting with external authorities and government agencies)	\$2,500.00	Identification of new fee to recover on costs incurred for pre-lodgement meetings
Pre-Lodgement Meeting and review of Scoping Report - Major Planning Proposal, per application (Includes consulting with external authorities and government agencies)	\$5,000.00	Identification of new fee to recover on costs incurred for pre-lodgement meetings
Planning Proposal Lodgement (major - > 1ha, and individual and / or multiple ownerships etc) - Initial request for consideration of a Planning Proposal, per application	\$14,000.00	Recognise minor (\$7k) and major (\$14k) planning proposal lodgements separately from FY23/24.



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# Proposed Fees & Charges increase >10% – Strategic Outcomes

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
Planning Proposal Lodgement (minor - < 1ha, and individual ownership only) - Initial request for consideration of a Planning Proposal, per application	\$5,500.00	\$7,000.00	27%	To bring in line with partial cost recovery. Comparable to other councils. Note: Recognise minor (7k) and major (14k) planning proposal lodgements separately from FY23/24.
Planning Proposal Preparation and Management (anomalies and minor amendments, no specialist studies required), per application Note: proposals will be combined and processed on a 6 monthly basis (not as individual LEP Amendments).	\$2,500.00	\$3,500.00	40%	To bring in line with partial cost recovery. Comparable to other councils.
Planning Proposal Preparation and Management (minor - < 1ha, and individual ownership only), per application	\$11,327.40	\$18,000.00	59%	To bring in line with partial cost recovery. Comparable to other councils.
Planning Proposal Preparation and Management (major - >1ha, individual and / or multiple ownerships etc), per application	\$23,698.80	\$36,000.00	52%	To bring in line with partial cost recovery. Comparable to other councils.



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# People & Culture The year ahead 2023/24



# People and Culture Presented by Sally Sammut

## Principal Activities

- Human Resources
- Policy, Strategy and Organisational Development



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## Priority Action 2023/24

- Review and improve recruitment process
- Develop leadership capability
- Develop and implement health and wellbeing plan including annual health expo
- Prepare and Implement a transition to retirement program which includes knowledge transfer
- Partner with TAFE to pilot innovative programs and expand Councils apprentice, trainee, cadet and new graduate program including the conduct of a careers expo
- Develop and implement the Diversity and Inclusion

## KPIs

- Decrease in % of days between vacancy created & the role filled
- Increase in staff engagement (50%)
- Reduction in unplanned absence
- 5% of workforce employed in cadet, trainee, apprentice roles
- 80% participation by June 2024



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# People & Culture - Operating Budget

- WHS Incentive payment included in Other Operating Income
- Employee costs include provision for the impact of Salary Structure Review and Council's recruitment costs
- Centralised training and recruitment costs to provide better oversight and value for money.

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	-	-
User Fees and Charges	-	-
Interest Income	-	-
Other Operating Revenue	5	26
Operating Grants and Contributions	-	-
<b>Total Operating Revenue</b>	<b>5</b>	<b>26</b>
<b>Operating Expenditure</b>		
Employee Costs	3,390	4,351
Borrowing Costs	-	-
Materials & Services	412	808
Depreciation & Amortisation	-	-
Other Expenses	-	-
<b>Total Operating Expenditure</b>	<b>3,802</b>	<b>5,159</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(3,797)</b>	<b>(5,133)</b>
Capital Grants and Contributions	-	-
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>(3,797)</b>	<b>(5,133)</b>
<b>FTE</b>	<b>9.9</b>	<b>9.0</b>



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# Corporate Strategy & Resourcing The year ahead 2023/24



# Finance and Procurement Presented by Carl Conrad

## Principal Activities

- Financial Services
- Procurement
- Rates & Revenue



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## Priority Action 2023/24

- Assist with the development and review of grant applications and deliver grant writing workshops.
- Explore options to engage with and procure through local businesses.
- Review and update Farmland Rating Policy.
- Ensure Council's primary revenue sources are levied in accordance with statutory obligations (rates and water service charges).

## KPIs

- Number of successful grants
- Number of workshop participants
- Number of information sessions held with local business
- Rates and charges are calculated and raised in accordance with the legislated rate peg and issued within statutory timeframes.



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# Finance & Procurement Operating Budget

- Increase of Interest Income due to interest rates increases.
- Employee Costs contain Council's staff award increase provision as well as new FTEs.
- Materials & service increase due to centralisation of bank fees.

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	55,933	58,689
User Fees and Charges	217	222
Interest Income	380	1,590
Other Operating Revenue	224	210
Operating Grants and Contributions	6,243	6,006
<b>Total Operating Revenue</b>	<b>62,997</b>	<b>66,717</b>
<b>Operating Expenditure</b>		
Employee Costs	1,533	2,665
Borrowing Costs	362	337
Materials & Services	1,192	1,347
Depreciation & Amortisation	202	500
Other Expenses	1,430	1,399
<b>Total Operating Expenditure</b>	<b>4,719</b>	<b>6,248</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>58,278</b>	<b>60,469</b>
Capital Grants and Contributions	-	-
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>58,278</b>	<b>60,469</b>
<b>FTE</b>	<b>20.3</b>	<b>24.5</b>



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# Proposed Fees & Charges increase <4% – Finance and Procurement

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
Special Water Meter Reading	\$62.00	\$60.10	3%	In line with full cost recovery
<b>Service Fees – Credit Card Payments</b> <ul style="list-style-type: none"> <li>- For payments in Person (excludes RRC &amp; Swimming Pools), &amp;</li> <li>- For payments made by phone or internet</li> </ul>	0.78% per credit card payment	1% per credit card payment		In line with full cost recovery
Dishonoured or Returned Payment Fee (administration fee)  Note: not to be raised on pensioners in the 1st instance of any financial year or where funds have been frozen because of the administration of an Estate.	\$25.00	\$41.80	-40%	Reduction in fee to bring in line with full cost recovery.  Additional wording added to exclude specific parties.



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# IT and Corporate Information – Presented by George Harb

## Principal Activities

- Corporate Information
- Customer Experience
- 355 Committees and Facilities
- Information and Communication Technology - Systems
- Information and Communication Technology - Infrastructure



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## Priority Action 2023/24

- Review, implement and monitor the Customer Experience Charter in line with agreed Service Levels
- Implement online payment and booking system for the community to interact with Council in a digital space.
- Rejuvenation of Council's Websites for consistency in messaging and "look and feel".
- Transition Council's core software package to the cloud (TechnologyOne) to enable a digital customer experience and support the Customer Experience Charter.
- Implement a Cyber Security Policy and framework to ensure Council data is managed in a secure manner.
- To support our 355 Management Committees, we will deliver a program of induction and training.

## KPIs

- 85% of calls answered within service level agreements outlined in the Customer Experience Charter.
- Reduced number of complaints by enhancing the Customer Experience through increased online channels and a revised website.
- Capturing of efficiency gains (soft and hard savings) with the implementation of enhanced technology to enable staff to provide efficient services to the community.
- Periodic testing of Cyber security framework to ensure data is managed securely.
- Ensuring all 355 Management Committee Members have been inducted and trained.



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# IT and Corporate Information – Operating Budget

- Increased licensing costs due to consolidation of services and software

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	-	-
User Fees and Charges	1	1
Interest Income	-	-
Other Operating Revenue	16	11
Operating Grants and Contributions	52	50
<b>Total Operating Revenue</b>	<b>69</b>	<b>62</b>
<b>Operating Expenditure</b>		
Employee Costs	3,185	3,940
Borrowing Costs	-	-
Materials & Services	2,008	3,515
Depreciation & Amortisation	259	300
Other Expenses	62	63
<b>Total Operating Expenditure</b>	<b>5,514</b>	<b>7,818</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(5,445)</b>	<b>(7,756)</b>
Capital Grants and Contributions	-	-
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>(5,445)</b>	<b>(7,756)</b>
<b>FTE</b>	<b>36.8</b>	<b>41.4</b>



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# IT and Corporate Information – Capital Program

	Capital Budget 2023/24 \$'000	Capital Budget 2024/25 \$'000	Capital Budget 2025/26 \$'000	Capital Budget 2026/27 \$'000	Total 4 Year Program \$'000
Plant & Equipment	2,025	2,460	1,135	600	<b>6,220</b>
<b>Total Capital Expenditure</b>	<b>2,025</b>	<b>2,460</b>	<b>1,135</b>	<b>600</b>	<b>6,220</b>

- Under-investment in technology over the past decade has resulted in an increased capital expenditure over the next 4 years.
- Implementation of digital services such as online payments and the ability to interact with council in a digital space which improves the customer experience.
- Implementation of cyber security measures, to ensure all council information is managed with upmost privacy and security.



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# Proposed Fees & Charges increase <4% – IT and Corporate Information

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
Hourly rate for customer service staff time (1 hour minimum)	\$109.70	\$109.70	0%	Fee rarely charged.
Digitisation at Lodgement (Vegetation Permit, Section 68, Water & Sewer Application)	\$52.20 per lodgement	\$0.20 per sheet		Proposed fee change to bring this in line with Library Services charge
Photocopying, per sheet:				
A4 Black & White print & all scanning	\$1.00	\$0.20	-80%	Proposed fee change to bring all photocopying costs in line with Library Services charge
A3 Black & White print & all scanning	\$1.00	\$0.40		
A4 Colour print	-	\$1.00	-80%	
A3 Colour print	-	\$2.00		



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# Proposed fees and charges changes - Halls and Facilities

Council's current Halls and Facilities Fee Categories (excludes Bowral Memorial Hall):

- Commercial
- Community not for profit,
- Health & Wellbeing
- Other discounts for groups have been included on a committee by committee basis.

Proposed Halls and Facilities Fee Categories:

- Commercial - (100% fee)
  - Community not for profit - (50% of the commercial fee)
  - Health & Wellbeing – (30% of the commercial fee)
  - Hourly and Daily hire rate has been developed for each category (for each hall type).
- 
- Consultation to 355 Management Committees and other stakeholders will occur whilst the Fees and Charges are on public exhibition.



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# Business and Property Services Presented by Salomon Kloppers

## Principal Activities

- Animal Shelter
- Children Services
- Property Services
- Southern Region Livestock Exchange
- Tourism & Events



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## Priority Action 2023/24

- Create Standard Operating Procedures to prepare for the operations of the new animal shelter
- Implement Property Investment Policy & Strategy
- Develop a Community Leasing Policy
- Continue to ensure effective management of Crown Land including Native Title
- Implement the recommendations from the Children's Services Review
- Develop and commence implementation of the business model for the Visitor Information Centre
- Deliver a program of Council managed events: Tulip Time, Arts Trail, Australia Day
- Confirm management structure and develop strategies to optimise operations at the sale yards

## KPIs

- Customer Satisfaction
- Compliance with legislation & regulations
- 40% animals from the Animal Shelter rehomed
- Increase the earnings of the Southern Region Livestock Exchange of before interest, depreciation and amortization (EBIDA)
- Initial Yield of the Property Portfolio to be within the range of 4% - 6%
- 85% utilisation of Family Day Care against licensed numbers
- Increase number of visitors to the Visitor Information Centre
- Increase in revenue from the Welcome Centre operations



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# Business and Property Services - Operating Budget

- An increase in Other Income represents additional events planned.
- Reduction in Materials & Services due to centralisation of ICT and advertising costs.

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	-	-
User Fees and Charges	2,238	2,307
Interest Income	-	-
Other Operating Revenue	810	922
Operating Grants and Contributions	659	668
<b>Total Operating Revenue</b>	<b>3,707</b>	<b>3,897</b>
<b>Operating Expenditure</b>		
Employee Costs	2,082	2,103
Borrowing Costs	-	-
Materials & Services	1,817	1,525
Depreciation & Amortisation	-	-
Other Expenses	320	198
<b>Total Operating Expenditure</b>	<b>4,219</b>	<b>3,826</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(512)</b>	<b>71</b>
Capital Grants and Contributions	-	-
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>(512)</b>	<b>71</b>
<b>FTE</b>	<b>20.1</b>	<b>21.1</b>



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# Business and Property Services – Capital Program

	Capital Budget 2023/24 \$'000	Capital Budget 2024/25 \$'000	Capital Budget 2025/26 \$'000	Capital Budget 2026/27 \$'000	Total 4 Year Program \$'000
Buildings	138	144	144	144	<b>570</b>
<b>Total Capital Expenditure</b>	<b>138</b>	<b>144</b>	<b>144</b>	<b>144</b>	<b>570</b>



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# Proposed 2023/24 New Fees & Charges – Business and Property Services

Fee Description	23/24 Proposed Fee Amount	Officers Comments
<b>Animal Control</b>  Sale of Dog - Boarding fee for adopted animal when new owner is unable to collect straight away, per day  Sale of Cat - Boarding fee for adopted animal when new owner is unable to collect straight away, per day	  \$10.00  \$10.00	  New fee introduction to cover costs of animal boarding/feed until owner can collect.
<b>Property</b>  Assignment of Lease - Application fee  Note: this fee is for the application process only. Separate costs to be met by applicant includes any statutory advertising charges and Council's reasonable legal costs.	  \$550.00 + actual costs	  New fee proposed, to bring fees in line with other local councils.



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# Proposed 2023/24 New Fees & Charges – Business and Property Services

Fee Description	23/24 Proposed Fee Amount	Officers Comments
<b>Tulip Time</b> Stall Hire: Weekday Package #1 (4 days) 19.9.23 – 22.9.23  Stall Hire: Weekday Package #2 (5 days) 25.9.23 – 29.9.23	\$440 per 3mx3m stall \$550 3mx3m stall incl. power & bin  \$550 per 3mx3m stall \$687.50 3mx3m stall incl. power & bin	New offering for stall holders to elect one weekday package only rather than full 2 week package or weekends only.  Per day rate \$110 / \$137.50 respectively. (Full 2 weeks Per day rate \$137.50 / \$165 proposed FY24 incl weekends)
<b>Tulips After Dark Bar</b> Nightly Stall Hire	\$165 per 3mx3m stall incl. light & power, per night	Introducing these fees provides for consistency in our approach and alignment with other NSW Councils.
<b>Community Groups</b> Stall Hire (weekdays only 19.9.23 – 22.9.23 & 25.9.23 – 29.9.23)	\$110 per 3mx3m stall, per day \$137.50 3mx3m stall incl. power & bin, per day	Incentive to host local community group stalls on weekdays during Tulip Time



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# Proposed Fees & Charges Removed – Business and Property Services

Fee Description	22/23 Fee	23/24 Fee	Officers Comments
<b>Animal Shelter</b>			
Release of animal to rescue/16D organisation (includes microchip)	\$58.00	Removed	This fee category is not used by Council
<b>Tourism – Retail &amp; Bookings</b>			
Partnership Membership Fee for 2 years, per member	\$402.00	Removed	No longer offered
Accommodation Site Inspection Fee, per inspection	\$57.50	Removed	
Commission for Tickets	10% on commission	Removed	
Electric Bike Hire	\$15.70	Removed	
- Hourly rate, per hire	\$26.10		
- Per Half day hire	\$41.80		
- Full day hire			



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# Proposed Fees & Charges Removed – Business and Property Services

Fee Description	22/23 Fee	23/24 Fee	Officers Comments
<b>Tulips After Dark</b>  Local Residents free admission	\$0.00	Removed	<p>Free admission to local residents in 2022/23 as Tulips After Dark was a new event, partially funded by a one-off state grant.</p> <p>No distinction proposed for 2023/24 between residents and non-residents for Tulips After Dark event (\$13.00 per person, per night).</p>



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# Proposed Fees & Charges increase >10% – Business and Property Services

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Property</b> Permanent Road closure – Crown Land (unformed road)	\$6,368.40	\$10,000.00	57%	The fees for road closure applications have been adjusted significantly in line with fees charges by other local councils.
<b>Tulip Time Fees</b> Youth Admission (13-17 years)	\$7.00	\$10.00	43%	Reduced reduction in variance from adult fee of \$13, Children under 13 remain free. Tulip Time fees were frozen from 2022 to 2023. To bring into line with Youth admission charge  Update in line with youth & concession changes proposed
Concession	\$6.00	\$10.00	67%	
Group of 20 or more	\$6.00	\$8.00	33%	
<b>Tulip Time Stall Hire</b> Long Weekend Package (3 days) - 3mx3m stall - 3mx3m stall incl power & bin	\$907.50 \$1,017.50	\$990.00 \$1,155.00	9% 14%	Previously the weekend stall charges were at the same daily weekend rate for both an ordinary weekend and the long weekend. The proposed fees reflect an uplift due to increased benefits for long weekend stall hire as there are larger crowds.



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# Proposed Fees & Charges increase >10% – Business and Property Services

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Animal Shelter</b>				
Microchipping of impounded animal	\$41.00	\$50.00	22%	Increase in fees proposed due to increased microchipping costs
Microchipping of impounded animal - owned by a pensioner	\$25.00	\$28.00	12%	
<b>SRLX</b>				
Feeding Fee (Large Animals e.g. cow/horse)	\$3.50	\$4.50	29%	Increase proposed to match feed market rates
Feeding Fee (Small Animals e.g. sheep/goat/calves)	\$1.40	\$2.00	43%	



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# Proposed Fees & Charges increase <4% – Business and Property Services

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Animal Control – Impounding</b>				
Maintenance charge for dogs detained, per day per dog	\$35.00	\$35.00	0%	No increase, incentive for owners to claim animals.
Maintenance charge for dogs declared (or proposed to) be dangerous or menacing under the Companion Animals Act 1998, per day	\$60.00	\$60.00	0%	
Maintenance charge for cats detained, per day per cat	\$20.00	\$20.00	0%	



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# Proposed Fees & Charges increase <4% – Business and Property Services

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Property</b>				
Permanent Road Closures	\$918.80	\$700.00	-24%	The fees for road closure applications have been adjusted significantly in line with fees charges by other local councils.
- Stage 1: Permanent Road Closure Application				
- Stage 2 – Permanent Road closure – Council Land	\$4,071.60	\$1,800.00	-56%	
<b>Tulip Time Stall Hire</b>				
Full Festival Package (14 days)	\$1,980.00	\$1,925.00	-3%	Reduced price per stall, introduced new offerings for stalls to run for one week only rather two weeks or only a weekend
- 3mx3m stall				
Weekend Package (2 days)	\$605.00	\$605.00	0%	
- 3mx3m stall	\$715.00	\$660.00	-8%	
- 3mx3m stall incl power and bin				



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# Proposed Fees & Charges increase <4% – Business and Property Services

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Family Day Care</b> Proposed FY23/24 FDC fees have remained the same for all categories (16 fees)				Families under are a lot of financial pressure so propose to leave the fees the same for FY23/24.
<b>Outside School Hours Care (OOSH)</b>  Vacation Care per child per day  Before & After School Care	\$69  Refer comment	\$71	3%	Historically increases \$2 per year  Historically all fees in this category increase \$1 per year; this has been applied in FY23/24, with the exception of: - Annual Enrolment Fee – no change. Increases every other year (FY22/23 increased \$2) - After school care late pickup fee – no change  Overall, 5 fees identified <4% increase



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# Governance and Corporate Performance

## Presented by Danielle Lidgard

### Principal Activities

- Communications & Community Engagement
- Governance
- Integrated Risk Management
- Strategy and Business Improvement



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## Priority Actions 2023/24

- Implement the recommendations from the corporate relations service review including the review of the Communications Strategy
- Finalise the tender brief and complete the review of Council's insurance membership
- Prepare for the September 2024 local government elections and develop Councillor induction program
- Implement annual Internal Audit program
- Implement an action plan to provide open access information in accordance with the GIPA Act
- Continue to implement actions to comply with the SafeWork NSW Enforceable Undertaking
- Lead the preparation of Council's Integrated Planning and Reporting (IP&R) documents including business plans and reports
- Develop and facilitate a program of service reviews including a review of waste and resource management and water services

## KPIs

- Compliance legislation and regulations
- Increased community satisfaction with communications and engagement
- Increased number of e-newsletter subscribers
- Formal access to information determined within statutory timeframes
- Decrease in Lost time injuries
- Four internal audits completed
- Compliance with internal reporting requirements, including timelines



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# Governance and Corporate Performance

## Operating Budget

- Materials & Services increases due to increased Public Risk Insurance

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	-	-
User Fees and Charges	2	2
Interest Income	-	-
Other Operating Revenue	102	100
Operating Grants and Contributions	-	-
<b>Total Operating Revenue</b>	<b>104</b>	<b>102</b>
<b>Operating Expenditure</b>		
Employee Costs	1,960	2,071
Borrowing Costs	-	-
Materials & Services	2,133	2,446
Depreciation & Amortisation	-	-
Other Expenses	-	-
<b>Total Operating Expenditure</b>	<b>4,093</b>	<b>4,517</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(3,989)</b>	<b>(4,415)</b>
Capital Grants and Contributions	-	-
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>(3,989)</b>	<b>(4,415)</b>
<b>FTE</b>	<b>17.2</b>	<b>18.0</b>



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# Communities & Place The year ahead 2023/24



# Community Life and Libraries Presented by Adan Davis

## Principal Activities

- Community Development
- Place Management
- Library Services



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## Priority Action 2023/24

- Work with community to strengthen resilience through a focus on prevention, preparedness, response and recovery as identified within the 'Resilience Connect' blueprint
- Deliver an Oral History project in the Shires Northern Villages with the focus on their stories of place
- Update Community Safety Plan for 2023-2028
- Work with our First Nations peoples to deliver an Indigenous Recognition Commitment
- Prepare Place Profiles for Bundanoon, Hill Top, Exeter and Balmoral Villages to understand the 'story of a place'
- Deliver a new Integrated Library Management System
- Deliver the Wingecarribee Public Libraries annual programs including:
  - Book week Program
  - Summer Reading Program
  - School Holiday Program
  - HSC Study Sessions Program
- Develop and deliver a Library Strategic Plan

## KPIs

- Percentage of planned actions (programs, projects and events) on track or completed
- Levels of community participation
- Levels of community wellbeing
- Community satisfaction
- Library performance against sector benchmarks
- Library visitation numbers
- Membership numbers



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# Community Life and Libraries - Operating Budget

- Newly established department with costs to be monitored throughout the year

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	-	-
User Fees and Charges	13	15
Interest Income	-	-
Other Operating Revenue	5	5
Operating Grants and Contributions	245	248
<b>Total Operating Revenue</b>	<b>263</b>	<b>268</b>
<b>Operating Expenditure</b>		
Employee Costs	1,765	1,943
Borrowing Costs	-	-
Materials & Services	281	310
Depreciation & Amortisation	153	150
Other Expenses	784	777
<b>Total Operating Expenditure</b>	<b>2,983</b>	<b>3,180</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(2,720)</b>	<b>(2,912)</b>
Capital Grants and Contributions	-	-
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>(2,720)</b>	<b>(2,912)</b>
<b>FTE</b>	<b>19.0</b>	<b>18.6</b>



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# Community Life and Libraries – Capital Program

	Capital Budget 2023/24 \$'000	Capital Budget 2024/25 \$'000	Capital Budget 2025/26 \$'000	Capital Budget 2026/27 \$'000	Total 4 Year Program \$'000
Other Assets	184	184	184	184	<b>736</b>
<b>Total Capital Expenditure</b>	<b>184</b>	<b>184</b>	<b>184</b>	<b>184</b>	<b>736</b>



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# Proposed Fees & Charges increase <4% – Community Life and Libraries

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Libraries</b>  Proposed FY23/24 Library fees have remained the same for all categories				Any increase would have minimal impact. Rounding considerations made due to high level of cash payments (photocopier, damaged/lost cards, inter-library loans)



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# Development Assessment and Regulation Presented by John McFadden

## Principal Activities

- Development Assessment (including Fast Track)
- Development Engineering Services
- Compliance & Regulation



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## Priority Action 2023/24

- Reduce Development Application assessment timeframes
- Implement Development Assessment process review changes
- Review Stormwater Assessment and Section 68 approval processes for water works
- Establish development compliance investigation prioritisation procedure
- Investigate electronic tools for improved processing of enquiries in the field
- Deliver revised public places and animal procedures for Ranger response to community reports

## KPIs

- Processing times for development applications (DAs including modifications and CDCs)
- Processing times for s.68 water & sewer approvals, s.138 road work approvals and subdivision certificates
- Number of L&E Court appeals & losses
- Timeframes for commencing and completing investigations
- Customer service response times
- Compliance with service levels
- Community satisfaction



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# Development Assessment and Regulation - Operating Budget

- Increased fees for Building Certification Services
- Increased cost recovery for regulatory services
- Decrease in Materials & Services due to reduced consultants and cost centralisations of ICT costs and training

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	-	-
User Fees and Charges	4,088	4,044
Interest Income	-	-
Other Operating Revenue	361	377
Operating Grants and Contributions	98	148
<b>Total Operating Revenue</b>	<b>4,547</b>	<b>4,569</b>
<b>Operating Expenditure</b>		
Employee Costs	3,831	3,782
Borrowing Costs	-	-
Materials & Services	1,129	880
Depreciation & Amortisation	-	-
Other Expenses	-	-
<b>Total Operating Expenditure</b>	<b>4,960</b>	<b>4,662</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(413)</b>	<b>(93)</b>
Capital Grants and Contributions	-	-
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>(413)</b>	<b>(93)</b>
<b>FTE</b>	<b>35.1</b>	<b>34.6</b>



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# Key Changes in Fees & Charges

Key changes	Details of proposed changes to fees & charges
EP&A Regulated fees adjusted for inflation	Regulation now provides for annual CPI adjustment (26 April release)
Notification fees for cost recovery	Increased 180% for dwellings & sub-\$500k from \$139 to \$250 Increased 500% for other over \$500k from \$139 to \$695
New fees introduced	Re-notification fee – as per original DA fee Amended plan fee – 50% of original DA fee Advertisement sign DAs Apartment building design modification fee Unauthorised works building certificate – \$16,000 Discretionary fee for recurring meetings with Manager/Director - \$450ph
Increased CDC, CC and PCA inspection fees to market rate	Certification – 200% increase Class 1 & 10 inspection fee – 50% increase to \$330 Class 2 to 9 inspection fee – 300%-500% increase
Increased Council civil inspection fees	50% increase to \$330
Removal of non-profit organisations from 50% DA/CC fee discount	Replacement with registered community housing providers and applicants on Council land



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# Proposed 2023/24 New Fees & Charges – Development Assessment and Regulation - Rangers

Fee Description	23/24 Proposed Fee Amount	Officers Comments
<b>Impounding Fees (per item, article)</b>		
Shopping Trolleys	\$50.00	Proposed new fees to recover on impounding costs incurred by Council, benchmarked against other councils
Items/articles that are able to be moved/lifted by one person	\$25.00	
Heavy Items/articles that require move than one person to lift	\$75.00	
Impounding Motor Vehicle administration fee, per vehicle	\$210.00	To capture overhead administration costs including vehicle examination and advertising, not currently charged in current fees. Excludes Service of Notice and cost of removal of abandoned motor vehicles as these are charged separately. Benchmarked against other councils.



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation - Rangers

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
Service of Notice – Notifying of impounded item, per notification	\$12.60	\$65.00	416%	Increase proposed to reflect true partial cost recovery on owner and police notification. Benchmarked against other councils.
<b>Storage of removed vehicles/articles/trolleys (per day)</b>				
Articles / Trolleys, per day	\$4.20	\$26.00	519%	Increase proposed to reflect true partial cost recovery on storage costs. Benchmarked against other councils.
Motor vehicles, per day	\$15.70	\$52.00	231%	



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# Proposed Fees & Charges increase <4% – Development Assessment and Regulation - Rangers

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Protection of the Environment Operations Act 1997 Administration Charges</b>  Voluntary Audit	\$88.80	\$88.00	-1%	Minimal adjustment proposed, in line with partial cost recovery
<b>Release Fee for Signs &amp; other items (after removal)</b>  General Advertising sign (1m x 1m or larger)	\$149.30	\$149.00	0%	Minimal adjustment proposed, in line with partial cost recovery & other local councils



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# 2023/24 Fees & Charges – CPI Indexing Development Assessment and Regulation

## Officers Comments

Many Development Application related fees are set by the Environmental Planning and Assessment Regulation 2021, which provides for 'Adjustment of fees for inflation' based on CPI index.

The relevant CPI number is the March quarter compared to the March quarter of the year prior. The ABS advises that the Consumer Price Index March Quarter 2023 release date is 26/04/2023 11:30am AEST.

**For the purposes of the draft fees for FY 2023/24, a 7% index has been adopted, to be updated following the release at the end of April, prior to the final fees and charges being adopted.**



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# Proposed 2023/24 New Fees & Charges – Development Assessment and Regulation

Fee Description	23/24 Proposed Fee Amount	Officers Comments
Re-notification fee – For all applicants where re-notification is required, per application	Original notification and advertising fee	Fee introduced to recover on costs incurred, in line with fees issued by other local councils
<p>Development Application for advertisements - (applicable where this fee is greater than the cost of works under Development Application for building or works (EPA Reg, Schedule 4 – Part 2 [2.1]))</p> <p>Note: The Maximum fee payable for development for the purpose of one or more advertisements is (a) \$356, plus \$93 for each additional advertisement or (b) the fee calculated in accordance with the table under Development Application for building or works (EPA Reg, Schedule 4 – Part 2 [2.1]) - whichever is the greater (EPA Reg, Schedule 4 - Part 2 [2.2])</p>	\$356 for the first advertisement, plus \$93 for each additional advertisement	Prescribed fee, to cover costs of advertising Development applications.



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# Proposed 2023/24 New Fees & Charges – Development Assessment and Regulation

Fee Description	23/24 Proposed Fee Amount	Officers Comments
Additional apartment building design modification fee - for modification application accompanied by qualified designer statement (EPA Reg, Schedule 4 - Part 4 [4.7])	\$951.00	Prescribed fee, to cover costs incurred due to design modifications
Amended Plan Assessment Fee	50% of original DA fee	Proposed introduction of fee to recover partial costs due to amended plans submitted, in line with other local councils' fees.
<b>Water &amp; Civil Works Fees</b> New Road Works and Hand Over Inspection Fee, per inspection	\$330.00	Proposed introduction of fee to recover partial costs due final inspection requirements
<b>Critical Stage Building Inspection Fees</b> Building Inspection Urgency Fee Surcharge (Requested for the same day inspection, subject to conditions, in addition to inspection fee)  Critical Stage Building Inspection on behalf of Private PCA	\$220.00  \$1,100.00	New fee to distinguish between prior day (before 3pm) request for inspection, and same day request & attendance.  Priced at market value, fee charged at other councils



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# Proposed 2023/24 New Fees & Charges – Development Assessment and Regulation

Fee Description	23/24 Proposed Fee Amount	Officers Comments
<b>Occupation Certificate Building Inspection Fees</b> Occupation certificate inspection on behalf of Private PCA	Price on Arrival	Priced at market value, dependent on Class of building/dwelling; fee charged at other councils
Additional Building Information Certificate fees for Unauthorised Works (without required development consent or construction certificate)	\$16,000.00	New fee specifically for building information certificate fees for unauthorised works, in line with charges in other councils. At full cost recovery.
<b>Miscellaneous Development Service Fees</b> For Requested and Recurring Meetings with Manager or Director (approval of Director required and also to waive fee), per 1 hour meeting (or part thereof)  Meetings beyond 1 hour will be charged in 15 minute increments at \$300 per hour fee, per 15 minutes over 1 hour	\$450.00    \$75.00	Fee to recoup on resources allocated to preparation and time spent in additional meetings    Charge to reflect cost of additional time, and delays to scheduled workload



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# Proposed Fees & Charges Removed – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	Officers Comments
Compliance Inspection DA only – applies to all Class 2 to 9 buildings	\$188.00	Removed	Building Certification & Inspection fees have been refreshed to incorporate various types of inspection fees at different stages, including occupation certificate inspections and Critical Stage building inspections. This fee is no longer needed as a distinct category.
<b>Complying Development Certificate Applications –</b>  <b>CDC for Dwelling Houses and alterations and additions to dwellings, per certificate</b>  Dwelling House, Dwelling Alterations and Additions & Residential Outbuildings with an estimated construction value up to \$5,000  Dwelling House, Dwelling Alterations and Additions & Residential Outbuildings with an estimated construction value of between \$100,001 and \$250,000	  \$624.00  \$1,807.00	  Removed  Removed	Consolidation of Complying Development Certificate application fees – simplification of fee structure:  Amended category to an estimated construction value up to \$100,000  Amended category to an estimated construction value between \$100,001 and \$1,000,000



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# Proposed Fees & Charges Removed – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	Officers Comments
<b>Building Certification &amp; Inspection Fees -</b>  <b>Class 1 and 10 Dwelling House &amp; Outbuilding Construction Certificates (including alterations and additions), per certificate</b>  Dwelling House, Dwelling Alterations and Additions & Residential Outbuildings with an estimated construction value up to \$5,000	\$624.00	Removed	Consolidation of Complying Development Certificate application fees – simplification of fee structure:  Amended category to an estimated construction value up to \$100,000
Inspection of a site for a development proposal to assess bushfire attack level	\$975.00	Removed	Revision of bushfire risk across the whole Council area, fee not required.



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# Proposed Fees & Charges Removed – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	Officers Comments
Building and that part consists of an external wall only or does not otherwise have floor area. Clause 260(1) (c ) of the EP&A Regs	\$250.00	Removed	Fee not required
<b>Pre-Lodgement Meeting (or onsite meeting prior to lodgement, including written advice)</b>  Capital Investment Value of the Project \$250,001 - \$500,000 inc written response	\$1,556.00	Removed	Fee structure simplified to any dwelling houses or other development less than \$500,000, any other development less than \$5million, and any other development greater than \$5million.



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Neighbour Notification &amp; Consultation</b>				
Neighbour Notification Fee	\$138.90	\$236.00	70%	Proposed fee increased to bring fee to market rate. Fee amendment to cover costs incurred, in line with pricing category nominated.
Notification – Single dwelling house, secondary dwelling and any development \$500,000 or less, per application	\$138.90	\$250.00	80%	
Notification – Any other development over \$500,000	\$138.90	\$695.00	400%	
Additional design review modification fee – for modification application referred to design review panel for advice (EPA Reg, Schedule 4 - Part 4 [4.8])	\$889.00	\$3,753.00	322%	Prescribed fee. Proposed increase to bring into line with regulations, and in line with cost recovery



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Complying Development Certificate Applications</b>  CDC for Dwelling Houses and alterations and additions to dwellings: Dwelling House, Dwelling Alterations and Additions & Residential Outbuildings with an estimated construction value, per certificate: <ul style="list-style-type: none"> <li>- up to \$100,000</li> <li>- between \$100,001 and \$1,000,000</li> <li>- exceeding \$1,000,000</li> </ul>				Proposed fee amendments to align to market pricing
	\$1,131.00	\$2,260.00	100%	
	\$3,250.00	\$6,500.00	100%	
	\$6,175.00	\$12,350.00	100%	



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Complying Development Certificate Applications</b> CDC for Class 2 to 9 Buildings (Other than Dwellings and Ancillary Outbuildings), per certificate: <ul style="list-style-type: none"> <li>- Base (minimum) fee</li> <li>- Sliding Scale to \$5 million (building construction value)</li> <li>- Over \$5 million building construction value</li> </ul>	\$860.00  \$860.00 + 0.7% of building construction value  \$860.00 + 0.7% of building construction value	\$1,720.00  \$1,720.00 + 1.2% of building construction value  Price on Arrival	100%  100%	Proposed fee amendments to align to market pricing



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Building Certification &amp; Inspection Fees</b> Class 1 and 10 Dwelling House & Outbuilding Construction Certificates (including alterations and additions), per certificate: <ul style="list-style-type: none"> <li>- up to \$100,000</li> <li>- between \$100,001 and \$500,000</li> <li>- between \$500,001 and \$1,000,000</li> <li>- exceeding \$1,000,000</li> </ul>				Proposed fee amendments to align to market pricing
	\$1,131.00	\$2,260.00	100%	
	\$1,807.00	\$3,600.00	99%	
	\$3,250.00	\$6,500.00	100%	
	\$6,175.00	\$12,350.00	100%	



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Building Certification &amp; Inspection Fees</b> CDC for Class 2 to 9 Building Construction Certificate, per certificate:				Proposed fee amendments to align to market pricing
- Base (minimum) fee	\$860.00	\$1,720.00	100%	
- Sliding Scale to \$5 million (building construction value)	\$860.00 + 0.7% of building construction value	\$1,720.00 + 1.2% of building construction value	100%	
- Over \$5 million building construction value	\$860.00 + 0.7% of building construction value	Price on Arrival		



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Water &amp; Civil Works Fees</b> Sub-division work Certificate, per certificate - Base (minimum fee) - Sliding Scale to \$5 million (building construction value)  - Over \$5 million building construction value	\$860.00 \$860 + 0.7% of building construction value  \$860 + 0.7% of building construction value	\$1,720.00 \$1,720.00 + 1.2% of building construction value Price on Arrival	100% 100%	Proposed fee amendments to align to market pricing
Sub-division Works Certificate additional lot created, per lot created	\$860 + \$190 per additional lot created	\$1,720 + \$380 per additional lot created	100%	Proposed fee amendments to align to market pricing



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
Civil Works Inspection Fee (Fee for Service by Councils Civil Engineers)	\$220.00	\$330.00	50%	Proposed fee amendment to align to market pricing
Civil Works Inspection Urgency Fee (Requested for the same day inspection, subject to conditions, in addition to inspection fee)	Refer comment	\$220.00	25%	Previously a stand alone fee of \$440. Fee for 23/24 now in addition to the base charge. Proposed total fee for Urgent inspection \$550.00 (25% total increase). Proposed fee amendment to align to market pricing
Civil Works (Tree and vegetation) including landscaping plan hold point inspections	\$220.00	\$330.00		Proposed fee amendment to align to market pricing
<b>Section 68 Water and Stormwater Drainage Work Inspection Fees</b>				
Sewer Works Inspection	\$220.00	\$330.00	50%	Proposed fee amendment to align to market pricing
Council Reticulated Water Supply Plumbing Connection	\$220.00	\$330.00	50%	
Stormwater Drainage Connection Work	\$220.00	\$330.00	50%	



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Critical Stage Building Inspection Fees</b> Class 1 and 10 Building Inspection Fee (Request made prior to 3pm for next business day)  Class 2 to 9 Building Inspection Fee (Request made prior to 3pm for next business day)	\$220.00   Refer Comment	\$330.00  \$1,100.00	50%	For 23/24, proposed spilt of Class 1 & 10 fees separately to Class 2 to 9 fees, in 23/23 this was one fee (\$220), regardless of Class.  Proposed fee amendment to align to market pricing, and reflect increased costs incurred by Council for Class 2 to 9 building inspection fees.
<b>Inspection Fees</b> Re-Inspections, due to: <ul style="list-style-type: none"> <li>- non compliant work, or</li> <li>- where an inspection has been booked with Council and the works are not ready when the inspection is scheduled to be carried out), or</li> <li>- additional inspections required</li> </ul>	\$220.00	100% of original inspection fee		Proposed fee amendment to align to market pricing and inspection building class.
Inspections of Relocated Dwellings	\$364.10	\$655.00	80%	Proposed fee amendment to align to market pricing.



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Occupation Certificate Building Inspection Fee, per certificate</b> <ul style="list-style-type: none"> <li>- Class 1 or 10 Building (one or first dwelling/building)</li> <li>- Class 1 or 10 Building (additional dwellings/buildings), per additional dwelling/building</li> <li>- Class 2 to 9 Building (under \$5 million)</li> <li>- Class 2 to 9 Building (over \$5 million)</li> </ul>	\$275.00  \$200.00  \$650.00  \$650.00 + \$2/m2 over 300m2 of the building floor area (capped at \$2,000)	\$770.00  \$330.00  \$1,950.00  Price on Arrival	198%  50%  200%	Proposed fee amendment to align to market pricing, and simplify fee structure



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Building Certificate</b> Class 1 Dwelling Building (and any Class 10 building) and buildings with no floor area	\$250.00	\$500.00	100%	Proposed increase to meet full cost recovery, in line with other local councils.
Class 2 to 9 buildings - based on Floor area of building or part	\$250.00	\$500.00	100%	Simplification of fee structure for building certificates.
Exceeding 200 square metres, but not exceeding 2,000 square metres	\$250 + an additional 50 cents per sqm over 200m2	\$1,250.00		
Exceeding 2,000 square metres	\$1,165 + an additional 7.5 cents per sqm over 2,000m2	\$2,000.00		



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
Additional Building Inspection Fee (where necessary before issuing a building certificate)	\$240.00	\$330.00	267%	Consistency across Council inspection fees, bring fees to full cost recovery.
Fee for Council to accept role as the Principal Certifying Authority (PCA) (relating to applications where a private certifier was appointed previously as the PCA and seeking Council to now undertake the role. This fee is exclusive of any required critical stage inspections which are payable under Inspection Fees in this revenue policy.	\$450.00	\$900.00	100%	Proposed increase to meet full cost recovery, in line with other local councils.
Copy of Building Certificate, per certificate	\$13.00	\$65.00	400%	In line with full cost recovery



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Other Development Fees</b>				
Fee for lodgement of Bank Guarantee	\$156.60	\$177.00	13%	Proposed increase to meet partial cost recovery.
<b>Outstanding Orders, per certificate</b> Under the Environmental Planning and Assessment Act 1979 and S735A of the Local Government Act 1993)	\$120.00	\$150.00	25%	Proposed increase to meet partial cost recovery.
<b>Building Compliance</b>				
Application for an extension of time – Notice	\$120.00	\$240.00	100%	Proposed increase to meet partial cost recovery, in line with other local councils' fees
Cost Compliance Notice – non-compliance with Order for illegal and non-compliant building work	\$750.00	\$1,500.00	100%	
Request for Review of a penalty infringement notice	\$200.00	\$300.00	50%	



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# Proposed Fees & Charges increase >10% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
Town Planning & Building Enquires (Written response)  If a site inspection is required (add a site inspection fee), per inspection	\$208.80	\$250.00	20%	In line with full cost recovery
Dwelling Entitlement Search + cost of any CT's obtained from LPI if necessary	\$440 plus search fees at cost	\$660 plus search fees at cost	50%	In line with full cost recovery
<b>Staff Service Fee</b> Hourly Rate for staff time (1 hour minimum)	\$125.30	\$190.00	52%	In line with full cost recovery



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# Proposed Fees & Charges increase <4% – Development Assessment and Regulation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Pre-Lodgement Meeting (or onsite meeting prior to lodgement, including written advice)</b>				Fees varied either minimally or reduced in line with partial cost recovery and benchmarked against other local councils.
Dwelling house, secondary dwelling or development valued less than \$500,000	\$783.00	\$790.00	1%	
Any other development valued less than \$5 million	\$1,827.00	\$1,460.00	-20%	
Any other development valued over \$5 million	\$2,610.00	\$2,090.00	-20%	
Including onsite Inspection as part of pre-lodgement meeting (plus pre-lodgement meeting fee) Per inspection, per officer	\$208.80	\$210.00	1%	



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# Environment and Sustainability Presented By Barry Arthur

## Principal Activities

- Sustainability Services
- Natural Resources Management
- Bushland and Biodiversity



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## Priority Action 2023/24

- Create new koala habitat through funded agreements with private landholders
- Recruit new landholders into the Land for Wildlife and Habitat for Wildlife programs to increase the area of land in the Shire managed for conservation
- Manage bushfire risk and hazards in Council reserves
- Install driver awareness signs on key roads to reduce wildlife roadkill
- Deliver the Bushcare Program, including capacity and skills development for volunteers
- Repair flood damaged creek banks in Mansfield Reserve
- Control priority biosecurity weeds and rabbit control works
- Deliver the Sustainable Us community education campaign
- Develop the Community Climate Action Plan

## KPIs

- 50 hectares of koala habitat regenerated on private land
- Number of Land for Wildlife properties registered
- Number of Hazard Reduction burns completed
- Length of Asset Protection Zones and Fire Trails maintained
- Reduction in roadkill
- Bushcare volunteer hours
- Hectares of biosecurity weeds controlled
- Number of high-risk biosecurity pathways and sites inspected
- Number of “Sustainable Us” community education events held and participants reached
- Total number of solar installations in the Shire
- Council greenhouse gas emissions



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# Environment and Sustainability – Operating Budget

- Environment Levy program
- Increase in grant related income and expenditure
- Now incorporates Bushcare and Biosecurity functions

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	-	-
User Fees and Charges	5	5
Interest Income	-	-
Other Operating Revenue	26	-
Operating Grants and Contributions	295	448
<b>Total Operating Revenue</b>	<b>326</b>	<b>453</b>
<b>Operating Expenditure</b>		
Employee Costs	1,628	1,793
Borrowing Costs	-	-
Materials & Services	773	971
Depreciation & Amortisation	-	-
Other Expenses	11	12
<b>Total Operating Expenditure</b>	<b>2,412</b>	<b>2,776</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(2,086)</b>	<b>(2,323)</b>
Capital Grants and Contributions	-	-
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>(2,086)</b>	<b>(2,323)</b>
<b>FTE</b>	<b>17.4</b>	<b>18.0</b>



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# Proposed 2023/24 New Fees & Charges – Environment and Sustainability

Fee Description	23/24 Proposed Fee Amount	Officers Comments
<b>Control of Biosecurity Weeds</b>		
Inspection Fee – when requested outside program, per inspection	\$270.00	Benchmarked against similar local councils; same charge as the bio-security re-inspection fee
Review and approve Property Weed Management Plan or Biosecurity Undertaking	\$170.00	Partial cost recovery, not currently charging for this review
Application for a permit under the Biosecurity Act 2017, per permit	\$720.00	Regulated by the Biosecurity Act 2017 (Category 9)
Preparation of a Biosecurity Certificate, per certificate	\$200.00	Regulated by the Biosecurity Act 2017 (Category 9)



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# Proposed Fees & Charges increase <4% – Environment and Sustainability

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
Bio-Security Direction Re-Inspection fee	\$279.40	\$270.00	-3%	Benchmarked against similar local councils; propose to reduce fee slightly for rounding.



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# Resource and Waste Management Presented by Clint McAlister

## Principal Activities

- Waste Services
- Waste Operations



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## Priority Action 2023/24

- Finalise the development of the Waste Management Strategy
- Develop and implement a facility Master Plan
- Deliver recycling opportunities to villages
- Manage waste contracts to ensure they provide efficient and safe services to the community
- Plan the roll out of Food Organics and Garden Organics (FOGO) program
- Deliver and evaluate Recycling Discovery programs, outreach education and media campaigns
- Complete the procurement for the next kerbside collection contract
- Complete a review of the Reviva centre operational model

## KPIs

- Increase Kerbside waste diversion rates
- Increase Waste (total) diversion rate
- Reduce the average kilograms of waste per resident
- Reduce the average kilograms of recycling per resident
- Reduce missed kerbside collection services.
- Increase community satisfaction



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# Resource and Waste Management – Operating Budget

- Increase in Rates and Annual charges aligned to actual revenue and population growth
- Fees and charges aligned to contract, market rates and operational costs

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	9,790	11,186
User Fees and Charges	3,891	4,072
Interest Income	-	-
Other Operating Revenue	510	535
Operating Grants and Contributions	-	-
<b>Total Operating Revenue</b>	<b>14,191</b>	<b>15,793</b>
<b>Operating Expenditure</b>		
Employee Costs	2,075	2,083
Borrowing Costs	2	-
Materials & Services	9,629	9,653
Depreciation & Amortisation	-	-
Other Expenses	1,003	1,095
<b>Total Operating Expenditure</b>	<b>12,709</b>	<b>12,831</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>1,482</b>	<b>2,962</b>
Capital Grants and Contributions	-	-
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>1,482</b>	<b>2,962</b>
<b>FTE</b>	<b>24.2</b>	<b>22.0</b>



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# Resource and Waste Management – Capital Program

	Capital Budget 2023/24 \$'000	Capital Budget 2024/25 \$'000	Capital Budget 2025/26 \$'000	Capital Budget 2026/27 \$'000	Total 4 Year Program \$'000
Buildings	200	200	200	200	800
<b>Total Capital Expenditure</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>800</b>



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# Proposed 2023/24 New Fees & Charges – Resource and Waste Management

Fee Description	23/24 Proposed Fee Amount	Officers Comments
<b>RRC – Domestic Waste</b>		
Inert (wood/ timber only) minimum charge	\$10.50 each	Based on 40kg and charge per tonne
Inert (wood/ timber only)	\$260.00 per tonne	\$160/ tonne + \$26.72/ tonne (haulage) + \$50 Plant + 10% admin



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# Proposed Fees & Charges increase >10% – Resource and Waste Management

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>RRC Mixed Waste</b>  Document Shredding: Charge to empty, per 240L MGB	\$55.30	\$72.00	30%	Current costs are \$39.93 to shred + 30min labour to collect @\$37.85/ hour (\$18.92) + 10% admin ( accounts/ invoicing/ etc) + rounding
<b>RRC Waste Disposal Fees</b>  Dead Animal - Minimum Charge Dead Animal - Large, Bulk, Offal	\$16.30 \$392.50	\$19.50 \$491.10	20% 25%	Minimum charges based on 40kg + rounding Current disposal costs are \$401/ tonne + 10% admin + \$50 (plant and resource transport)



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# Proposed Fees & Charges increase >10% – Resource and Waste Management

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>RRC Waste Disposal Fees</b>				
Mattresses - Single to King Size	\$44.00	\$49.50	13%	Current costs of \$41.25 + 10% admin
Mattresses – Cot	\$22.00	\$25.50	16%	Current costs of \$21 + 10% admin
<b>RRC Waste Disposal Fees – Tyres</b>				
Tyres - Motorcycle, Wheelbarrow, Go-kart, Trolley, Car	\$6.80	\$10.00	47%	Current costs of \$8.27 + 10% admin
Tyres - 4WD/Light Truck	\$10.50	\$20.00	90%	Current costs of \$16.54 + 10% admin
Tyres – Truck	\$22.50	\$32.00	42%	Current costs of \$26.46 + 10% admin
Tyres - Super Single Truck	\$44.90	\$95.00	112%	Current costs of \$78.55 + 10% admin



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# Proposed Fees & Charges increase <4% – Resource and Waste Management

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>E-waste</b> Fridges, Freezers, Air conditioners, per item  Computers, Printers, Hard Drives, Monitors, Televisions or Small Appliances (minimum charge), per item	\$23.50  \$5.30	\$15.00  \$0.00	-36%  	Current degassing charges (\$8 to \$10) + administration  Reduce fee to \$nil. Only council that charges; Budget proposed to divert funding from charity waste disposal to cover costs. Propose change to pricing category 10.
<b>Document Shredding</b> Document Shredding, Minimum Charge  Document Shredding, per 240L (by volume)	\$16.80  \$61.10	\$11.25  \$45.00	-33%  -26%	Based on quarter bin costs (see below)  Current costs are \$39.93 to shred + 10% admin
<b>Sale of Materials from RRC</b> Processed Stumps, per tonne	\$94.00	\$50.00	-47%	The cost of processing stumps is funded through other streams. Reducing the price will generate income rather than paying \$80/tonne to dispose.



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Wingecarribee  
SHIRE COUNCIL

# Service & Project Delivery The year ahead 2023/24





# Draft 2023/34 Capital Program



# Capital Program – Council Consolidated

	Capital Budget 2023/24 \$'000	Capital Budget 2024/25 \$'000	Capital Budget 2025/26 \$'000	Capital Budget 2026/27 \$'000	Total 4 Year Program \$'000
Plant & Equipment	5,044	5,360	4,035	3,500	<b>17,939</b>
Land	129	4,300	8,600	4,184	<b>17,213</b>
Buildings	7,893	7,226	785	2,144	<b>18,048</b>
Bridges	300	2,849	100	100	<b>3,349</b>
Footpaths	650	650	650	800	<b>2,750</b>
Roads	23,620	9,734	9,153	9,800	<b>52,307</b>
Stormwater Drainage	9,515	7,195	4,900	2,000	<b>23,610</b>
Other Infrastructure	1,084	2,181	231	231	<b>3,727</b>
Open Space/Recreational Assets	3,524	1,595	1,050	1,050	<b>7,219</b>
Sewerage Network	27,075	47,685	56,505	34,455	<b>165,720</b>
Water Supply Network	4,870	10,040	24,790	22,440	<b>62,140</b>
Other Assets	184	184	184	184	<b>736</b>
<b>Total Capital Expenditure</b>	<b>83,888</b>	<b>98,999</b>	<b>110,983</b>	<b>80,888</b>	<b>374,758</b>



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# Major Capital Projects

## **Southern Highlands Regional Animal Shelter & SES**

- Construction: 23/24 - 24/25
- Total budget: \$10.08M
- 23/24 budget: \$5.31M
- Funding source: Council, SES Grant



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# Major Capital Projects

## Casburn Park Upgrade

- Construction: 23/24
- Total budget: \$2.48M
- 23/24 budget: \$2.33M
- Funding source: Council, Bushfire Local Economic Recovery Grant



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# Major Capital Projects

## David Wood Playspace Upgrade

- Design: 23/24
- Construction: 24/25
- Total budget: \$1.42M
- 23/24 budget: \$300k
- Funding source: Council, VPA, The 4K



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# Major Capital Projects

## Renewal of Hill Top playspace

- Construction: 23/24
- Total budget: \$200k
- 23/24 budget: \$200k
- Funding source: Council

Proposal is for playspace to be relocated to new Hill Top Loop Line Park

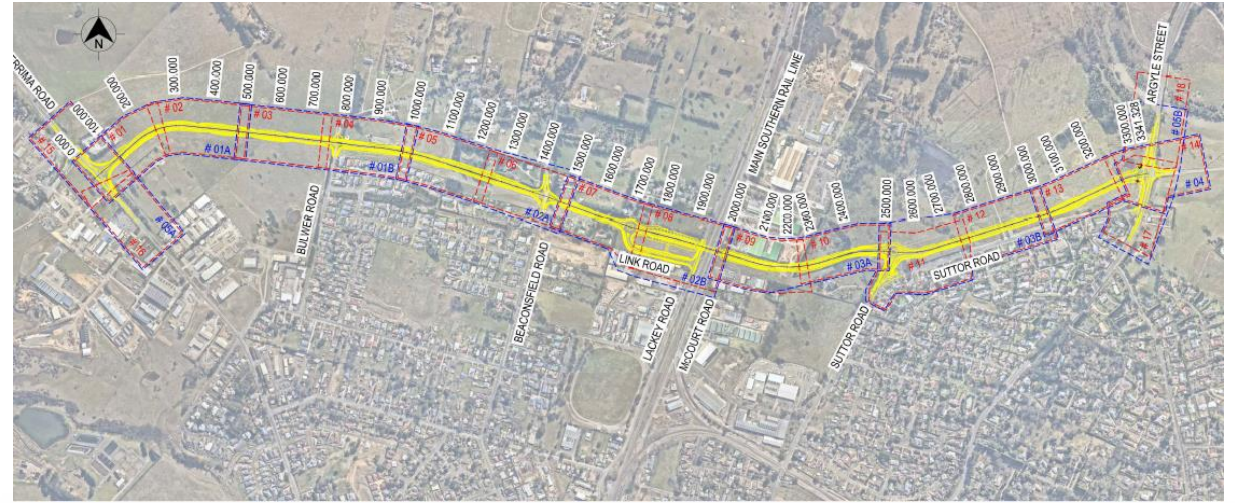


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# Major Capital Projects

## Moss Vale Bypass

- Design: 23/24
- Total design budget: \$3.42M
- 23/24 budget: \$1.7M
- Funding source: Regional NSW & TfSNW Grants
- Note: Construction subject to securing external funding.



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# Major Capital Projects

## Ferguson Crescent Bridge Renewal

- Design: 23/24
- Construction: 24/25
- Total budget: \$2.85M
- 23/24 budget: \$200k
- Funding source: Fixing Country Bridges Grant

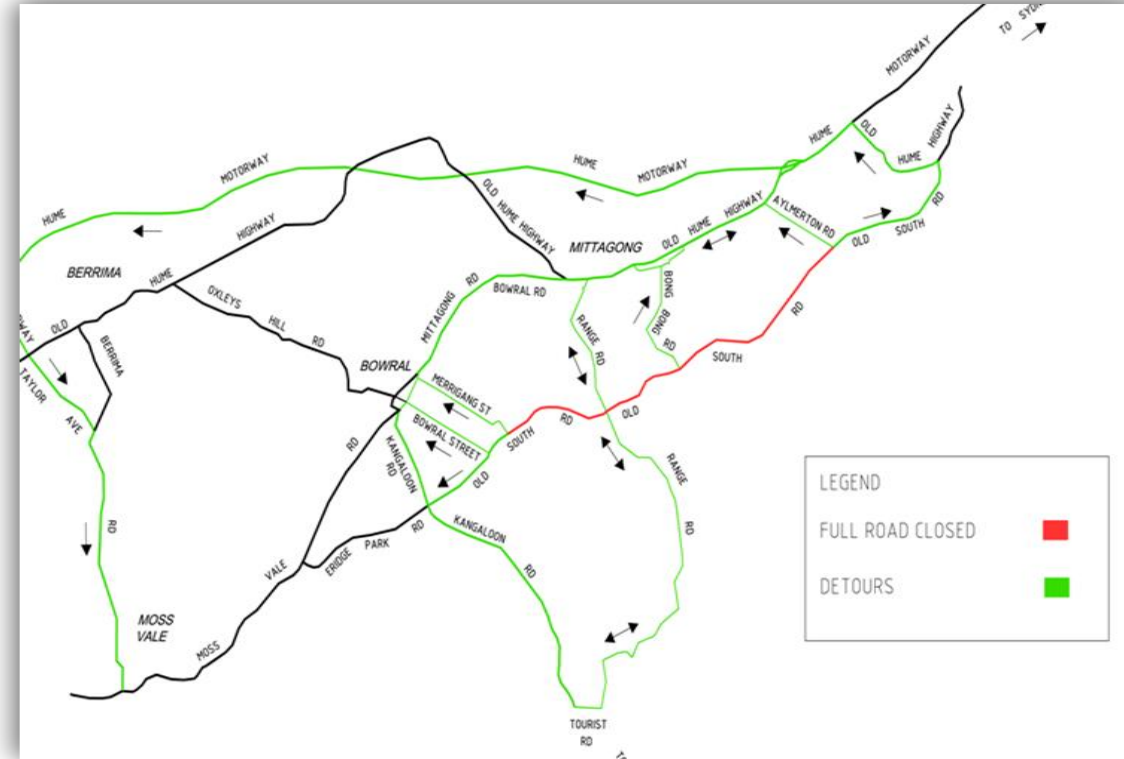


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# Major Capital Projects

## Complete Old South Road Renewal

- Construction: 22/23 - 23/24
- Total budget: \$19.58M
- 23/24 budget \$13.67M
- Funding source: Council, Safer Roads, Fixing Local Roads, Roads to Recovery, LRCI



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# Major Capital Projects

## 2023/24 Road Programs

Pavement Rehabilitation: Range Rd Renewal

Resealing & Resheeting: \$1.94M

Gravel Resheeting: \$780k

Heavy Patching: \$450k

Funding Source: Council & Regional Road Block Grant

Note: Scope to be informed by Road Network Condition Assessment currently in progress.



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# Major Capital Projects

## **Renewal of Range Road, from #825 to #1004**

- Construction: 22/23 - 23/24
- Total budget: \$5.04M
- 23/24 budget: \$4.12M
- Funding source: Council

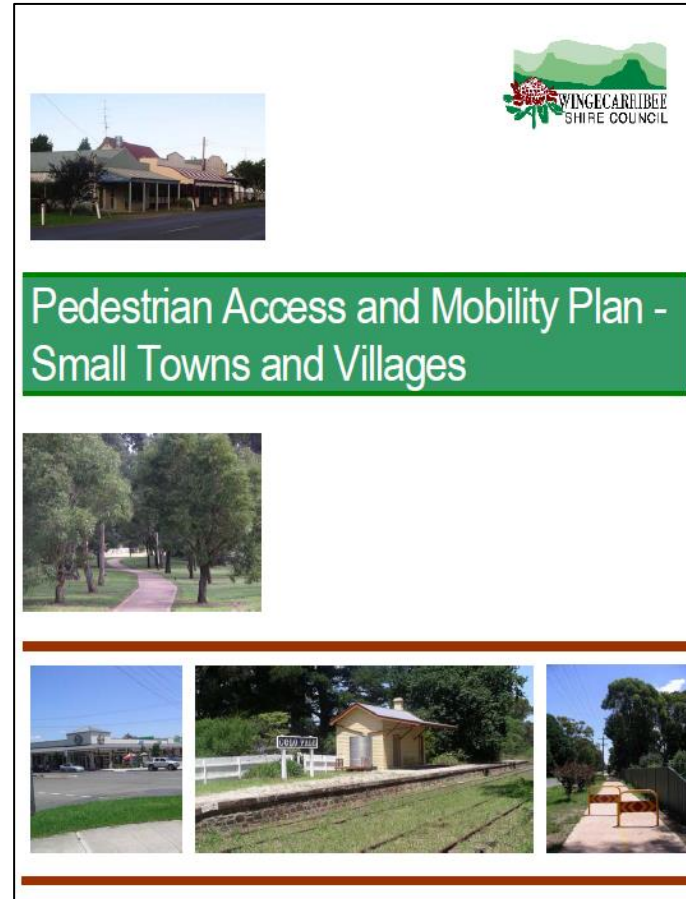


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# Major Capital Projects

## 2023/24 New Footpath Program

- Construction: 23/24
- Total budget: \$500k
- 23/24 budget: \$500k
- Funding source: Council



GEOPLAN

PEDESTRIAN ACCESS  
AND MOBILITY PLANS FOR  
MITTAGONG, BOWRAL AND MOSS  
VALE

Final Report

---

prepared for:  
Wingecarribee Council



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# Major Capital Projects

## Retford Farm Basin

- Design: 21/22 - 22/23
- Construction: 23/24 - 24/25
- Total budget: \$6.15M
- 23/2024 budget: \$4.125M
- Funding source: Council, Floodplain Management Grant Program



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# Major Capital Projects

## **Bowral Sewage Treatment Plant Upgrade**

- Construction: 22/23 - 26/27
- Total Budget: \$57.45M
- 23/24 budget: \$22M
- Funding source: Council, Safe & Secure Water Program Grant



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## Major Capital Projects

# Moss Vale Sewage Treatment Plant Upgrade

- Construction: 23/24 - 26/27
- Total Budget: \$56.12M
- 23/24 budget: \$200k
- Funding source: Council, Accelerated Infrastructure Fund Grant



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# Major Capital Projects

## Mittagong Treatment Plant Upgrade

- Design: 23/24
- Construction: 24/25 - 27/28
- Total Budget: \$41.04M
- 23/24 budget: \$200k
- Funding source: Council



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# Major Capital Projects

## New Water Main - Treatment Plant to Hill Road Reservoir

- Design: 23/24
- Construction: 24/25 - 26/27
- Total Budget: \$20.14M
- 23/24 budget: \$200k
- Funding source: Council



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# Assets

## Presented by Shaun Robinson

### Principal Activities

- Roads & Drainage Asset Management
- Parks & Buildings Asset Management
- Water & Wastewater Asset Management



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## Priority Action 2023/24

- Prepare Asset Management Plans for all six asset classes
- Complete project scoping for 2024/25 Capital Program
- Prepare two generic Plans of Management for sportsfields & community use
- Prepare two Masterplans (sites to be finalised after adoption of Community & Recreation Facility Strategy)
- Achieve compliance with the new Cemeteries & Crematoria Regulation 2022
- Complete Network Condition Inspections on roads, footpaths and bridges
- Update the guiding Water & Wastewater Strategy documents

## KPIs

- Adoption with 2024/25 IP&R documents
- Completion June 2024
- Completion December 2023
- Completion June 2024
- Completion December 2023
- Completion June 2024
- Adoption with 2024/25 IP&R documents



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# Assets – Operating Budget

- Revaluation of infrastructure assets has resulted in significant increases in depreciation due to higher replacement costs.

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	-	-
User Fees and Charges	261	293
Interest Income	-	-
Other Operating Revenue	27	-
Operating Grants and Contributions	160	160
<b>Total Operating Revenue</b>	<b>448</b>	<b>453</b>
<b>Operating Expenditure</b>		
Employee Costs	2,133	2,417
Borrowing Costs	-	-
Materials & Services	1,775	1,609
Depreciation & Amortisation	18,477	22,869
Other Expenses	-	-
<b>Total Operating Expenditure</b>	<b>22,385</b>	<b>26,895</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(21,937)</b>	<b>(26,442)</b>
Capital Grants and Contributions	-	-
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>(21,937)</b>	<b>(26,442)</b>
<b>FTE</b>	<b>33.2</b>	<b>20.2</b>



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## Assets – Capital Program

	Capital Budget 2023/24 \$'000	Capital Budget 2024/25 \$'000	Capital Budget 2025/26 \$'000	Capital Budget 2026/27 \$'000	Total 4 Year Program \$'000
Other Infrastructure	427	28	28	28	511
Water Supply Network	200	-	-	-	200
<b>Total Capital Expenditure</b>	<b>627</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>711</b>



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# Proposed 2023/24 New Fees & Charges – Assets

Fee Description	23/24 Proposed Fee Amount	Officers Comments
<b>Cemeteries:</b> Provision of/or replacement of 140 x 110 Bronze plaque, per item	\$735.00	Previously the upgrade to Bronze plaques were charged at the same price as Aluminium/Stainless Steel (\$545), although costs are higher. New fee proposed to differentiate costs, based on external costs to produce these plaques.
<b>Cemeteries:</b> Scatter ashes with Name Plate on sculpture tree (where available)	\$360.00	Low maintenance, cost effective, adds to overall ambience of cemetery. Proposed fee calculated on cost to install feature tree and capacity of plates per site.



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# Proposed Fees & Charges Removed – Assets

Fee Description	22/23 Fee	23/24 Fee	Officers Comments
Private Works, per works	POA	Removed	Fee not required
Contract Works, per works	POA	Removed	Fee not required
<b>Design Fees – per lineal metre</b>			
Concrete kerb and gutter construction, per m	\$36.70	Removed	This service is no longer offered by Council
Minor stormwater drainage construction, per m	\$36.70		
Minor sewer main extension, per m	\$26.60		
Minor water main reticulation, per m	\$26.60		
Minimum Design fee, per m	\$520.50		
<b>Kerb and Gutter Construction and Footpath Construction - per lineal metre</b>			
Kerb and Gutter - Resident Contribution - 50%, per lineal mtr	\$123.80	Removed	Policy was repealed in November 2022 Council meeting



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# Proposed Fees & Charges Removed – Assets

Fee Description	22/23 Fee	23/24 Fee	Officers Comments
<b>Pavement Design Service – (indicative cost only):</b>			This service is no longer offered by Council
Council staff	\$535 for 300m road c/l	Removed	
Laboratory testing	\$1,990 for 300m road c/l	Removed	
Traffic analysis as per NAASRA Sec 7	\$216.80	Removed	
Determination of design CBR computer pavement design optimisation	\$738 for 300m road c/l	Removed	
Benkelman Beam testing of existing road for subgrade CBR results	\$738 for 300m road c/l	Removed	
Benkelman Beam retesting prior to sealing using Council test load and driver	\$738 for 300m road c/l	Removed	



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# Proposed Fees & Charges Removed – Assets

Fee Description	22/23 Fee	23/24 Fee	Officers Comments
Traffic Analysis Fees – see details next slide	Various	Removed	Redundant fees – not required



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# Proposed Fees & Charges Removed – Assets

Fee Description	22/23 Fee	Fee Description	22/23 Fee
Council provided and organised intersection count for a 4 way – 12 movement intersection including pedestrian counts and separate counts for heavy vehicles	At Cost + 20%	Council provided and organised 24 hour tube count data – minimum 7 days non-school holiday period	At Cost + 20%
Council provided and organised intersection count for a 3 way – 9 movement intersection including pedestrian counts and separate counts for heavy vehicles (AM and PM – Friday peak periods – non-school holiday)	At Cost + 20%	Sub area cut trip matrices(to assist in establishing micro simulation models e.g. PARAMICS) extracted from existing models	\$603
Supply of existing AM Intersection turning movement Count	\$120.60	Supply of base traffic models for development planning	\$1,807.40
Supply of existing PM Intersection turning movement Count	\$120.60	Traffic fee analysis data, per model	As per quote
Supply of existing AM plus PM Intersection turning movement Count	\$176.90	In house scenario testing, preliminary SIDRA analysis.	As per quote
Supply of existing 24 hour tube count data (volume, speed & classification– minimum 7 days non-school holiday period	\$120.60	Council provided and organised additional Traffic counts on Local Road Network	\$626.40
Installation of Driveway markers for residents experiencing unacceptable and continuing encroachment	\$135.80		



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# Proposed Fees & Charges increase >10% – Assets

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
Ash Beam - Placement of ashes in lawn and mounting of Bronze Plaque on polished stone sloper	\$852.00	\$960.00	13%	Increase proposed to match increase in external costs to provide bronze plaque on polished stone sleeper
Administration Fees				
- for issue of new Interment Right when transferring reservations, Devolved, within family	\$72.50	\$90.00	24%	To bring in line with cost recovery
- for additional ash placements undertaken with funeral arrangements	\$141.90	\$160.00	13%	To bring in line with cost recovery & consistency with other admin fees at \$160.00
Provision of standard pedestal (sandstone) and bronze plaque (165x125 - 8 lines)	\$776.60	\$982.00	26%	Increase to cover costs, external costs to provide goods have increased significantly
Provision of New Memorial Seat and Plaque	\$1,410.80	POA		Change proposed as costs vary depending on specifications required
Registration of ashes scattered in a cemetery by family, no plaque	\$72.50	\$90.00	24%	Consistent with administration fees for new interment right; bring in lien with cost recovery



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# Project Delivery Presented by Ned Tripkovic

## Principal Activities

- Project Delivery



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## Priority Actions 2023/24

- Design and construct Richie Park and open to the public
- Finalise the Moss Vale Bypass design and documentation
- Design and construct Casburn Park and open to the public
- Design and document the Ferguson Crescent Bridge
- Progress the construction of Bowral Sewer Treatment Plant, finalise the design and documentation for Moss Vale Sewer Treatment Plant and commence the construction and finalise the design and documentation for Mittagong Sewer Treatment Plant
- Old South Road renewal completed and the road opened to traffic
- Progress the construction of the new animal shelter and SES building

## KPIs

- Percent of projects delivered in accordance with key milestones.
- Percent of projects delivered to budget – a target of 85% for expenditure is established



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# Project Delivery – Operating Budget

- Capitalised operating costs \$3.1M
- FTEs have increased due to the merging of the design team with the project delivery team.

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	-	-
User Fees and Charges	-	-
Interest Income	-	-
Other Operating Revenue	54	-
Operating Grants and Contributions	-	-
<b>Total Operating Revenue</b>	<b>54</b>	<b>-</b>
<b>Operating Expenditure</b>		
Employee Costs	435	448
Borrowing Costs	-	-
Materials & Services	46	50
Depreciation & Amortisation	-	-
Other Expenses	-	-
<b>Total Operating Expenditure</b>	<b>481</b>	<b>498</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(427)</b>	<b>(498)</b>
Capital Grants and Contributions	-	-
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>(427)</b>	<b>(498)</b>
<b>FTE</b>	<b>15.0</b>	<b>28.0</b>



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# Project Delivery – Capital Program

	Capital Budget 2023/24 \$'000	Capital Budget 2024/25 \$'000	Capital Budget 2025/26 \$'000	Capital Budget 2026/27 \$'000	Total 4 Year Program \$'000
Land	129	4,300	8,600	4,184	<b>17,213</b>
Buildings	7,355	6,882	441	1,800	<b>16,478</b>
Bridges	300	2,849	100	100	<b>3,349</b>
Roads	19,588	-	-	-	<b>19,588</b>
Stormwater Drainage	4,385	1,845	-	-	<b>6,230</b>
Other Infrastructure	260	1,950	-	-	<b>2,210</b>
Open Space/Recreational Assets	3,209	1,295	400	400	<b>5,304</b>
Sewerage Network	23,270	44,400	53,000	31,000	<b>151,670</b>
Water Supply Network	550	6,350	21,200	18,700	<b>46,800</b>
<b>Total Capital Expenditure</b>	<b>59,046</b>	<b>69,871</b>	<b>83,741</b>	<b>56,184</b>	<b>268,842</b>



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# Shire Presentation

## Presented by Greg Bray

### Principal Activities

- Aquatic Services, Building Maintenance and Tree Management
- Open Space
- Road Infrastructure Construction
- Road Infrastructure Maintenance
- Fleet Services



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## Priority Action 2023/24

- Undertake a review of service levels for open space Maintenance
- Implement replacement and renewal of pool aquatic assets such as replacement or maintenance of lane ropes, service equipment, tiling and pool covers
- Deliver the projects as approved through the State Government funded restoration and recovery works on community infrastructure program, damaged during 2022 flood events
- Deliver maintenance programs and projects that achieve safe and functioning buildings
- Deliver road and stormwater minor capital works projects
- Complete annual plant and light vehicle replacement program
- Launch QR code survey for open space facilities, providing community the opportunity to comment on the standard of open space maintenance.

## KPIs

- Number of patrons utilising aquatic facilities
- Compliance with legislative and regulatory standards
- 5000 trees inspected and updated in tree inventory
- Identified natural disaster recovery works completed within deadlines set by State Government agencies
- Community satisfaction
- Gravel re-sheeting works completed as programmed
- Resealing works completed as programmed
- Compliance with internal reporting requirements, including timelines
- Number of unscheduled vehicle breakdowns
- Implementation of community QR code survey points at 20 parks and open space facilities.



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# Shire Presentation – Operating Budget

- Capitalised operating costs \$2.6M
- SRV correction
- Reduction in anticipated Capital Grants

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	-	-
User Fees and Charges	2,496	2,378
Interest Income	-	-
Other Operating Revenue	198	511
Operating Grants and Contributions	1,407	1,185
<b>Total Operating Revenue</b>	<b>4,101</b>	<b>4,074</b>
<b>Operating Expenditure</b>		
Employee Costs	10,661	9,752
Borrowing Costs	64	40
Materials & Services	14,074	13,400
Depreciation & Amortisation	779	1,930
Other Expenses	449	49
<b>Total Operating Expenditure</b>	<b>26,027</b>	<b>25,171</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>(21,926)</b>	<b>(21,097)</b>
Capital Grants and Contributions	1,501	307
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>(20,425)</b>	<b>(20,790)</b>
<b>FTE</b>	<b>130.9</b>	<b>136.9</b>



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# Shire Presentation – Capital Program

	Capital Budget 2023/24 \$'000	Capital Budget 2024/25 \$'000	Capital Budget 2025/26 \$'000	Capital Budget 2026/27 \$'000	Total 4 Year Program \$'000
Plant & Equipment	3,019	2,900	2,900	2,900	<b>11,719</b>
Buildings	200	-	-	-	<b>200</b>
Footpaths	650	650	650	800	<b>2,750</b>
Roads	4,032	9,734	9,153	9,800	<b>32,719</b>
Stormwater Drainage	5,130	5,350	4,900	2,000	<b>17,380</b>
Other Infrastructure	397	204	204	204	<b>1,009</b>
Open Space/Recreational Assets	315	300	650	650	<b>1,915</b>
<b>Total Capital Expenditure</b>	<b>13,743</b>	<b>19,138</b>	<b>18,457</b>	<b>16,354</b>	<b>67,692</b>



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# Proposed Fees & Charges Removed – Shire Presentation

Fee Description	22/23 Fee	23/24 Fee	Officers Comments
<b>Moss Vale Aquatic Centre</b> Birthday Party Inflatable option (min 10 children, per person)	\$29.80	Removed	This fee category is longer offered



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# Proposed Fees & Charges increase >10% – Shire Presentation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Restoration of Road Pavement Openings:</b>				
Asphaltic concrete with cement concrete base, per m2	\$646.80	\$776.20	20%	Proposed fee increase by 20% to accurately reflect the inflation associated with construction materials, labour and plant charges.
Cement concrete, per m2	\$446.90	\$536.30	20%	
Asphaltic concrete on all classes of base other than cement concrete, per m2	\$423.40	\$508.10	20%	
Tar and bituminous surfaces on all classes of base other than cement concrete, per m2	\$247.40	\$296.90	20%	
Earth and gravel, water bound macadam and all other classes of unsealed pavement or shoulders, per m2	\$106.30	\$127.60	20%	



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# Proposed Fees & Charges increase >10% – Shire Presentation (cont.)

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Restoration of Footpath Pavement Openings:</b>				
Asphaltic concrete with cement concrete base, per m2	\$458.80	\$550.60	20%	Proposed fee increase by 20% to accurately reflect the inflation associated with construction materials, labour and plant charges.
Cement concrete, per m2	\$446.90	\$536.30	20%	
Asphaltic concrete on all classes of base other than cement concrete, per m2	\$423.40	\$508.10	20%	
Tar and bituminous surfaces on all classes of base other than cement concrete, per m2	\$247.40	\$296.90	20%	
Earth and gravel, water bound macadam and all other classes of unsealed pavement or shoulders, per m2	\$106.30	\$127.60	20%	
Brick Paved, per m2	\$317.60	\$381.10	20%	
Kerb and Gutter, per m	\$206.00	\$247.20	20%	



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# Proposed Fees & Charges increase <4% – Shire Presentation

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
<b>Moss Vale Aquatic Centre Health Club</b>				
- Joining Fee (Results)	\$79.00	\$79.00	0%	No change proposed in joining fees, in consultation with Bluefit
- Joining Fee (Active)	\$99.00	\$99.00	0%	



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# Water Services Presented by Tejas Vyas

## Principal Activities

- Potable Water Treatment
- Water Network Operations
- Sewage Treatment
- Wastewater Network Operations
- Maintenance and Depot Administration



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## Priority Action 2023/24

- Install a Pressure Reducing Valve (PRV) to protect Mittagong water mains network
- Undertake specialised water mains cleaning around Bowral Hospitals to protect water quality
- Develop the wastewater network proactive maintenance team to full capacity
- Complete electrical control cabinet renewals
- Complete the upgrade of both the water and sewer control systems
- Replace the pneumatic controls for the filter valves at Wingecarribee Water Treatment Plan
- Deliver the water, sewer, meter and manhole replacement programs

## KPIs

- Water Treatment Compliance with NSW Health and Australian Drinking Water Guidelines
- Compliance with Dam Safety NSW maintenance and inspection requirements
- Security of Water and Wastewater (sewer) networks
  - Duration of water outages
  - Number of cleared sewer blockages and overflows
  - Length of sewer CCTV surveyed
  - Number of Inflow and Infiltration issues identified and addressed
  - Number of wastewater pumps stations cleaned
- Compliance with NSW EPA Sewage Treatment licencing and reporting
- Compliance monitoring of registered businesses releasing Liquid Trade Waste to sewer
- Customer Satisfaction



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# Water Services – Operating Budget

- Key changes in fees and charges
  - Minimum 7% uplift with inflation
  - Higher percentages utilised to move towards cost recovery
- Revaluation of water and sewer network assets has resulted in significant increases in depreciation due to higher replacement costs.

	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
<b>Operating Budget</b>		
<b>Operating Revenue</b>		
Rates and Annual Charges	22,698	24,283
User Fees and Charges	10,095	10,654
Interest Income	430	2,164
Other Operating Revenue	46	20
Operating Grants and Contributions	-	-
<b>Total Operating Revenue</b>	<b>33,269</b>	<b>37,121</b>
<b>Operating Expenditure</b>		
Employee Costs	7,947	7,304
Borrowing Costs	188	57
Materials & Services	8,494	8,426
Depreciation & Amortisation	11,362	17,348
Other Expenses	25	13
<b>Total Operating Expenditure</b>	<b>28,016</b>	<b>33,148</b>
<b>Operating Result – Surplus / (Deficit)</b>	<b>5,253</b>	<b>3,973</b>
Capital Grants and Contributions	-	-
<b>Operating Result after Capital Revenues – Surplus / (Deficit)</b>	<b>5,253</b>	<b>3,973</b>
<b>FTE</b>	<b>81.6</b>	<b>70.9</b>



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# Water Services – Capital Program

	Capital Budget 2023/24 \$'000	Capital Budget 2024/25 \$'000	Capital Budget 2025/26 \$'000	Capital Budget 2026/27 \$'000	Total 4 Year Program \$'000
Sewerage Network	3,805	3,285	3,505	3,455	<b>14,050</b>
Water Supply Network	4,120	3,690	3,590	3,740	<b>15,140</b>
<b>Total Capital Expenditure</b>	<b>7,925</b>	<b>6,975</b>	<b>7,095</b>	<b>7,195</b>	<b>29,190</b>



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# Proposed Fees & Charges increase >10% – Water Services

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
For all descriptive water and sewer fees at cost, proposed change to Cost Description to provide clarity	At cost	At cost, + 15% admin charge		Proposed fee amendment to clarify cost structure between external and internal costs. Move towards full cost recovery.
<b>Provision Of Water Connection and Disconnection:</b>  Supply and installation of 20mm meter only for existing 20mm service connection	\$430.40	\$490.00	14%	Move towards full cost recovery.
Fee for Replacement of Damaged 20mm Meters	\$427.70	\$490.00	15%	Move towards full cost recovery; in line with supply & installation fee above



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# Proposed Fees & Charges increase <4% – Water Services

Fee Description	22/23 Fee	23/24 Fee	% Increase	Officers Comments
Reading Private Water Meters on Properties throughout the Shire, per meter, per read	\$17.60	\$11.00	-37.5%	Private meters will be read by Skilltech (who currently read Council's meters) – fee includes quoted cost + admin charge of maintaining the schedule.



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# Council Briefing – Draft Delivery Program, Operational Plan and Budget 2023/2024 - NEXT STEPS



# Next Steps – Community Consultation

- Public exhibition from 12 May 2023 to 9 June 2023
- Opportunities to provide feedback will be promoted via
  - Your Say Wingecarribee project page
  - Weekly e-newsletters
  - Media release and social media posts
  - Emails sent directly to village associations and business chambers
- Four community drop in sessions held across the Shire – Bundanoon, Robertson, Hilltop and Civic Centre Moss Vale
- Outcome of public exhibition report to the June 2023 Council meeting.



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